



2019 EDELMAN TRUST BAROMETER

Trust at Work
Implications for Employers

#TrustBarometer



TRUST IN RETROSPECT

2001	2002	2003	2004	2005	2006	2007	2008	2009
Rising Influence of NGOs	Fall of the Celebrity CEO	Earned Media More Credible Than Advertising	U.S. Companies in Europe Suffer Trust Discount	Trust Shifts from “Authorities” to Peers	A “Person Like Me” Emerges as Credible Spokesperson	Business More Trusted Than Government and Media	Young Influencers Have More Trust in Business	Business Must Partner with Government to Regain Trust

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Trust is Now an Essential Line of Business	Rise of Authority Figures	Fall of Government	Crisis of Leadership	Business to Lead the Debate for Change	Trust is Essential to Innovation	Growing Inequality of Trust	Trust in Crisis	The Battle for Truth	Trust at Work

19th ANNUAL EDELMAN TRUST BAROMETER

Methodology

Online survey in 27 markets

33,000+ respondents total

All fieldwork was conducted between
October 19 and November 16, 2018

27-market global data margin of error: General population +/- 0.6% (N=31,050), informed public +/- 1.3% (N=6,000), mass population +/- 0.6% (N=26,000+), half-sample global general online population +/- 0.8 (N=15,525).

Market-specific data margin of error: General population +/- 2.9 (N=1,150), informed public +/- 6.9% (N=min 200, varies by market), China and U.S. +/- 4.4% (N=500), mass population +/- 3.0 to 3.6 (N=min 739, varies by market).

Employee MOE: 27-market = +/- 0.8% (N=16,944)

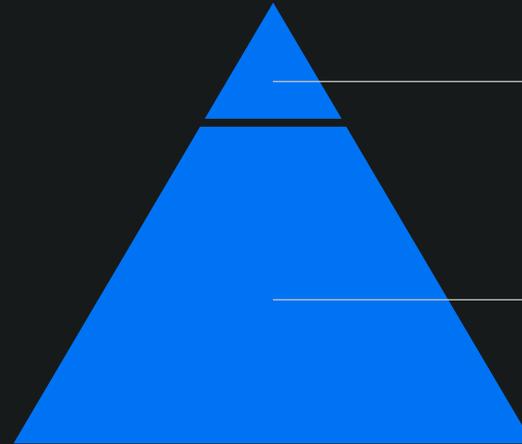
Market-specific = +/- 3.2 to 4.6% (N=min 446, varies by market).

General Online Population

1,150 respondents per market

Ages 18+

All slides show general online
population data unless otherwise noted



Informed Public

500 respondents in U.S. and China;
200 in all other markets

Represents 16% of total global population

Must meet 4 criteria

- Ages 25-64
- College-educated
- In top 25% of household income per age group in each market
- Report significant media consumption and engagement in public policy and business news

Mass Population

All population not including informed public

Represents 84% of total global population

2019 Focus on Employer-Employee Relationship

55% of global general population are full- or part-time employees (but not self-employed)

Oversample of employees of multinational companies: 500 respondents per market

A black and white photograph of a woman in a meeting room, looking thoughtfully to the right. She is seated at a table with papers and a pen holder. The room is blurred in the background, showing other people and tables. Overlaid on the image are several thin, blue, wavy lines that flow from the bottom left towards the top right, creating a sense of movement and connectivity.

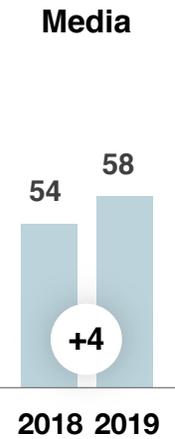
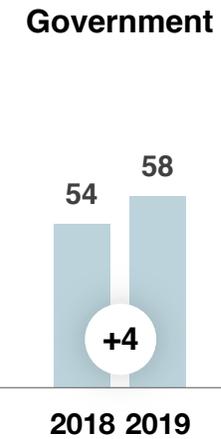
The Opportunity for Employers

A MODEST RISE IN TRUST

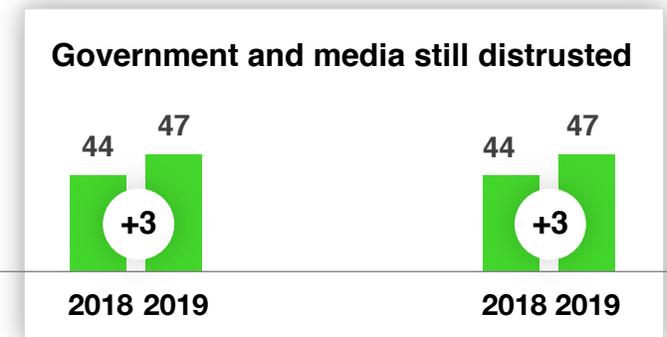
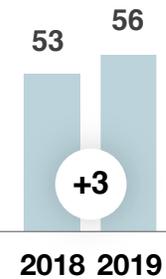
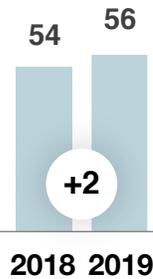
Percent trust



△ Informed public

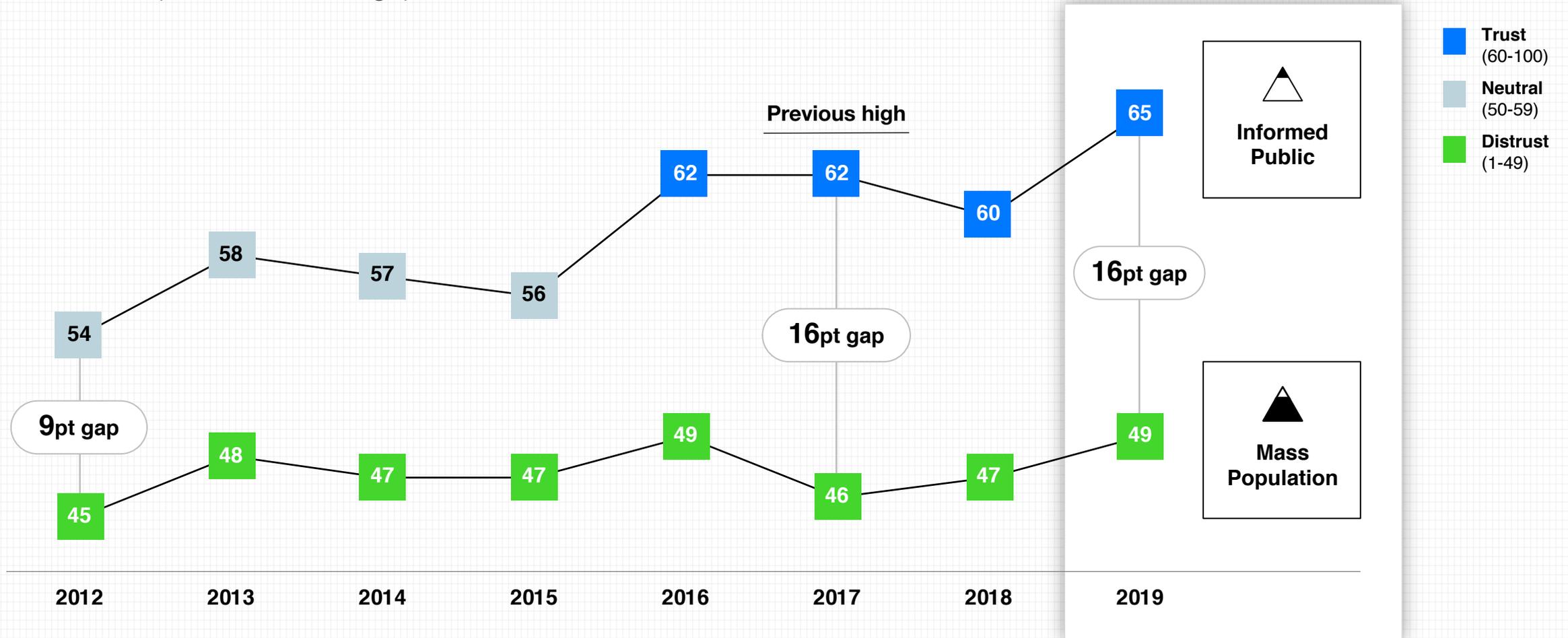


▲ General population



TRUST INEQUALITY RETURNS TO RECORD HIGHS

Trust Index (23-market average)



2019 Edelman Trust Barometer. 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 using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” 9-point scale; top 4 box, trust. Informed public and mass population, 23-market average.

FEARS OF JOB LOSS REMAIN HIGH

Percent of employees who worry about job loss due to each issue

Not having the **training** and skills necessary to get a good paying job

Automation and/or other innovations taking your job away

International conflicts about **trade policies** and **tariffs** hurting the company you work for

All employees

59%

55%

57%

Multinational employees

63%

60%

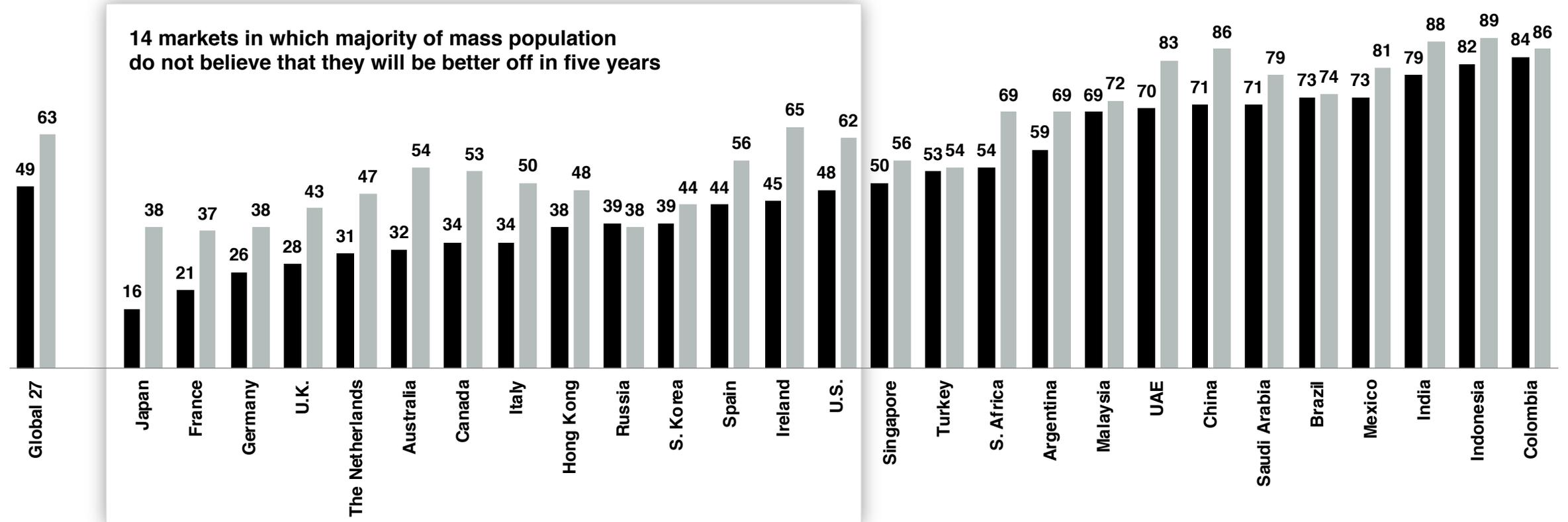
64%

2019 Edelman Trust Barometer. 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? Please indicate your answer using a nine-point scale where one means "I do not worry about this at all" and nine means "I am extremely worried about this". 9-point scale; top 4 box, worried. Question asked of half of the sample. Attributes shown to those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees and multinational employees, 27-market average.

