



2018 Edelman Trust Barometer

Expectations for CEOs

#TrustBarometer



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Methodology

Online Survey in 28 Markets

18 years of data

33,000+ respondents total

All fieldwork was conducted between October 28 and November 20, 2017

28-market global data margin of error: General population +/- 0.6% (N=32,200), informed public +/- 1.2% (N=6,200), mass population +/- 0.6% (26,000+), half-sample global general online population +/- 0.8 (N=16,100).

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 740, varies by market).

General Online Population

7 years in 25+ markets

Ages 18+

1,150 respondents per market

All slides show general online population data unless otherwise noted

Informed Public

10 years in 20+ markets

Represents 15% of total global population

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

Must meet 4 criteria:

Ages 25-64

College educated

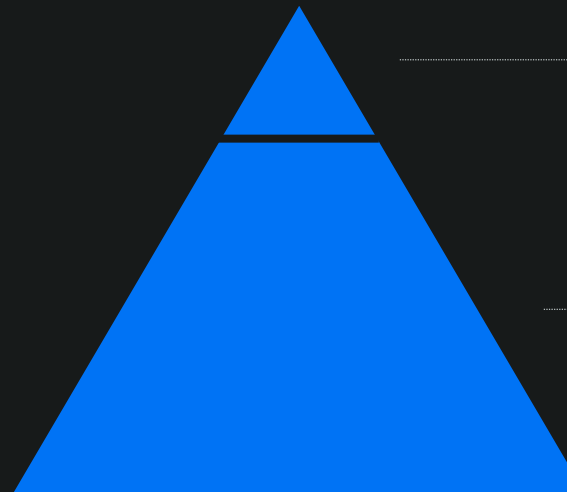
In top 25% of household income per age group in each market

Report significant media consumption and engagement in business news

Mass Population

All population not including informed public

Represents 85% of total global population



Without Trust, They Will Stop Buying

“ 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, regardless of its reputation**”

63% agree

Source: 2018 Edelman Trust Barometer. TMA_SIE_SHV. Please indicate how much you agree or disagree with the following statements. (Top 4 Box, Agree), question asked of half of the sample. General population, 28-market global total.

Trust Index A World of Distrust

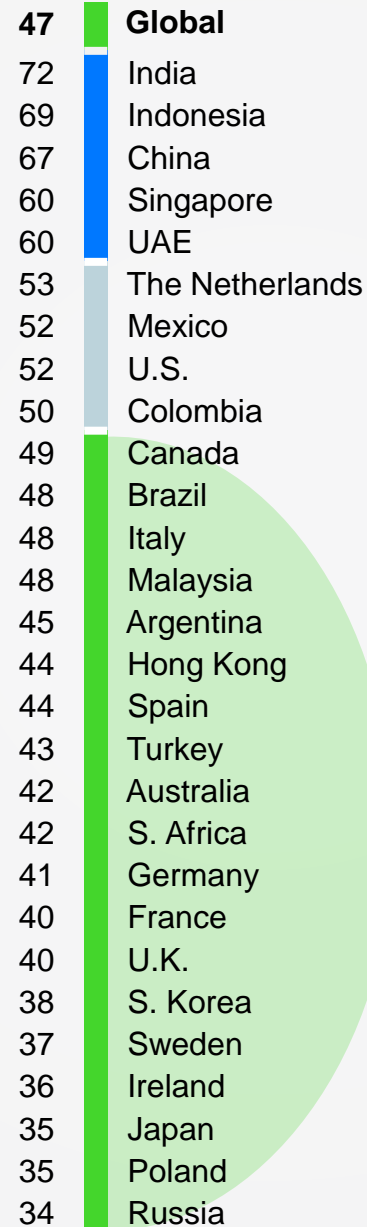
Average trust in institutions,
general population, 2017 vs. 2018

Global Trust Index remains at distruster level

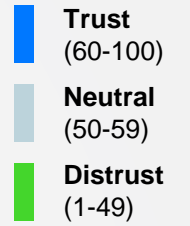
20 of 28 markets are distrusters, up 1 from 2017

Source: 2018 Edelman Trust Barometer.
The Trust Index is an average of a market's trust in the institutions of government, business, media and NGOs. General population, 28-market global total.

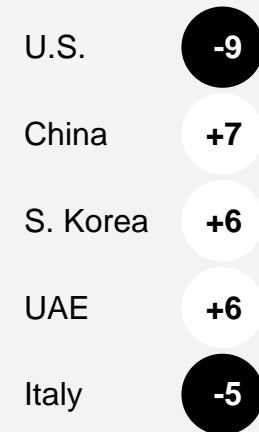
▲ 2017 General Population



▲ 2018 General Population



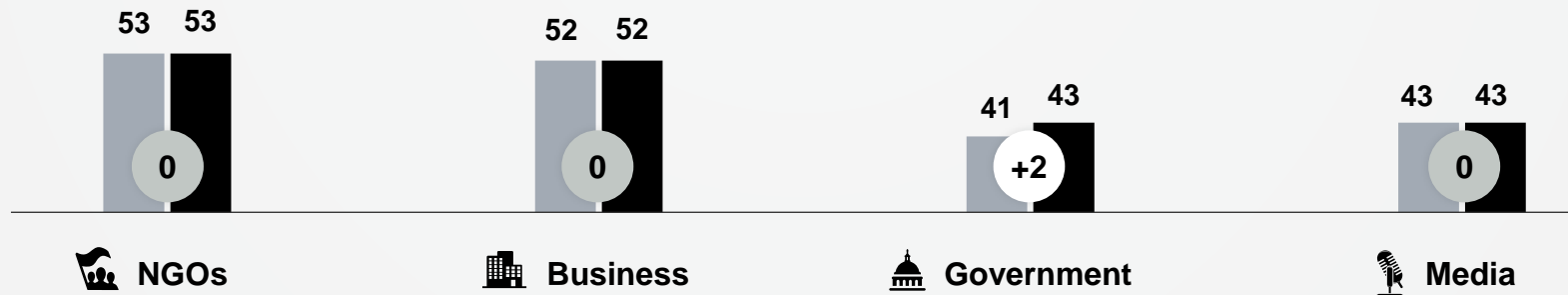
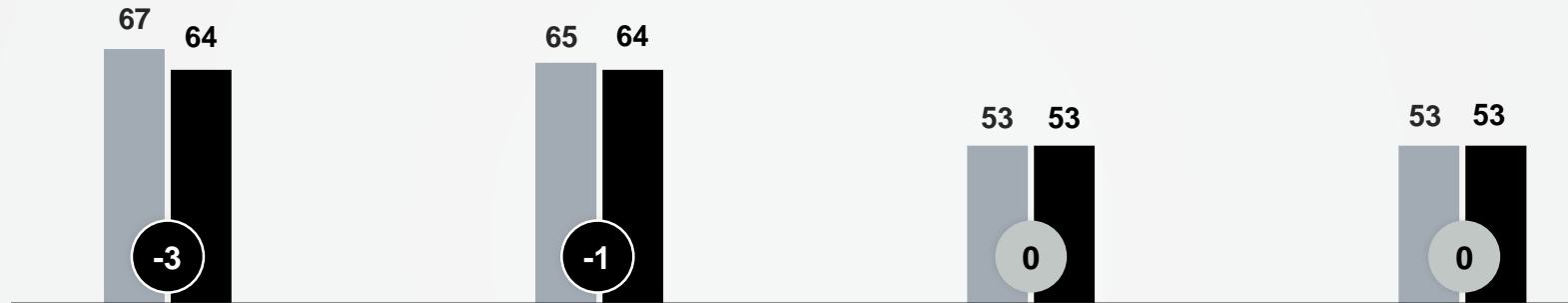
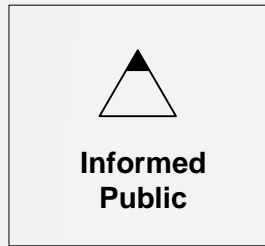
Biggest changes in



