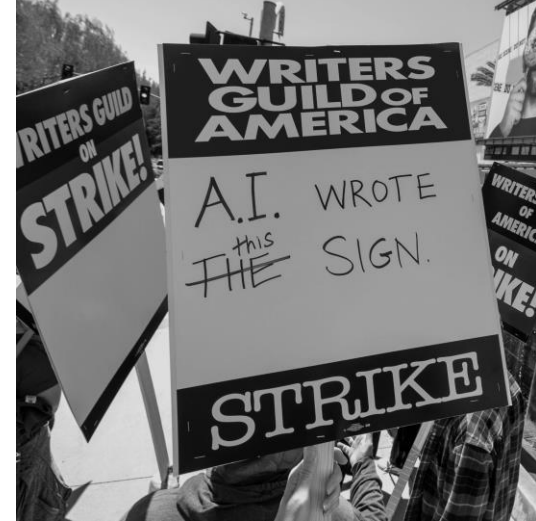# 2023 Edelman Trust Barometer

Special Report: Trust at Work

2023 Edelman Trust Barometer Special Report: Trust at Work

Online survey of employees in its 3rd year

Fieldwork conducted: July 20 – Aug 1, 2023

7
Countries

6,977
Respondents

1,000+/-
Respondents per country**

Brazil   China   Germany   India   Japan   UK   U.S.

Data collected is representative of employees across ages, gender and regions within each market. For more information on the audiences surveyed, please refer to the Technical Appendix.

**The sample size varies by country from 986 to 1,003.
7-market global data margin of error: General population +/- 1.5 percentage points (n=6,977)
Country-specific data margin of error: General population +/- 4.1 percentage points (varies by country based on sample size, n=986 to n=1,003)
Margin of error is calculated at the 99% confidence level

Statistical significance

- **0** **+**   ◯ **Significant change**

Indicates a mathematically significant change in data that can be attributed to a profound change rather than chance.

All indicated year-over-year significant changes were determined using a t-test set at a 99%+ confidence level.

Shortened Question Text

Throughout the report, question text has been edited for readability. The full text for all shortened text is included in the Technical Appendix. Note that the some of the items from the question about job seeker expectations (EMP_IMP) also appear in highly shortened form on pg 10.

For full details, please refer to the Technical Appendix

Trust in the Workplace Since 2019:
The Expanding Employer Remit

Jan 2019	**Apr 2020**	**Sept 2021**	**June 2022**	**Sept 2022**	**Sept 2023**
Employers Most Trusted	**Employers Critical to Pandemic Response**	**The Belief-Driven Employee**	**Gen Z Redefines Work**	**The Workplace as Island of Civility**	**The Workplace Reconsidered**
Employers are the most trusted institution	Employers more trusted to respond to the pandemic than other institutions	Employees choose their employer based on values and beliefs	Gen Z is changing our willingness to pressure employers for change	Employees are more comfortable discussing controversial issues with coworkers than with neighbors	Employers must rethink what work means to employees
2019 Edelman Trust Barometer	*2020 Edelman Trust Barometer Special Report: Trust and the Coronavirus*	*2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee*	*2022 Edelman Trust Barometer Special Report: The New Cascade of Influence*	*2022 Edelman Trust Barometer Special Report: Trust and the Workplace*	*2023 Edelman Trust Barometer Special Report: Trust at Work*

Employers Face Cascade of Expectations
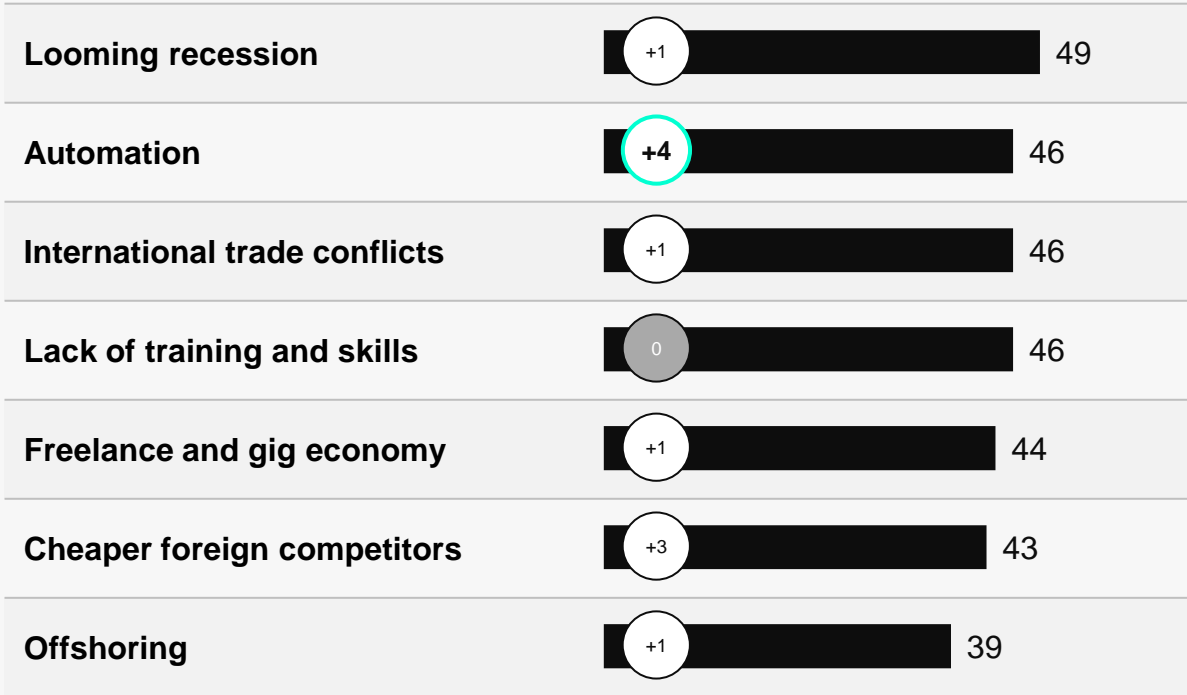
Amid Economic and Geopolitical Tensions, Job Loss Fears Spike

Percent of employees who worry

| GLOBAL 7 | (-) — (0) — (+) Change, Sept 2022 to Sept 2023 | ◯ Significant change |

I worry about **losing my job** due to one or more of these reasons (net)

78%

▲ **+5 pts**

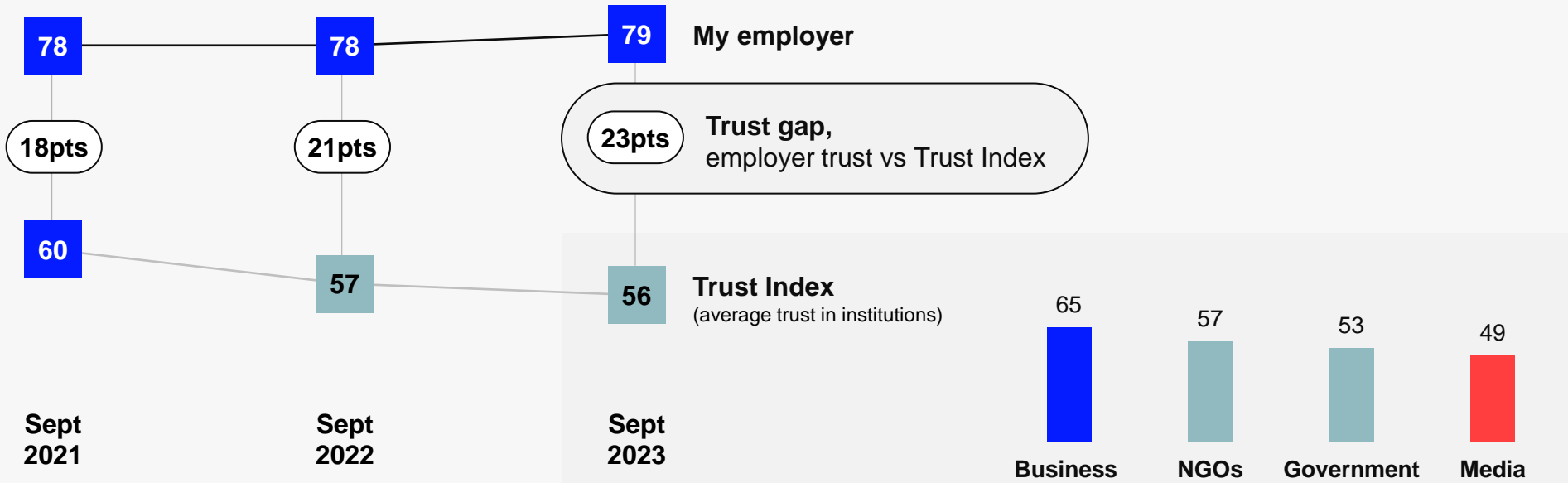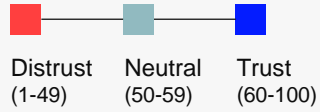| Greatest increases in: | Japan | 77 | **+13** |
| | Germany | 70 | **+10** |

