

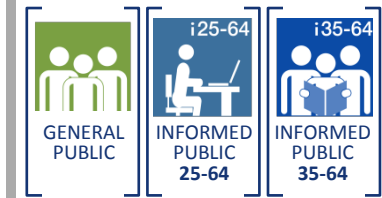


2012

EDELMAN TRUST BAROMETER GLOBAL RESULTS

2012 Edelman Trust Barometer

METHODOLOGY OVERVIEW



Twelfth annual study

Online survey in 25 countries

30,000+ respondents

1,000 general population respondents per country

Ages 18+

Oversample of informed publics*

500 respondents in U.S. and China & 200 in all other countries

Ages 25-64

- (Trending data among Ages 35-64)

College-educated

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

Report significant media consumption and engagement in business news and public policy



* This year Informed Publics were surveyed via online methodology instead of telephone

Edelman Trust Barometer in retrospect

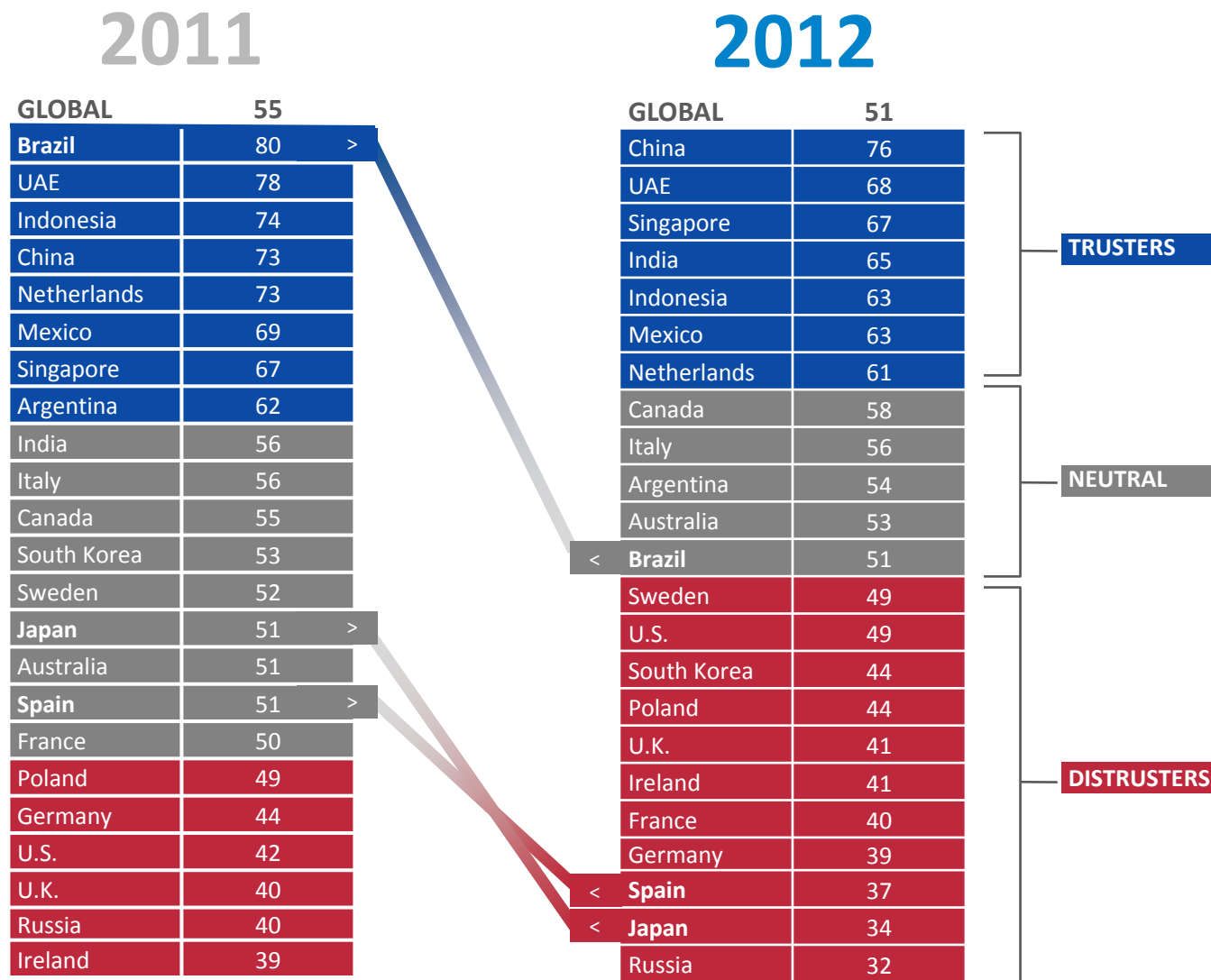
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- 2011** Rise of authority figures
 - 2010** Trust is now an essential line of business
 - 2009** Business must partner with government to regain trust
 - 2008** Young influencers have more trust in business
 - 2007** Business more trusted than government and media
 - 2006** “A person like me” emerges as credible spokesperson
 - 2005** Trust shifts from “authorities” to peers
 - 2004** U.S. companies in Europe suffer trust discount
 - 2003** Earned media more credible than advertising
 - 2002** Fall of the celebrity CEO
 - 2001** Rising Influence of NGOs



the state of TRUST

Distrust is growing; nearly twice as many countries are now skeptics

Fewer countries now in neutral zone



Composite score is an average of a country's trust in all four institutions. Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) and across 23 countries

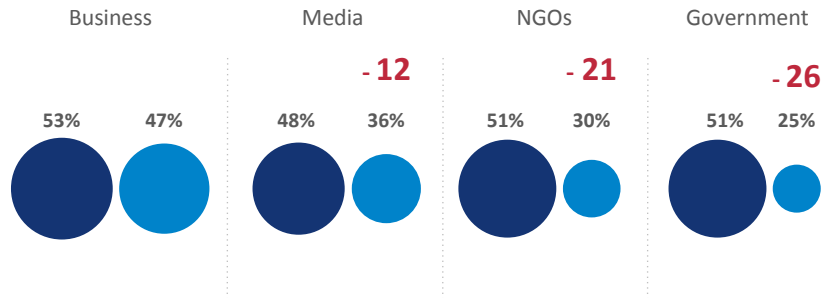
The Fragility of Trust: Focus on Japan

2011
Informed Public

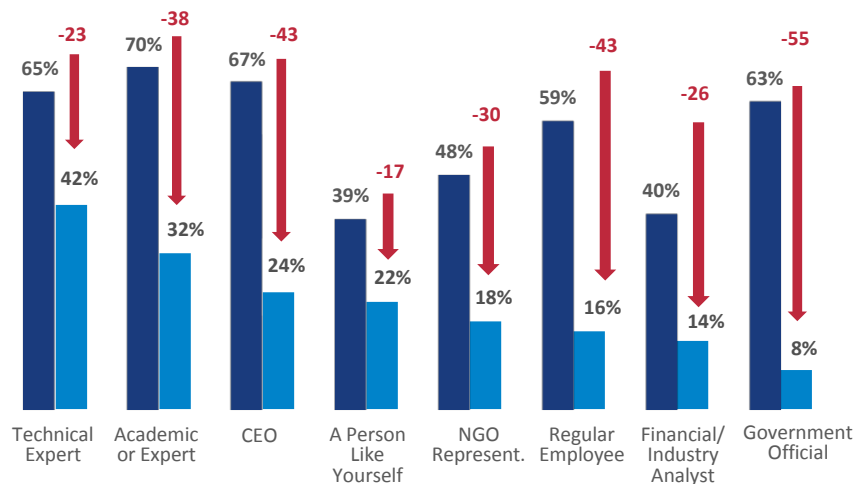
2012
Informed Public



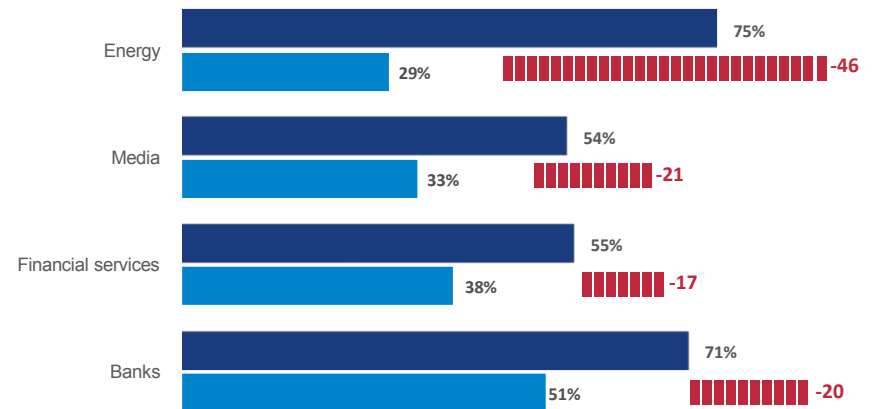
TRUST IN INSTITUTIONS INFORMED PUBLICS – AGES 25-64