Trust decline in the U.S. is
the steepest ever measured

Business Trusted More than Government

Percent trust in each institution, and change from 2017 to 2018

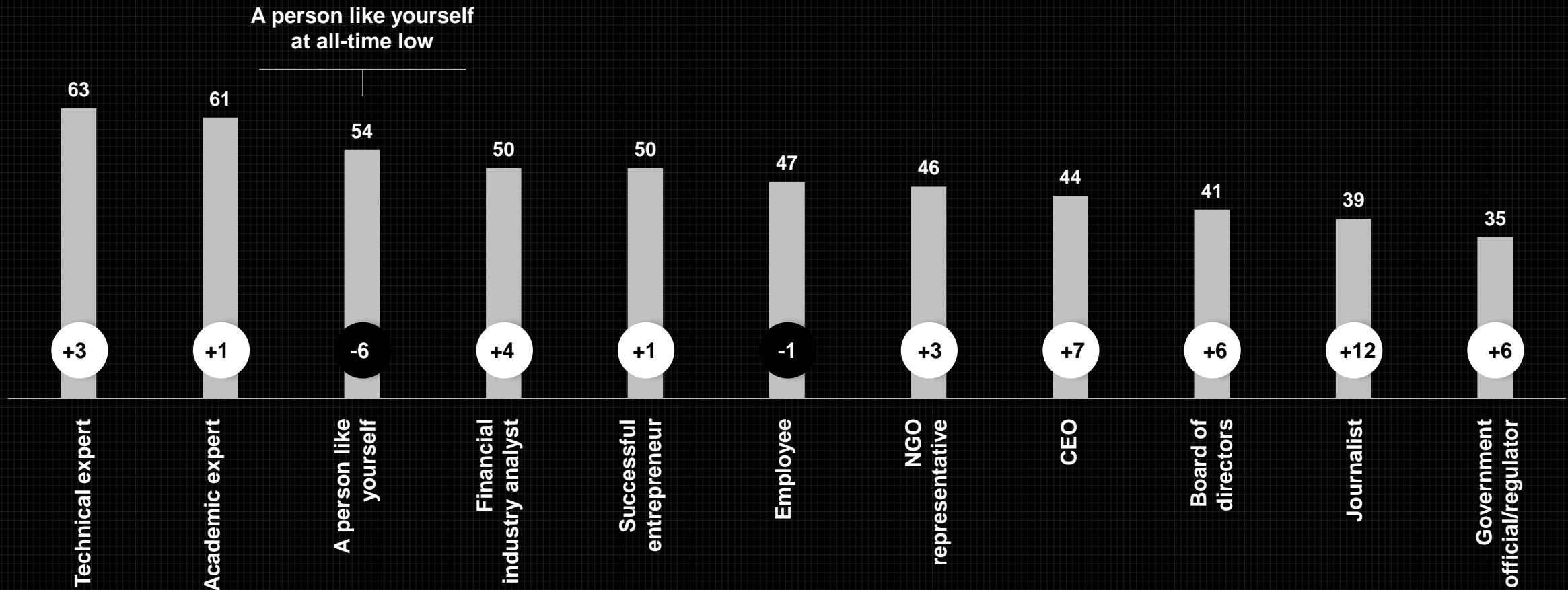


Source: 2018 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale, where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) Informed public and general population, 28-market global total.

CEO Credibility on the Rise

Y-to-Y Change

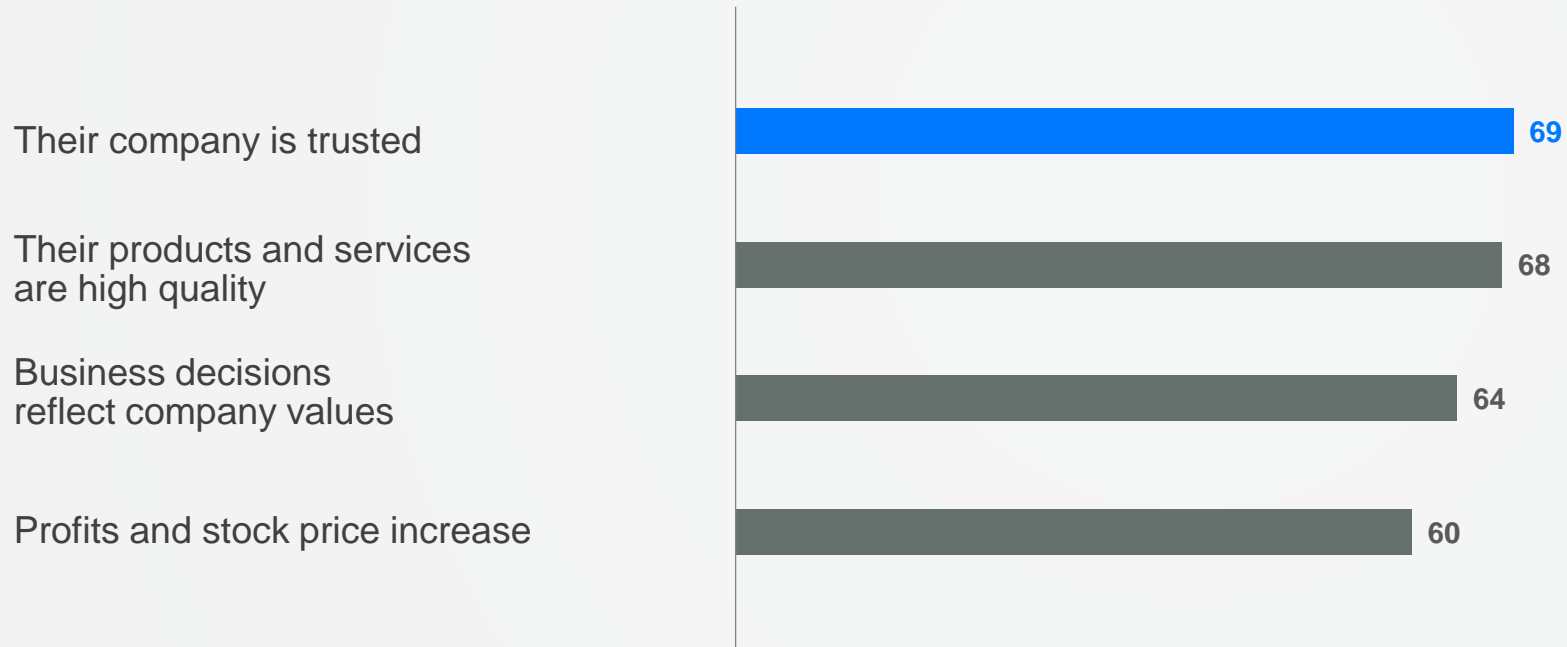
Percent who rate each spokesperson as very/extremely credible, and change from 2017 to 2018



Source: 2018 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? (Top 2 Box, Very/Extremely Credible), question asked of half of the sample. General population, 28-market global total.

