

# Top 10 Findings

## Trust Amid Insularity

### 01 India's Trust is Stagnant Yet its World is Shrinking

While India remains a relatively high-trust country, there are signs of insularity. Nearly half the population (48%) shows unwillingness or hesitancy to trust those who differ from them in terms of values, sources, approaches to societal problems, or their background. Trust is narrow even when overall trust remains strong.

### 02 Mass Class Divide Persists

One of the most important signals in India this year is trust inequality. Since 2012, the gap in trust between high- and low-income groups has been widening globally, with trust rising among high earners while lagging among low-income groups. This year, in India there is a 16-point gap in trust levels between higher-income and lower-income groups.

### 03 Nationalism is Widespread

Trust favors domestic over foreign companies, signaling stronger net nationalist trust. It is the tendency for people to trust companies from their own country more than companies from abroad. In India, the domestic trust advantage is 15 points.

### 04 Optimism for the Future Wanes

Globally, just 32% believe the next generation will be better off compared to today, 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 trust those who are closest to them: Among those in India with an insular mindset (48%), "My CEO" is trusted by 83% of employees, "My neighbors" by 72%, and "CEOs" as a general category by 71%. In many cases, those voices carry more credibility than distant institutions or national figures.

### 06 Trust at Home Does Not Guarantee Trust Abroad

Companies that enjoy strong trust at home often face very different expectations when they enter international markets. India and China face massive trust deficits abroad.

### 07 Insularity is a key business issue

60% of employees would rather change departments than report to a manager with very different values, 51% of employees would reduce effort for a project lead with opposing beliefs, and 58% of the general population would accept higher prices and fewer choices to limit foreign companies operating in the country.

### 08 Trust Bridging Most Powerful Action for Business

In moments of uncertainty, people look to institutions that can bring different groups together rather than deepen divisions. Employers are uniquely positioned to bring together employees from different regions, communities and backgrounds.

### 09 My Employer outperforms other institutions in bridging trust

My employer has the smallest gap between expectation and performance when it comes to bridging divides and facilitating trust building between mistrusting groups. Employees feel effective ways for employers to facilitate trust building include promoting a shared identity and culture (89%), building teams of coworkers with different values (91%), and providing training in constructive dialogue (91%).

### 10 CEOs must model trust-bridging behavior

While 79% of people say CEOs are obligated to facilitate trust-building and actively bridge divides, 67% believe they are doing it well (a 12-point gap). Effective strategies for business to facilitate trust building includes consulting people from diverse backgrounds when making decisions (87%) and constructively engaging critics and skeptics (82%).