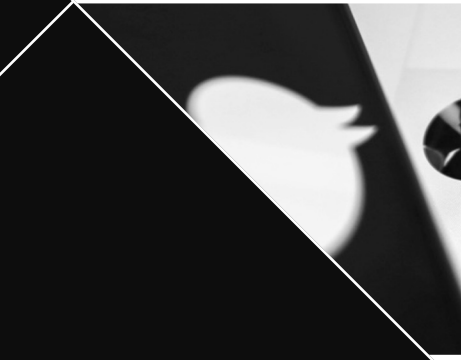


# 2023 Edelman Trust Barometer

Global Report



# 2023 Edelman Trust Barometer

## Methodology

### Annual online survey in its 23rd year

Fieldwork conducted: Nov 1 – Nov 28, 2022

**28**

Countries

**32,000+**

Respondents

**1,150+/-**

Respondents per country\*\*

Argentina	Colombia	Ireland	Mexico	S. Korea	UAE
Australia	France	Italy	Nigeria	Spain	UK
Brazil	Germany	Japan	Saudi Arabia	*Sweden	U.S.
Canada	India	Kenya	Singapore	Thailand	
China	Indonesia	Malaysia	S. Africa	The Netherlands	

Russia, part of the Edelman Trust Barometer from 2007 to 2022, was not included in this wave

\*\*The sample size varies by country from 1,082 to 1,500.  
 27-market global data margin of error: General population +/- 0.6 percentage points (n=31,171)  
 Country-specific data margin of error: General population +/- 2.5 to 3.0 percentage points (varies by country based on sample size, n=1,082 to n=1,500)

### Global averages

These vary based on the number of countries surveyed each year:

**GLOBAL 27**

\*To protect the stability of the global average, Sweden will not be included in the average until there are at least two years of recent data

**GLOBAL 25** Excludes China and Thailand

The sensitive nature of the question prevented this data from being collected in these countries

### Statistical significance

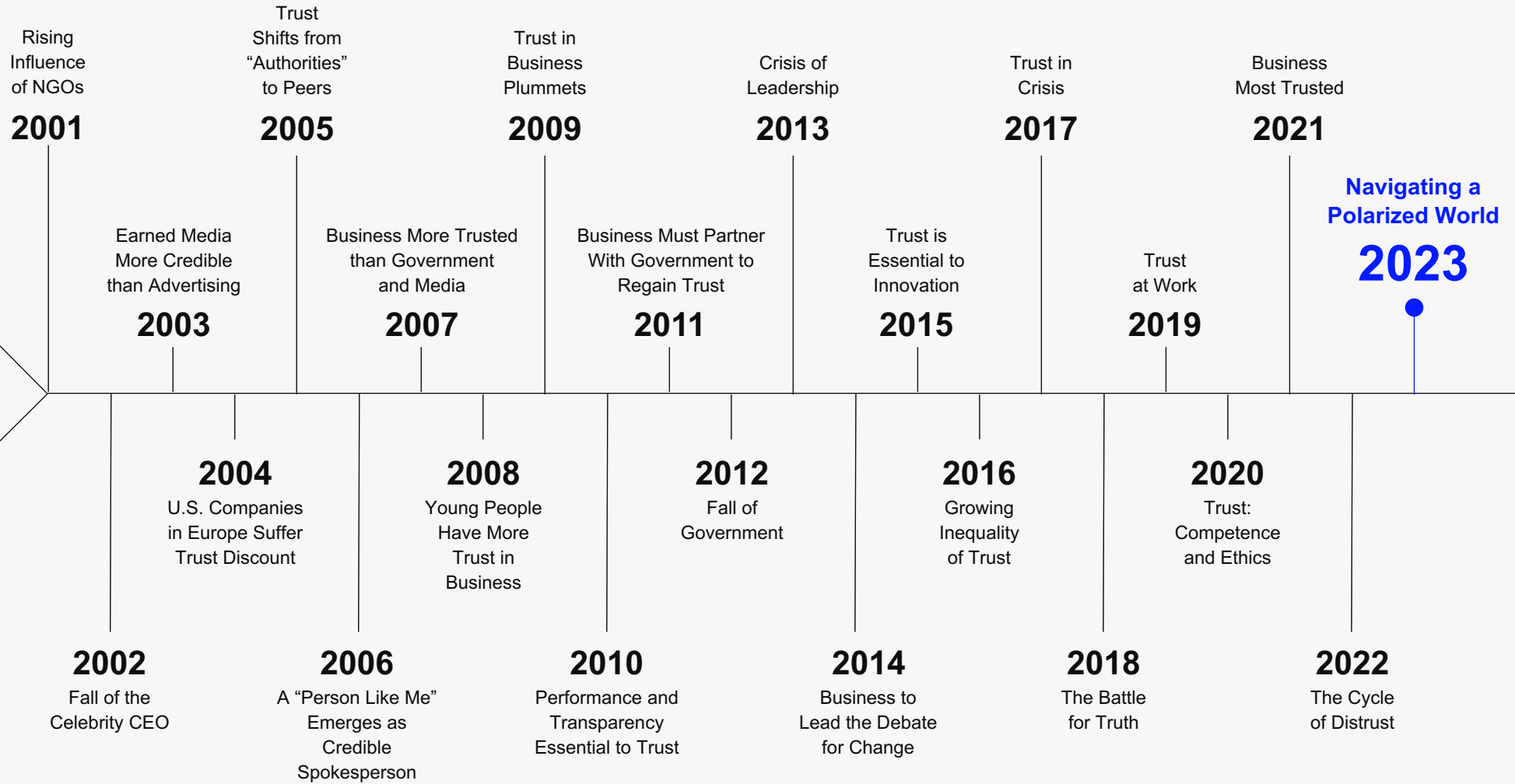
 **Significant change**

All indicated year-over-year significant changes were determined using a t-test set at a 99%+ confidence level

For more details on global averages and country-specific methodology, please refer to the Technical Appendix



# 23 Years of Trust



# Four Forces That Lead To Polarization

## Economic Anxieties



Economic optimism is collapsing around the world, with 24 of 28 countries seeing all-time lows in the number of people who think their families will be better off in five years.