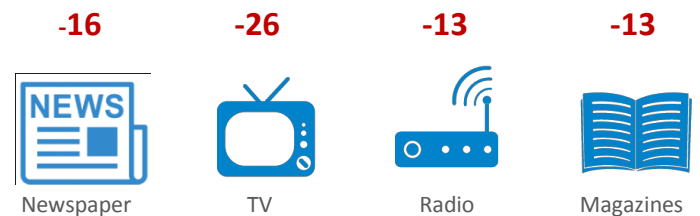
CREDIBLE SPOKESPEOPLE



TRUST IN INDUSTRIES



TRUST IN INFORMATION SOURCES



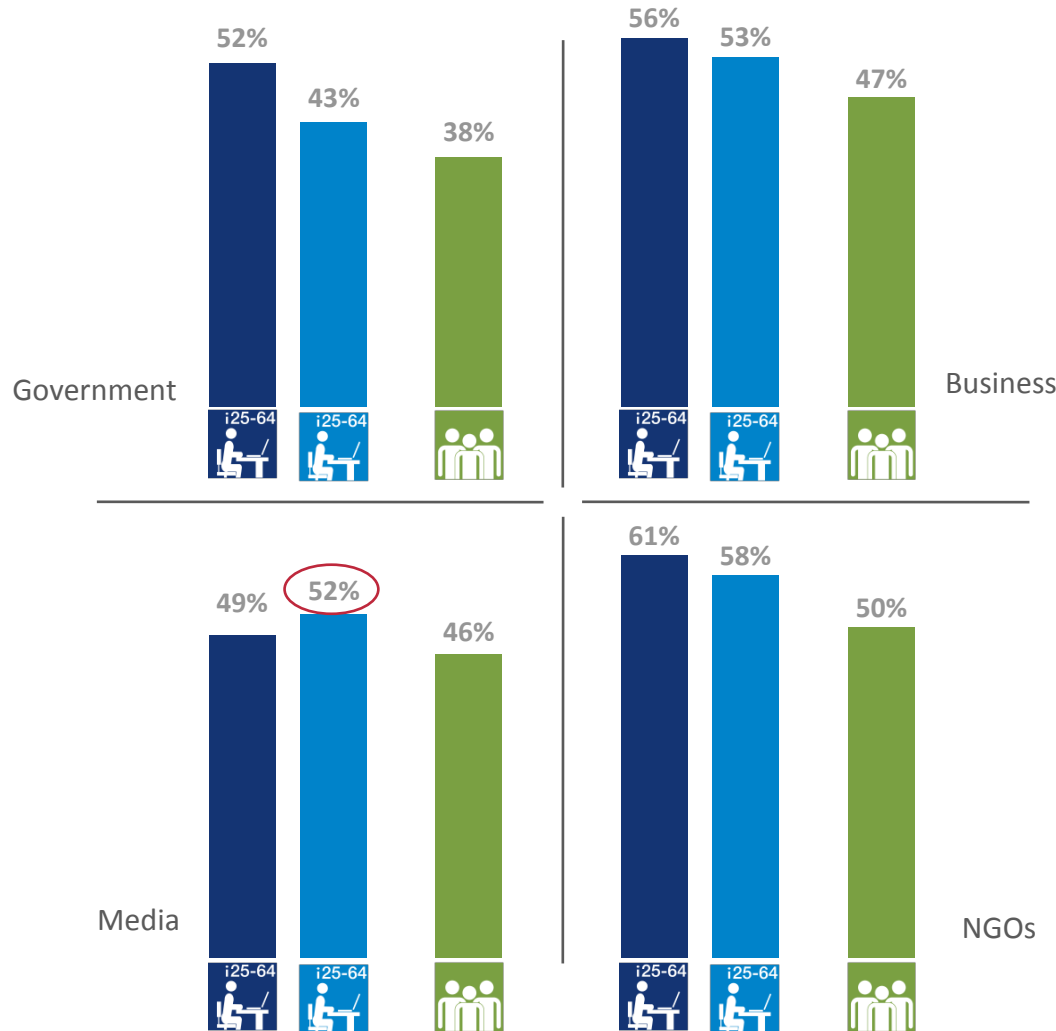
Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right, using a 9-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal". (Top 4 Box, Trust); Q16-26. [TRACKING] 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". (Top 4 Box, Trust); Q119-126. [TRACKING] 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, Credible: Very + Extremely Credible); Q149-160. [TRACKING] Below is a list of places where you might get information about a company. For each, please indicate if you trust it a great deal, somewhat, not too much, or not at all as a source of information about a company. (Top Box - % Trust A Great Deal) Informed Publics ages 25-64 in Japan

Trust in three of four institutions declines; only media rises



TRUST IN INSTITUTIONS

- 2011 Informed Public
- 2012 Informed Public
- 2012 General Public

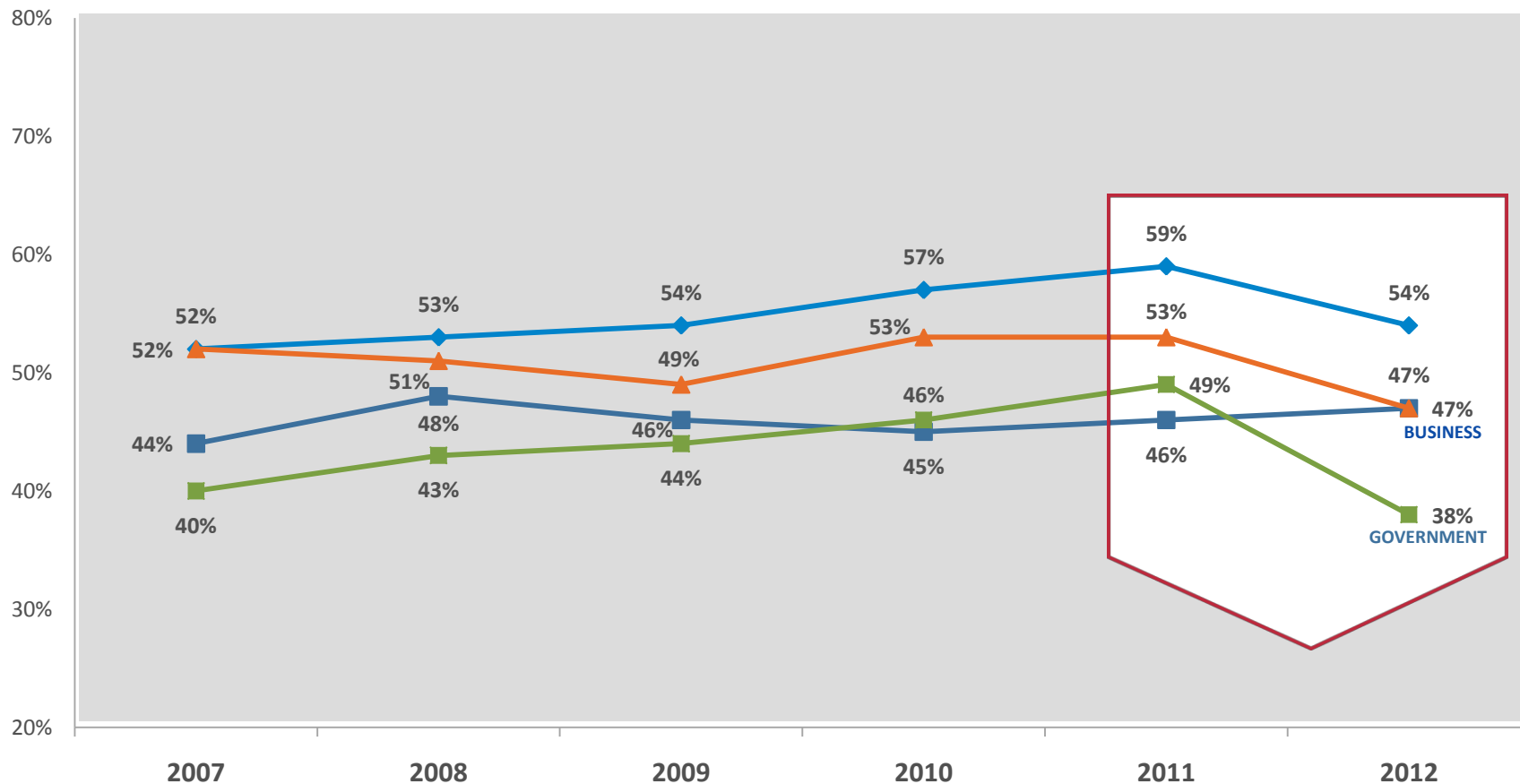


Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) AND General Population in 25 country global total

Record decline in government -- NGOs and business fall to 2009 trust level

TRUST IN INSTITUTIONS – 18-COUNTRY GLOBAL TOTAL

- ◆ NGOs
- Media
- ▲ Business
- Government



Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution 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) Informed Publics ages 35-64 in 18 country global total (excludes Argentina, Australia, Hong Kong, Indonesia, Malaysia, Singapore and UAE)