DEVELOPED WORLD PESSIMISTIC ABOUT FUTURE

Percent who believe they and their families will be better off in five years' time

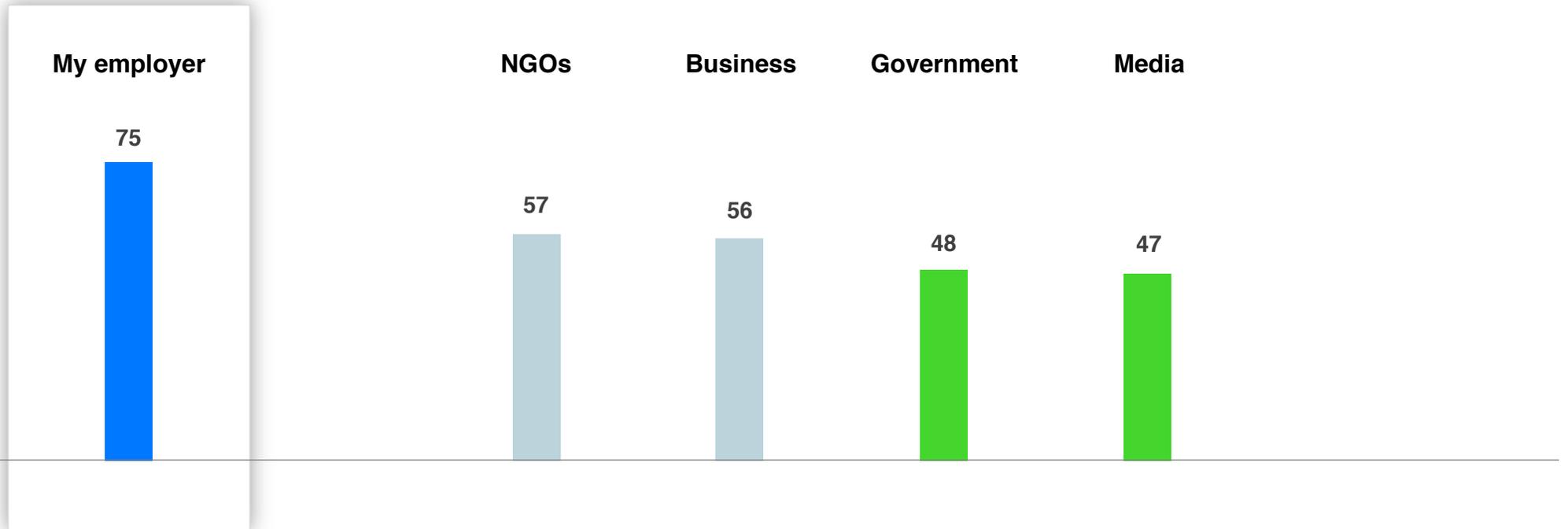
■ Mass population ■ Informed public



MY EMPLOYER MOST-TRUSTED RELATIONSHIP

Percent trust

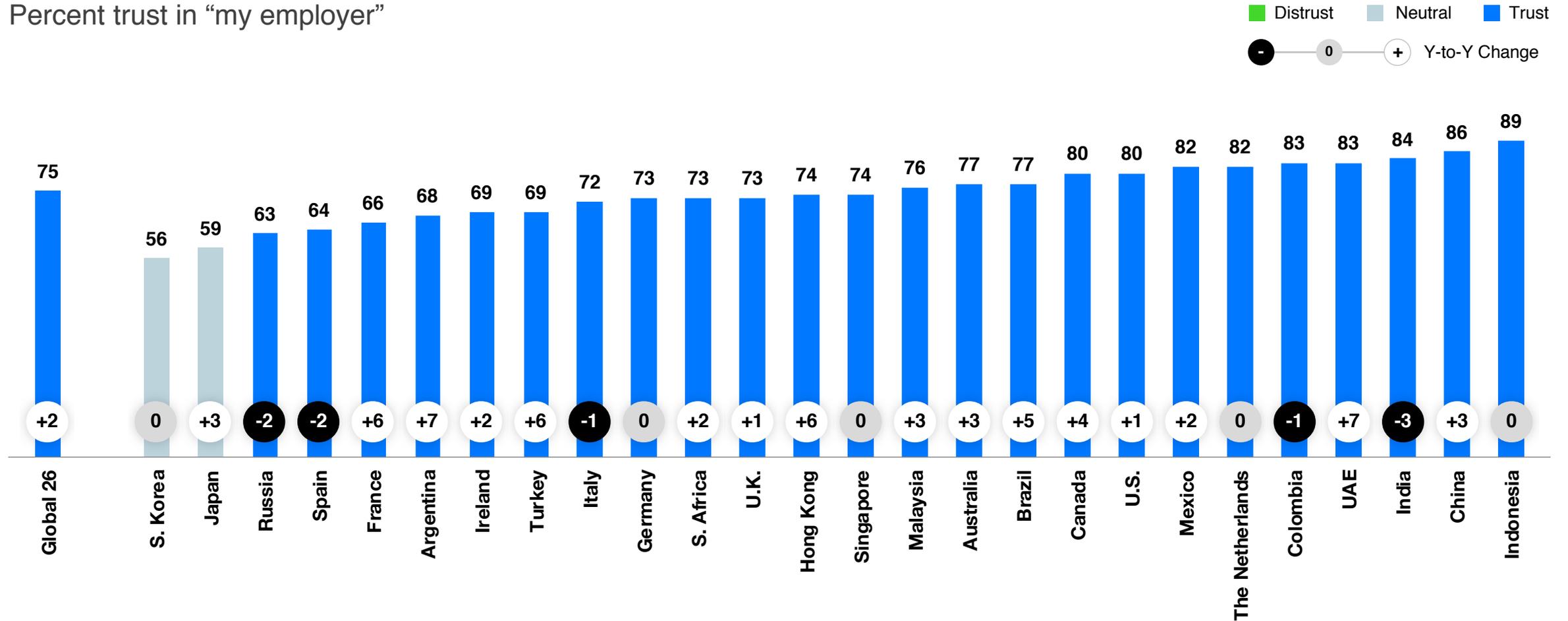
■ Distrust ■ Neutral ■ Trust



2019 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” 9-point scale; top 4 box, trust. “Your employer” asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population, 27-market average.

STRONG RELATIONSHIP WITH MY EMPLOYER AROUND THE WORLD

Percent trust in “my employer”

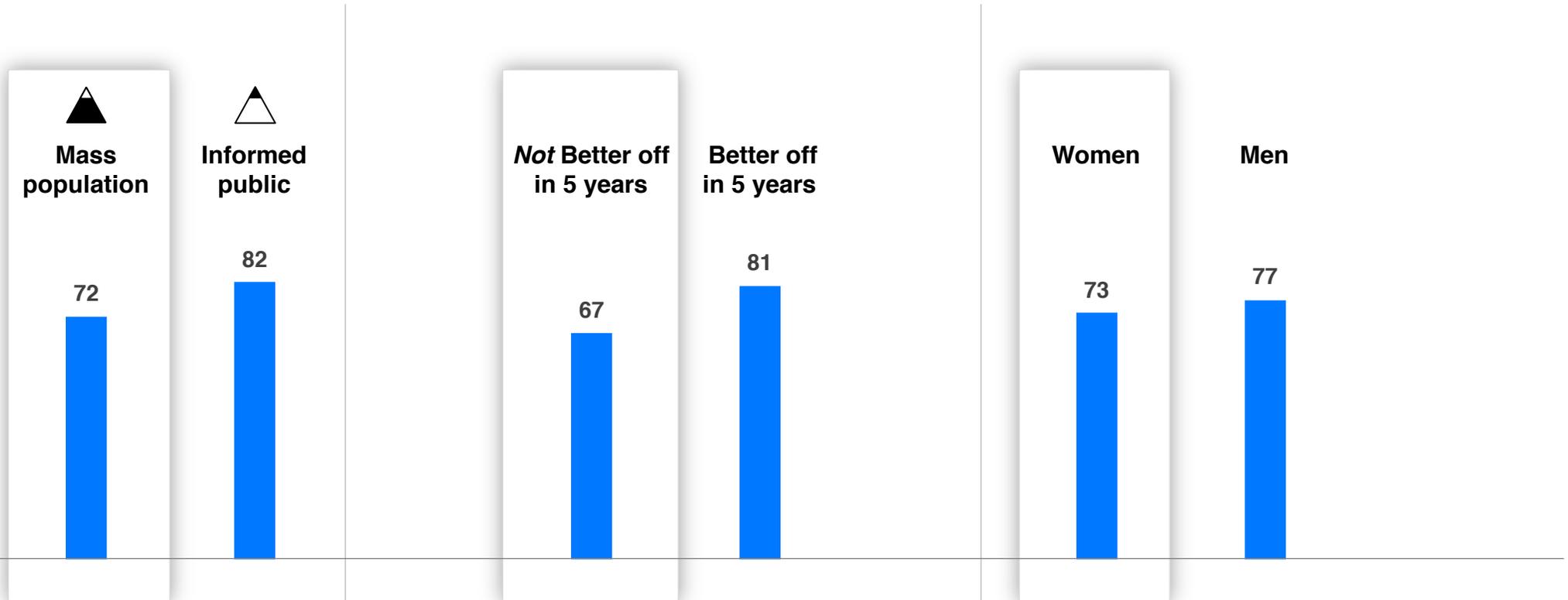


2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, 26-market average.

EMPLOYERS TRUSTED EVEN BY THE DISENFRANCHISED

Percent trust in “my employer”

■ Distrust ■ Neutral ■ Trust



2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, mass population employees and informed public employees, 27-market average, by gender and CNG_FUT. Thinking about the economic prospects for yourself and your family, how do you think you and your family will be doing in five years’ time? 5-point scale; top 2 box, better off; bottom 3 box, not better off.



Trust at Work: A Partnership

LOOKING FOR LEADERSHIP FROM MY EMPLOYER

71%

of employees agree

**It's critically important for my CEO
to respond to challenging times**

- Industry issues
- Political events
- National crisis
- Employee-driven issues

2019 Edelman Trust Barometer. CEO_DIR. On which of the following occasions do you believe it is critically important to hear directly from the CEO or head of the organization you work for? Pick all that apply. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average.

Data shown is a net of “when there is major news or an event that affects our industry or sector,” “when there is a major social or political event that affects our country,” “when there is a crisis in the country,” and “when employees demand that the CEO publicly take a stand on an important issue”.

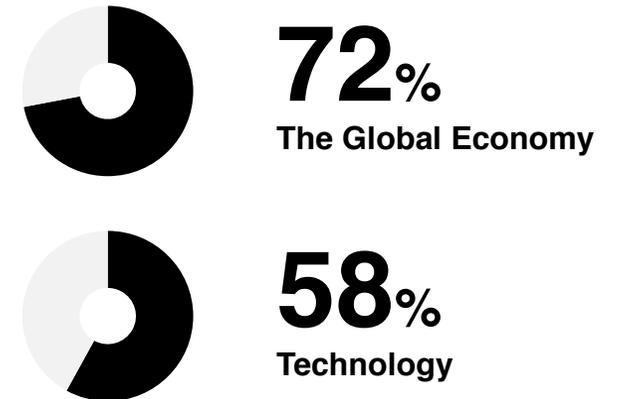
EMPLOYERS TRUSTED TO PROVIDE CERTAINTY

Percent who agree

I look to my employer to be a trustworthy source of information about social issues and other important topics **on which there is not general agreement**



Employees see business as trustworthy source on:



2019 Edelman Trust Barometer. EMP_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees and multinational employees, 27-market average. BUS_SRC. Below is a list of topics and social issues. Please indicate about which of the following you believe business in general to be a trustworthy information source. Pick all that apply. Question asked of half of the sample. General population, 27-market average, among those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7).

“The Economy” is a net of BUS_SRC/3,7,8,9,10; “Technology” is a net of BUS_SRC/2,5,6,11.

TRUSTED EMPLOYERS LEAD ON CHANGE

Top five communications topics that are most effective in increasing employer trust, as determined by discrete choice logit analysis

	Relative importance in building employer trust (A coefficient of 2 or higher is significant)
Societal Impact The organization's contributions for the betterment of society	3.78
Values The organization's values	3.24
The Future The organization's vision for the future	3.12
Purpose The organization's mission and purpose	2.85
Operations Operational decisions, including decisions that may affect my job	2.62

2019 Edelman Trust Barometer. EMP_COM. Good communication within an organization is important. In looking through the list of topics below, please indicate which ones the organization you work for does a good job communicating about to its employees? Pick all that apply. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Reported coefficients are marginal effects calculated using a discrete choice logit model which allows us to calculate the trust effect of good communication about each topic, while holding other variables constant.

EMPLOYEE EXPECTATIONS NOW INCLUDE SOCIETAL CHANGE

Percent of employees who expect each
from a prospective employer

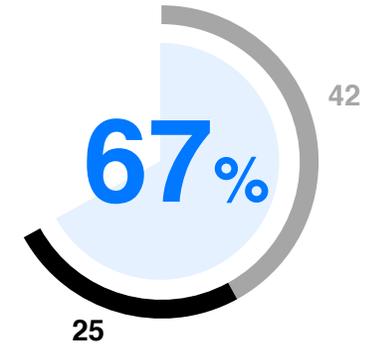
■ **Strong expectation**
You would have to **pay me a lot more** to work for an organization that does not offer this

■ **Deal breaker**
I would **never** work for an organization that does not offer this

2019 Edelman Trust Barometer. 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? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Buckets are the sum of the average of codes 1 & 2 for the items that make up each dimension. For details on the full list of items that went into each of the three dimensions, please refer to the Technical Appendix.