For CEOs, Building Trust is Job One

Percent who say each is one of the most important expectations they have for a CEO



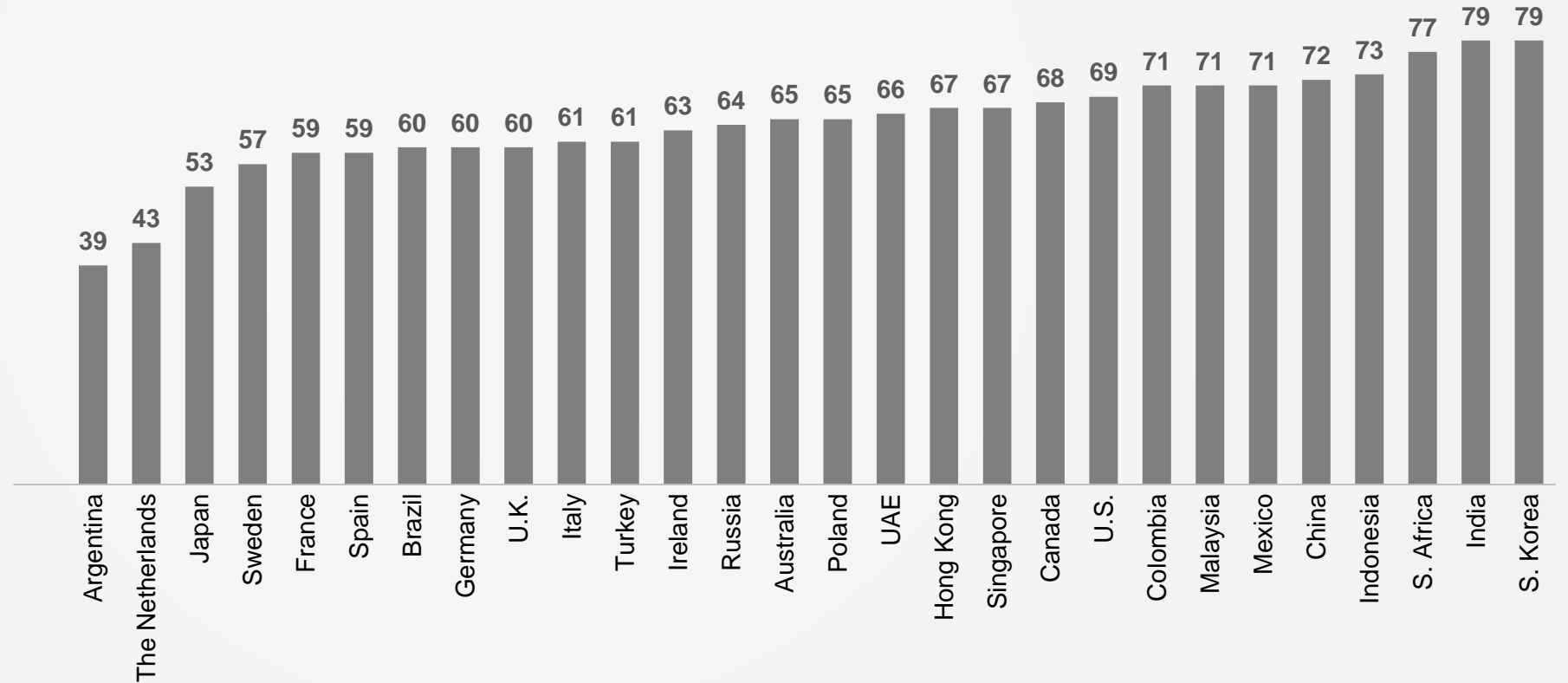
Source: 2018 Edelman Trust Barometer. CEO_EXP. Below is a list of potential expectations that you might have for a company CEO. Thinking about CEOs in general, whether they are global CEOs or a CEO who oversees a particular market, how would you characterize each using the following three-point scale? (Most important responsibility, code 3), question asked of half of the sample. General population, 28-market global total.

CEOs Expected to Lead on Change

Percent who agree

64%

agree **CEOs should take the lead** on change rather than waiting for government to impose it



Source: 2018 Edelman Trust Barometer. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. General population, 28-market global total.

CEOs Underperforming on Expectations

Percent who say CEOs are performing well,
among those who say each is an expectation for CEOs

Lowest Performance Measures (Bottom 5 of 21)

Communicate regularly with the public

Educate the public on economic issues

Educate the public on social issues

Speak out if government makes bad decisions

Step in when government does not fix
societal problems

Highest Performance Measures (Top 5 of 21)