## Institutional Imbalance



Business is now the sole institution seen as competent and ethical; government is viewed as unethical and incompetent. Business is under pressure to step into the void left by government.

## Mass-Class Divide



People in the top quartile of income live in a different trust reality than those in the bottom quartile, with 20+ point gaps in Thailand, the United States, and Saudi Arabia.

## The Battle for Truth



A shared media environment has given way to echo chambers, making it harder to collaboratively solve problems. Media is not trusted, with especially low trust in social media.



# Facing Economic Fears Without a Trust Safety Net



# Economic Optimism Collapses

Percent who say

GLOBAL 24



Significant change

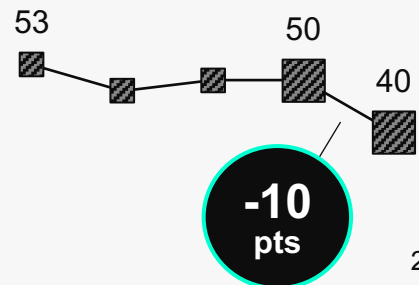
24 of 28 countries at all-time lows

Developed countries

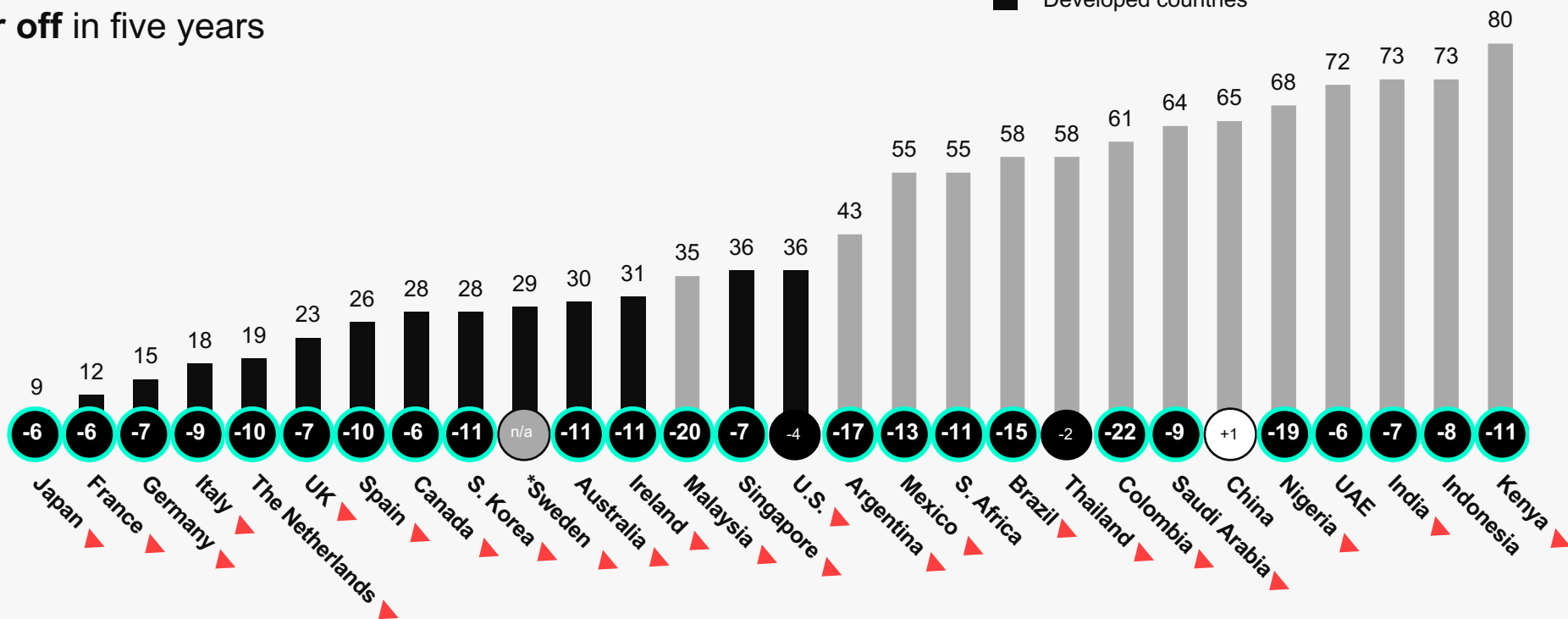
## My family and I will be better off in five years