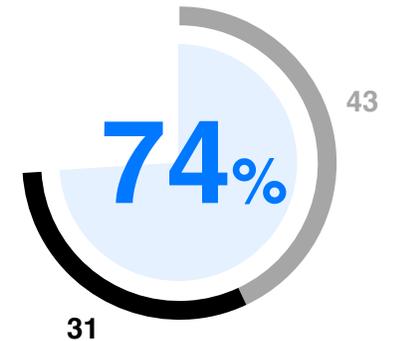
Shared Action

My employer has a greater purpose, and my job has a meaningful societal impact



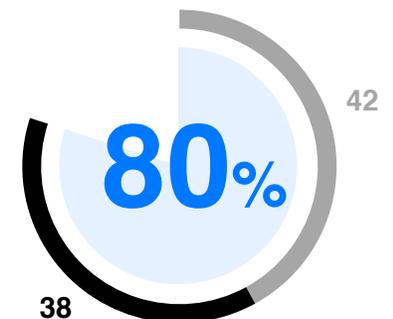
Personal Empowerment

I know what is going on, I am part of the planning process, and I have a voice in key decisions; the culture is values-driven and inclusive



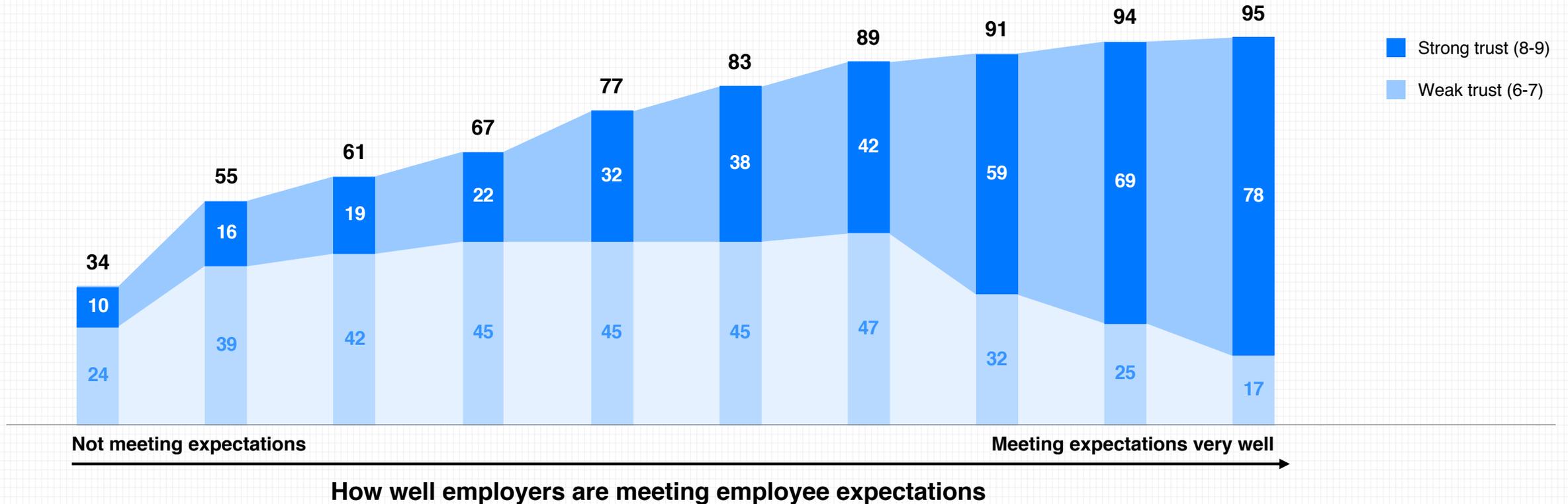
Job Opportunity

My employer offers wage growth, training, career growth and work which I find interesting & fulfilling



MEETING EMPLOYEE EXPECTATIONS BUILDS RESILIENT TRUST

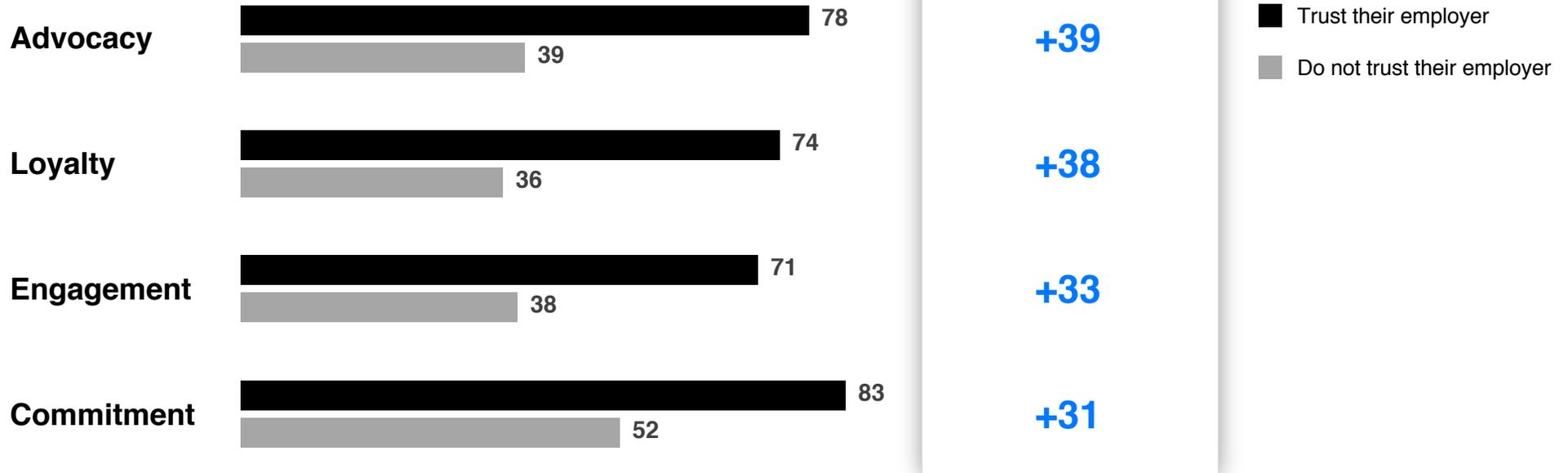
Percent who trust their employer, by degree to which employee expectations are met



2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. For details on how the Expectation Fulfilment score was built and modeled against trust, please refer to the Technical Appendix.

EMPLOYEE TRUST CEMENTS THE EMPLOYER-EMPLOYEE PARTNERSHIP

Percent of employees who engage in these types of behaviors on behalf of their employer



2019 Edelman Trust Barometer. EMP_ENG. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average, cut by those who trust their employer (codes 6-9) and those who do not (codes 1-5; 99). TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Advocacy is an average of (EMP_ENG/3-5); Loyalty is an average of (EMP_ENG/1-2); Engagement is an average of (EMP_ENG/10-15); Commitment is an average of (EMP_ENG/6-9). See the tech appendix for a complete list of the items that went into each employee KPI dimension.

PUTTING TRUST TO WORK

1.

**Partner with
employees
on change**

2.

**Rebalance
the power**

3.

**Lead
shared action**

4.

**Harness peer
communication**

5.

**Build trust
inside out**

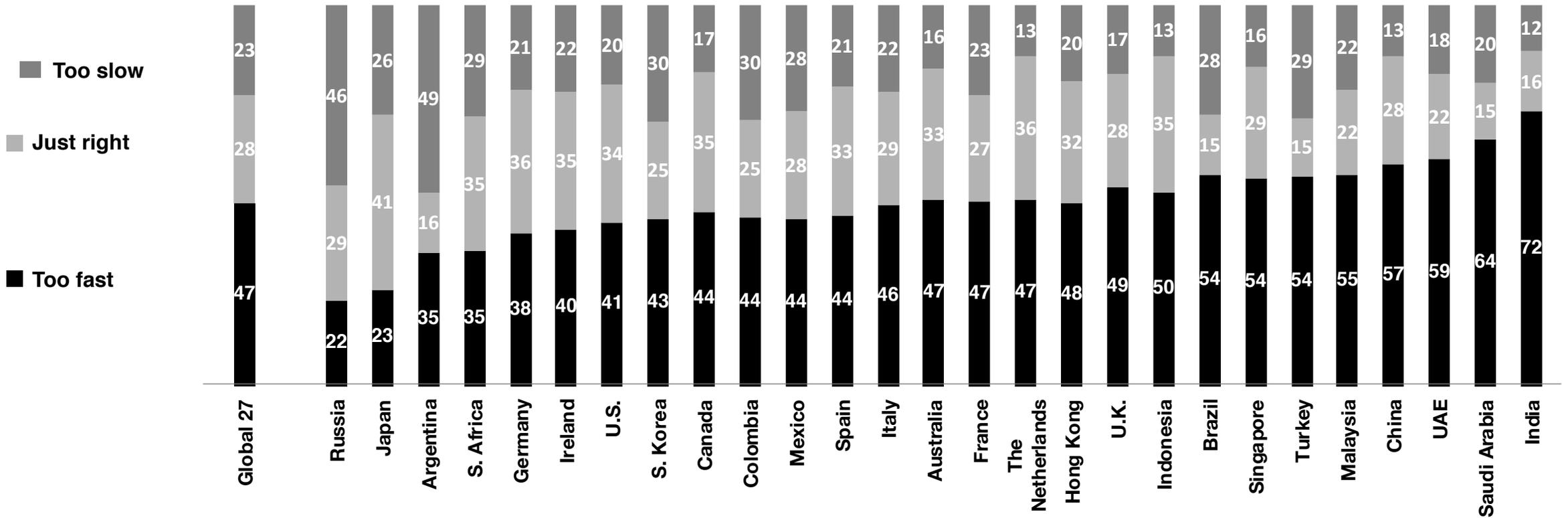


1. Partner with employees on change

EMPLOYEES STRUGGLING TO KEEP UP

Percent who agree

The pace of change in the workplace is:



2019 Edelman Trust Barometer. CNG_POC. For the statements below, please think about the pace of development and change in society today and select the response that most accurately represents your opinion. 9-point scale; top 4 box, fast; bottom 4 box, slow; code 5, just right. Question asked of half of the sample and attribute shown among those employed but do not own their own business (Q43/1 AND NOT Q28/7). General population, 27-market average.

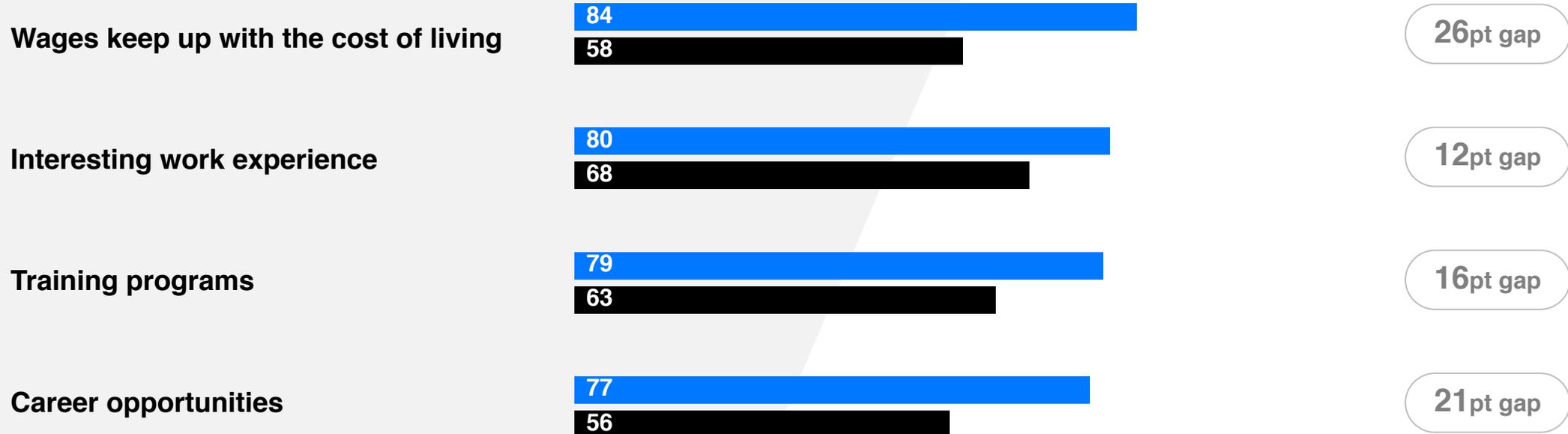
EMPLOYEE EXPECTATION: MAKE SURE I'M PREPARED FOR CHANGE

Percent of employees who expect each from a prospective employer, and percent who say their current employer is meeting that expectation