Looming recession	+1	49
Automation	+4	46
International trade conflicts	+1	46
Lack of training and skills	0	46
Freelance and gig economy	+1	44
Cheaper foreign competitors	+3	43
Offshoring	+1	39

Trust Gap Grows Between My Employer and Other Institutions

Percent of employees who trust

GLOBAL 7

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

	Sept 2021	Sept 2022	Sept 2023
My employer	78	78	79
Trust gap, employer trust vs Trust Index	18pts	21pts	23pts
Trust Index (average trust in institutions)	60	57	56

Business	NGOs	Government	Media
65	57	53	49

My Employer Outperforms All Other Institutions on Competence and Ethics

(Competence score, net ethical score)

GLOBAL 6 Excludes China

Ethical

■ Sept 2023

■ Jan 2023

(■ **My employer (22, 47)**)

NGOs
(-2, 22)

Business
(12, 21)

Less competent ⟵ ⟶ **Competent**

Media
(-25, -7)

My employer 62pts more competent than government

Government
(-40, -9)

Unethical

2023 Edelman Trust Barometer Special Report: Trust at Work. The ethical scores are averages of nets based on EMP_PER_DIM/1-4. The competence score is a net based on TRU_3D_EMP/1. 6-mkt avg. Data filtered to exclude China. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

2023 Edelman Trust Barometer. The ethical scores are averages of nets based on [INS]_PER_DIM/1-4. Government and Media were only asked of half of the sample. The competence score is a net based on TRU_3D_[INS]/1. Government and Media were only asked of half of the sample. General population, 6-mkt avg. Data not collected in China. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

For full details regarding how this data was calculated and plotted, please see the Technical Appendix.
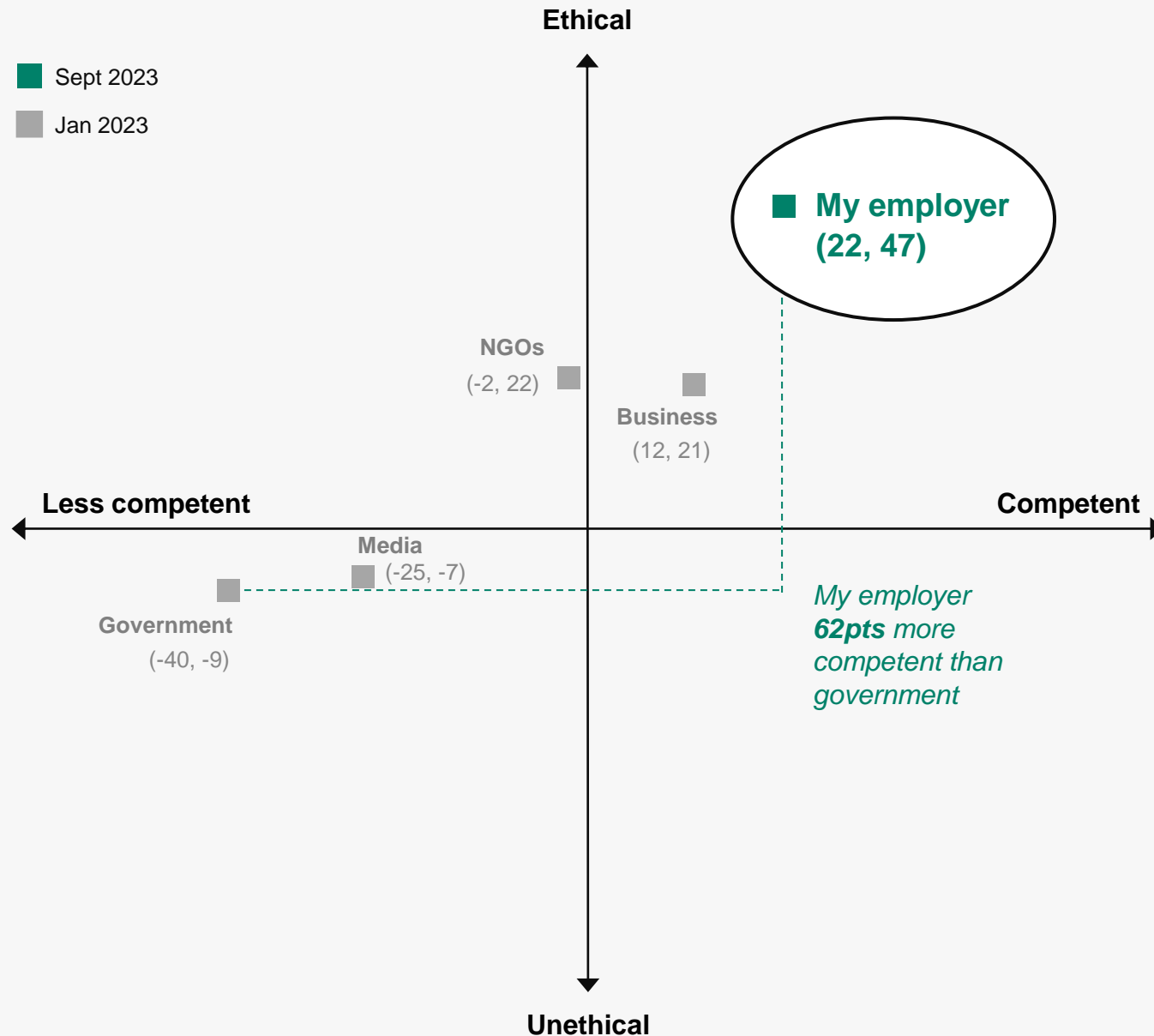
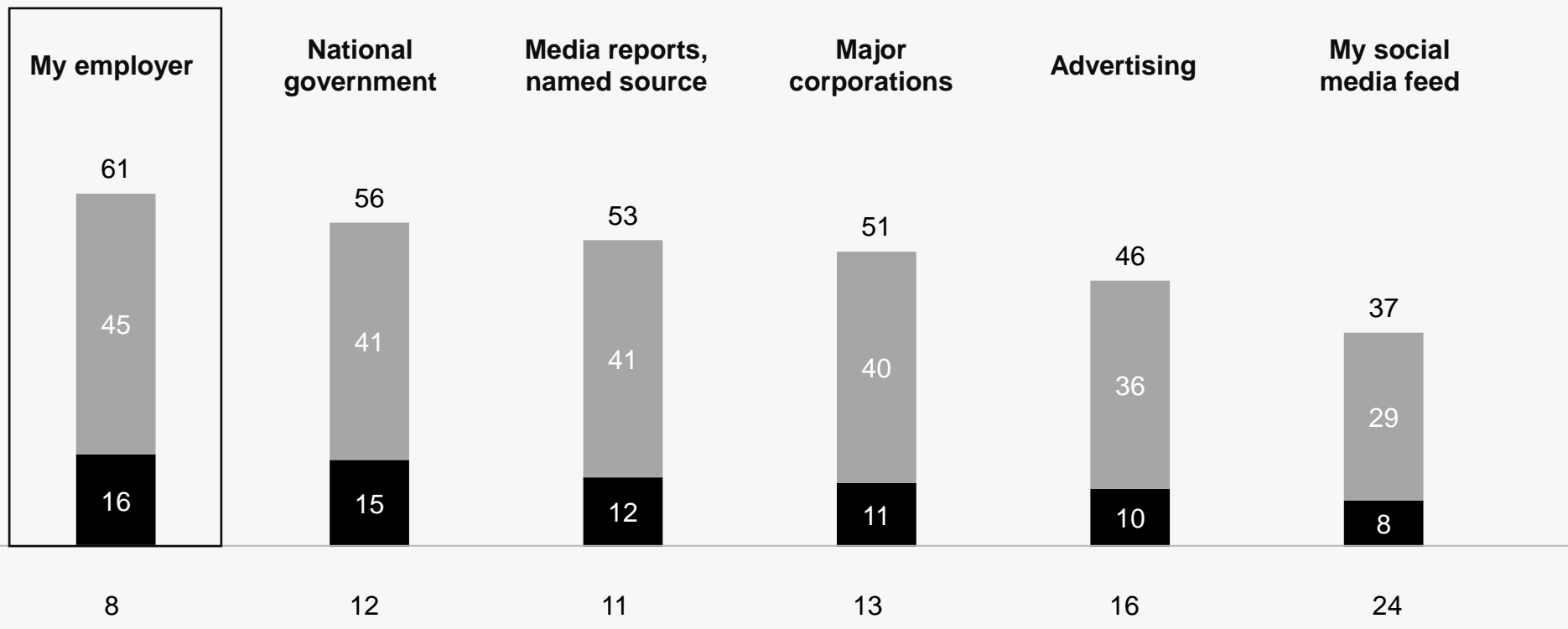# Employer Media Most Believable, More than Government Information or Any Media