2019

2023



Change, 2022 to 2023

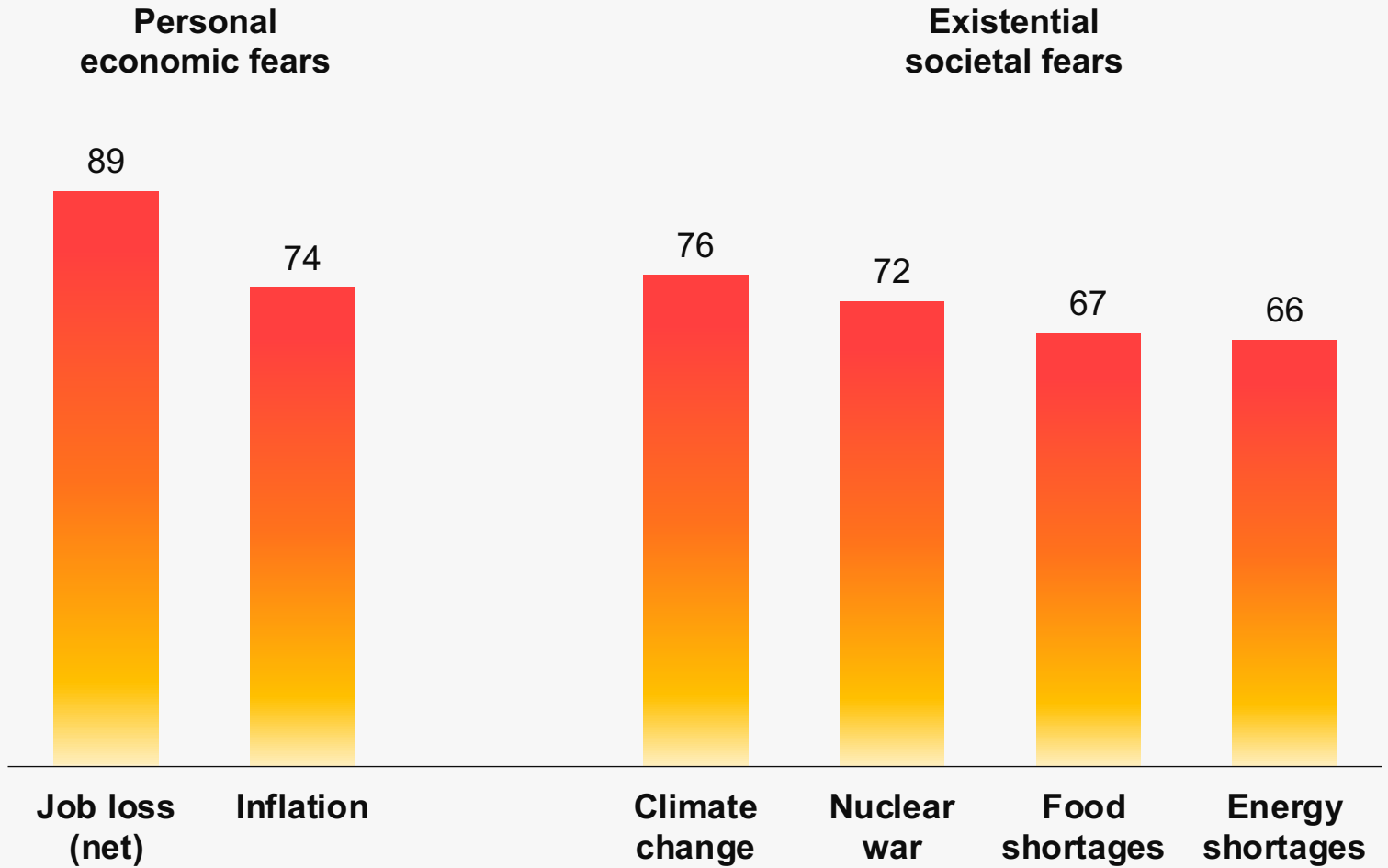


2023 Edelman Trust Barometer. CNG\_FUT. Thinking about the economic prospects for yourself and your family, how do you think you and your family will be doing in five years' time? 5-point scale; top 2 box, better off. General population, 24-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Personal Anxieties On Par With Existential Fears

Percent who worry about ...

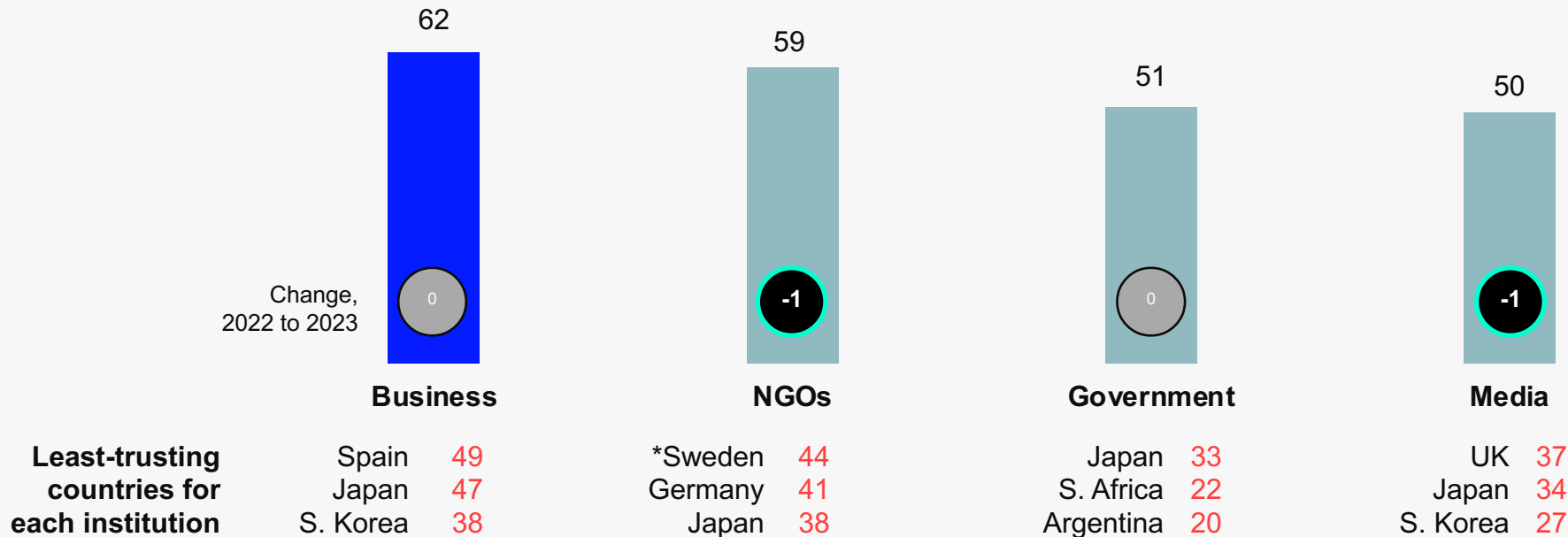
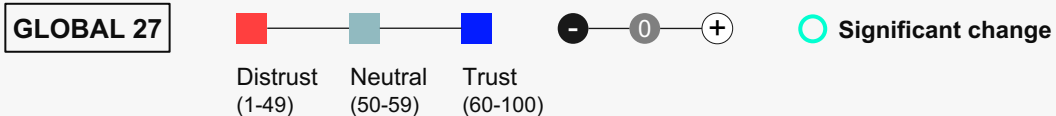


2023 Edelman Trust Barometer. POP\_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following?  
9-point scale; top 4 box, worry. Some attributes asked of half of the sample. General population, 27-mkt avg. Job loss asked of those who are an employee of an organization (Q43/1). Job loss is a net of attributes 1-3, 5, and 22-24.