Several mature markets see double-digit drops in business trust

TRUST IN BUSINESS

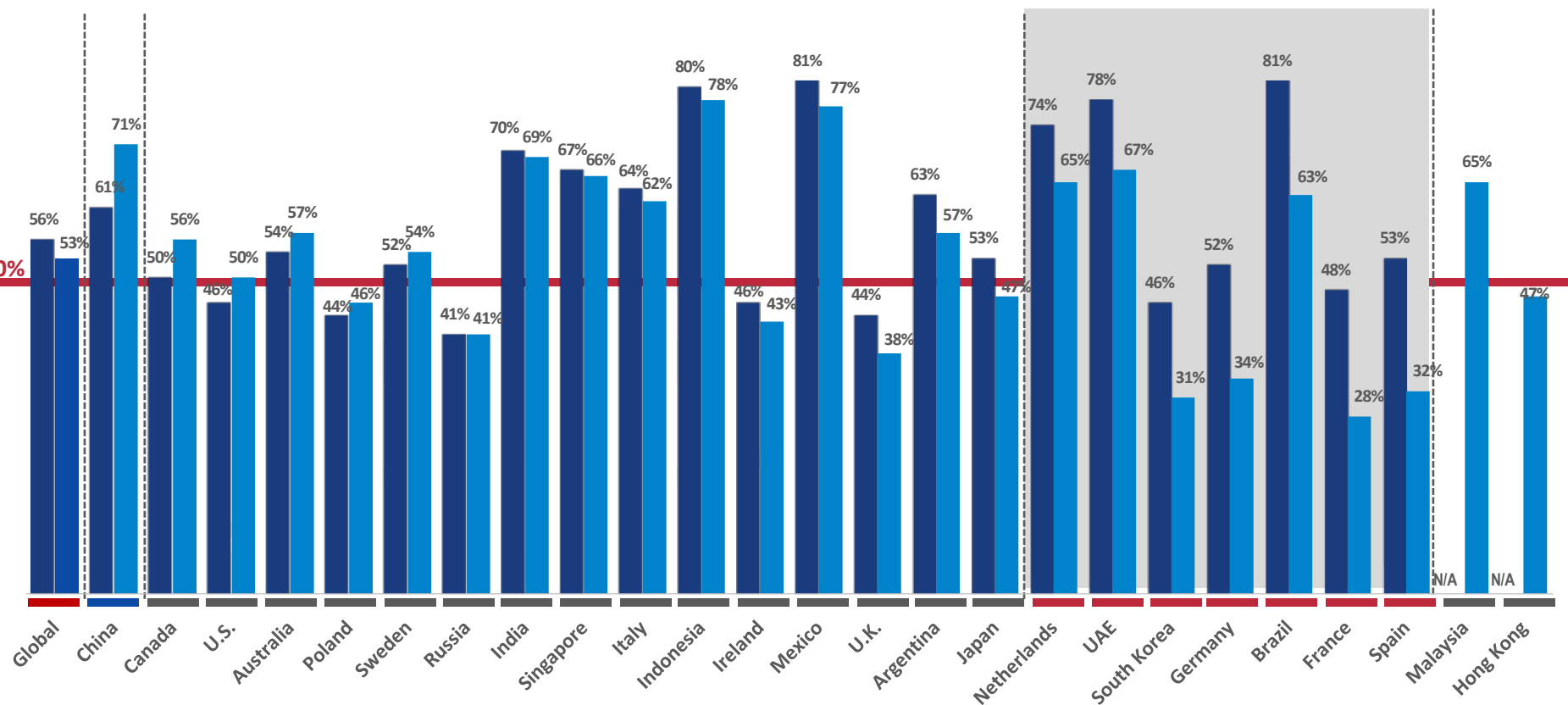
2011
Informed Public

2012
Informed Public

↑ Trust

Trust Steady

↓ Trust

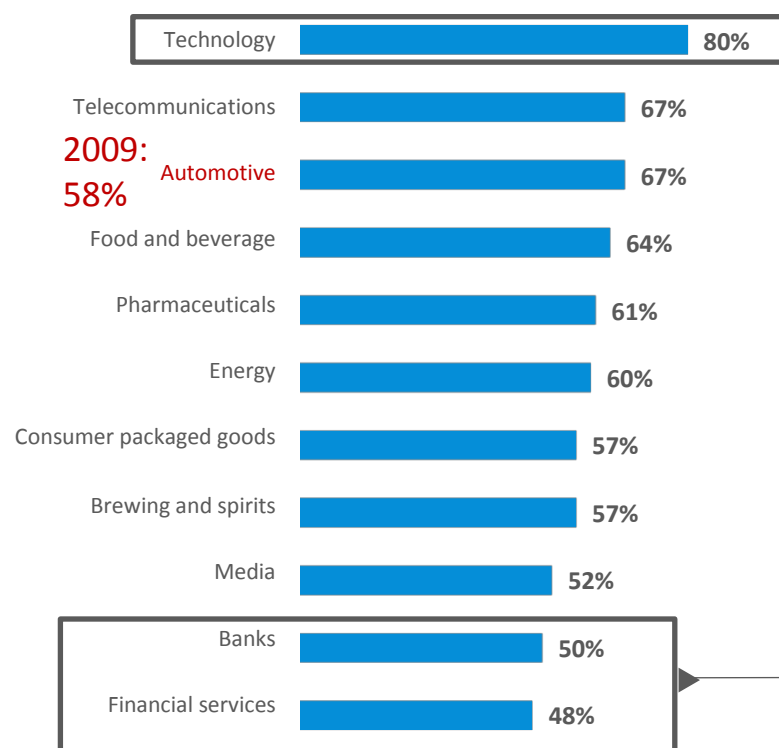


Q11-14. [Business in General TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) and across 25 countries

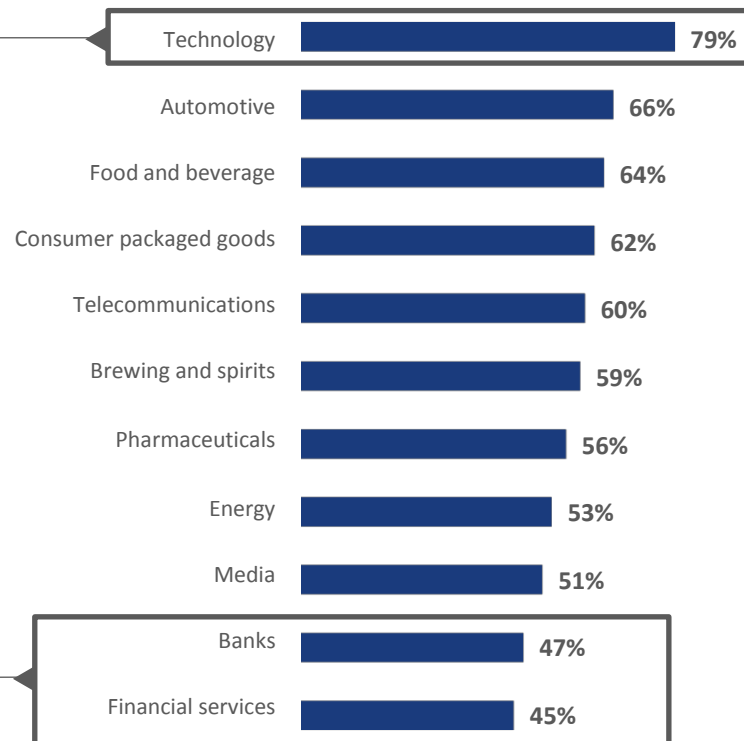
Technology remains on top in all markets, finance sector still at bottom

TRUST IN INDUSTRIES – GLOBAL

2011



2012



2008 Trust in Banks: 56%

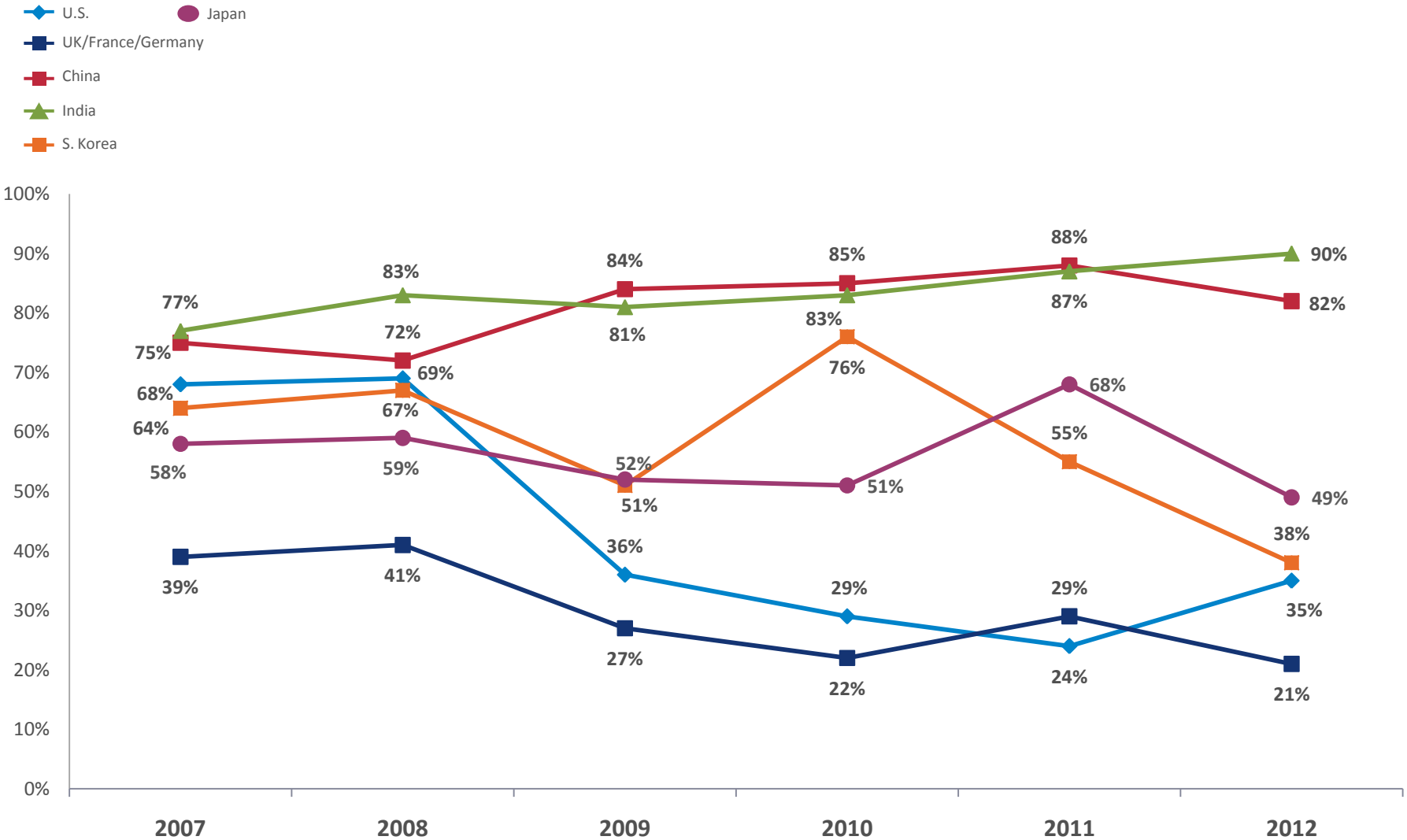


2012 Trust in Banks: 40% -16

Q16-26. [TRACKING] 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”. (Top 4 Box, Trust) Informed publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) & Informed Publics ages 35-64 in 18 country global total