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

GLOBAL 7

Communications from…	My employer	National government	Media reports, named source	Major corporations	Advertising	My social media feed
	61	56	53	51	46	37

Nr. of times they need to see information repeated before believing it:

■ Once or twice

	My employer	National government	Media reports, named source	Major corporations	Advertising	My social media feed
Once or twice	45	41	41	40	36	29
If I see it here, I will **automatically assume it is true**	16	15	12	11	10	8

I will never believe it is true
if this is the only place I see it

My employer	National government	Media reports, named source	Major corporations	Advertising	My social media feed
8	12	11	13	16	24

Job Seekers Scrutinize Whether CEOs Speak Out on Controversial Issues

Percent of employees who say each is a **strong expectation or deal breaker** when considering a job
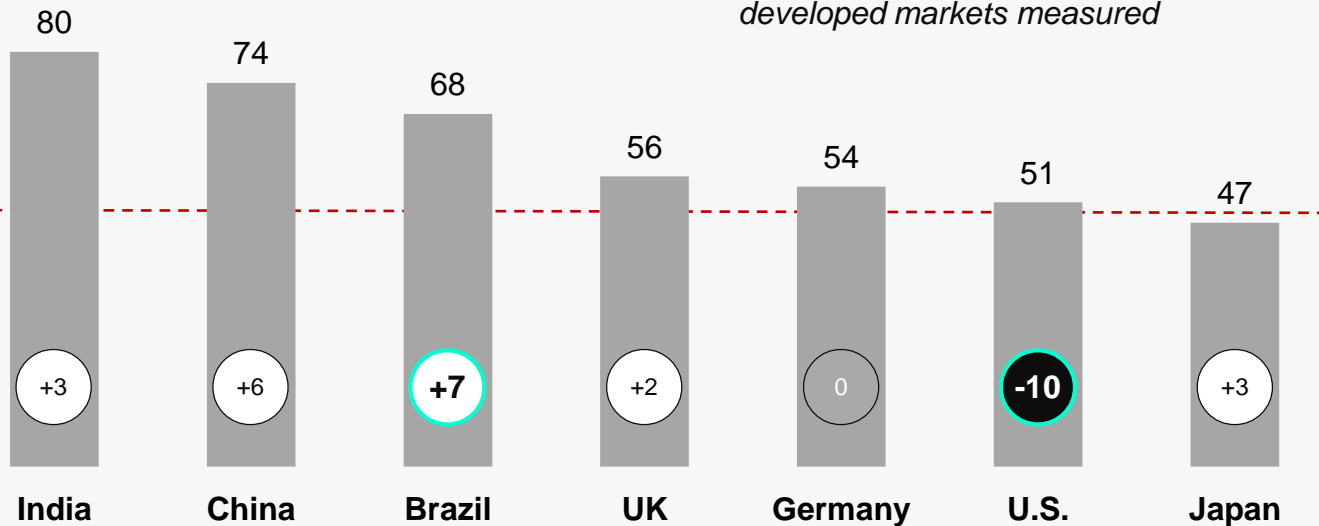
GLOBAL 7   −──0──+   ◯ **Significant change**

When considering a job, I expect the **CEO to speak publicly about controversial issues** I care about

Decline in U.S., far lower expectation in developed markets measured

61%

▲

+2 pts

Change, Sept 2022 to Sept 2023

Over majority agreement **50**%

	India	China	Brazil	UK	Germany	U.S.	Japan
Value	80	74	68	56	54	51	47
Change	+3	+6	+7	+2	0	-10	+3

Expectations for Advancement, Empowerment, Societal Impact All Grow

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

GLOBAL 7   − ─ 0 ─ +   **Change, Sept 2022 to Sept 2023**   ◯ **Significant change**

Career advancement (avg)

83% ▲ +2 pts

Competitive wages
Work experience
Training
Career opportunities

Personal empowerment (avg)

80% ▲ +2 pts

Regular communication
Truthful information
Easy employee input
CEO embodies values
Employees in planning
Employee diversity

Societal impact (avg)

71% ▲ +2 pts

Reflects my values
Greater purpose
Meaningful work
Social impact
Listens to employees
CEO takes a stand

Employees Want a Work-Life Reset

Percent of employees who say

GLOBAL 7

Because of everything that has happened in the world over the past few years, **I am reevaluating how I spend my time**

It is more important than ever that **employers rethink what work means** to employees

67%

72%

Gen Z Leads Push for More Meaning at Work

From Work-Life Boundaries to Societal Issue Involvement, Young Employees Redefine Meaning of Work

Percent of employees who say

GLOBAL 7

I have been influenced by my **coworkers in their twenties** in one or more of these areas (net)
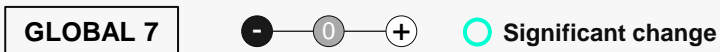
93%

Top 7 of 11:

Work-life **boundaries**	78
Openness to new **tech**	76
Desire for career **success**	76
Fair pay for work	75
Self **advocacy**	75
Work as **identity**	71
Employer involvement on **societal issues**	71

Gen Z and Millennials Bring the Outside World Into the Workplace

Percent of employees who say

GLOBAL 7   − 0 +   ◯ Significant change

I frequently engage in conversations with my coworkers about important societal issues

67 — Ages 18-26 — +8

69 — 27-42 — +7

59 — 43-58 — +4

50 — 59+ — +3

Change, Sept 2022 to Sept 2023

I am regularly so distraught over what is happening in the news that I am unable to function at work
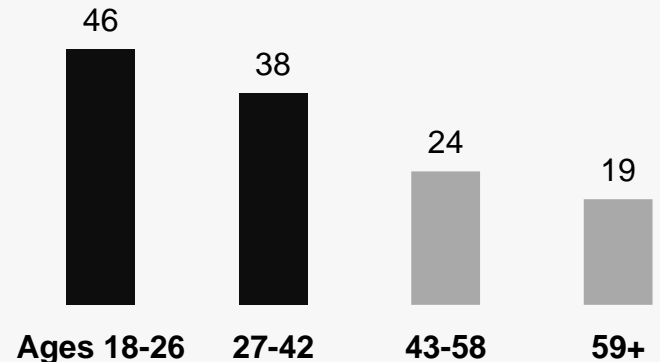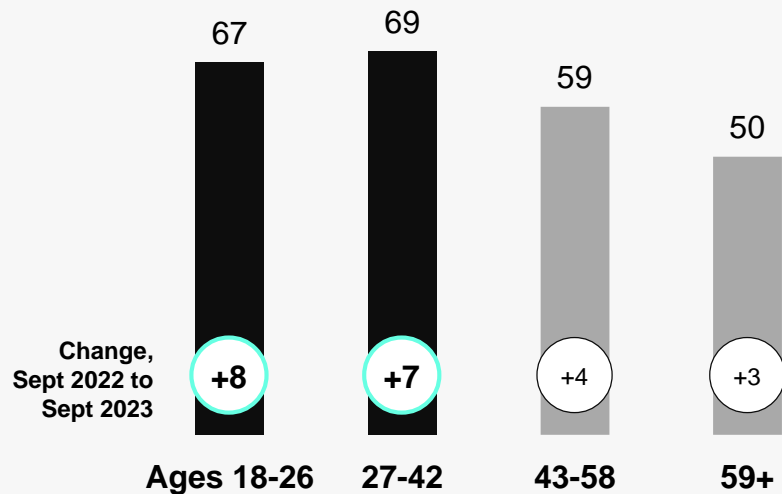
46 — Ages 18-26