# Business Only Trusted Institution

Percent trust



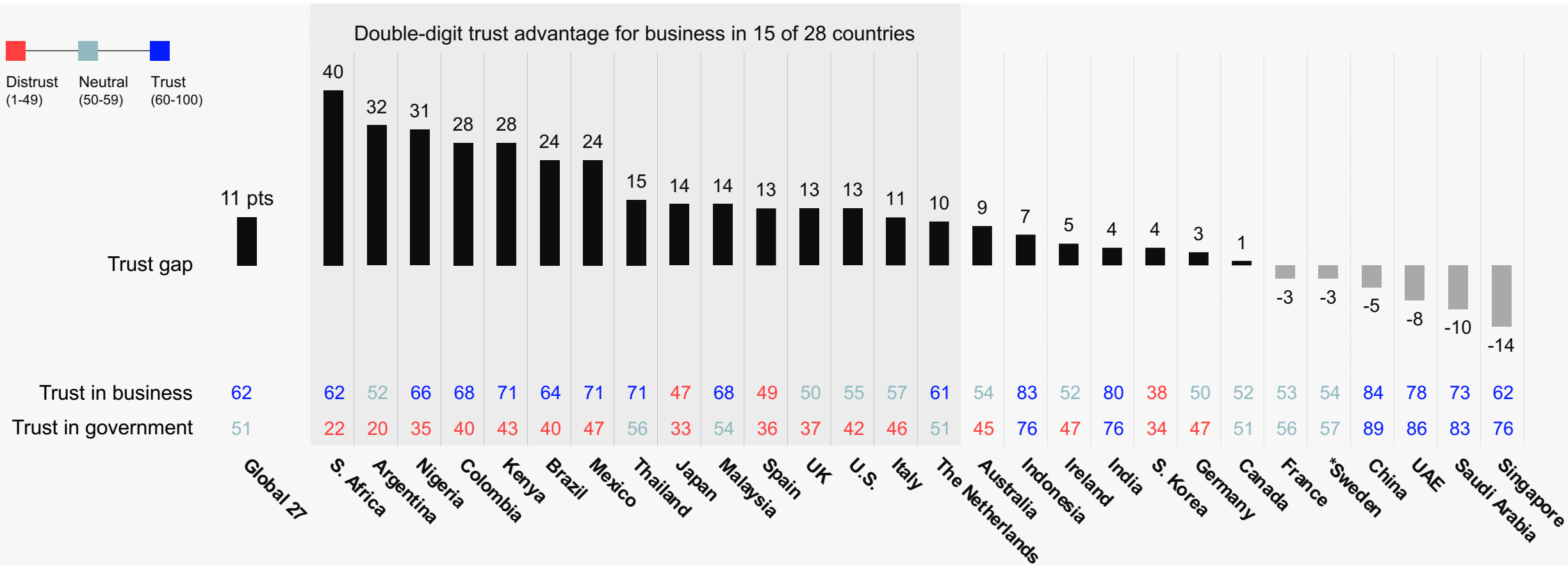
2023 Edelman Trust Barometer. TRU\_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.





# Institutions Out of Balance: Government Far Less Trusted than Business

Percent trust, and the percentage-point difference between trust in business vs government



2023 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. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average.



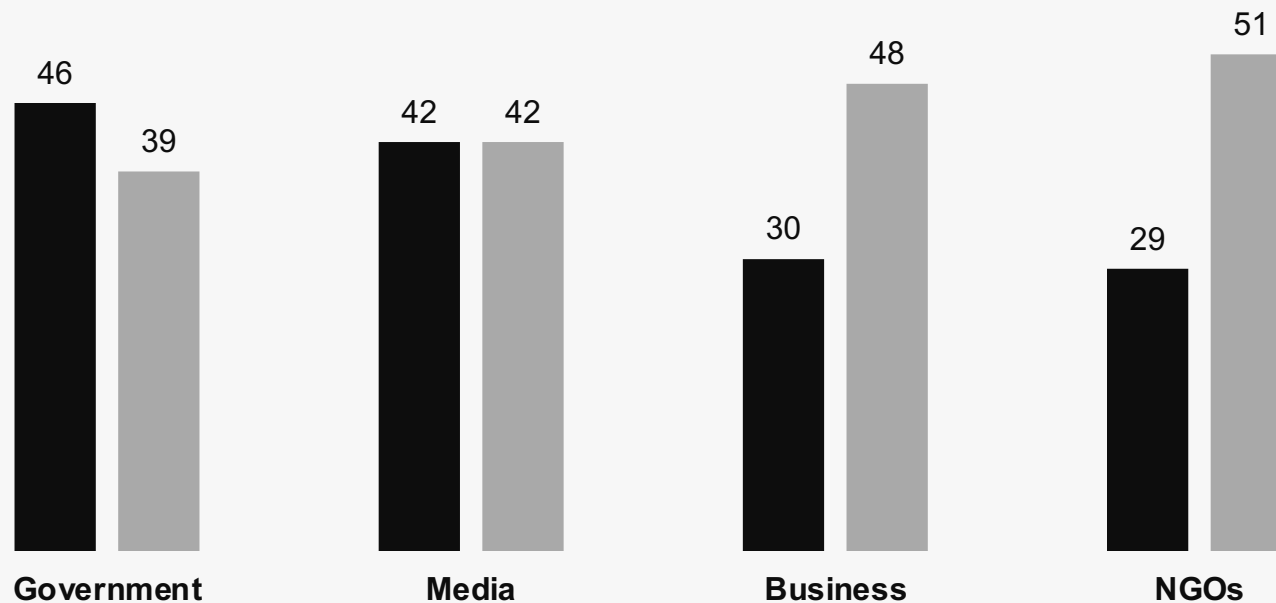
# Government and Media Fuel Cycle of Distrust, Seen as Sources of Misleading Information

Percent who say

GLOBAL 25 Excludes China and Thailand

These institutions are

■ a source of **false or misleading** information      ■ a reliable source of **trustworthy** information

