

01 **Insularity undermines trust.**
70% of people are either unwilling or hesitant to trust someone whose values, facts, problem-solving approaches, or cultural background differ from theirs, leaving just 30% open to trusting across divides.

02 **Mass class divide deepens.**
Since 2012, the gap in trust between high- and low-income groups has more than doubled globally, with trust steadily rising among high earners while stagnating or lagging among low-income groups. The U.S. now shows the largest income-based trust gap at 29 points.

03 **Nationalism is widespread.**
Trust favors domestic over foreign companies. There are many countries with double-digit domestic trust advantages, including Canada (31 pts), Germany (29 pts), Japan (29 pts), and the UK (25 pts), signaling stronger net nationalist trust than in markets such as China (17 pts), the U.S. (16 pts), Mexico (11 pts), and Brazil (7 pts) where the domestic advantage is narrower.

04 **Optimism for the future wanes.**
Globally, just 32% believe the next generation will be better off, with the biggest declines in India (-13 pts), and China (-13 pts) over the past year.

05 **Personal networks fill a void left by institutional leaders.**
People have gained trust in personal relationships like coworkers and one's CEO, and lost trust in government leaders, major media, and foreign business leaders over the past five years as a result of major societal events. Even insular audiences place their greatest trust in figures like scientists (74%), teachers (70%), and neighbors (61%) over CEOs (48%), journalists (48%), and government leaders (43%).

06 **Insularity is a key business issue.**
42% of employees would rather change departments than report to a manager with very different values, 34% of employees would reduce effort for a project lead with opposing beliefs, and 34% of the general population would accept higher prices and fewer choices to limit foreign companies operating in the country.

07 **Institutions fall short on trust brokering.**
Trust brokering bridges divides and facilitates trust-building between groups who distrust each other. Large gaps emerge between expectations that institutions are obligated to facilitate trust-building and how well they are performing, especially in government (-42 pt gap), followed by media (-35 pt gap), NGOs (-28 pt gap), and business (-26 pt gap).

08 **My Employer outperforms other institutions in brokering trust.**
My employer is the only institution that a majority feel is doing well at bridging divides and facilitating trust building between distrusting groups (58% among employees). Employees feel effective ways for employers to facilitate trust brokering include promoting a shared identity and culture (82%), building teams of coworkers with different values (81%), and providing training in constructive dialogue (80%).

09 **CEOs must model trust-brokering behavior.**
While 73% of people say CEOs are obligated to facilitate trust-building and actively bridge divides, only 44% believe they are doing it well (a 29-point gap), with effective actions including consulting people from diverse backgrounds when making decisions (75%) and constructively engaging critics and skeptics (74%).

10 **Trusted voices on social media open closed doors.**
People who trust influencers say they would trust or consider trusting a company they currently distrust if it were vouched for by someone they already trust, such as a food or lifestyle influencer (62%, among the 48% who trust one) or a financial influencer (57%, among the 44% who trust one).