38 — 27-42

24 — 43-58

19 — 59+

Young Coworkers Influence Our Willingness to Pressure Employers

Percent of employees who say

GLOBAL 7   − 0 +   ◯ **Significant change**

Coworkers in their twenties
have influenced…

…my willingness to pressure
my employer to change things
I do not approve of

…my openness to unions
or labor organizations

61%

▲

+6 pts

**Change,
Sept 2022 to
Sept 2023**

62%

Across Generations, Employees Want Their Work To Shape The Future

Percent of employees who say each is a **strong expectation or deal breaker** when considering a job

GLOBAL 7

When considering a job, I want the opportunity to do work that will **shape the future** in some meaningful way

74%

Nearly 8 in 10 Gen Z and millennials expect to shape the future through work

78	78	71	65
Ages 18-26	**27-42**	**43-58**	**59+**
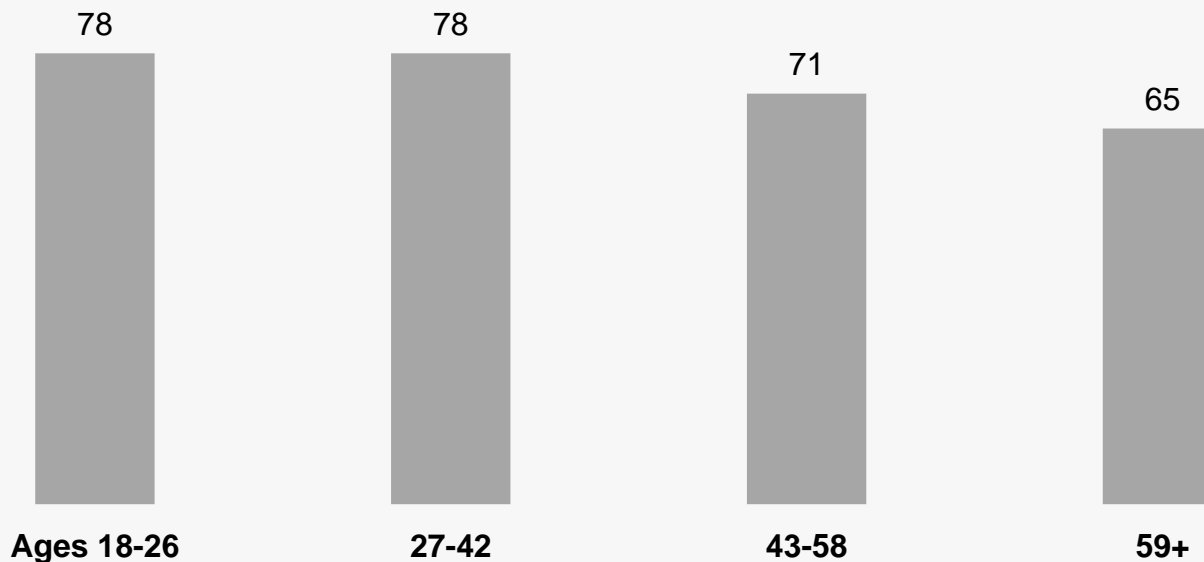
Employees Push for More Influence

Belief that Employee Pressure Can Change Almost Anything About Their Organization Grows

GLOBAL 7   (–)━━●━━(0)━━━(+) **Change, Sept 2022 to Sept 2023**   ○ **Significant change**

Which best describes your view?

	Ages 18-26	27-42	43-58	59+

Significant increases among millennials and Gen X

A large group of employees…

...exerting strong pressure **can get our organization to change almost anything about itself**
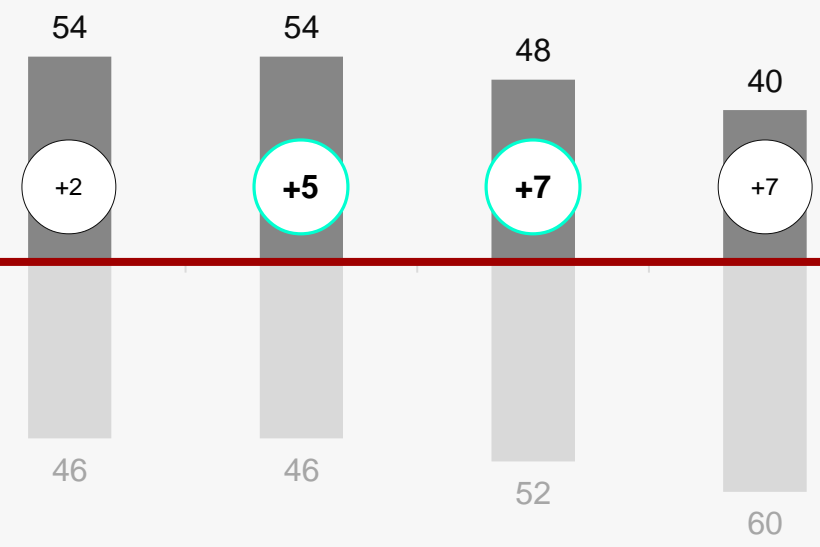
▬▬▬ **or** ▬▬▬▬▬▬▬▬▬▬▬▬▬

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

50% ▲ +5 pts

	Ages 18-26	27-42	43-58	59+
Top	54	54	48	40
Change	+2	+5	+7	+7
Bottom	46	46	52	60

2021 to 2023:
Employees More Willing To Partner For Change, Rather Than Take It Public

Percent of employees who say

GLOBAL 7   (−) ──○── (+)   **Change, Sept 2021 to Sept 2023**   ○ **Significant change**

To produce or motivate urgently necessary changes within my organization, I would be willing to…

Work with my employer (net)

Contact direct manager or HR
Petition senior management
Directly communicate to senior management

65% ▲

+7 pts

Take it public (net)

Campaign on social
Whistleblowing
Go on strike
Protest
Leak internal documents

36%

−4 pts

▼

1 in 2 Gen Z Willing to Go Public to Push for Change at Work

Percent of employees who say

GLOBAL 7   ●━━○━━⊕   **Change, Sept 2021 to Sept 2023**   ○ **Significant change**

To produce or motivate urgently necessary changes within my organization,
I would be willing to…

	Age 18-26	27-42	43-58	59+
Work with my employer (net)	67	67	63	62
Contact direct manager or HR *Petition senior management* *Directly communicate to senior management*	0	+4	+8	+13
Take it public (net)	52	42	27	22
Campaign on social *Whistleblowing* *Go on strike* *Protest* *Leak internal documents*	+4	-6	-10	+1

Gen Z far more willing to take things public than older generations

2021 to 2023:
More Employees Are Sharing and Posting Employer-Related Content

Percent of employees who say they engage in the following activities weekly or more

| GLOBAL 7 | ● —○— ⊕ Change, Sept 2021 to Sept 2023 ○ Significant change |

I share news coverage on social media
about my employer weekly or more often

57 46 32 21

Gen Z engagement surges

+17 +5 +4 +5

Ages 18-26 **27-42** **43-58** **59+**
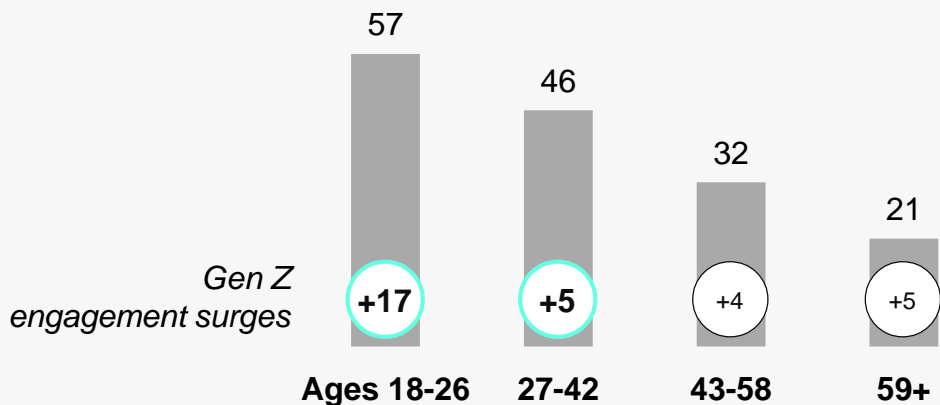
I post my own content
about my employer weekly or more often