Increase profits and stock price

Produce quality products and services

Be a leading voice on product
and industry issues

Ensure the company is trusted

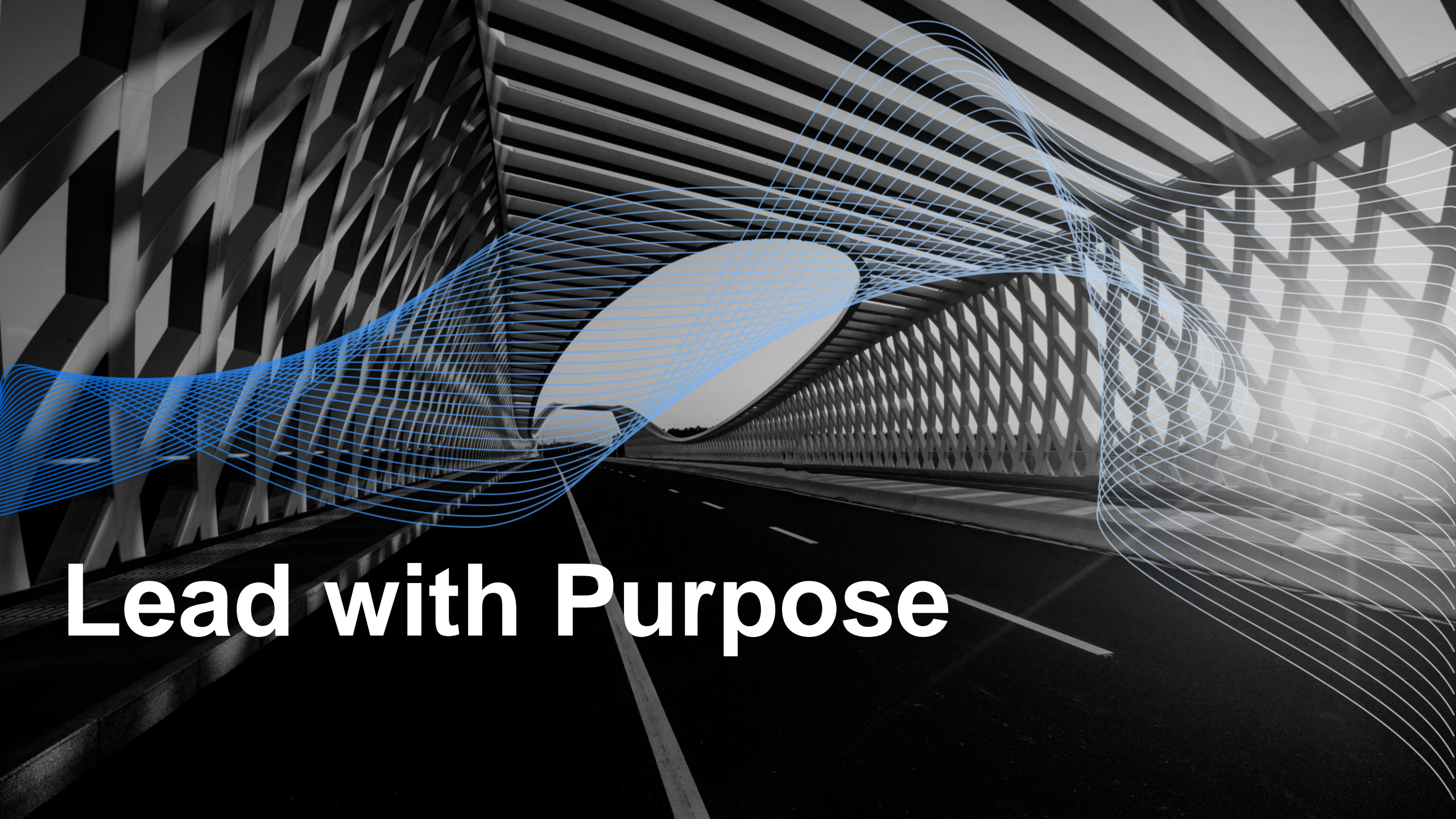
Hide true opinions if they could hurt
the business

Source: 2018 Edelman Trust Barometer. CEO_PER. How well do you feel CEOs are currently doing in meeting this obligation? Please indicate your answer using the 5-point scale below. Question asked of half of the sample and those who answered codes 2 or 3 at CEO_EXP. (Doing well, codes 4-5). General population, 28-market global total.



“Today CEOs need to stand up not just for their shareholders, but their employees, their customers, their partners, the community, the environment, schools, everybody.”

Marc Benioff, CEO, Salesforce



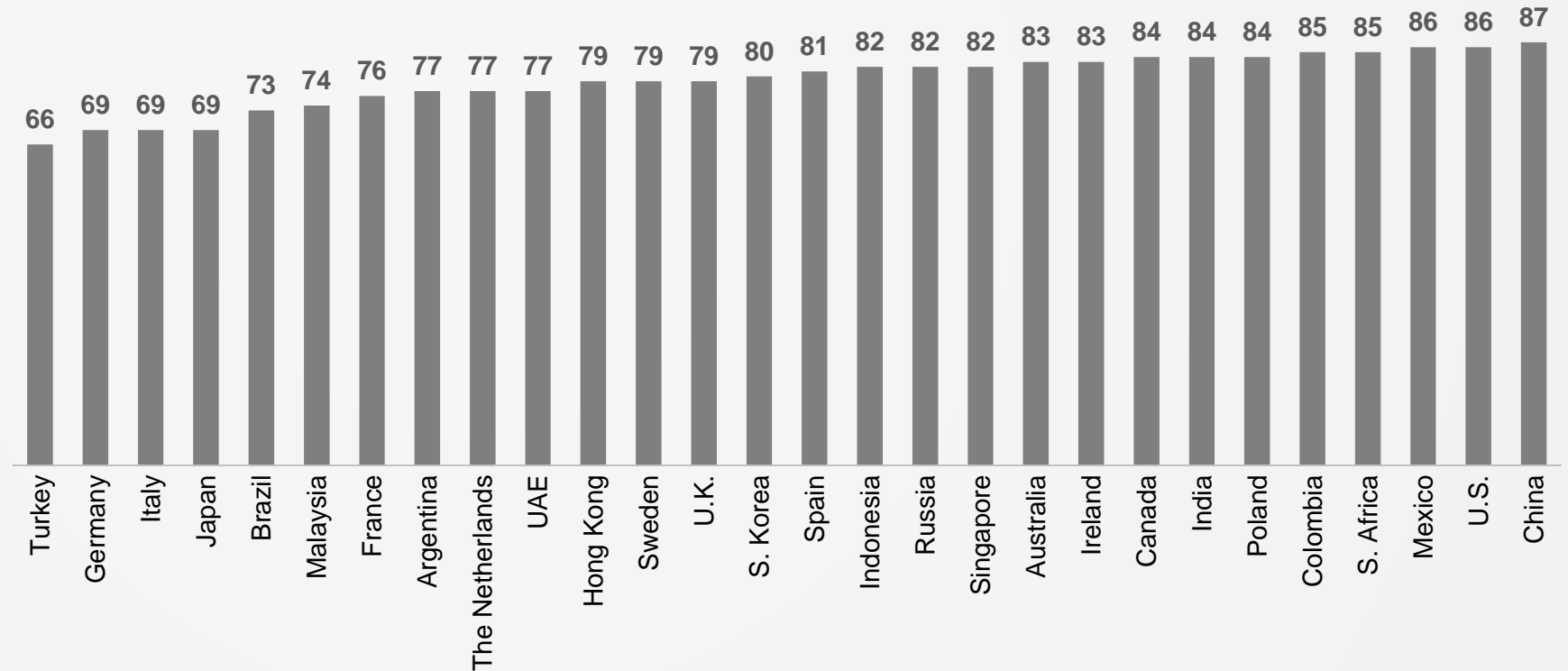
Lead with Purpose

Share Company's Purpose and Vision

Percent who say the CEO should be personally visible in this business situation

79%

agree that CEOs should be personally visible in sharing the company's **purpose and vision**