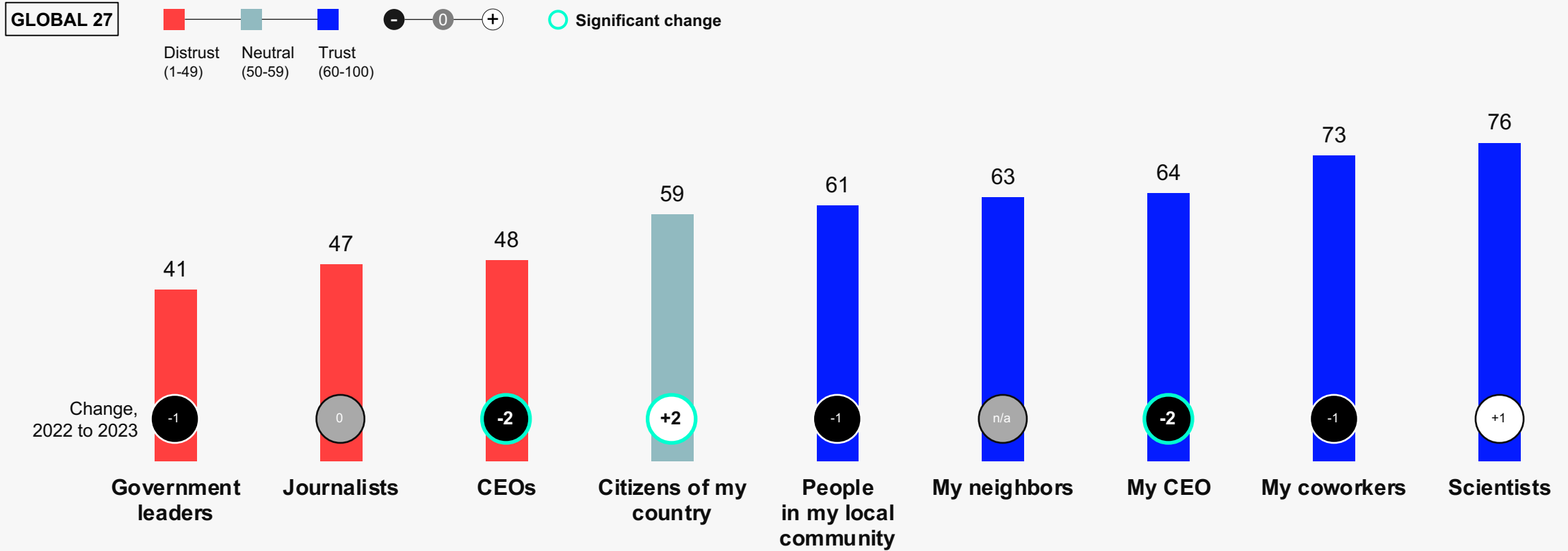


2023 Edelman Trust Barometer. [INS]\_PER\_DIM. In thinking about why you do or do not trust [institution], please specify where you think they fall on the scale between the two opposing descriptions. 11-point scale; top 5 box, positive; bottom 5 box, negative. Media and NGOs shown to half of the sample. General population, 25-mkt avg. Data not collected in China and Thailand.



# Institutional Leaders Distrusted

Percent trust



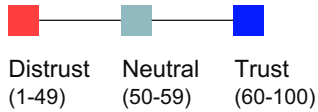
2023 Edelman Trust Barometer. TRU\_PEP. Below is a list of groups of people. For each one, please indicate how much you trust that group of people to do what is right. 9-point scale; top 4 box, trust. Some attributes asked of half of the sample. General population, 27-mkt avg. "My coworkers" and "my CEO" only shown to those who are an employee of an organization (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Mass-Class Divide: Income-Based Inequality Creates Two Trust Realities

## Trust Index

(average percent trust in NGOs, business, government, and media)



2023 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. 9-point scale; top 4 box, trust. General population, 27-mkt avg., by income. \*Sweden is not included in the global average.

Income quartiles were determined separately for each country based on the distribution of household incomes among respondents from that country.

### 2023 High income (top 25%)

64	Global 27
90	China
85	Thailand
84	Saudi Arabia
82	Indonesia
82	UAE
76	India
73	Singapore
70	Kenya
66	Malaysia
64	Mexico
63	U.S.
62	Nigeria
62	The Netherlands
60	France
60	Germany
60	Ireland
59	Italy
56	Brazil
54	Australia
54	Colombia
53	Canada
52	S. Africa
52	*Sweden
51	UK
49	Spain
48	Japan
47	Argentina
44	S. Korea

### 2023 Low income (bottom 25%)

49	Global 27
71	China
70	India
68	Indonesia
64	Saudi Arabia
63	Kenya
63	UAE
56	Mexico
56	Nigeria
55	Malaysia
55	Singapore
48	Brazil
48	Thailand
47	Canada
46	France
46	Italy
46	The Netherlands
44	Colombia
43	Australia
42	Germany
42	Ireland
41	S. Africa
41	*Sweden
40	Spain
40	U.S.
37	Argentina
35	UK
29	Japan
29	S. Korea

15pts trust inequality globally;  
double-digits in 21 of 28 countries

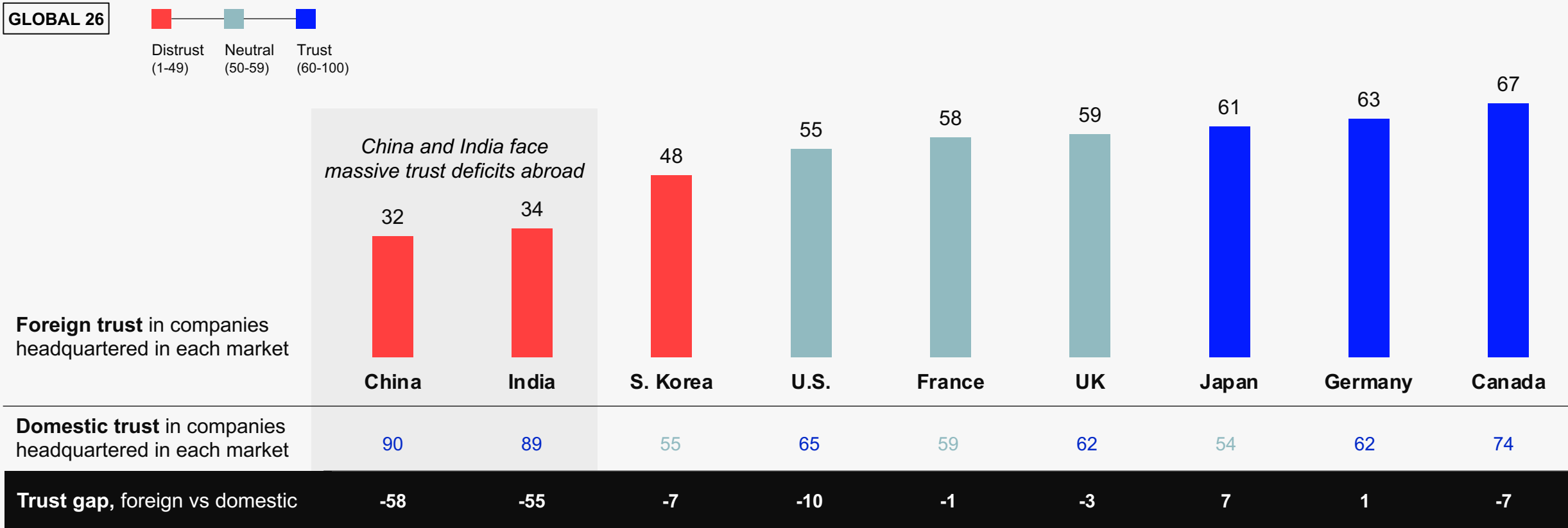
### Greatest income-based trust inequality in:

Thailand	37pts
U.S.	23pts
Saudi Arabia	20pts
China	19pts
Japan	19pts
UAE	19pts



# Trust at Home Does Not Guarantee Trust Abroad

Percent trust in companies headquartered in each country



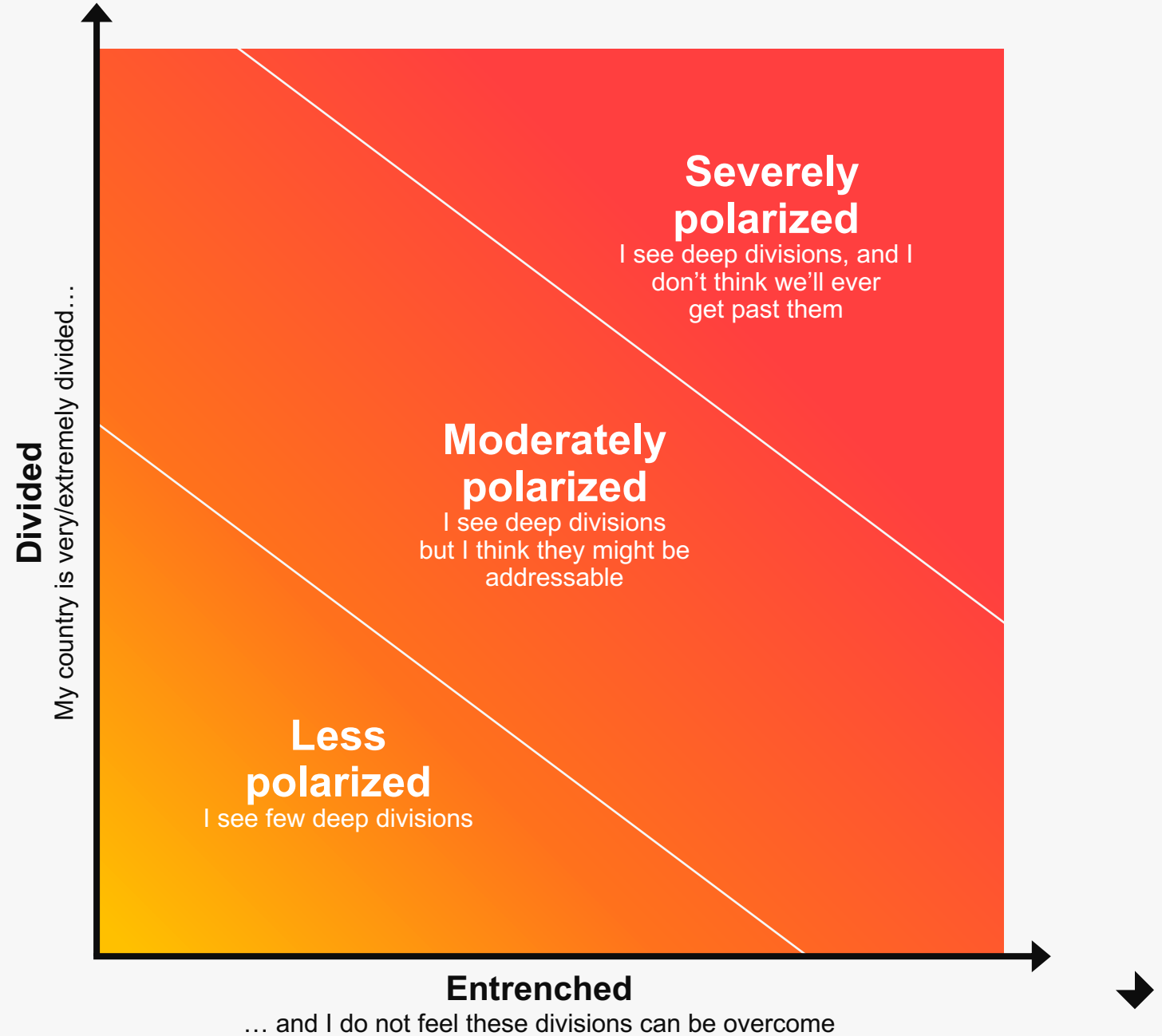
2023 Edelman Trust Barometer. TRU\_NAT. Now we would like to focus on global companies headquartered in specific markets. Please indicate how much you trust global companies headquartered in the following markets to do what is right. 9-point scale; top 4 box, trust. Question asked of half of the sample. General population, 26-mkt avg., excluding country being rated for "foreign trust", and by market for "domestic trust".