Dramatic fall for banks in Japan and S. Korea; now at low levels seen in West

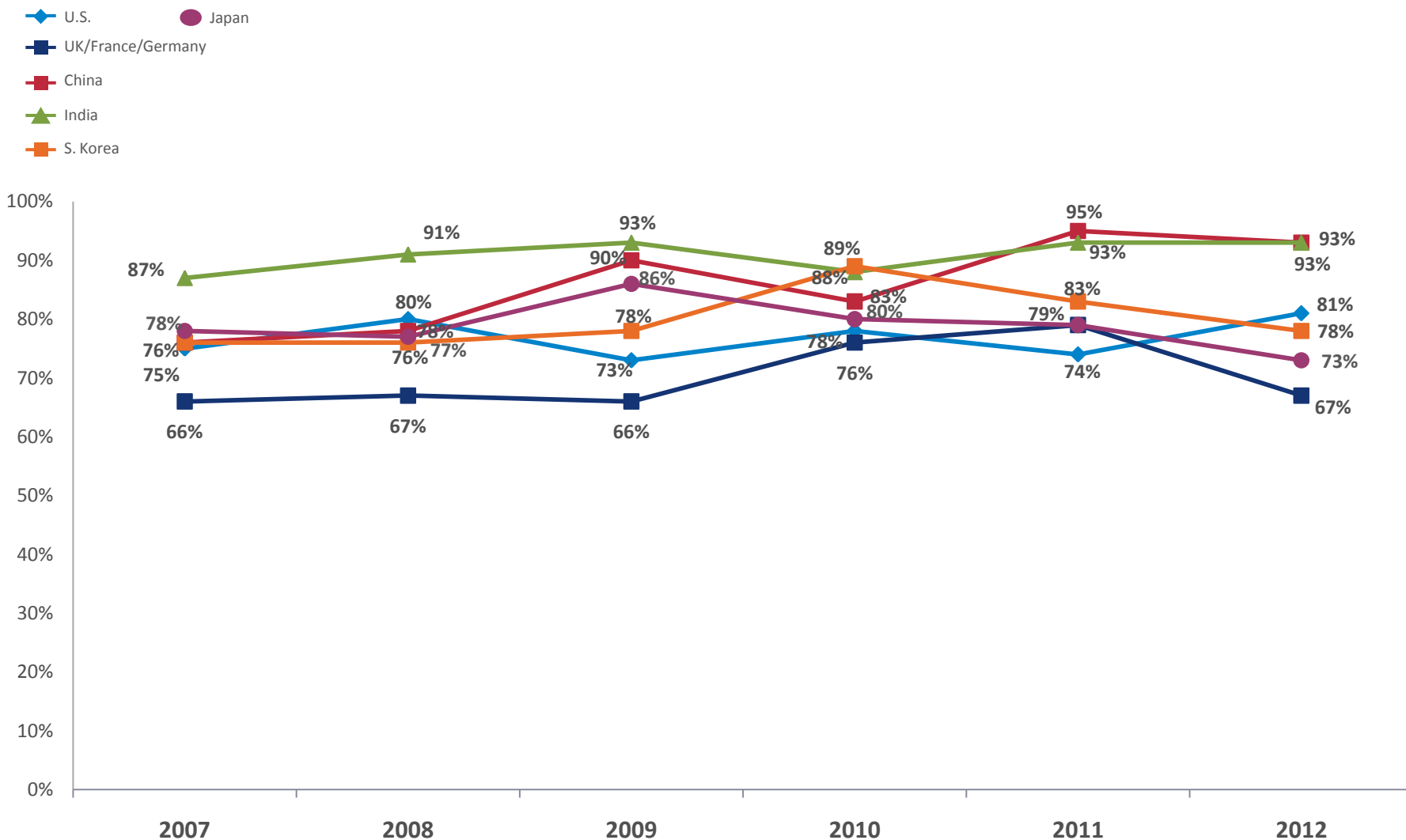
TRUST IN BANKS



Q16-26. [Banks TRACKING] 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”. (Top 4 Box, Trust) Informed publics ages 35-64 in the U.S., UK/France/Germany, China, India, Japan and South Korea

Trust in technology remains high in all markets

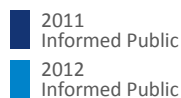
TRUST IN TECHNOLOGY



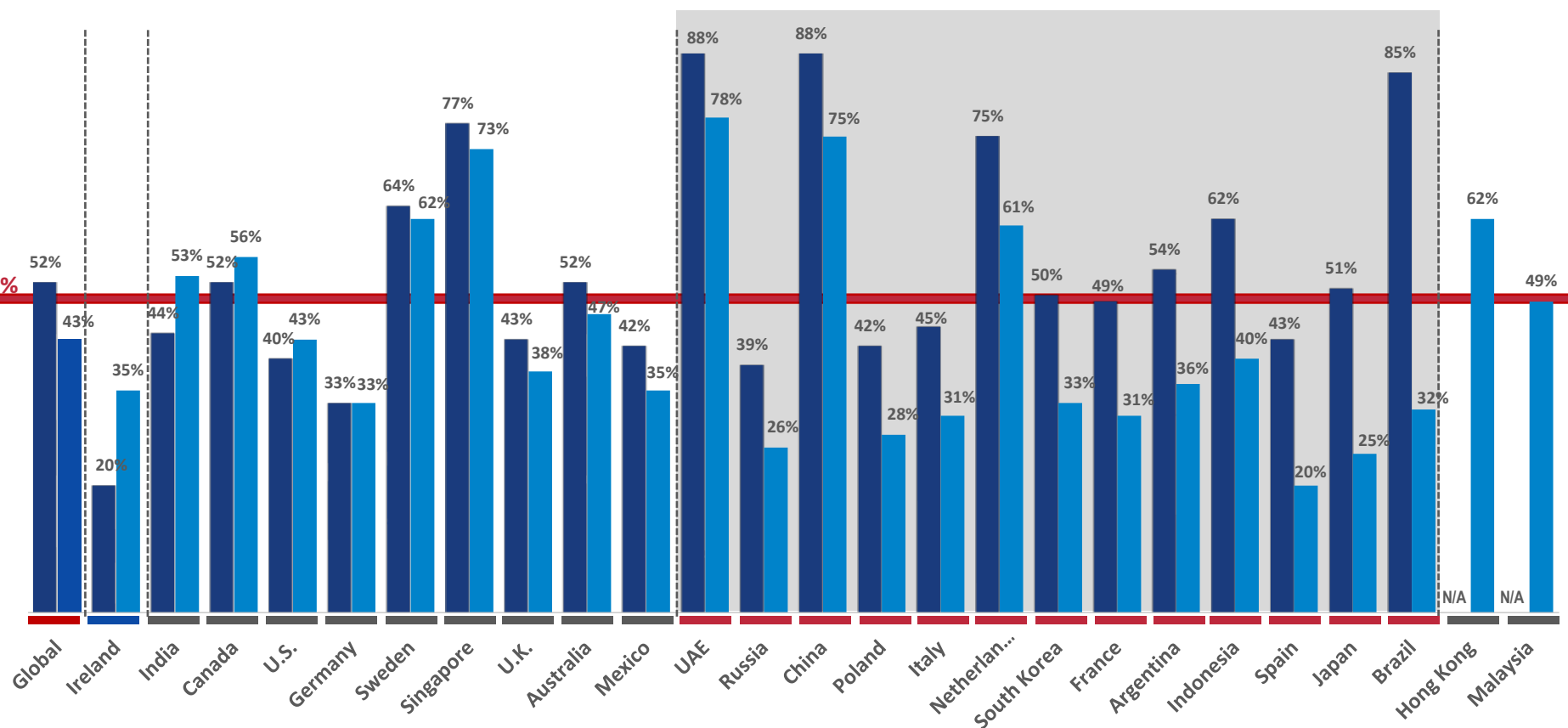
Q16-26. [Technology TRACKING] Please indicate how much you **trust** businesses in each of the following industries to do what is right. Again, please use the same 9-point scale where one means that you “**do not trust them at all**” and nine means that you “**trust them a great deal**”. (Top 4 Box, Trust) Informed publics ages 35-64 in the U.S., UK/France/Germany, China, India, Japan and South Korea

Majority of countries now distrust government

TRUST IN GOVERNMENT



Trust Steady



Q11-14. [Government in General TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution 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) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) and across 25 countries