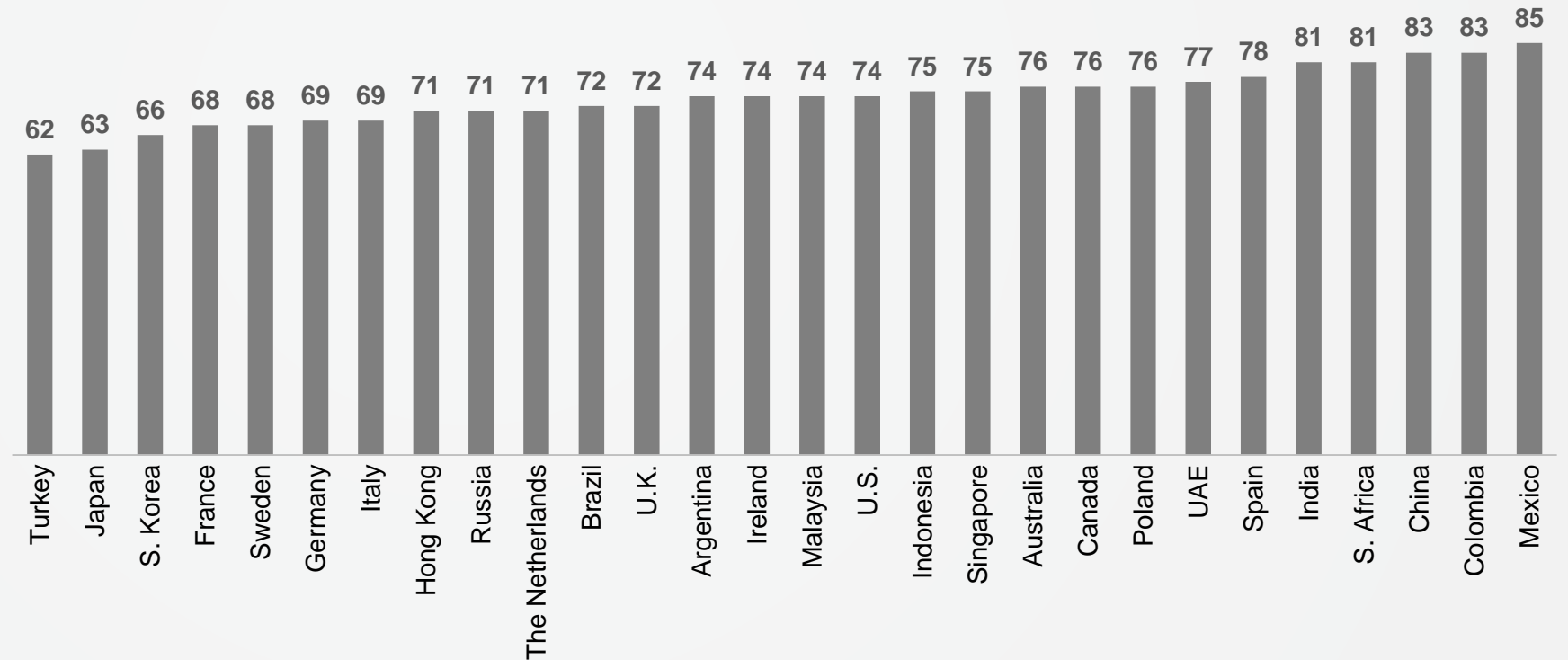
Source: 2018 Edelman Trust Barometer. CEO_VIS. How visible do you think a CEO should personally be in these different types of business situations? Please use a 9-point scale where one means that it is "not visible at all" and nine means that it is "extremely visible". (Top 4 Box, Visible), question asked of half of the sample. General population, 28-market global total.

Discuss Your Contribution to Society

Percent who say the CEO should be personally visible in this business situation

74%

agree CEOs should be personally visible in discussing work their company has done to **benefit society**



Source: 2018 Edelman Trust Barometer. CEO_VIS. How visible do you think a CEO should personally be in these different types of business situations? Please use a 9-point scale where one means that it is "not visible at all" and nine means that it is "extremely visible". (Top 4 Box, Visible), question asked of half of the sample. General population, 28-market global total.

All Ages Expect CEOs to be Purpose-Driven, Not Just Youth

Percent who say the CEO should be personally visible in each business situation, among each age group

	18 - 34	35 - 54	55+
CEOs should be personally visible in sharing the company's purpose and vision	75	80	83
CEOs should be personally visible in discussing work their company has done to benefit society	71	74	76

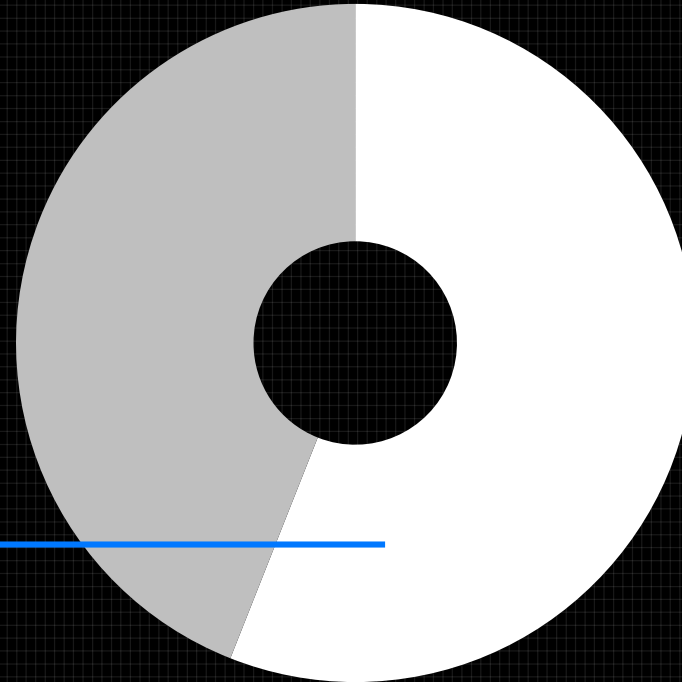
Source: 2018 Edelman Trust Barometer. CEO_VIS. How visible do you think a CEO should personally be in these different types of business situations? Please use a 9-point scale where one means that it is "not visible at all" and nine means that it is "extremely visible". (Top 4 Box, Visible), question asked of half of the sample. General population, 28-market global total, by age.

The Price of Silence

Percent who agree

56%

Say they have **no respect for CEOs that remain silent** on important issues



Source: 2018 Edelman Trust Barometer. CEO_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statements? (Top 4 Box, Agree), question asked of half of the sample. General population, 28-market global total.

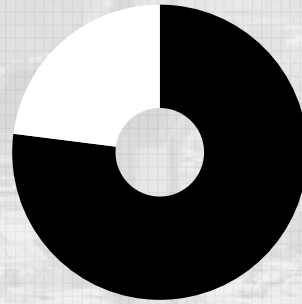


Be Authentic

Be a Voice in Your Industry

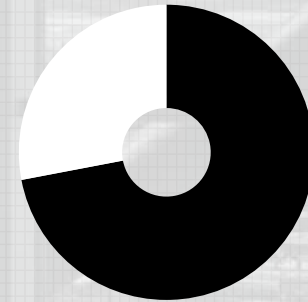
Percent who say the CEO should be personally visible in each business situation

Future of the industry



77%

Economic trends



72%

Source: 2018 Edelman Trust Barometer. CEO_VIS. How visible do you think a CEO should personally be in these different types of business situations? Please use a 9-point scale where one means that it is "not visible at all" and nine means that it is "extremely visible". (Top 4 Box, Visible), question asked of half of the sample. General population, 28-market global total.