■ Employee expectation
■ Employer performance

Job Opportunity Expectations

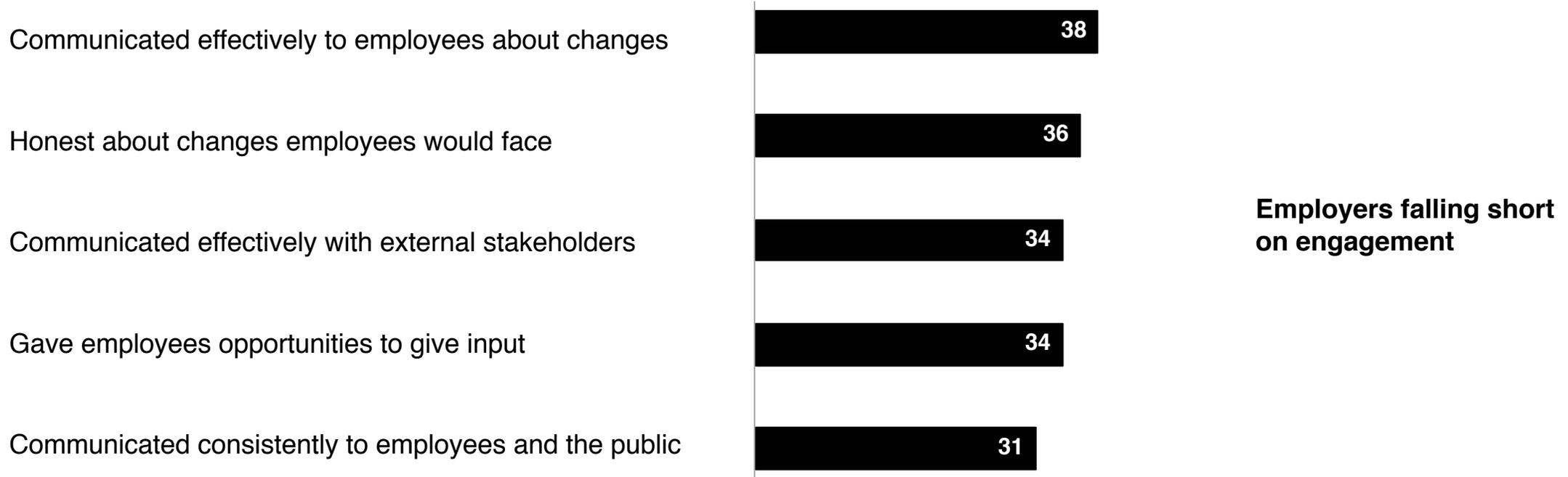
Performance Gap



2019 Edelman Trust Barometer. 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? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). 3-point scale; top 2 box, important. EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average.

WORKPLACE TRANSFORMATION: BE HONEST, ENGAGE AND EMPOWER

Percent who say their employer did each of the following well during the last workplace transformation they experienced



2019 Edelman Trust Barometer. EMP_ORG. Think back to the most recent major transformation at your organization. This transformation could have been a merger, an acquisition, a restructuring or reorganization, a major business-systems change or any other change that affected people's jobs. In navigating employees through that transformation, which of the following did your organization and its leadership do well? Pick all that apply. Asked among those who are an employee but do not run their own business (Q43/1 AND NOT Q28/7) and have been through a workplace transformation (NOT EMP_ORGr11). General population employees, 27-market average.

WORKPLACE TRANSFORMATION: LIVE YOUR VALUES

Percent who say their employer did each of the following well during the last workplace transformation they experienced



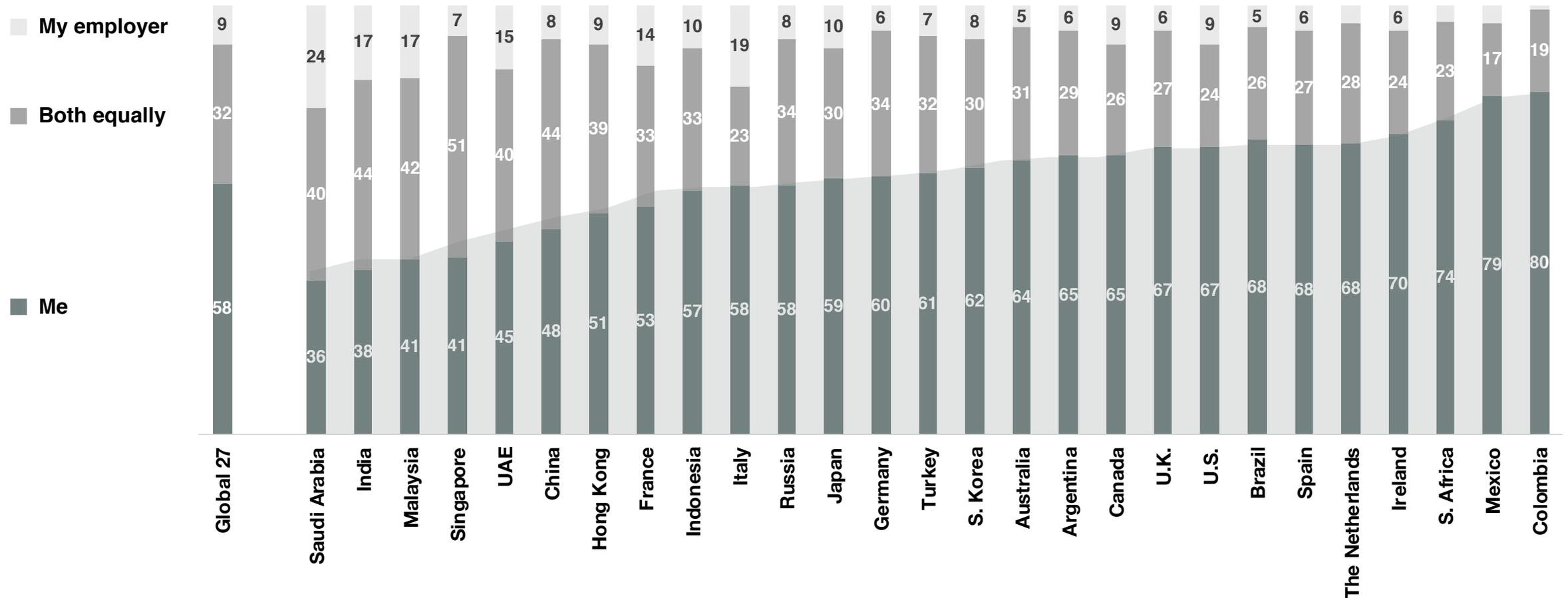
2019 Edelman Trust Barometer. EMP_ORG. Think back to the most recent major transformation at your organization. This transformation could have been a merger, an acquisition, a restructuring or reorganization, a major business-systems change or any other change that affected people's jobs. In navigating employees through that transformation, which of the following did your organization and its leadership do well? Pick all that apply. Asked among those who are an employee but do not run their own business (Q43/1 AND NOT Q28/7) and have been through a workplace transformation (NOT EMP_ORGr11). General population employees, 27-market average.



2. Rebalance the power

EMPLOYEES WILLING TO DO THEIR PART

Who is responsible for ensuring I have a successful career



2019 Edelman Trust Barometer. EMP_SFL. Who is responsible for ensuring that you have a successful career? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average. Please note that only results over 5% are shown.

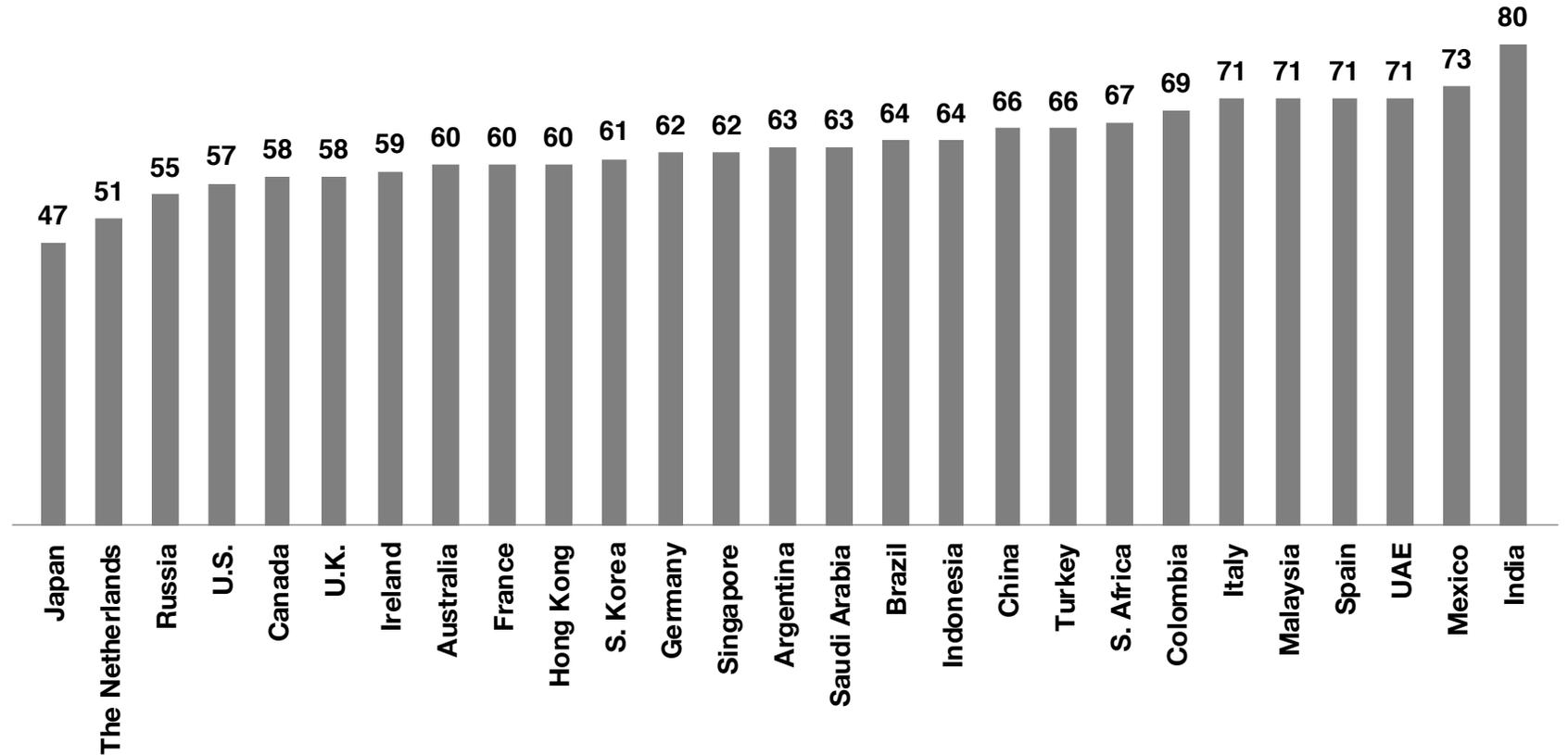
EMPLOYEES SEEK BETTER POWER BALANCE

Percent of employees who agree

Globally,

63%

Employers have **too much power and control** over their workers' lives and well-being. There needs to be a greater power balance between them.