Media only institution to see trust increase

TRUST IN MEDIA

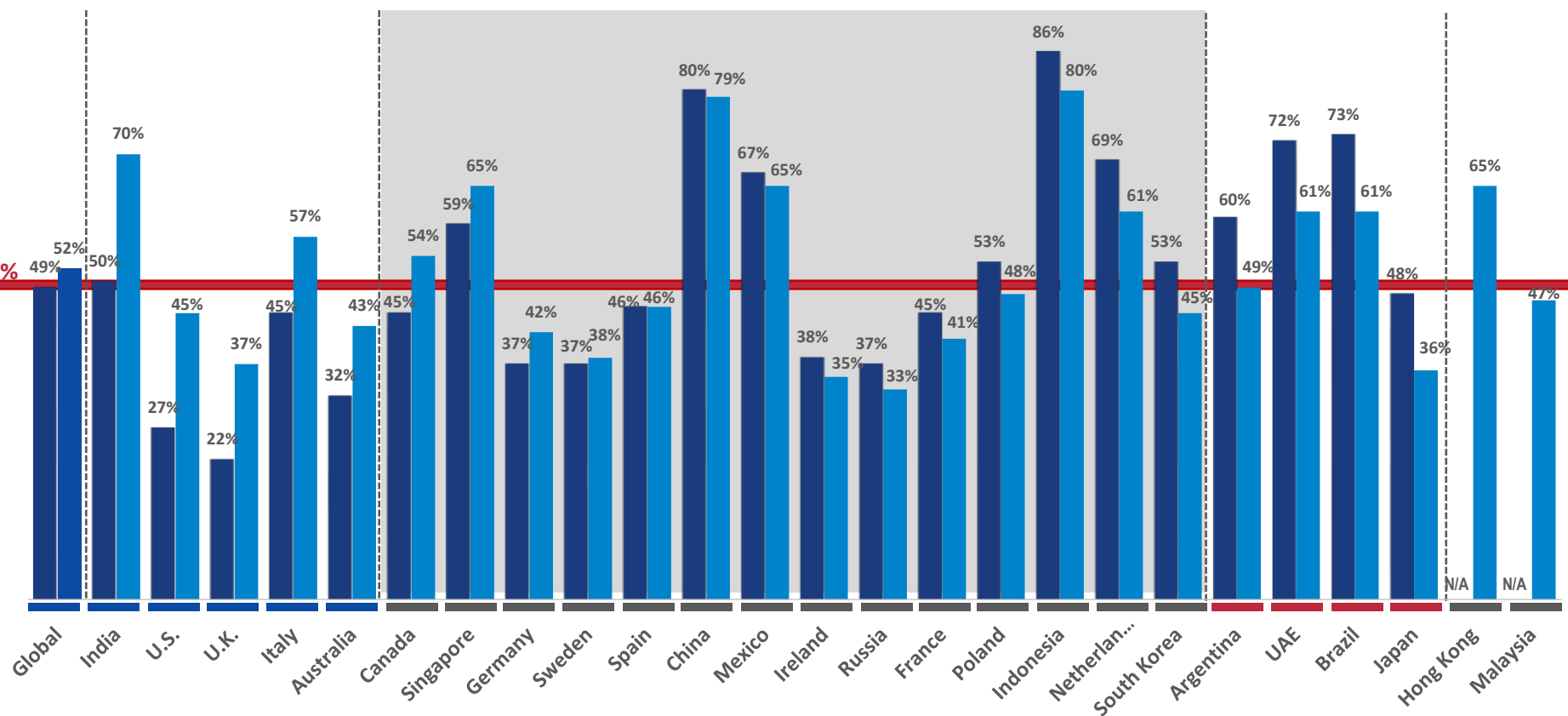
2011
Informed Public

2012
Informed Public

↑ Trust

Trust Steady

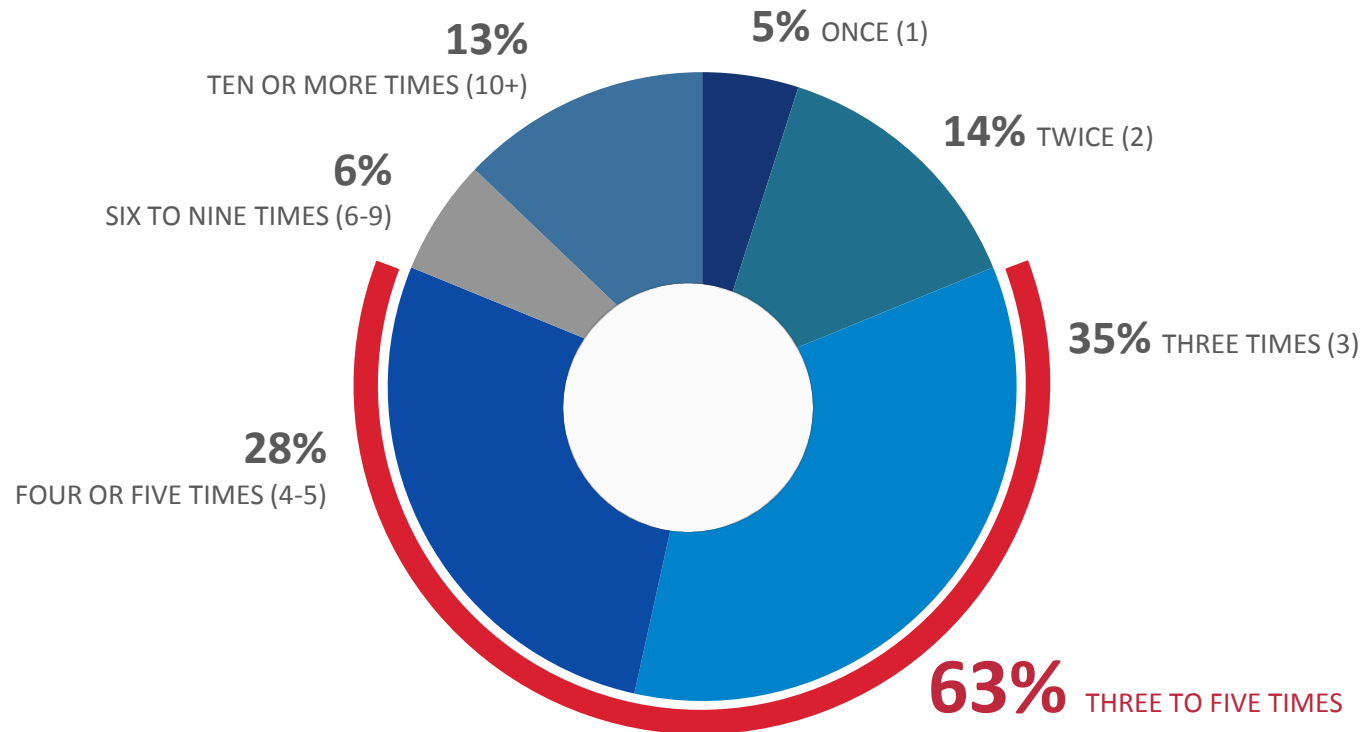
↓ Trust



Q11-14. [Media in General TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution 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) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) and across 25 countries

Skepticism requires repetition

MAJORITY NEEDS TO HEAR INFO 3-5 TIMES TO BELIEVE



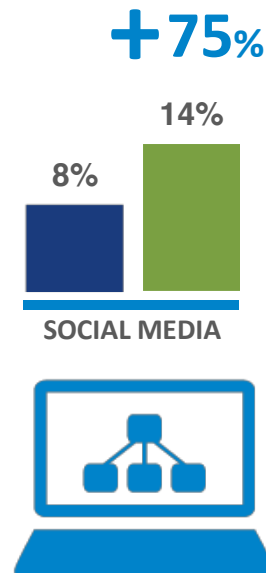
Q148. [TRACKING] Think about everything you see or hear every day about companies, whether it is positive or negative. How many times in general do you need to be exposed to something about a specific company to believe that the information is likely to be true? Please enter the number of times below. (Excludes 'Don't Know' responses) Informed publics ages 25-64 in 25 country global total

Diversification of Media

TRUST IN INFORMATION SOURCES

■ 2011
Informed Public

■ 2012
Informed Public



Q149-160. [TRACKING] Below is a list of places where you might get information about a company. For each, please indicate if you **trust** it a great deal, somewhat, not too much, or not at all as a source of information about a company. (Top Box - % Trust A Great Deal) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE)

NGOs still most trusted institution, despite some declines

TRUST IN NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

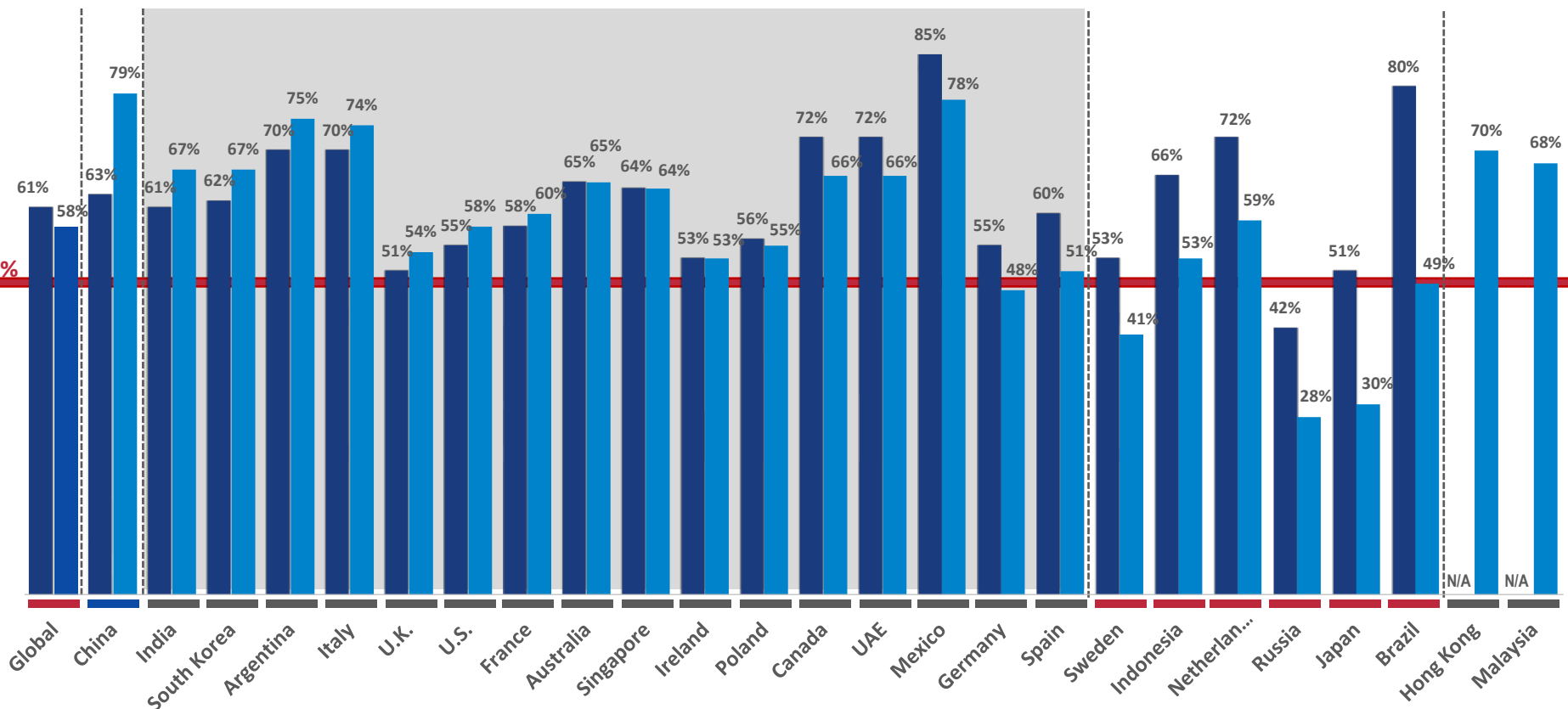
2011
Informed Public

2012
Informed Public

↑ Trust

Trust Steady

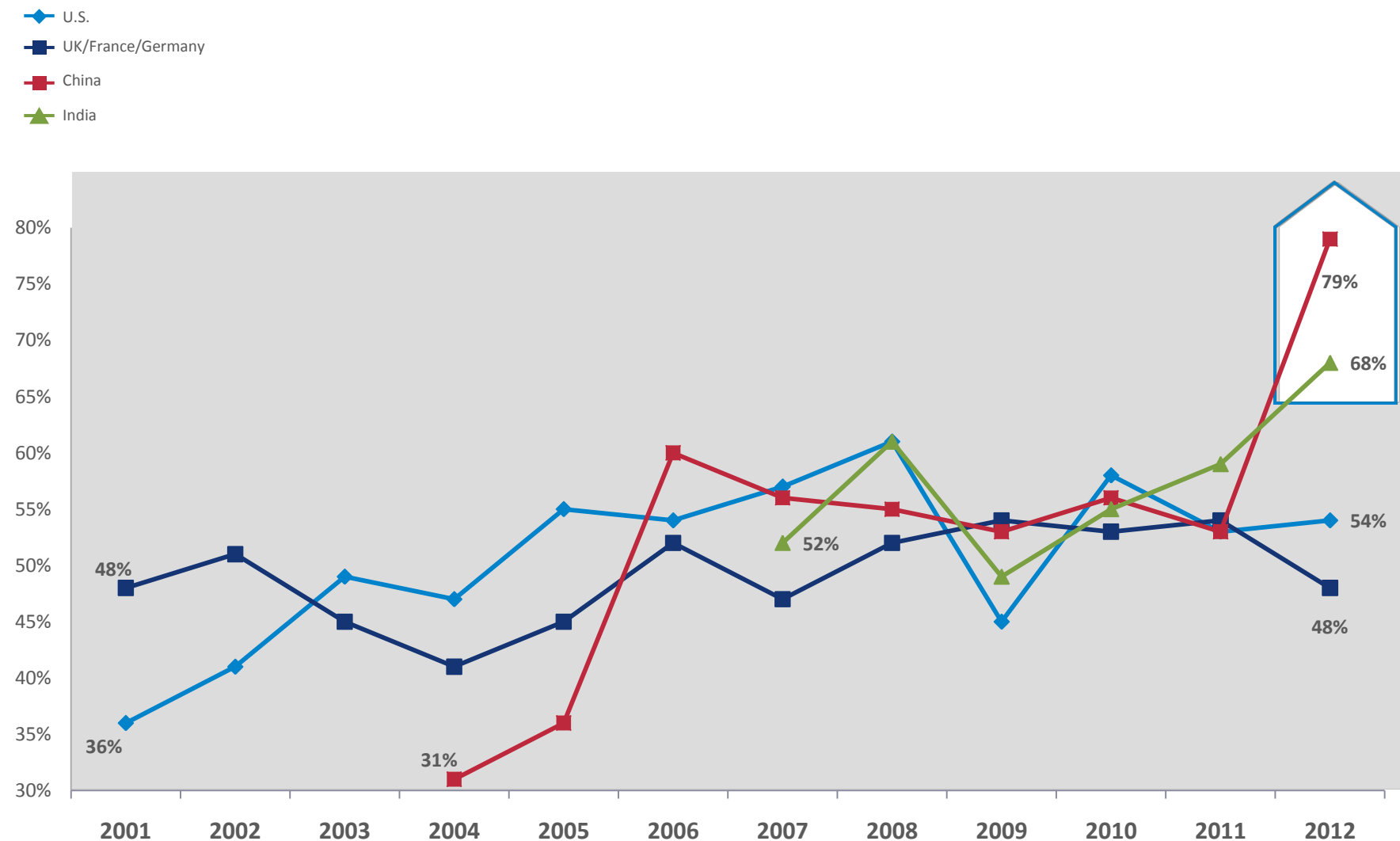
↓ Trust



Q11-14. [Non-governmental organizations (NGOs) TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution 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) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE) and across 25 countries