You Have License to Inform Policy Debates

Percent who have a strong expectation that CEOs shape conversations and policy debates about each issue

84%

expect CEOs to inform conversations and policy debates on one or more issues

Economic trends

- | | | | |
|----------|----------------|-----------|----------------|
| 1 | Jobs | 8 | Discrimination |
| 2 | The Economy | 9 | Infrastructure |
| 3 | Automation | 10 | Cost of Living |
| 4 | Regulations | 11 | Education |
| 5 | Globalization | 12 | Healthcare |
| 6 | Corruption | 13 | Immigration |
| 7 | Global Warming | | |

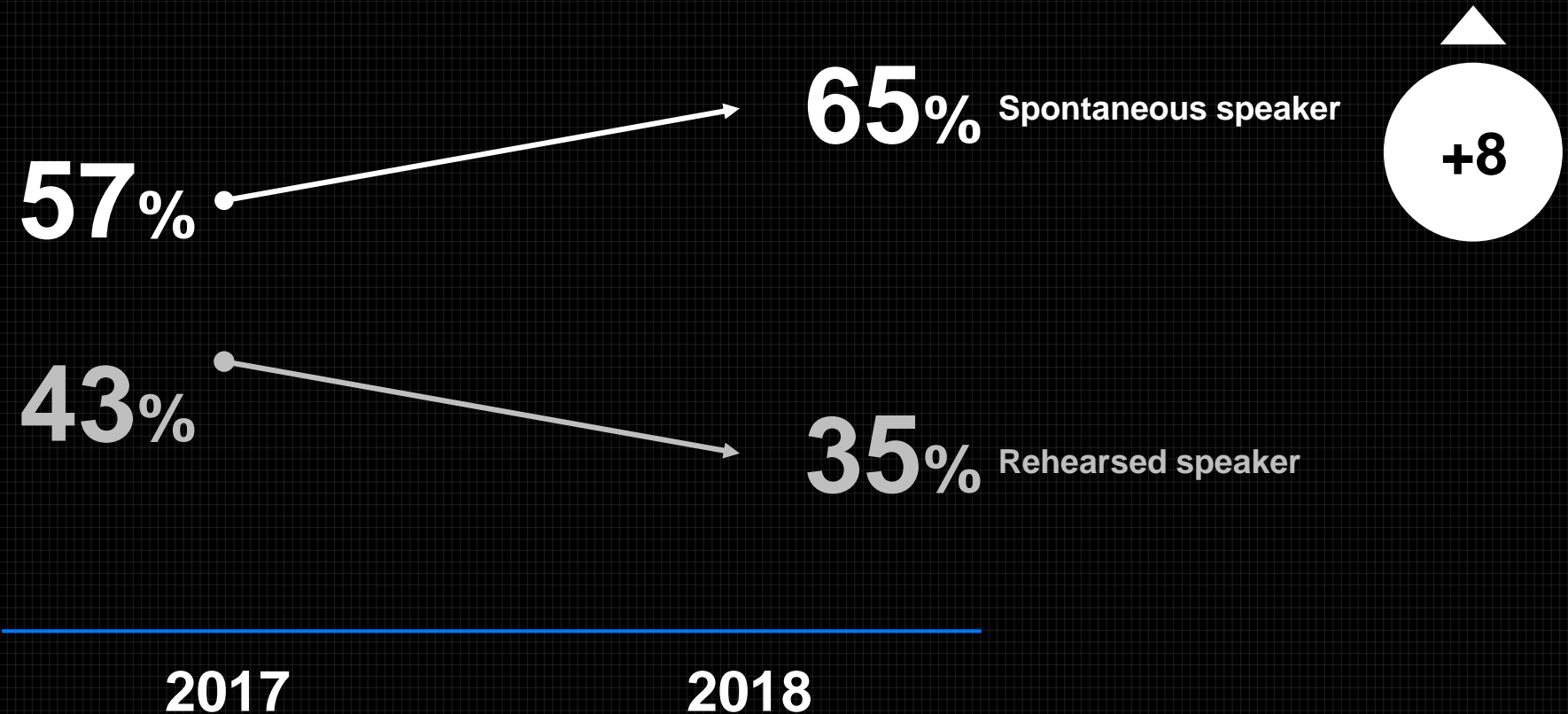
Source: 2018 Edelman Trust Barometer. CEO_RSP. For each of the following topics, please indicate to what degree corporate CEOs should be held responsible for directly helping to inform and shape ongoing conversations and policy debates. (Strong expectation, codes 4-5), question asked of half of the sample. General population, 28-market global total and by region.

Growing Desire for Authenticity

Which do you believe is more likely to give you the truth?

“It usually takes me more than three weeks to prepare a good impromptu speech.”

-Mark Twain

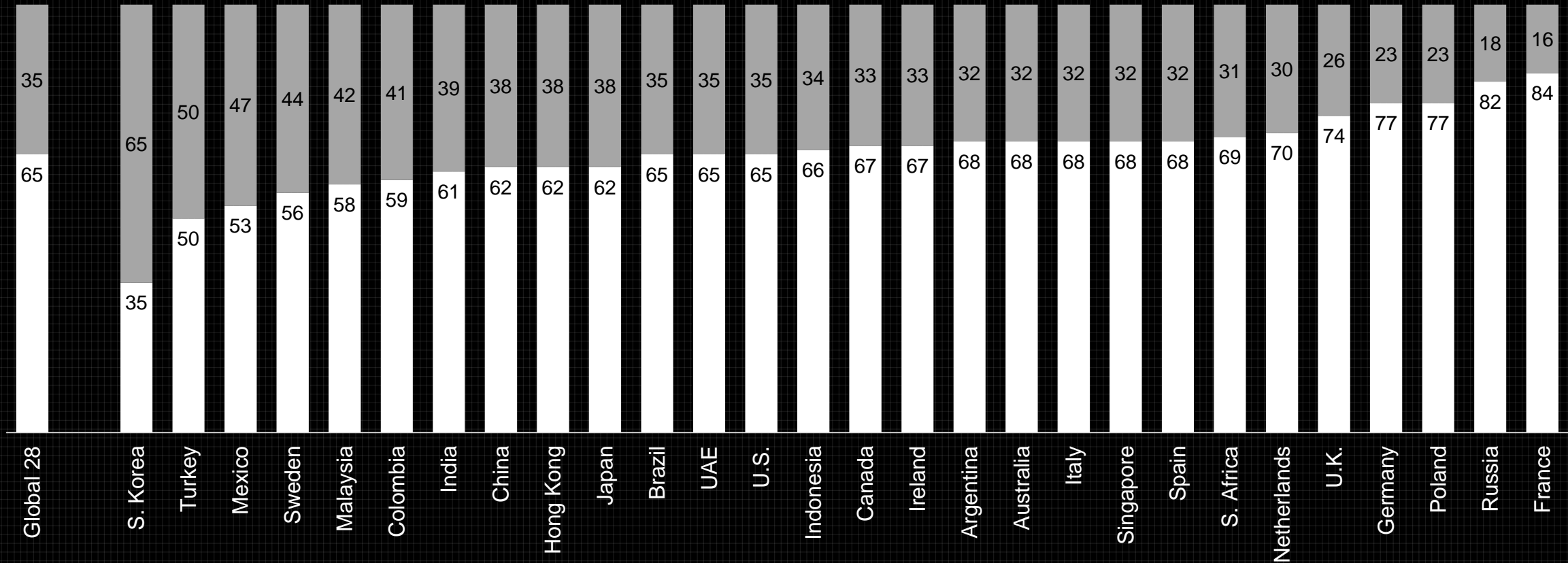


Source: 2018 Edelman Trust Barometer. COM_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. Choices shown to half of the sample. General population, 28-market global total.