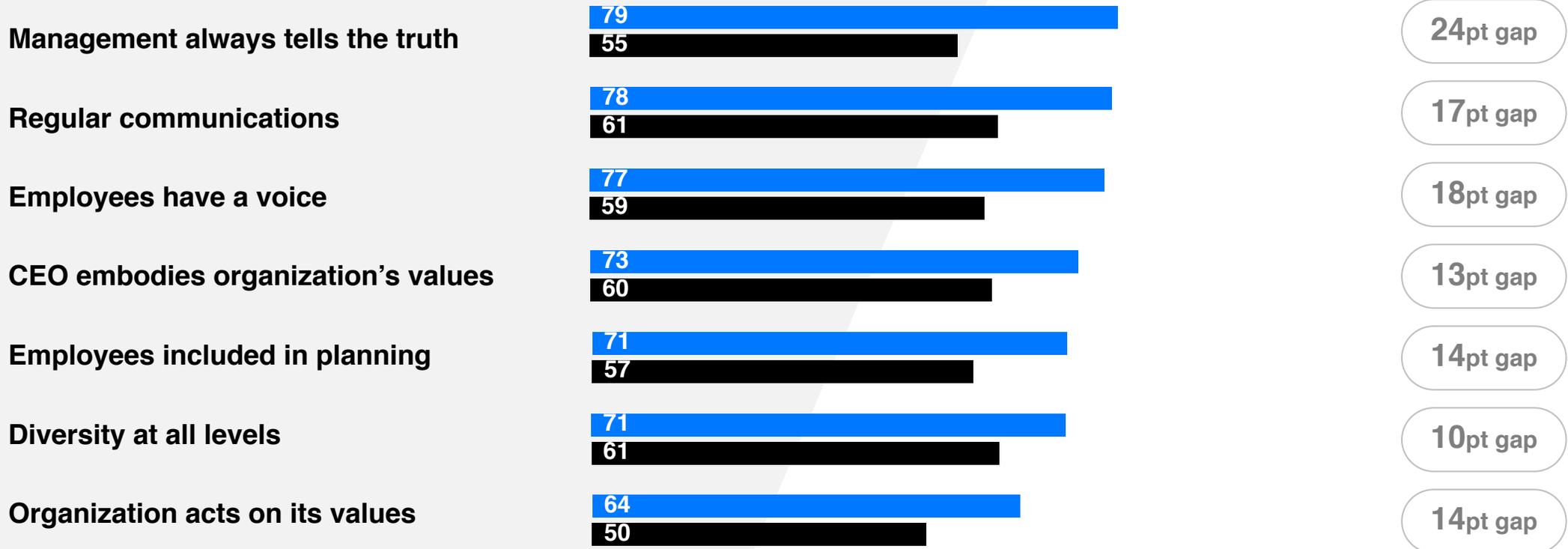


EMPLOYEE EXPECTATION: INVITE ME IN, CREATE ACCOUNTABILITY

Percent of employees who expect each from a prospective employer

■ Employee expectation
■ Employer performance

Personal Empowerment Expectations



2019 Edelman Trust Barometer. 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? Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). 3-point scale; top 2 box, important. EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average.



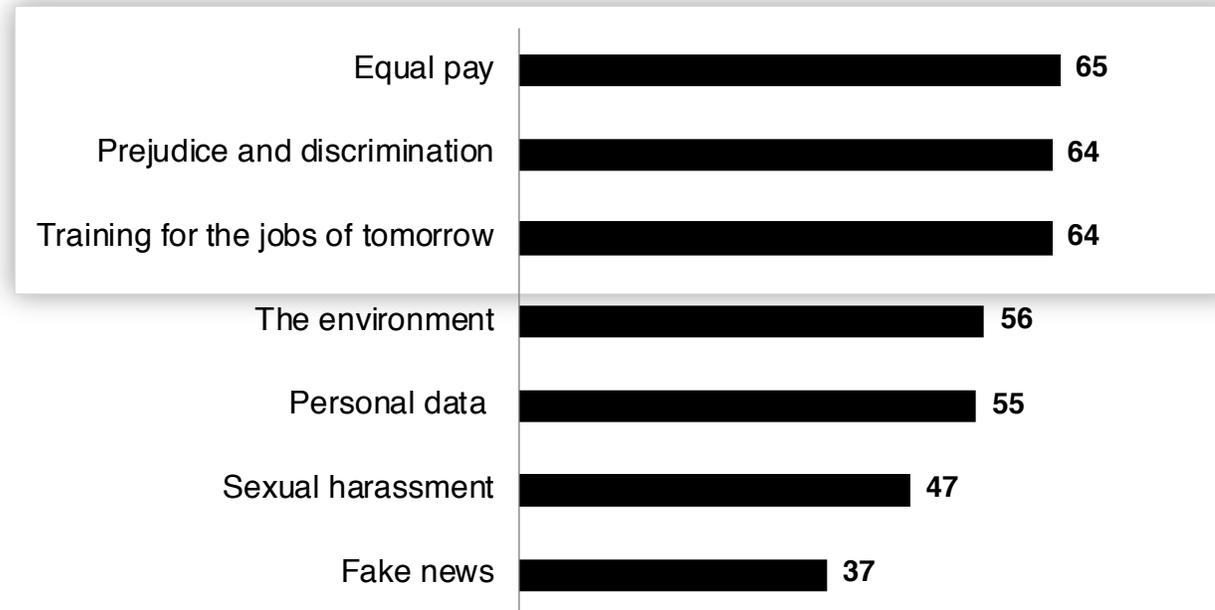
3. Lead shared action

LOOKING FOR LEADERSHIP FROM CEOS

Percent who say that CEOs should take the lead on change rather than waiting for government to impose it

76%  **+11pts**

Percent who agree CEOs can create positive change in:



EMPLOYEE EXPECTATION: HELP ME MAKE A DIFFERENCE

Percent of employees who expect each from a prospective employer

■ Employee expectation
■ Employer performance

Shared Action Expectations

Shared values



13pt gap

Greater purpose



4pt gap

Meaningful work



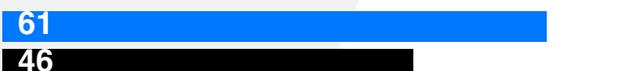
12pt gap

Opportunities to address social problems



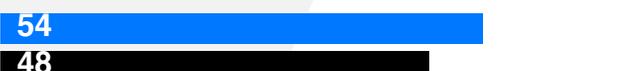
11pt gap

Employee views on issues are heard



15pt gap

CEO speaks up on issues



6pt gap

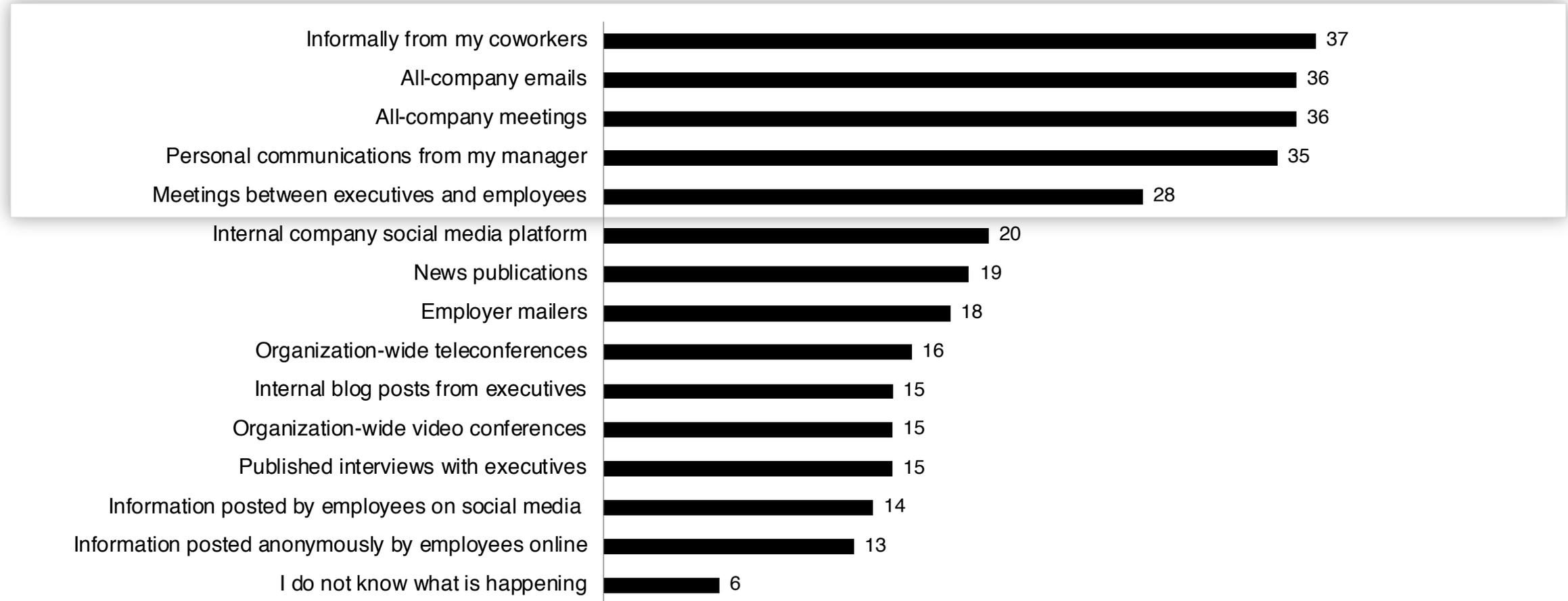
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A grayscale photograph of a woman in a professional setting, looking thoughtfully to the right. She is wearing a dark jacket. The background shows a meeting room with tables and chairs. Overlaid on the image are several thin, blue, wavy lines that flow from the bottom left towards the top right, creating a sense of movement and connectivity.

4. Harness peer communication

MOST COMMON SOURCE OF WORKPLACE INFORMATION: OTHER EMPLOYEES

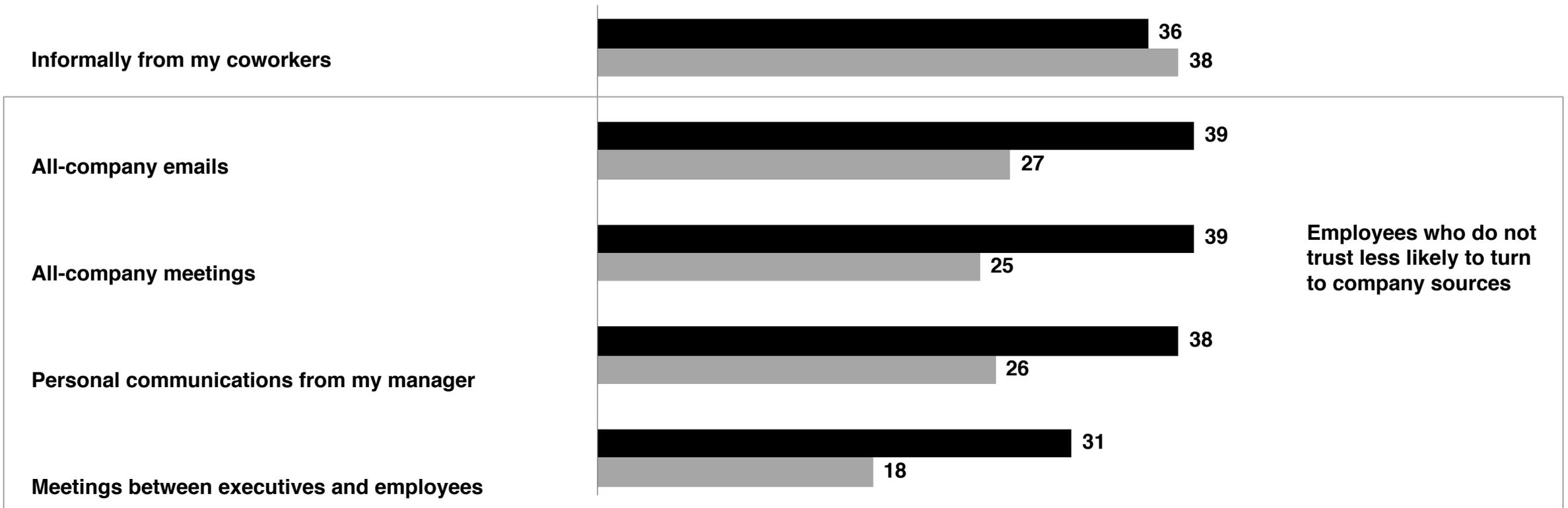
Percent of employees who say they find out what is happening in their organization from each source



PARTNER WITH TRUSTING EMPLOYEES TO ENGAGE THE DISTRUSTERS

Percent of employees who say they find out what is happening in their organization from each source, comparing those who trust and those who do not trust their employer

■ Trust employer
■ Do not trust employer



A black and white photograph of a classroom. In the foreground, a student is seen from the back, sitting at a desk with a laptop. In the background, other students are seated at desks, also with laptops. The image is overlaid with a blue wireframe graphic consisting of many thin, curved lines that create a sense of depth and movement, resembling a stylized 'S' or a series of overlapping loops. The text '5. Build trust inside out' is overlaid in white on the lower left portion of the image.