49 44 28 21

+11 +5 +2 +7

Ages 18-26 **27-42** **43-58** **59+**

Pathways for Employee Influence: Expectations Fall Short of Reality

Percent of employees who say each is a **strong expectation or a deal breaker** when considering a job, and percent who agree their employer is **doing** each
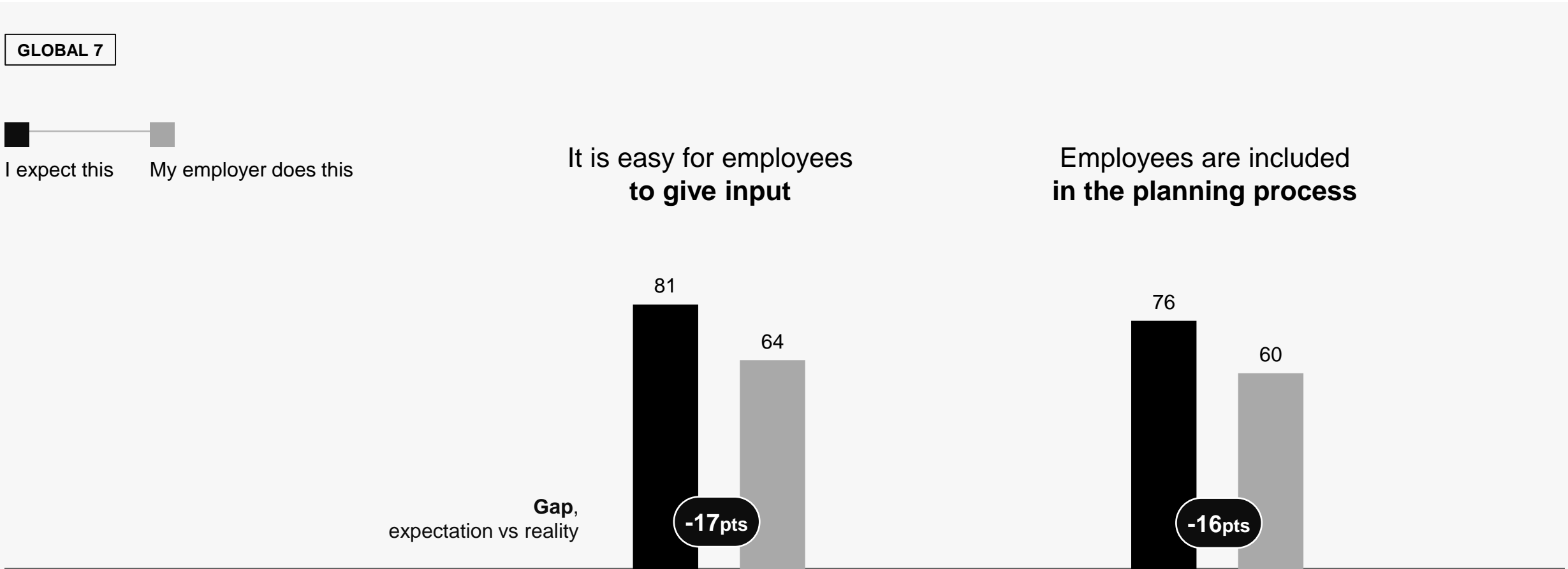
GLOBAL 7

■———————■
I expect this   My employer does this

It is easy for employees **to give input**

81

64

Gap,
expectation vs reality

-17pts

Employees are included **in the planning process**

76

60

-16pts

The Deskless Worker Left Behind

Deskless Workers Are Least Trusting

Percent of employees who trust

GLOBAL 7

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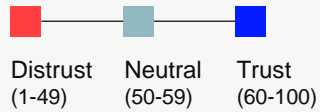
Deskless workers

Do not work in an office
Job makes it impossible to work remotely
Excludes executives

My employer	Bus	NGO	Govt	Media
72	54	46	40	38
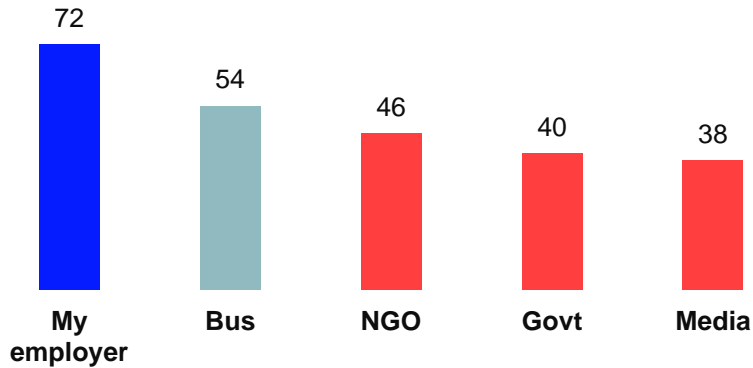
Desk workers

Work at an office
Able to work remotely
Excludes executives

My employer	Bus	NGO	Govt	Media
81	69	62	58	53
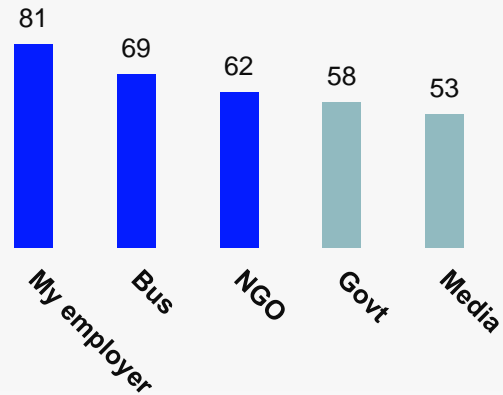
Executives

Executive director to CEO
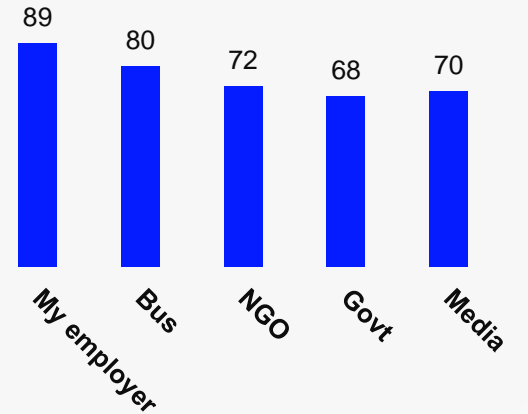
My employer	Bus	NGO	Govt	Media
89	80	72	68	70

Deskless Workers Least Likely to See Meaningful Progress on Climate and DEI

Percent of employees who say

GLOBAL 7

My employer is **doing well** on…

Reducing the climate impact
of our business operations

-27pts
Deskless vs executives

41	55	68
Deskless	**Desk**	**Executives**

Addressing diversity, equity, and inclusion
issues in the workplace
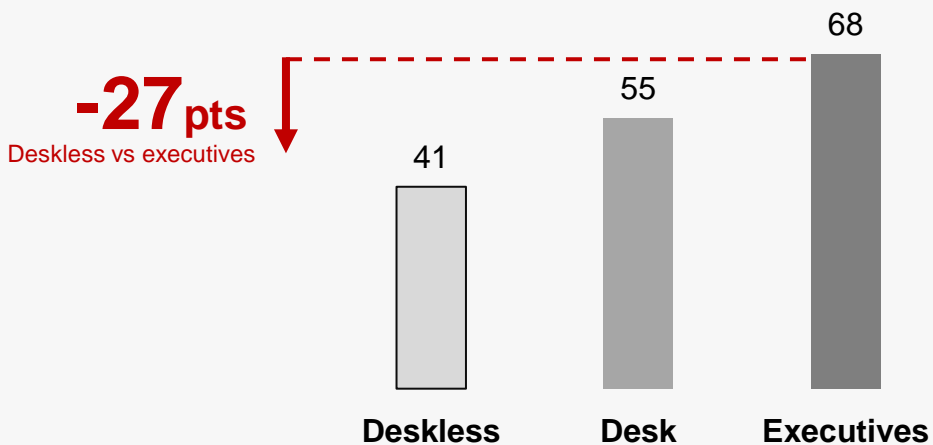
-18pts
Deskless vs executives