Spontaneous Speaker Preferred Across Most Markets

Which do you believe is more likely to give you the truth?

■ Rehearsed speaker
■ Spontaneous speaker



Source: 2018 Edelman Trust Barometer. COM_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. Choices shown to half of the sample. General population, 28-market global total.

An aerial, high-angle photograph of a large crowd of people walking on a paved surface. The image is dark and desaturated. Overlaid on the crowd are several sets of thin, blue, wavy lines that flow across the frame from left to right, creating a sense of movement and energy. The lines are most prominent in the lower half of the image, where they appear to be part of a larger graphic design.

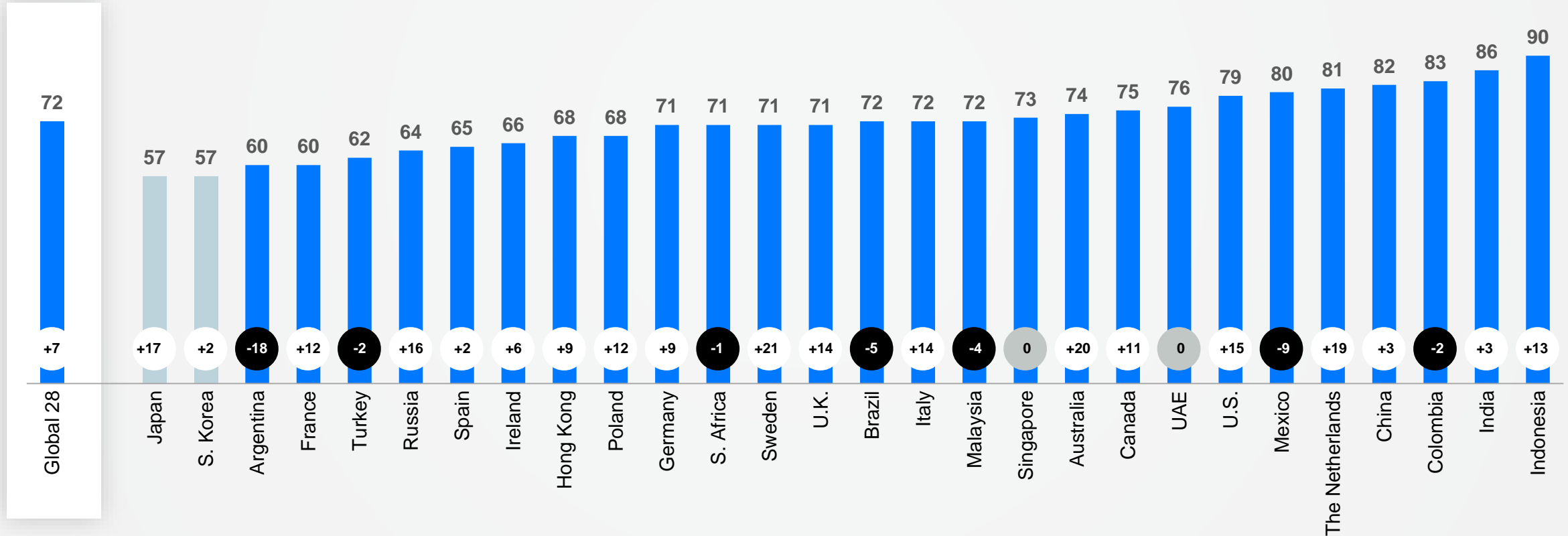
Galvanize Employees

Employers Trusted Around the World

Percent trust in employer, and change from 2016 to 2018

■ Distrust ■ Neutral ■ Trust

● - ● 0 ● + Change, 2016 to 2018

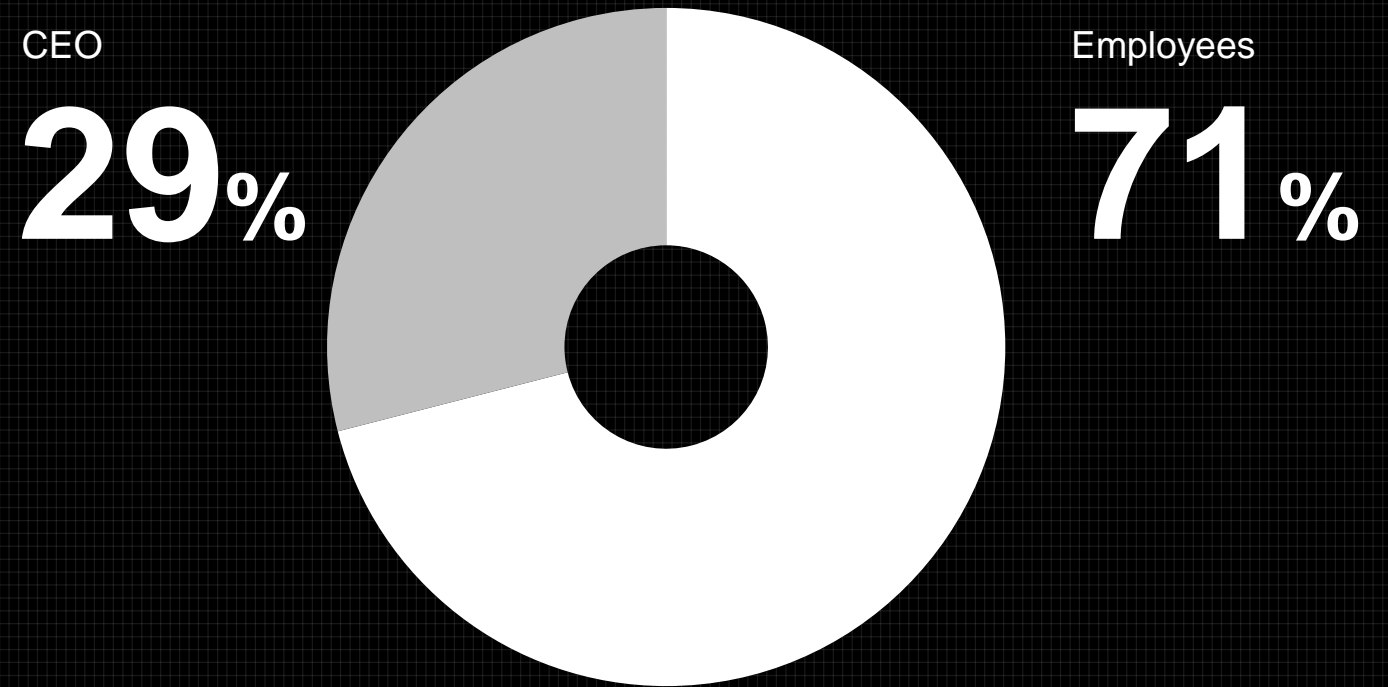


Source: 2018 Edelman Trust Barometer. TRU_INS. [YOUR EMPLOYER] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal.” (Top 4 Box, Trust) General population, 28-market global total.