5. Build trust inside out

EMPLOYEES EXPECTED TO HAVE A VOICE

Percent who expect each of the following of employees

Speak up if they see their company doing wrong

Participate in the companies' social media activities

Pressure management to **weigh in on social issues**

General population

83%

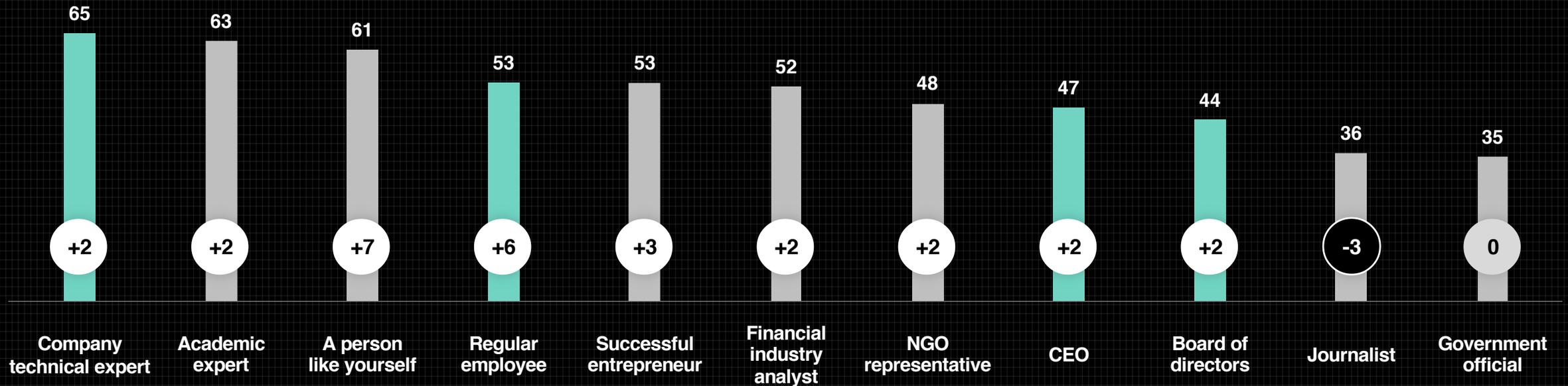
62%

58%

ACTIVATE CREDIBLE EMPLOYEE VOICES

Percent who rate each source as very/extremely credible

■ Company voices
○ - 0 + Y-to-Y Change



2019 Edelman Trust Barometer. CRE_PPL. Below is a list of people. In general, when forming an opinion of a company, if you heard information about a company from each person, how credible would the information be—extremely credible, very credible, somewhat credible, or not credible at all. 4-point scale; top 2 box, credible. Question asked of half of the sample. General population, 26-market average.

INVESTING IN EMPLOYEE TRUST IS INVESTING IN YOUR BOTTOM LINE

How a company treats its employees is one of the best indicators of its level of trustworthiness

78%

Percent who agree that “a good reputation may get me to try a product, but unless I come to trust the company behind the product, I will soon stop buying it”

67%

PUTTING TRUST TO WORK

1.

**Partner with
employees
on change**

2.

**Rebalance
the power**

3.

**Lead
shared action**

4.

**Harness peer
communication**

5.

**Build trust
inside out**



Supplemental Data Appendix

2019 Edelman Trust Barometer:
Implications for Employers

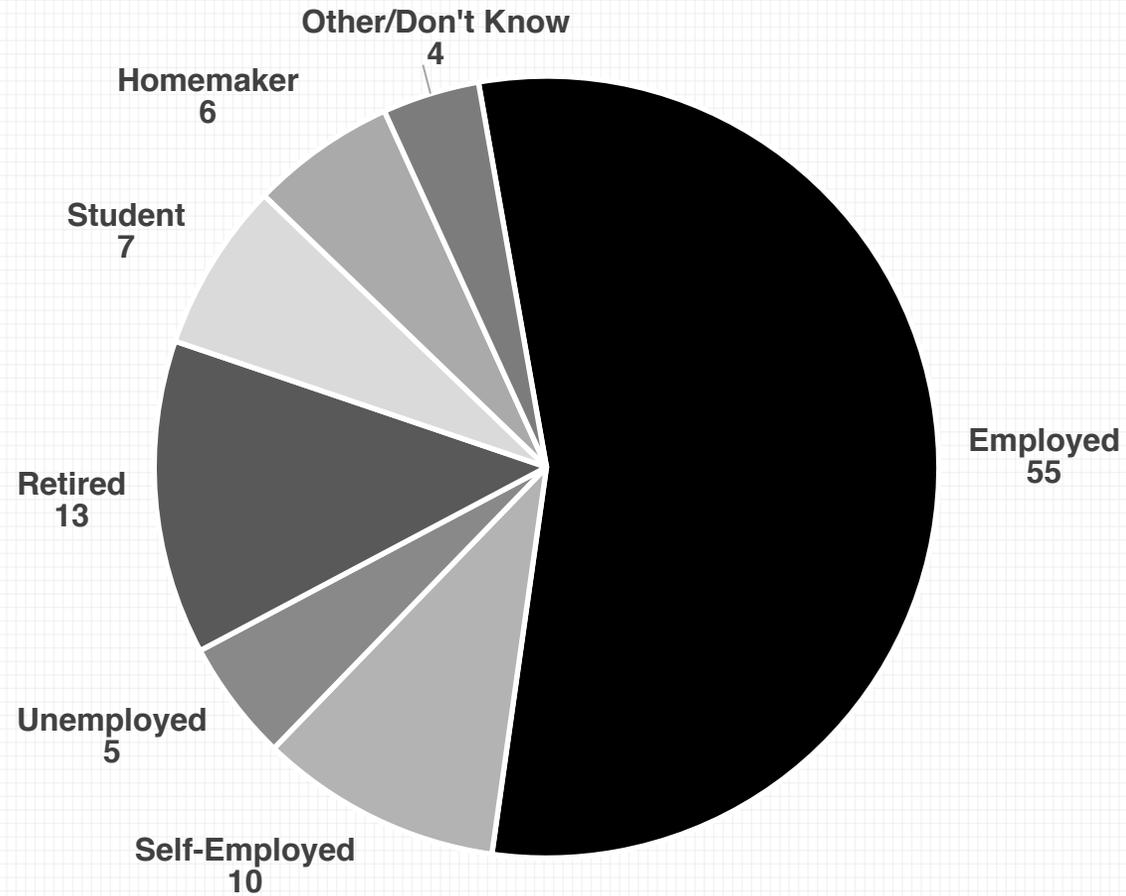
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Employment Profile

EMPLOYMENT PROFILE

Percent in each segment

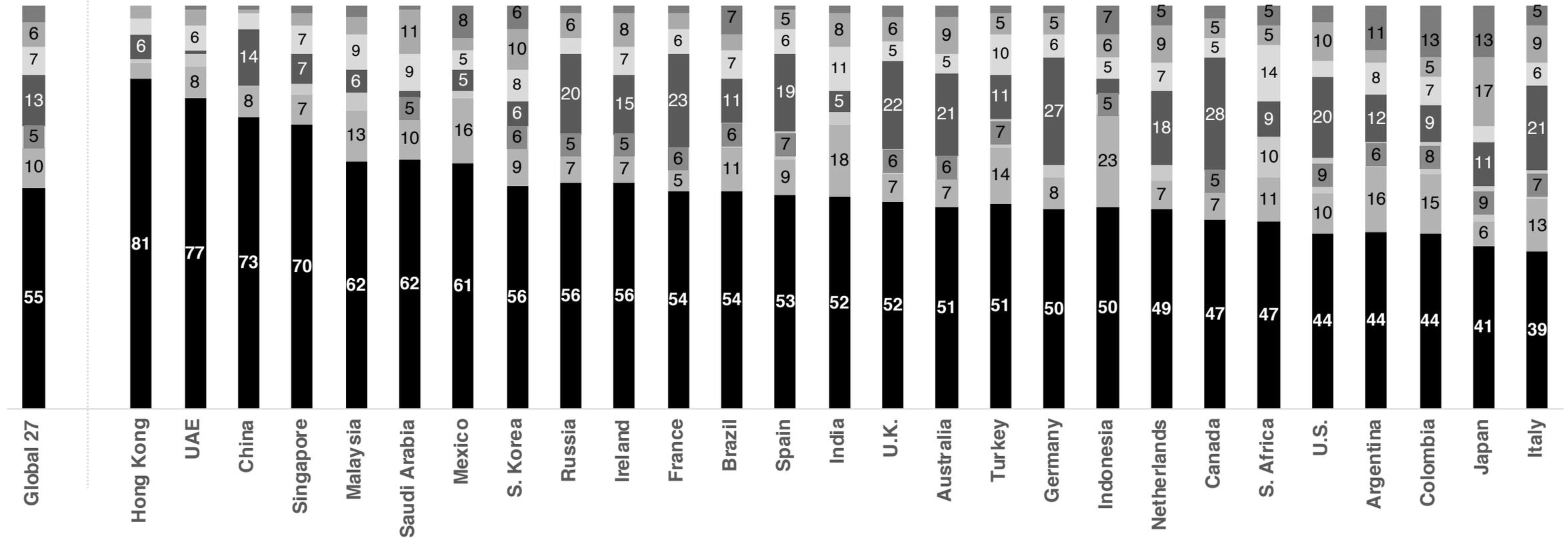


2019 Edelman Trust Barometer. Q206. Which of the following best describes your position or level within your company or organization? General population, 27-market average. Employment segment is a binary variable where those who said Q43/2 OR Q28/7 OR 421/8 are divided by the total responses for the self-employed those that said Q43/1 and NOT Q28/7 are divided by total responses for employed at an organization.

EMPLOYMENT PROFILE BY COUNTRY

Percent in each segment

- Employed
- Retired
- Self-employed
- Student
- Unemployed
- Homemaker
- Other/ Don't Know

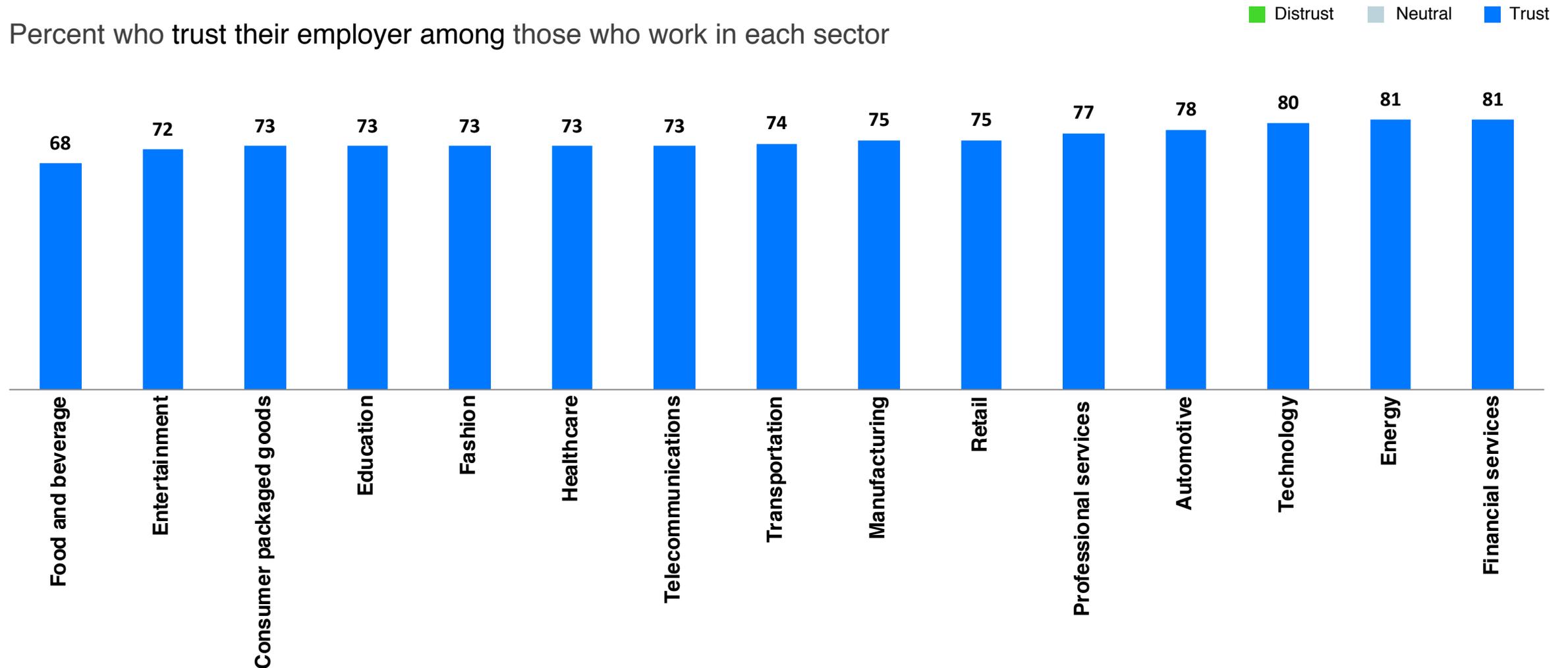


2019 Edelman Trust Barometer. Q206. Which of the following best describes your position or level within your company or organization? General population, 27-market average and by market
 Employment segment is a binary variable where those who said Q43/2 OR Q28/7 OR 421/8 are divided by the total responses for the self-employed those that said Q43/1 and NOT Q28/7 are divided by total responses for employed at an organization. Please note that only results over 5% are shown.