49	60	67
Deskless	**Desk**	**Executives**

Deskless Workers Feel Less Satisfied With How Employers Navigate Polarization

Percent of employees who say

GLOBAL 7

My employer is **doing well** on…

Becoming involved in social issues in ways that **do not alienate its employees**

-24pts
Deskless vs executives

Deskless	Desk	Executives
46	57	70

Keeping partisan politics out of the workplace
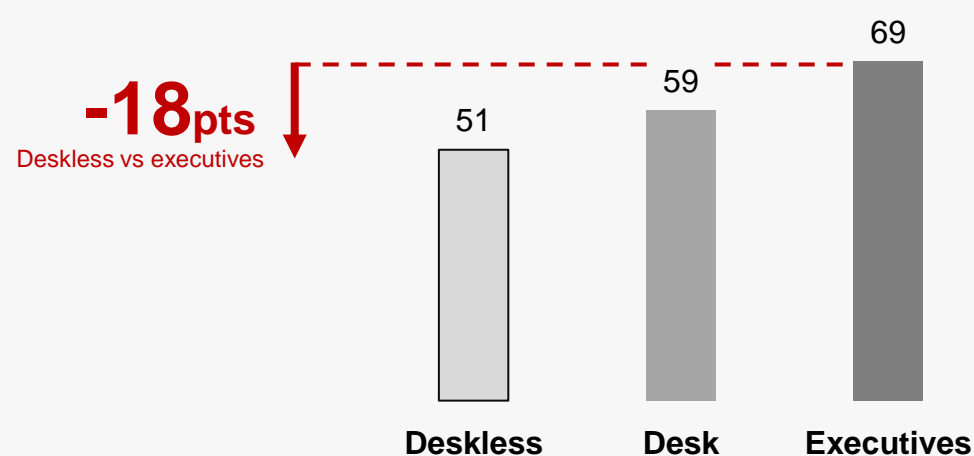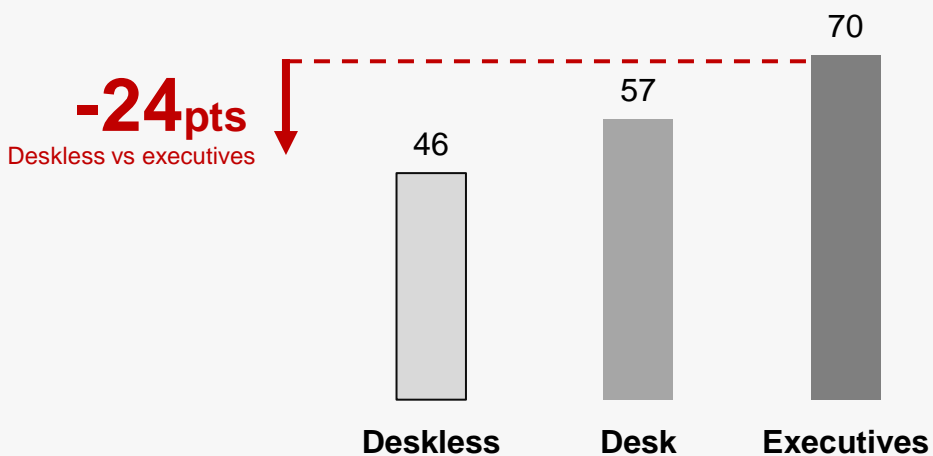
-18pts
Deskless vs executives

Deskless	Desk	Executives
51	59	69

Employee Burnout: Deskless Workers Feel Least Protected

Percent of employees who say

GLOBAL 7

My employer is **doing well** on…

Taking employee burnout seriously
and actively taking steps to prevent it

-28pts
Deskless vs executives

Deskless	Desk	Executives
41	55	69
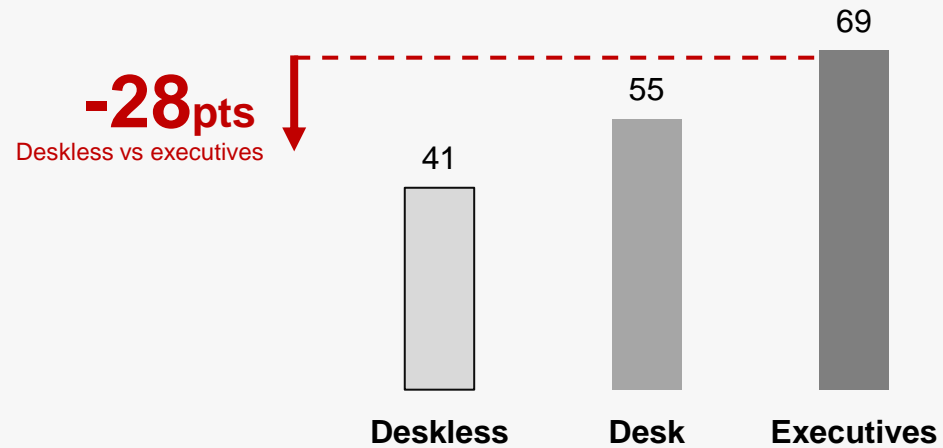
Trust is Mutual:
If Deskless Employees Lack Your Trust, They Won't Give You Theirs

Percent of deskless employees who say

| GLOBAL 7 |

■ Distrust (1-49) ■ Neutral (50-59) ■ Trust (60-100)
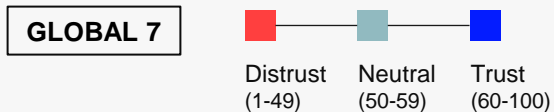
I feel **executive management does not trust me** (34%)

and I trust…

My manager	My CEO	Head of HR
40	24	26
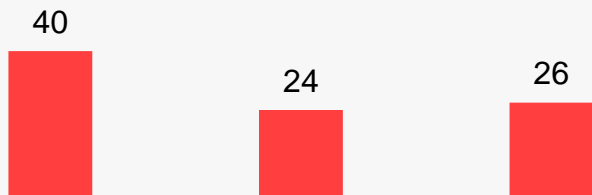
I feel **executive management trusts me** (66%)

and I trust…

My manager	My CEO	Head of HR
89	78	78
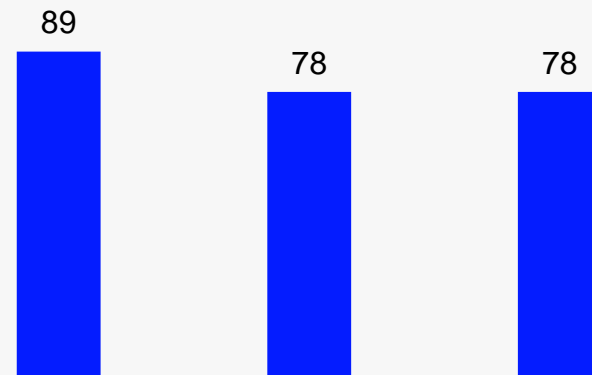
Meaningful Work in Action

More Action, Not Less:
Demonstrate Your Commitment to Societal Issues

Percent of employees who say

GLOBAL 7

I am more or less likely to work for a company
if the organization were to **publicly support and demonstrate a commitment to:**

■——□
More likely   Less likely

	Human rights	Healthcare access	Climate change	Racial justice	Union formation
Multiplier more likely vs. less likely to work for	14.5x	10.5x	8x	8x	7x
More likely	73	73	62	64	61
Less likely	5	7	8	8	9

Less Talk, More Action:
Across U.S. Party Lines, Clear Support For Meaningful Societal Engagement