# Distrust Breeds Polarization

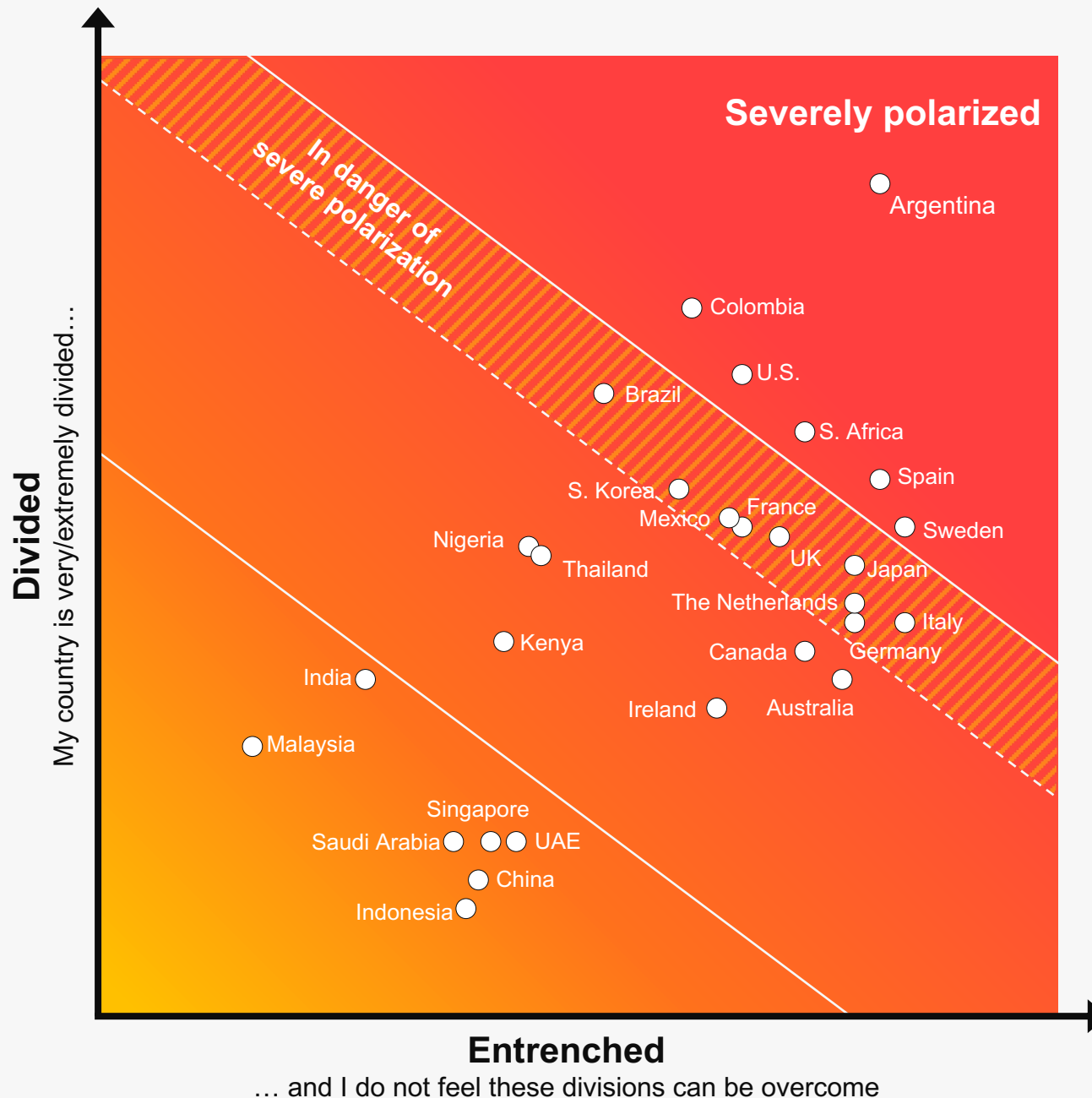


# Polarization Most Severe When Deep Divisions Become Entrenched



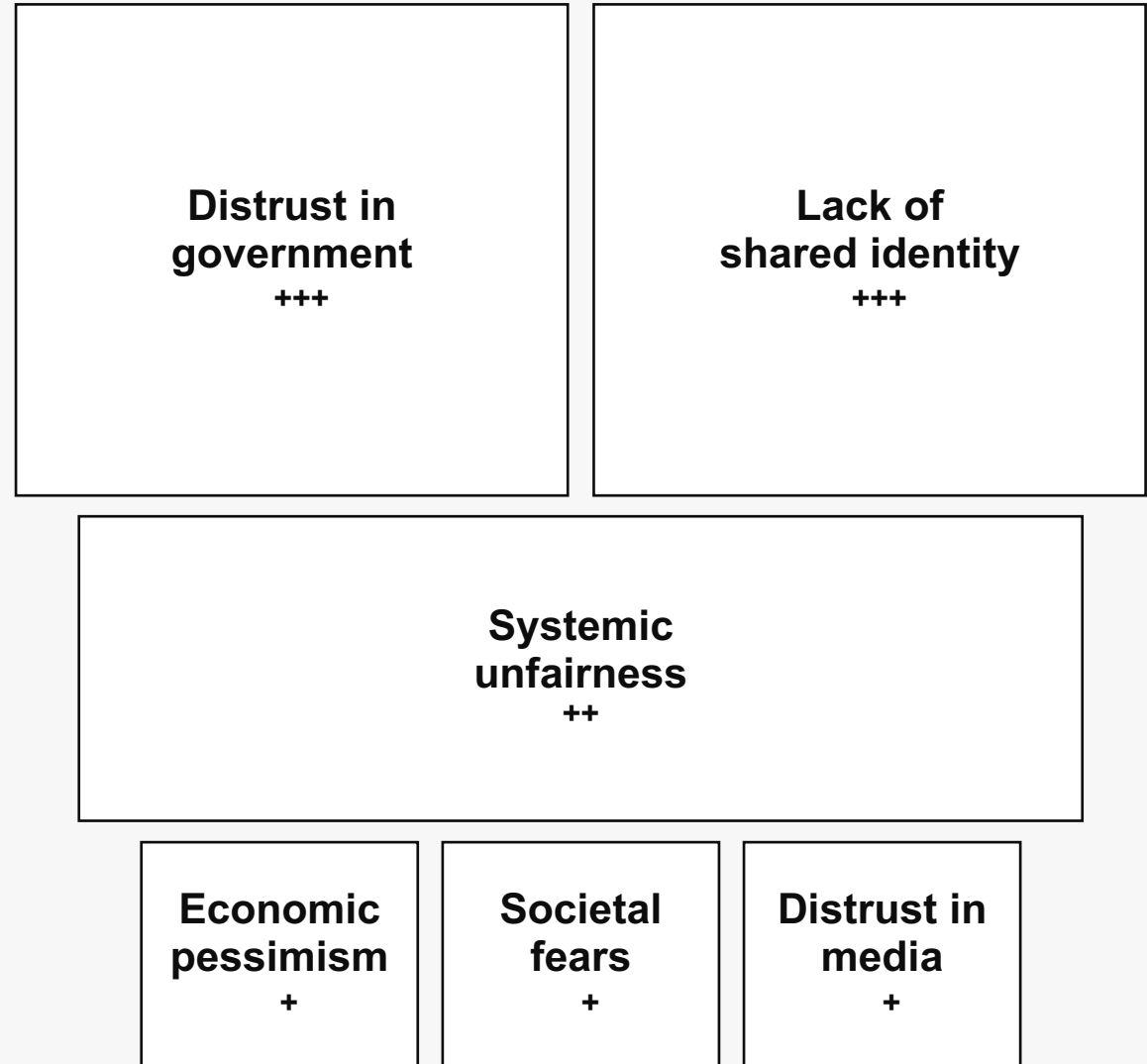
# Six Countries Severely Polarized

2023 Edelman Trust Barometer. POL\_DEG. Using the scale below, please indicate how divided on key societal issues you believe your country is today. 5-point scale; top 2 box, very/extremely divided. POL\_PROG. How likely or unlikely do you think it is that your country will be able to work through or overcome its ideological divisions and lack of agreement on key issues and challenges? 8-point scale; codes 2-5, divisions can't be overcome. General population, by market. Data for "entrenched" is POL\_PROG/2-5 filtered by those who feel their country is very/extremely divided (POL\_DEG/4-5). All data is rebased to exclude those that said, "don't know."





# Drivers Of Polarization: Distrust, Weak Social Fabric, Unfairness



### Size of impact on respondent's perception of polarization

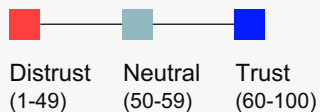
+ Less than .20   ++ .20 to .30   +++ More than .30

Only significant drivers of polarization are shown



# U.S. Case Study: Republicans More Likely To Say Our Differences Are Insurmountable

Percent who say



## Degree of polarization

## Drivers of polarization

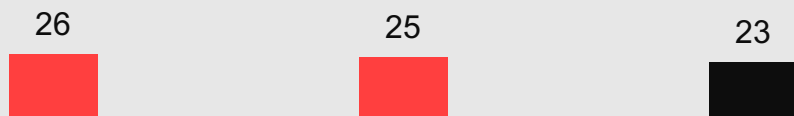


Republican

# 50%

My country is polarized: our divisions are entrenched

*Republicans less trusting, more pessimistic*



I trust government