NGOs surge in China and India

TRUST IN NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

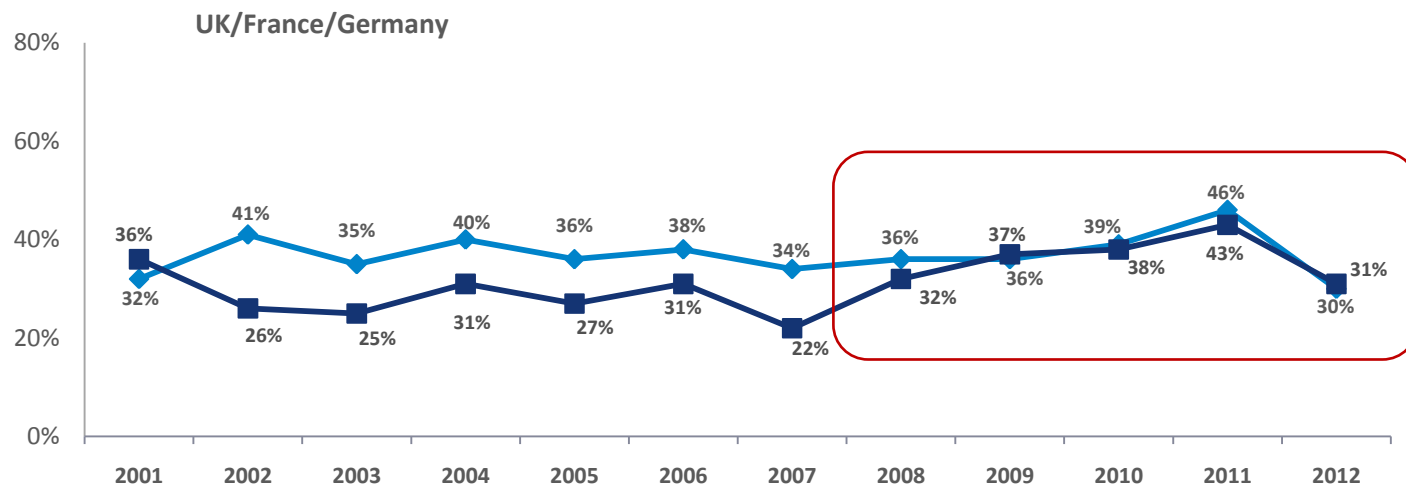
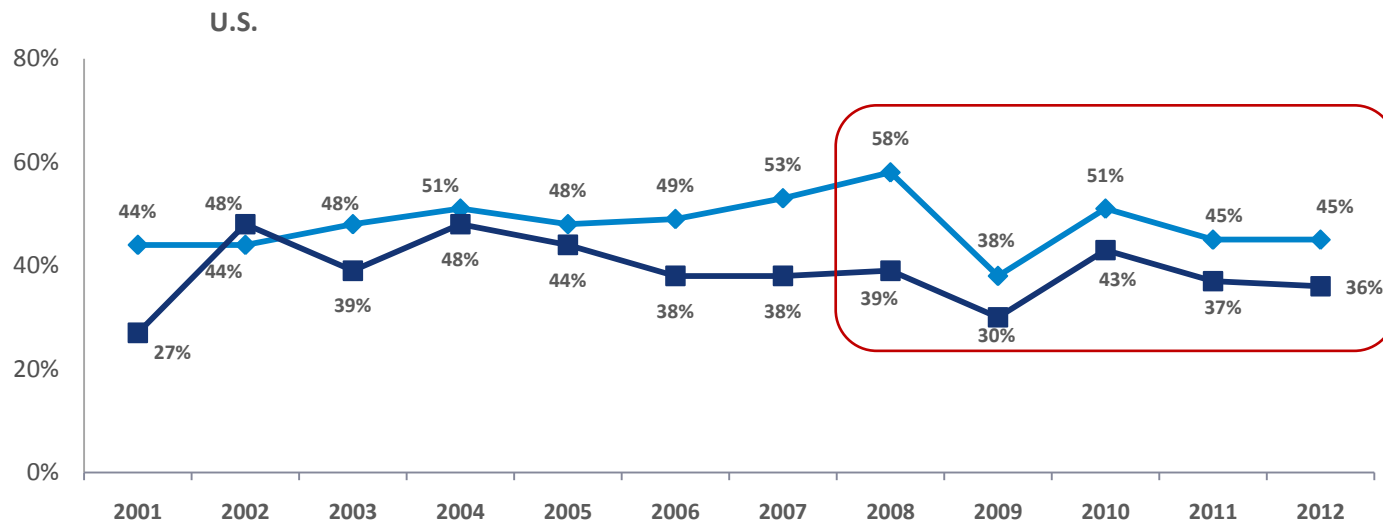
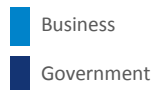


Q11-14. [Non-governmental organizations (NGOs) TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a 9-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal". (Top 4 Box, Trust)
Informed Publics ages 35-64 in U.S., UK/France/Germany, India and China

A photograph of a cluttered desk in a home office. On the left, a computer monitor displays a website, with a keyboard and mouse in front of it. A small model of the US Capitol building sits on the desk. In the center, there's a blue water bottle, a mug with a man's face, a golden bull figurine, and a stack of books including 'SHIFT & GROW' and 'HOWARD SCHULTZ'. To the right, a black desk lamp illuminates a stack of magazines like 'Consumer Reports', 'Mother Jones', and 'TIME', along with a red folder and a small globe. The text 'business government DYNAMIC' is overlaid in white on the right side of the image. The Edelman trustbarometer logo is in the bottom right corner.

Trust in business and government move in sync since 2008 in Western Economies

TRUST IN BUSINESS AND GOVERNMENT



Q11-14. [Business in General and Government in general TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution 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) Informed Publics ages 35-64 in the U.S. and UK/France/Germany

Credibility of CEOs and government officials plummet

Peers and regular employees see dramatic rise

CREDIBLE SPOKESPEOPLE

2011

Academic or expert 70%

Technical expert in the company 64%

Financial or industry analyst 53%

CEO 50%

NGO representative 47%

A person like yourself 43%

Gov't official or regulator 43%

Regular employee 34%

2012

Academic or expert 68%

Technical expert in the company 66%

A person like yourself 65% + 22

Regular employee 50% + 16

NGO representative 50%

Financial or industry analyst 46%

CEO 38% - 12

Gov't official or regulator 29% - 14

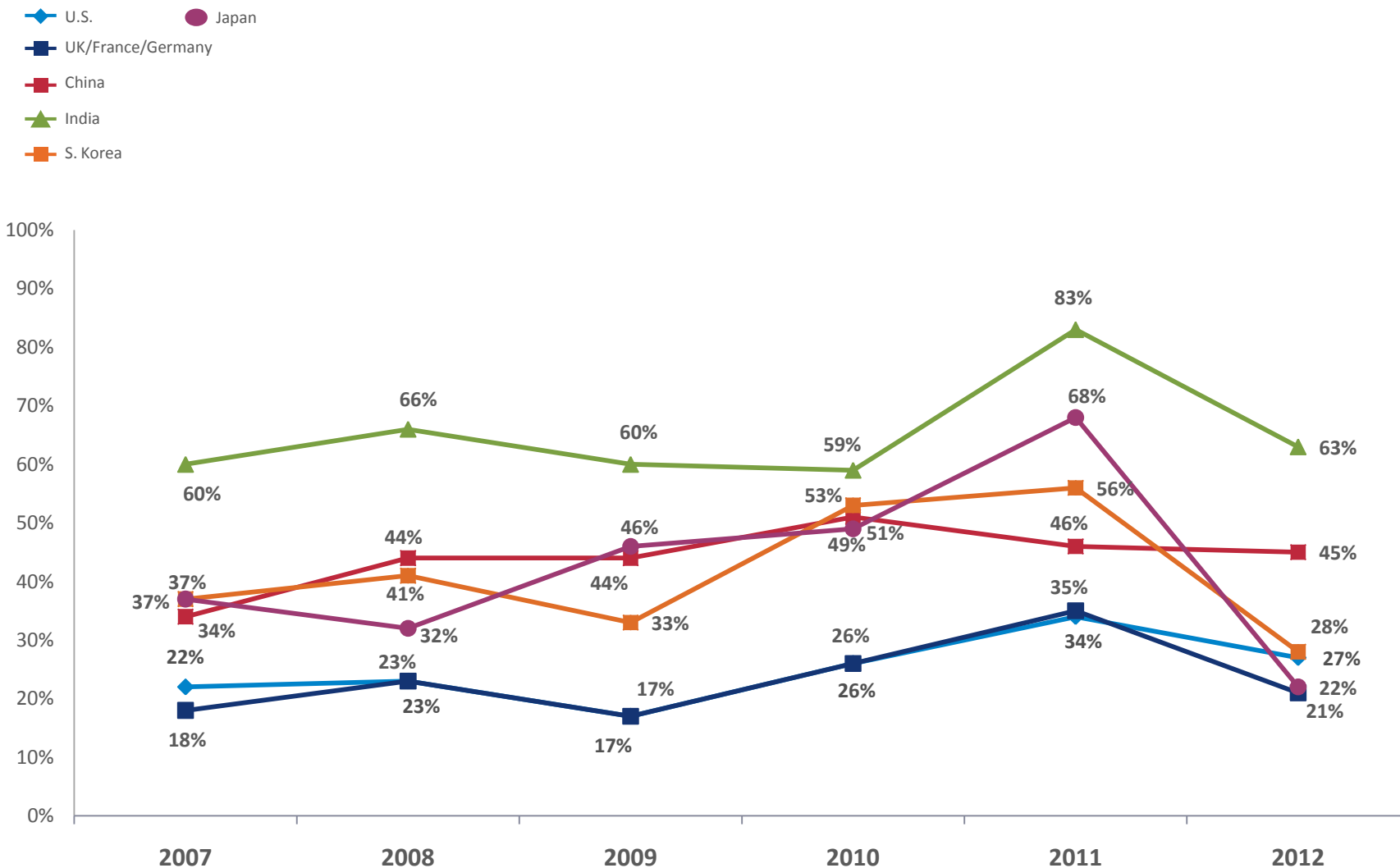
Greatest increase since 2004

Biggest declines in Barometer history

Q119-126. [TRACKING] 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, Credible: Very + Extremely Credible) Informed Publics ages 25-64 in 20 country global total (excludes Argentina, Hong Kong, Malaysia, Singapore and UAE)