Employer Trust By Sector and Type

FINANCIAL SERVICES SECTOR MOST TRUSTED BY EMPLOYEES

Percent who trust their employer among those who work in each sector

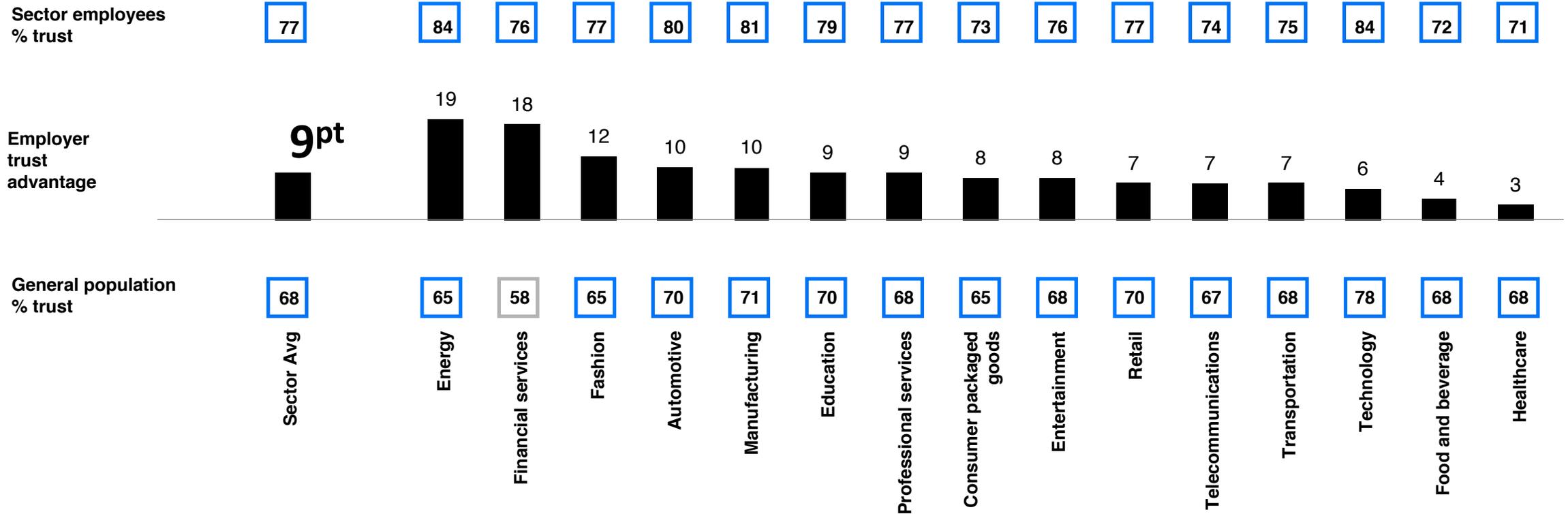


2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q410/8). General population employees, 27-market average by employee industry (Q420).

SECTOR EMPLOYEES TRUST THE SECTOR MORE

Difference between sector trust among those employed in the sector and sector trust among the general population

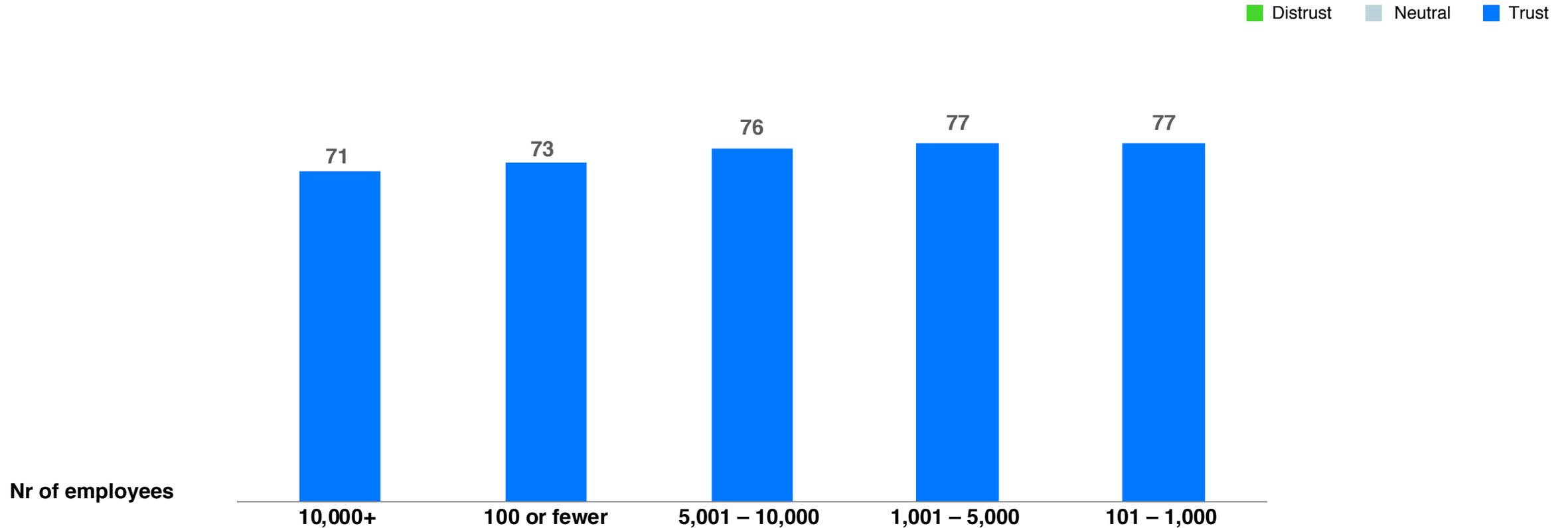
■ Distrust
 ■ Neutral
 ■ Trust



2019 Edelman Trust Barometer. TRU_IND. Please indicate how much you trust businesses in each of the following industries to do what is right. Again, please use the same 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Industries asked of half of the sample. General population, 27-market average. Sector employee data is among those employed in each sector, but not self employed (Q420/1-18 AND Q43/1 AND NOT Q28/7).

BIGGER COMPANIES TRUSTED LESS THAN SMALLER

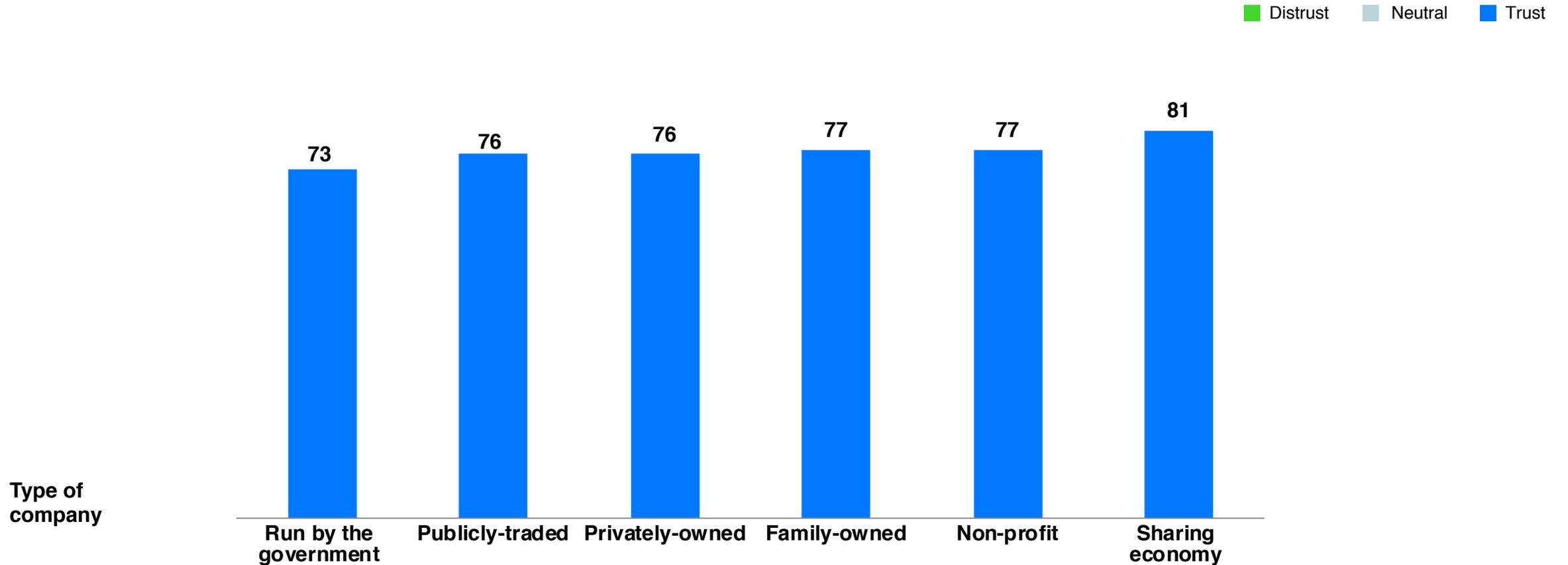
Percent who trust their employer



2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, 27-market average by employment size (Q27).

MY EMPLOYER TRUSTED ACROSS TYPE OF ORGANIZATION

Percent who trust their employer

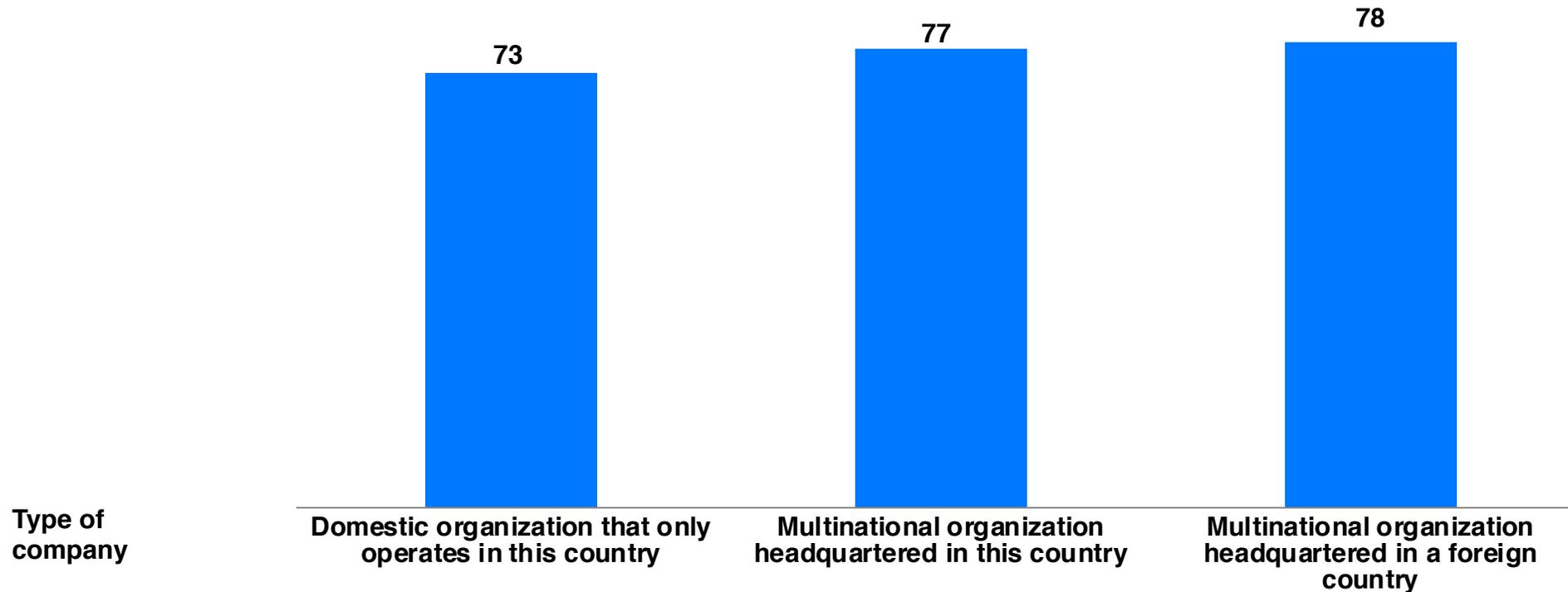


2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, 27-market average by organization type (Q28).