Percent of U.S. employees who say each is a **strong expectation or deal breaker** when considering a job
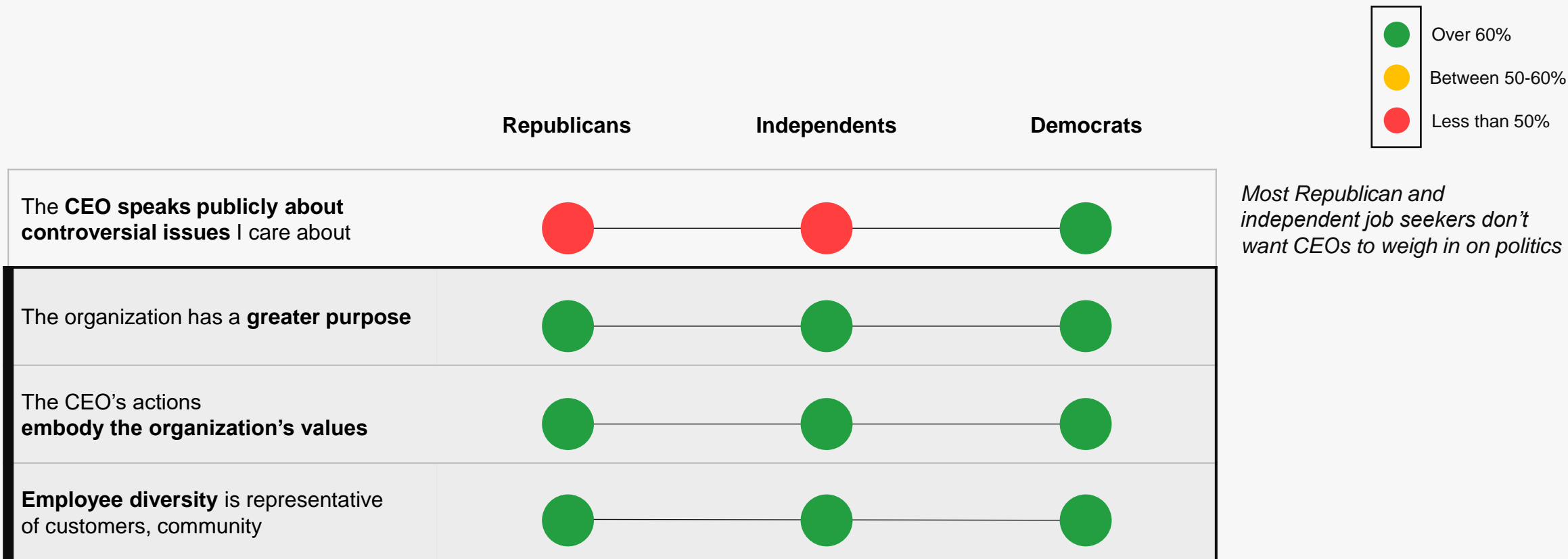
	Republicans	Independents	Democrats
	🟢 Over 60%		
	🟡 Between 50-60%		
	🔴 Less than 50%		

	Republicans	Independents	Democrats
The **CEO speaks publicly about controversial issues** I care about	🔴	🔴	🟢
The organization has a **greater purpose**	🟢	🟢	🟢
The CEO's actions **embody the organization's values**	🟢	🟢	🟢
Employee diversity is representative of customers, community	🟢	🟢	🟢

Most Republican and independent job seekers don't want CEOs to weigh in on politics

Build an Infrastructure For Employee Influence

Percent of employees who say

GLOBAL 7

Effective ways for me to feel **my perspective is incorporated** into my organization's decisions:

My manager has **formal support** to voice my concerns	My employer creates a team that represents all employee levels to **address work issues**	My employer creates a **stakeholder council** that includes union leaders, executives, clients, employees
78%	**77**%	**71**%

To Bring Deskless Employees Along, Leave Your Desk

Percent of **deskless employees** who say

GLOBAL 7

Effective ways for me to feel **my perspective is incorporated** into my organization's decisions: (Top 5 of 11)

My CEO experiences my day-to-day work	69
My manager has formal support to voice my concerns	69
My employer listens to employer review websites	68
My employer creates a team that represents all employee levels to address work issues	67
Provide survey and focus group opportunities	66

Trust is Local: Meet Deskless Workers Where They Are

Percent of employees who say

GLOBAL 7

	Among deskless workers	Among desk workers	Among executives
Most trusted voice to tell me what's happening	My direct boss or supervisor	My direct boss or supervisor	The CEO
Top source to find out what's happening	Personal communications from my manager	All-company emails	In-person, all-company meetings
Top way to make me feel like I have influence	My CEO experiences my day-to-day work	My manager has formal support to voice my concerns	My CEO experiences my day-to-day work

2023 Edelman Trust Barometer Special Report: Trust at Work
The Workplace Reconsidered

1
Employer trust brings responsibility

Amid broader institutional decline in trust, my employer stands out as the exception. Work is where people make sense of the world. Employers need to build the infrastructure for employees to see their values expressed in how business gets done.

2
Leverage the power of Gen Z

Your youngest colleagues are leading the workplace reset, redefining the meaning of work and how workers engage with management. Employees need to feel like they're making an impact; show how the organization is doing so.

3
Prioritize the deskless employee

Employees in the field are the face of your brand to customers. They are living in a different, less trusting reality than desk workers. Demonstrate your trust by being transparent and soliciting input through surveys. Get away from your desk, experience the day-to-day work, and connect in person.

4
Align employer action

Differences in politics and geography are growing more pronounced. Talent strategy needs to be consistent across the enterprise, but societal engagement must be aligned to local markets and stakeholders. Lead through action, not talk.

Technical Appendix

Sample Targets Explained:
Determining the Employee Sample

We conducted a seven-year historical analysis using data collected from the Edelman Trust Barometer (2016 - 2023) 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.

2023 Edelman Trust Barometer Special Report: Trust at Work

Organization Level Composition

Respondents were asked:

Q421. Which of the following best describes your position or level within your company or organization? *Please select one response.*

Shortened	Full
Executive Level	1. Senior executive level (CEO, President, etc.) 2. Executive level (General Manager, Executive Vice President, Executive Director, etc.)
Mid-Level	3. Upper-level management (Senior Vice President, Vice President, Senior Director, etc.) 4. Mid-level management (Director, Senior Manager, etc.) 5. Lower-level management (Supervisor, Associate Manager, etc.)
Associate Level	6. Experienced (Non-manager) 7. Entry level

Respondents who answered a 1 or 2 are considered "Executive Level", those who answered 3, 4, or 5 are considered "Mid-Level", and those who said a 6 or 7 are considered "Associate Level".

Those who answered "Other" or "Don't know/refused" are not included in the job level segments.

2023 Edelman Trust Barometer Special Report: Trust at Work

HOW WE DEFINED DESKLESS WORKERS

For this analysis, we took the possible responses from a question which asked respondents:

"Which of the following best describes your current working situation?"

The possible answer choices are shown on the right, along with how those answers were categorized.

Respondents qualify as a **desk** or **deskless** worker if their position within the company or organization they work for falls into one of the groups shown to the right.

Possible categories respondents could fall into:

1. **Desk workers:**
   - I am working from home and was doing so prior to the pandemic
   - I am choosing to work entirely or mostly from home even though my workplace is open and I could return if I wanted to
   - I am choosing to work entirely or mostly from the office or other workplace, even though my employer would allow me to work remotely if I wanted to
   - I am required by my employer to work at an office or other workplace even though my job can be done remotely

2. **Deskless workers:**
   - The nature of my job makes it impossible for me to work remotely or from home

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Organizational level:

1. **Mid-level:**
   - Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)
   - Mid-level management (Director, Senior Manager, etc.)
   - Lower-level management (Supervisor, Associate Manager, etc.)