CEO credibility returns to low of 2009

CEO CREDIBILITY



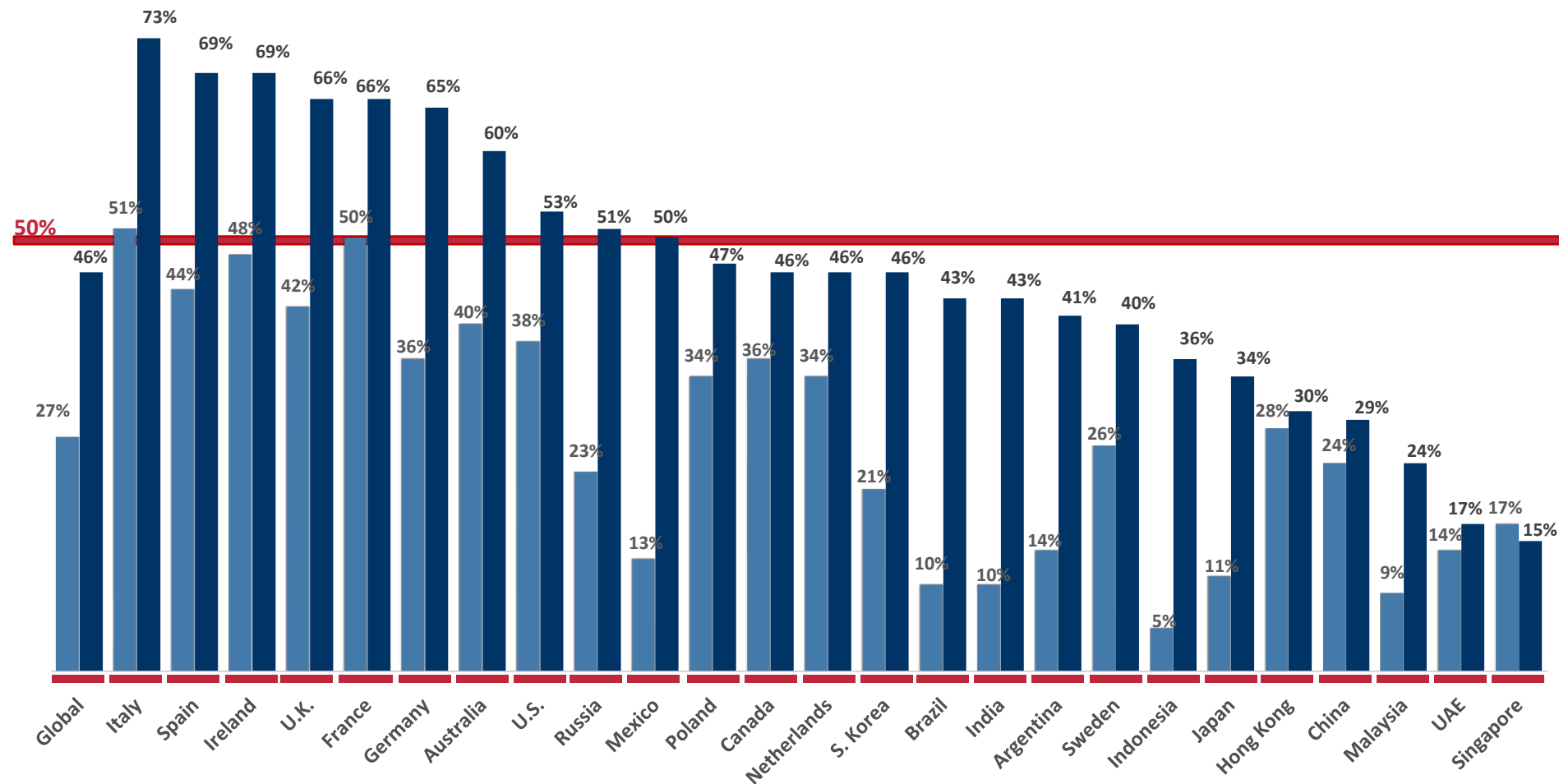
Q119-126. [A CEO of a company TRACKING] Below is a list of people. In general, when forming an opinion of a company, if you heard information about a company from each person, how credible would the information be—extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box, Credible: Very + Extremely Credible)
Informed Publics ages 35-64 in the U.S., UK/France/Germany, China, India, Japan and South Korea

Government leaders less trusted than business leaders to tell the truth



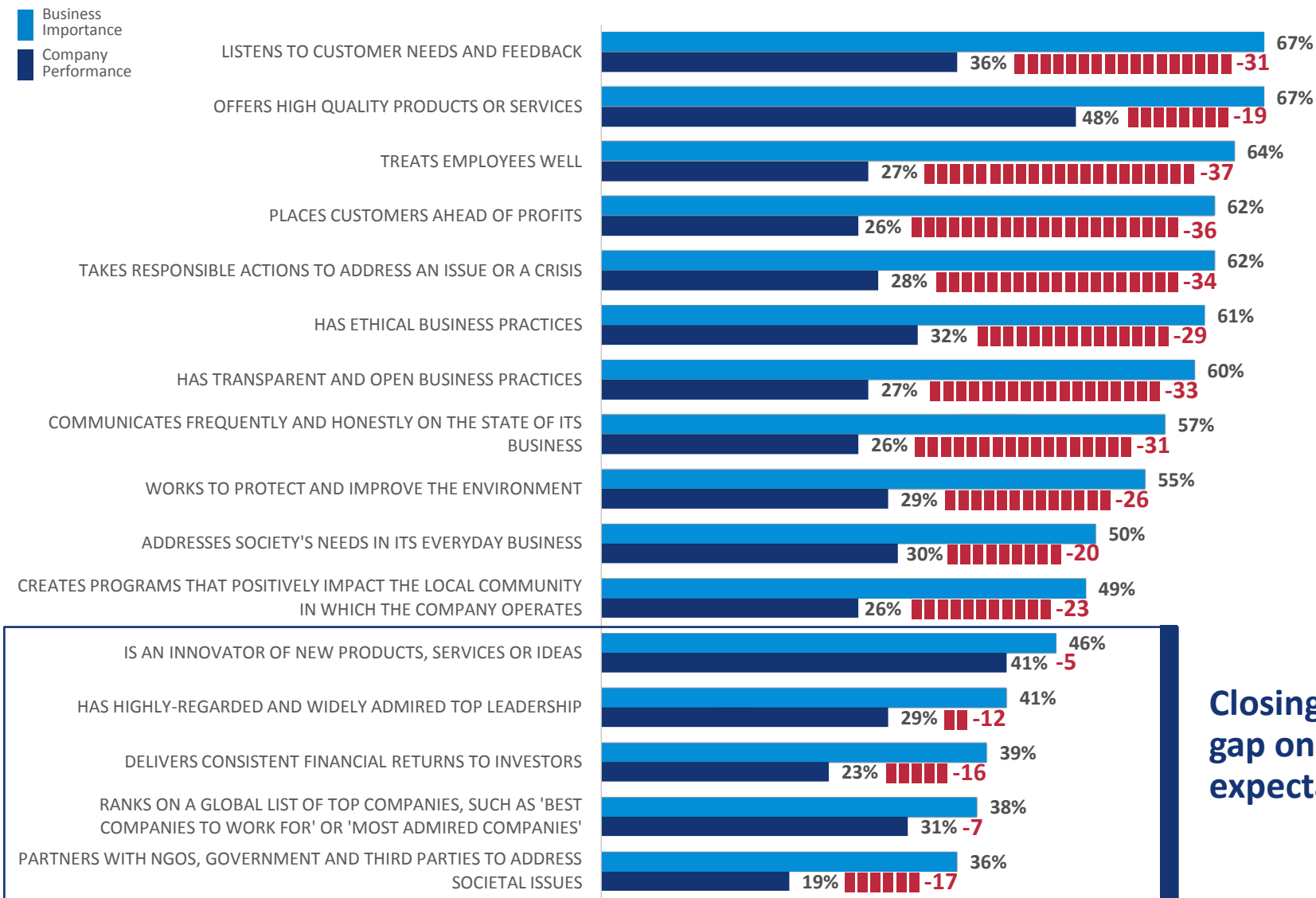
Business Leaders
Government Leaders

% WHO DO **NOT TRUST THEM** AT ALL TO TELL THE TRUTH



Q126A. [SPLIT SAMPLE] How much do you trust business leaders to tell you the truth, regardless of how complex or unpopular it is? (% who say they do not trust them at all) General Population in 25 country global total and across 25 countries; Q126B. [SPLIT SAMPLE] How much do you trust government leaders to tell you the truth, regardless of how complex or unpopular it is? (% who say they do not trust them at all) General Population in 25 country global total and across 25 countries