MULTINATIONALS TRUSTED MORE THAN DOMESTIC EMPLOYERS

Percent who trust their employer

■ Distrust ■ Neutral ■ Trust



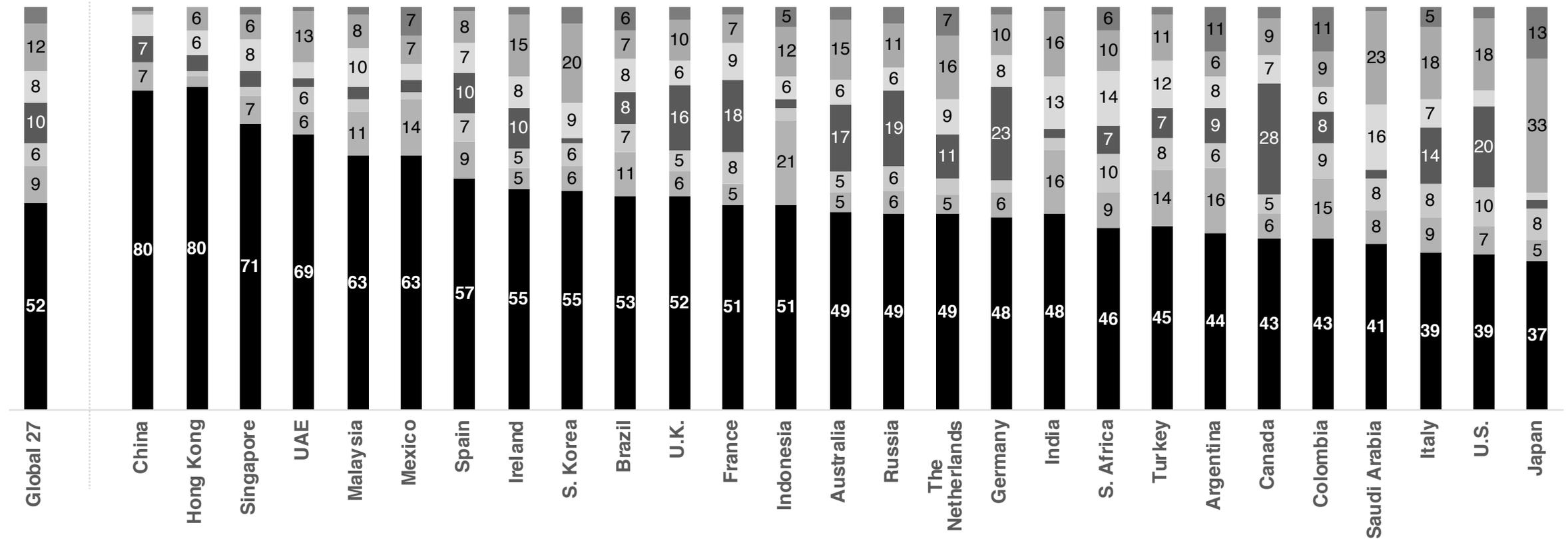
2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, 27-market average by organization or company type (Q29).

Women and Employer Trust

WOMEN'S EMPLOYMENT PROFILE

Percent of women in each segment

- Employed
- Retired
- Self-employed
- Student
- Unemployed
- Homemaker
- Other/ Don't Know

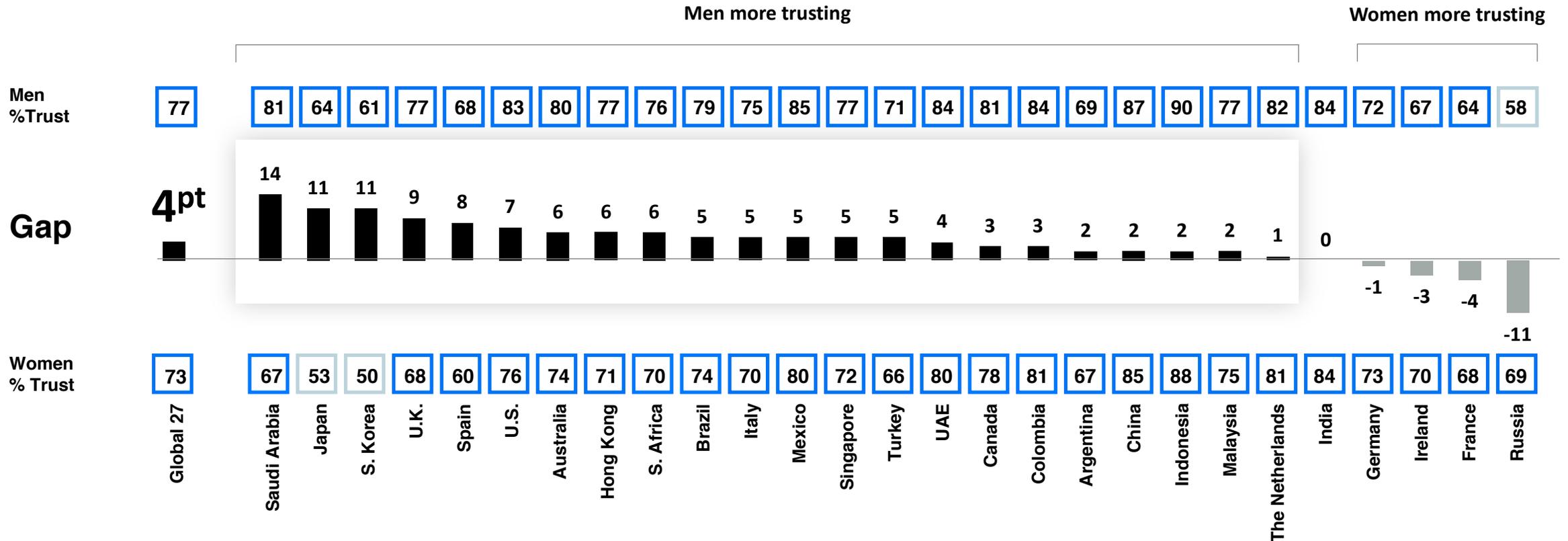


2019 Edelman Trust Barometer. Q206. Which of the following best describes your position or level within your company or organization? General population, 27-market average, and by market among females. Employment segment is a binary variable where those who said Q43/2 OR Q28/7 OR 421/8 are divided by the total responses for the self-employed those that said Q43/1 and NOT Q28/7 are divided by total responses for employed at an organization. Please note that only results over 5% are shown.

WOMEN LESS TRUSTING OF EMPLOYERS THAN MEN

Trust gap, comparing trust in my employer among women and men

■ Distrust
 ■ Neutral
 ■ Trust



2019 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. 9-point scale; top 4 box, trust. Question asked of those who are employed, but not self employed (Q206/1 OR 2 AND NOT Q421/8). General population employees, 27-market average, by gender.

Employee Expectations and Communications Channels

EMPLOYEE EXPECTATIONS IN DETAIL

	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap
Job Opportunity	42	38	80	61	19
Wages keep up with the cost of living	40	44	84	58	26
Interesting work experience	43	37	80	68	12
Training programs	43	36	79	63	16
Career opportunities	42	35	77	56	21
Personal Empowerment	43	31	74	58	16
Management always tells the truth	38	41	79	55	24
Regular communications	44	34	78	61	17
Employees have a voice	46	31	77	59	18
CEO embodies organization's values	42	32	73	60	13
Employees included in planning	44	27	71	57	14
Diversity at all levels	44	27	71	61	10
Organization acts on its values	40	24	64	50	14
Shared Action	42	25	67	56	11
Shared values	44	29	72	59	13
Greater purpose	44	28	71	67	4
Meaningful work	44	27	71	59	12
Opportunities to address social problems	42	24	66	55	11
CEO speaks up on issues	35	19	54	48	6
Listens to employee objections	41	20	61	46	15

2019 Edelman Trust Barometer. 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; code 1, very important (I would never work for an organization that lacked this characteristic); code 2, important (The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization). Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average.

U.S. EMPLOYEE EXPECTATIONS IN DETAIL

	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap
Job Opportunity	41	40	81	66	15
Wages	39	46	85	63	22
Interesting work experience	39	41	80	73	7
Training programs	43	38	81	67	14
Career opportunities	41	36	77	62	15
Personal Empowerment	43	35	78	65	13
Management always tells the truth	34	50	84	64	20
Regular communications	44	38	82	68	14
Employees have a voice	51	33	84	69	15
CEO embodies organization's values	45	36	81	66	15
Employees included in planning	46	28	74	63	11
Diversity	44	29	73	70	3
Organization acts on its values	40	28	68	55	13
Shared Action	42	25	67	59	8
Shared values	46	27	73	62	11
Greater purpose	42	28	70	72	-2
Meaningful work	46	25	71	60	11
Opportunities to address social problems	41	23	64	61	3
CEO speaks up on issues	32	23	55	48	7
Listens to employee objections	42	24	66	53	13

2019 Edelman Trust Barometer. 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; code 1, very important I would never work for an organization that lacked this characteristic; code 2, important (The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization). Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, U.S.



EMPLOYEE EXPECTATIONS ACROSS DEMOGRAPHICS

By age	18-34					35-54					55+				
	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap
Job Opportunity	41	40	81	64	17	43	36	79	61	18	41	37	78	57	21
Personal Empowerment	43	32	75	61	14	43	30	73	56	17	40	32	72	52	20
Shared Action	42	26	68	59	9	42	24	66	55	11	38	23	61	48	13

By gender	Men					Women				
	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap
Job Opportunity	43	37	80	64	16	41	39	80	59	21
Personal Empowerment	43	30	73	60	13	42	31	73	55	18
Shared Action	42	25	67	59	8	41	25	66	53	13

2019 Edelman Trust Barometer. 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; code 1, very important (I would never work for an organization that lacked this characteristic); code 2, important (The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization). Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, 27-market average, by age and gender.

U.S. EMPLOYEE EXPECTATIONS ACROSS DEMOGRAPHICS

By age	18-34					35-54					55+				
	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap
Job Opportunity	44	40	84	75	9	39	40	79	61	18	38	44	82	62	20
Personal Empowerment	46	33	79	74	5	42	32	74	60	14	40	42	82	60	22
Shared Action	47	27	74	68	6	38	24	62	55	7	41	26	67	54	13

By gender	Men					Women				
	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap	Strong expectation	Deal breaker	Total expectation	Performance	Performance gap
Job Opportunity	40	42	82	72	10	42	39	81	60	21
Personal Empowerment	42	36	78	69	9	45	32	77	60	17
Shared Action	41	26	67	63	4	42	24	66	56	10

2019 Edelman Trust Barometer. 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; code 1, very important I would never work for an organization that lacked this characteristic; code 2, important (The pay or other benefits would have to be significantly higher than my other options to compensate for this not being a characteristic of the organization). Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). EMP_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. Question asked of those who are an employee, but do not run their own business (Q43/1 AND NOT Q28/7). General population employees, U.S., by age and gender.



EMPLOYER PERFORMANCE DURING WORKPLACE TRANSFORMATION BY SECTOR

Percent who say their employer did each of the following well during the last workplace transformation they experienced

	Automotive	Consumer packaged goods	Education	Energy	Entertainment	Fashion	Financial services	Food and beverage	Healthcare	Manufacturing	Non-profit	Professional services	Retail	Technology	Telecommunications	The Government	Transportation
Communicated effectively to employees about changes	39	36	36	44	37	39	36	36	38	38	34	44	37	41	37	38	35
Honest about changes employees would have to face	33	40	35	31	29	36	36	37	31	37	37	42	39	37	37	34	39
Communicated effectively with external stakeholders	33	33	30	38	31	40	38	36	33	34	22	39	31	40	33	32	33
Explained how transformation aligned with our purpose	33	30	35	27	32	29	37	28	33	34	38	36	31	37	35	35	32
Gave employees opportunities to give input	30	34	34	36	34	35	36	32	33	33	30	38	32	39	38	31	32
Communicated consistently to employees, public and stakeholders	32	28	30	30	33	35	34	27	31	32	27	34	28	36	35	31	29
Explained how transformation aligned with our values	31	34	33	31	24	30	33	26	28	30	39	34	30	33	30	30	31
Retained and retrained employees whose jobs were disrupted	31	31	29	29	32	30	32	29	30	31	27	28	28	28	29	27	29
Fair process for the downsized	31	28	25	28	24	24	28	24	26	28	23	26	25	31	30	25	25
My employer did nothing well	9	5	13	7	8	4	9	12	11	10	15	9	12	7	13	17	13

2019 Edelman Trust Barometer. EMP_ORG. Think back to the most recent major transformation at your organization. This transformation could have been a merger, an acquisition, a restructuring or reorganization, a major business-systems change or any other change that affected people's jobs. In navigating employees through that transformation, which of the following did your organization and its leadership do well? Pick all that apply. Asked among those who are an employee but do not run their own business (Q43/1 AND NOT Q28/7) and have been through a workplace transformation (NOT EMP_ORGr11). General population employees, 27-market average by employment industry (Q420).