2. **Associate level:**
   - Experienced (Non-manager)
   - Entry level

Deskless and Desk Employee Demos

Percent of employees who are…

Market	Deskless workers	Desk workers
Brazil	10%	14%
China	8%	18%
Germany	20%	12%
India	5%	17%
Japan	24%	10%
UK	18%	14%
U.S.	16%	14%

Gender	Deskless workers	Desk workers
Men	55%	54%
Women	44%	46%
Age		
18-26	8%	14%
27-42	35%	47%
43-58	40%	31%
59+	17%	9%

Income	Deskless workers	Desk workers
Low	18%	12%
Middle	60%	56%
High	22%	32%
Management level		
Associate	63%	35%
Mid-level	37%	65%
Executive	0%	0%

Deskless and Desk Employee Sector Split

Percent of employees who work in…

	Deskless Employee	Desk Employee		Deskless Employee	Desk Employee
Automotive	2%	3%	**Retail**	9%	5%
Consumer packaged goods	2%	2%	**Technology**	2%	15%
Education	11%	7%	**Telecommunications**	1%	2%
Entertainment	1%	1%	**Transportation**	6%	3%
Energy	1%	2%	**Non-profit**	3%	1%
Fashion	1%	1%	**The Government**	6%	6%
Financial services	3%	8%	**Consumer/ personal services**	2%	2%
Food and beverage	5%	2%	**Construction**	4%	5%
Healthcare	12%	6%	**Insurance**	1%	2%
Manufacturing	10%	12%	**Travel/ hospitality**	3%	1%
Professional services	2%	5%			

Data Analysis Explained:

How We Plotted the Institutional Competence and Ethics Scores

We define trust as the combination of competence and ethics. The report features a chart depicting how competent and ethical each of the institutions are rated to be. Here's how we calculated each score:

The competence score (the x-axis of the plot)

An institution's competence score is a net of the top 3 box (AGREE) minus the bottom 3 box (DISAGREE) responses to the question "To what extent do you agree with the following statement? *[INSTITUTION] in general is good at what it does*". The resulting net score was then subtracted by 50, which means that for an institution to qualify as competent, it would require a net difference of 51 points or more in its percentage of top 3-box ratings versus its bottom 3-box ratings. This ensures that an institution could not be considered competent unless there is a majority who rate it as such.

The net ethical score (the y-axis of the plot)

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

Respondents were asked:

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

Dimension	Ethical Perception	Unethical Perception
Purpose-Driven	Highly effective agents of positive change	Completely ineffective agents of positive change
Honest	Honest and fair	Corrupt and biased
Vision	Have a vision for the future that I believe in	Do not have a vision for the future that I believe in
Fairness	Serve the interests of everyone equally and fairly	Serve the interests of only certain groups of people

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?

Abridged	Shortened	Full
Competitive wages	Competitive wages	They ensure that their employees' wages keep up with increases in the cost of living over time
Training	Training programs	They offer training programs to help employees keep their skills up-to-date
Career opportunities	Opportunities to move up	There are many opportunities for me to move up within the organization
Work experience	Valuable work experiences	They offer me interesting and valuable work experiences
Truthful information	Regular, truthful communication	Management always tells employees the truth
Regular communication	Regular, truthful communication	Management communicates regularly with employees about what is happening within the organization
Easy employee input	Easy for employees to give input	They make it easy for employees to give input and feedback to management
CEO embodies values	CEO's actions embody the organization's values	The CEO's actions embody the values of the organization
Employees in planning	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

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?

Abridged	Shortened	Full
Employee diversity	Employees diversity is representative of customers, community	The employees at all levels within the organization reflect the diversity of the customers and community it serves
Social impact	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
Reflects my values	Business reflects my values	My values are reflected in the way the organization goes about its business
Greater purpose	Has a greater purpose	The organization has a greater purpose that I understand and support
Meaningful work	Meaningful work that shapes society	I would have the opportunity to do work that will shape the future of society in some meaningful way
Listens to employees	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 takes a stand	CEO speaks publicly about 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

Effective Ways To Feel Perspective Is Incorporated Into Organization's Decisions

INC_VOICE. How effective would each of the following be in making you feel like your organization was incorporating your perspectives and needs into its decision-making process?

Shortened	Full
My employer creates a stakeholder council that includes union leaders, executives, clients, employees	Creating a council dedicated to collaboration across the organization's stakeholders, including labor union leaders, executives, clients and employees
My employer creates a team that represents all employee levels to address work issues	Creating a team representing all levels of seniority within the organization that is dedicated to surfacing worker issues and negotiating solutions
My manager has formal support to voice my concerns	Creating regular, formal opportunities for managers to meet with decision-makers to voice the concerns they are hearing from their direct reports
Provide survey and focus group opportunities	Giving employees the opportunity to fill out surveys and participate in focus groups
My CEO experiences my day-to-day work	Having the CEO spend time with customer-or client-facing employees and experiencing their day-to-day work
My employer listens to employer review websites	Paying close attention to, and responding to, the sentiments that are voiced about the organization on employer review websites

Full Text for Answer Choices Abbreviated in the Report

Young Employee Influence

KID_INFLU_WRK. To what degree, if any, would you say that the following things about you and your behavior in the workplace today have been influenced by your coworkers in their twenties?

Shortened	Full
Work-life boundaries	The degree to which I set and adhere to work-life boundaries
Employer involvement on societal issues	The degree to which I expect my employer to get involved in addressing social and societal issues
My willingness to pressure my employer to change things the organization is doing that I do not approve of	My willingness to pressure my employer to change things the organization is doing that I do not approve of
Fair pay for work	What I believe to be a fair amount of work considering what I am paid, my job level and what I was specifically asked to do in my job role when I was hired
My openness to unions or labor organizations	My openness to unions or labor organizations
Work identity	The extent to which my job is a central part of my identity and how I think about myself
Self advocacy	How much I advocate for myself, my goals and my needs with my employer
Desire for career success	My level of desire to achieve success in my career
My openness to new tech	My openness to incorporate the most up-to-date and innovative technologies into my day-to-day work life

Full Text for Answer Choices Abbreviated in the Report

To Produce Or Motivate Urgently Necessary Changes Within My Organization

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

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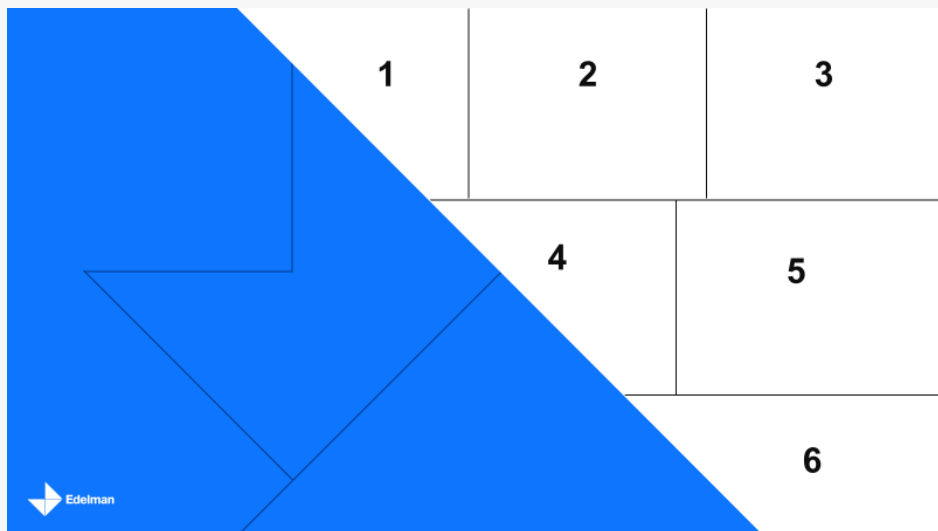
1. **Business People Working Together in Office:** *jacoblundvia Getty Images*

2. **Employees Work on an Assembly Line Producing Speakers at a Factory in Fuyang, China:** *STR/ AFP via Getty Images*

3. **Hollywood Writers On Strike in Dispute Over Payments for Streaming Sercices in Los Angeles, USA:** *David McNew via Getty Images*

4. **French President Emmanuel Macron speaks to employees next to ProLogium CEO Vincent Yang in Dunkirk, France** *Pascal Rossignol/ POOL/ AFP via Getty Images*

5. **Yasmin Fahimi, Chairwoman of the German Trade Union Confederation, visiting the Container Terminal Altenwerder CTA as Part of Her Summer Tour in Hamburg, Germany:** *Christian Charisius/ picture alliance via Getty Images*

6. **Warehouse Employee Loading Pallet Jack:** *SDI Productions via Getty Images*