Note: 2016 data was taken from Q525-526. Thinking about your own company and other companies in your industry, please indicate how much you trust each to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust), question asked of half of the sample. General population, 28-market global total.

Employees More Believable than CEOs

Which is more believable about a company?



Source: 2018 Edelman Trust Barometer. CEO_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. Question asked of half of the sample. General population, 28-market global total.

Give Employees a Voice

Percent who expect each of the following of employees

Speak up if they see their company doing wrong

Support their company's causes and community activities

Pressure management to weigh in on social issues

82%

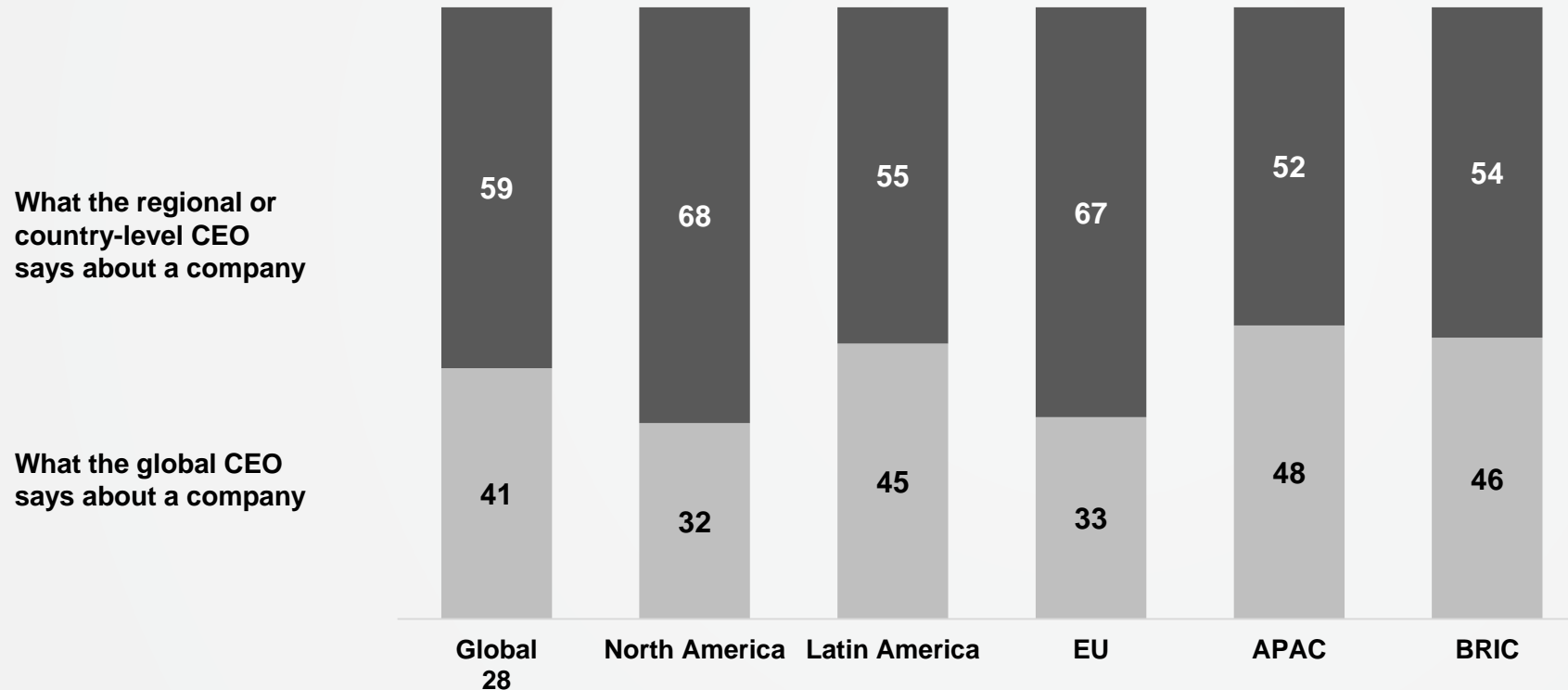
80%

61%

Source: 2018 Edelman Trust Barometer. CEO_EMP_EXP. Below is a list of potential expectations that you might have for a company employee. Thinking about employees in general, how would you characterize each using the following five-point scale. (At least some expectation, codes 3-5), question asked of half of the sample. General population, 28-market global total.

Elevate Leadership Team Across Regions

Which is more believable about a **company**, global and by region



48%

expect CEOs to empower their executive management team to speak out on behalf of the company

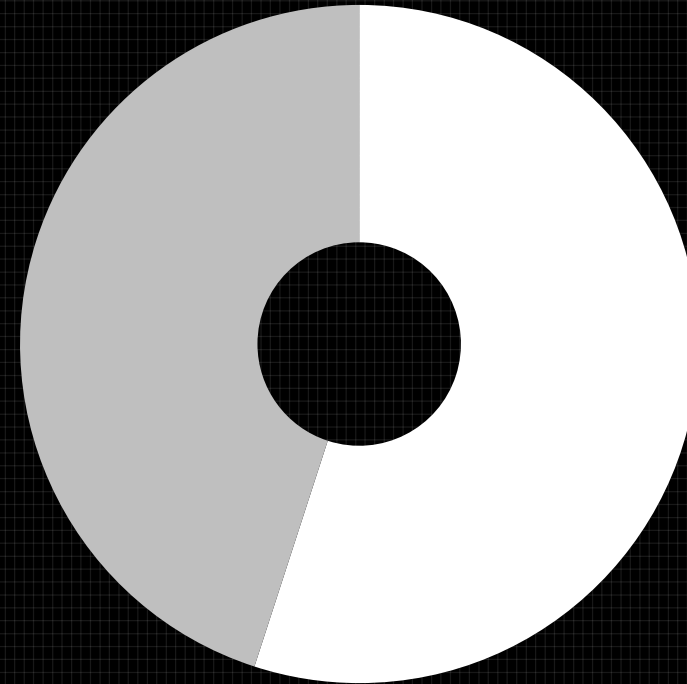
Source: 2018 Edelman Trust Barometer. CEO_EXP. Below is a list of potential expectations that you might have for a company CEO. Thinking about CEOs in general, whether they are global CEOs or a CEO who oversees a particular market, how would you characterize each using the following three-point scale? (Most important responsibility, code 3), question asked of half of the sample. CEO_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. Question asked of half of the sample. General population, 28-market global total, and by region.

Earn Trust Inside by Sharing News Outside

Which is more believable about the company they work for?

CEO

45%



Independent news sources

55%

Source: 2018 Edelman Trust Barometer. CEO_RFB. You are about to see a series of two choices. For each pair, we want you to choose the one that you are more likely to believe. Question asked of half of the sample. General population, 28-market global total.

To Build Trust, CEOs Must...

Lead With Purpose

Declare your purpose

Live your values

Choose your moments
for impact

Be Authentic

Engage on relevant issues

Inject your experience
and observations

Avoid corporate speak

Galvanize Employees

Know what matters to your
employees

Share internally, share
externally

Expand your bench