Business not meeting public's expectations



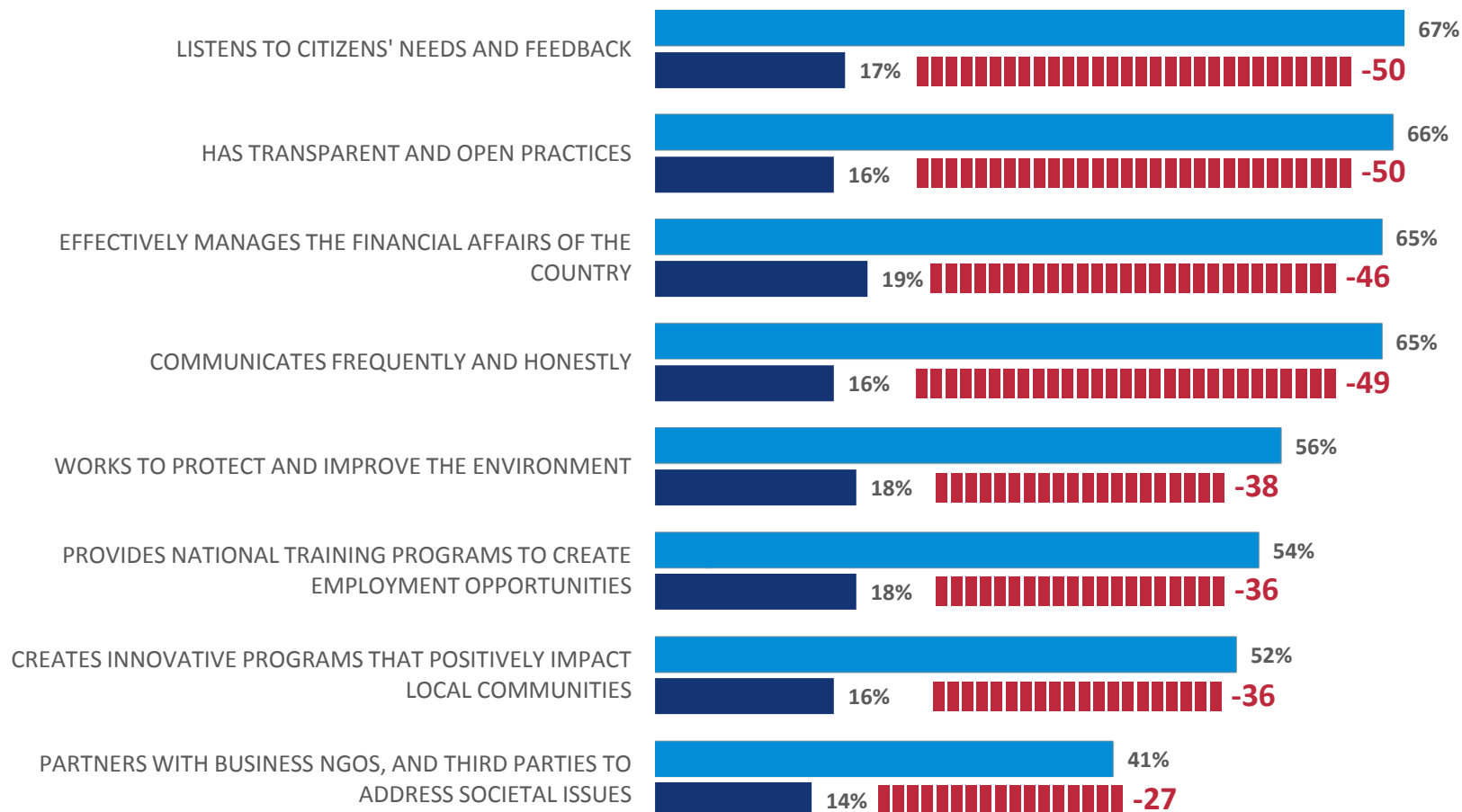
Closing the gap on expectations

Q52-69. How important is each of the following actions to building your TRUST in a company? Use a nine-point scale where one means that action is "not at all important to building your trust" and nine means it is "extremely important to building your trust" in a company. (Top 2 Box, Very/ Extremely Important) General Population in 25 country global total (excludes 'Don't Know' responses); Q103-118. Please rate [INSERT COMPANY] on how well you think they are performing on each of the following attributes. Use a nine-point scale where one means they are performing "extremely poorly" and nine means they are performing "extremely well". (Top 2 Box, Performing Very/ Extremely Well) General Population in 25 country global total

Government not meeting public's expectations



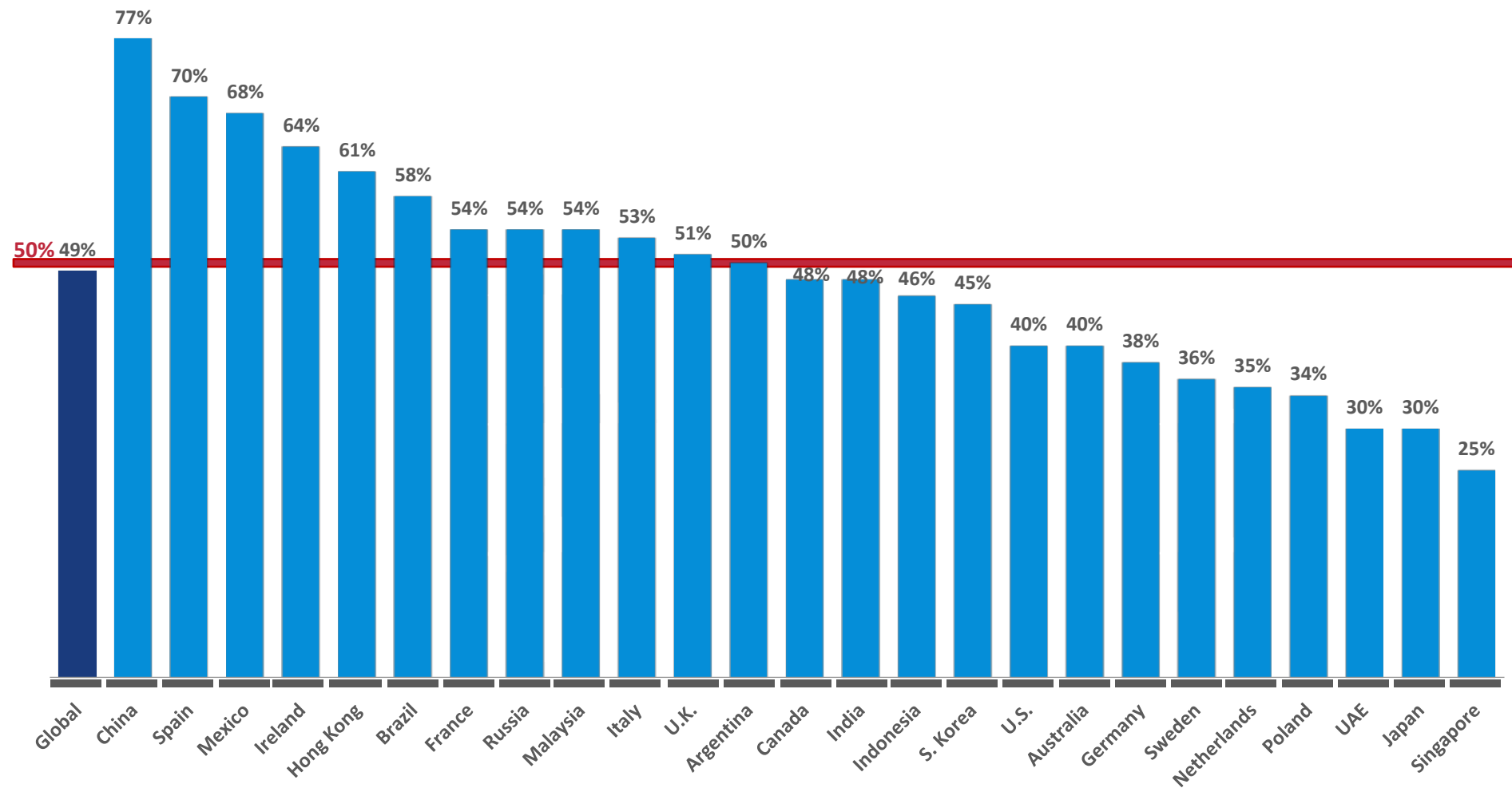
Government Importance
Government Performance



Q132-139. How important is each of the following actions to building your trust in government? Please use a nine-point scale where one means that action is 'not at all important to building your trust' and nine means it is 'extremely important to building your trust'. (Top 2 Box, Very/Extremely Important) General Population in 25 country global total;
Q140-147. Please rate your government on how well you think they are performing on each of the following attributes using a nine-point scale where one means they are performing 'extremely poorly' and nine means they are performing 'extremely well'. (Top 2 Box, Performing Very/Extremely Well) General Population in 25 country global total

Despite lack of trust in government, calls for increased regulations

% WHO BELIEVE GOVERNMENT **DOES NOT REGULATE BUSINESS** ENOUGH



Q130. When it comes to government regulation of business, do you think that your government regulates business too much, not enough or the right amount? (% who selected 'not enough') Informed Publics ages 25-64 in 25 country global total and across 25 countries

Calls for greater protection and responsible behavior

THINKS THE MOST **IMPORTANT ROLE THAT GOVERNMENT** SHOULD PLAY IN BUSINESS IS:



Business can address
on its own

Perceived drivers of irresponsible behavior:

- Poor management (29%)
- Unethical business practices (28%)
- Shortcuts that lead to poor quality (21%)

Q131. Which of the following is the **most important** role that government should play in business? Informed Publics ages 25-64 in 25 country global total; Q127. Which of the following items do you think makes people in a company most likely to engage in risky and irresponsible behavior that could damage a company? Informed Publics ages 25-64 in 25-country global total

**the path
FORWARD**

BUSINESS
CAN EARN LICENSE TO LEAD

Business has
flexibility and speed

2008-2009
Low trust in
business and CEOs

**THE DYNAMIC OF
TRUST BETWEEN
BUSINESS &
GOVERNMENT**

Call for increased
regulation
protection from
irresponsible
behavior sought

Government
responds

2011

Dwindling trust
in government
policy paralysis

Business leaders
more trusted than
government leaders
business has advantage
in 24 out of 25 markets

Business: from license to operate to license to lead



CURRENT TRUST

BUILDING FUTURE TRUST

Attributes that Correlate with Current Trust

47% TRUST BUSINESS

- 1 Delivers consistent financial returns
- 2 Innovator of new products
- 3 Highly regarded, top leadership
- 3 Ranks on a global list
- 5 Partners with third parties

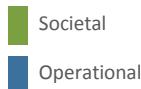
CURRENT TRUST

DRIVEN BY **OPERATIONAL** ATTRIBUTES

SOCIETAL ATTRIBUTES
MORE IMPORTANT TO
BUILDING FUTURE TRUST

Most Important Attributes that Build Trust

- 1 Listens to customer needs and feedback
- 1 High quality products or services
- 3 Treats employees well
- 4 Places customers ahead of profits
- 4 Takes actions to address issue or crisis
- 6 Has ethical business practices
- 7 Has transparent and open business
- 8 Communicates frequently and honestly
- 9 Works to protect/ improve environment
- 10 Addresses society's needs
- 11 Positively impacts the local community
- 12 Innovator of new products
- 13 Highly regarded, top leadership
- 14 Delivers consistent financial returns
- 15 Ranks on a global list
- 16 Partners with third parties



Q11-14. [TRACKING] Below is a list of institutions. For each one, please indicate how much you trust that institution 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) General Population in 25 country global total; Q52-69. How important is each of the following actions to building your TRUST in a company? Use a nine-point scale where one means that action is "not at all important to building your trust" and nine means it is "extremely important to building your trust" in a company. (Top 2 Box, Very/ Extremely Important) General Population in 25 country global total (excludes "Don't Know" responses). *Current Trust results based on regression analysis of general population in 25 country global total

Earn License to Lead

Exercise principles-based leadership, not rules based performance

Recognize that operational factors responsible for current trust won't build future trust, societal and engagement behaviors will

Practice radical transparency: speak first to employees; report on goals

Shape the public discourse on issues of importance to business