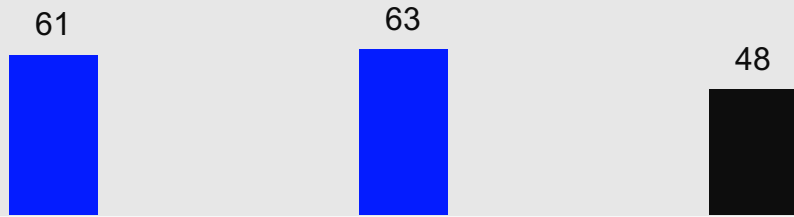
I trust media

I will be better off in 5 years



Democrat

# 33%



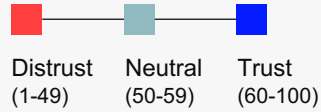
2023 Edelman Trust Barometer. TRU\_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. CNG\_FUT. Thinking about the economic prospects for yourself and your family, how do you think you and your family will be doing in five years' time? 5-point scale; top 2 box, better off. POL\_PROG. How likely or unlikely do you think it is that your country will be able to work through or overcome its ideological divisions and lack of agreement on key issues and challenges? 8-point scale; codes 2-5, divisions can't be overcome. General population, U.S., by political affiliation. Data for "entrenched" is POL\_PROG/2-5 filtered by those who feel their country is very/extremely divided (POL\_DEG/4-5).



# Both Cause and Consequence: Polarization Itself Leads to Further Distrust

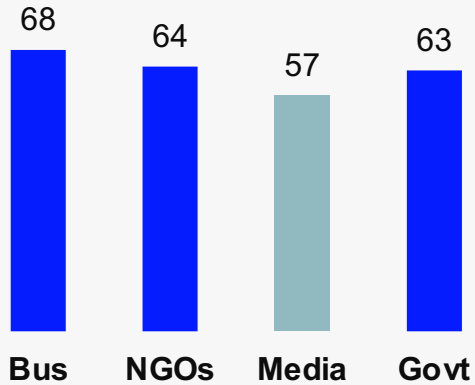
Percent trust among those who say

GLOBAL 27

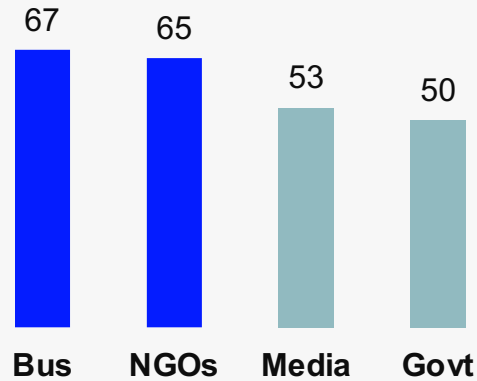


My country is ...

... not very divided

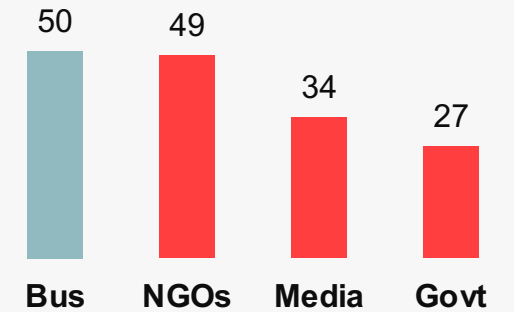


... divided, not entrenched



... polarized: divisions are entrenched

*When we see our country as polarized, we don't trust*



2023 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. 9-point scale; top 4 box, trust. General population, 27-mkt avg., by perceived level of division. For more information on how these segments are defined, please refer to the Technical Appendix.



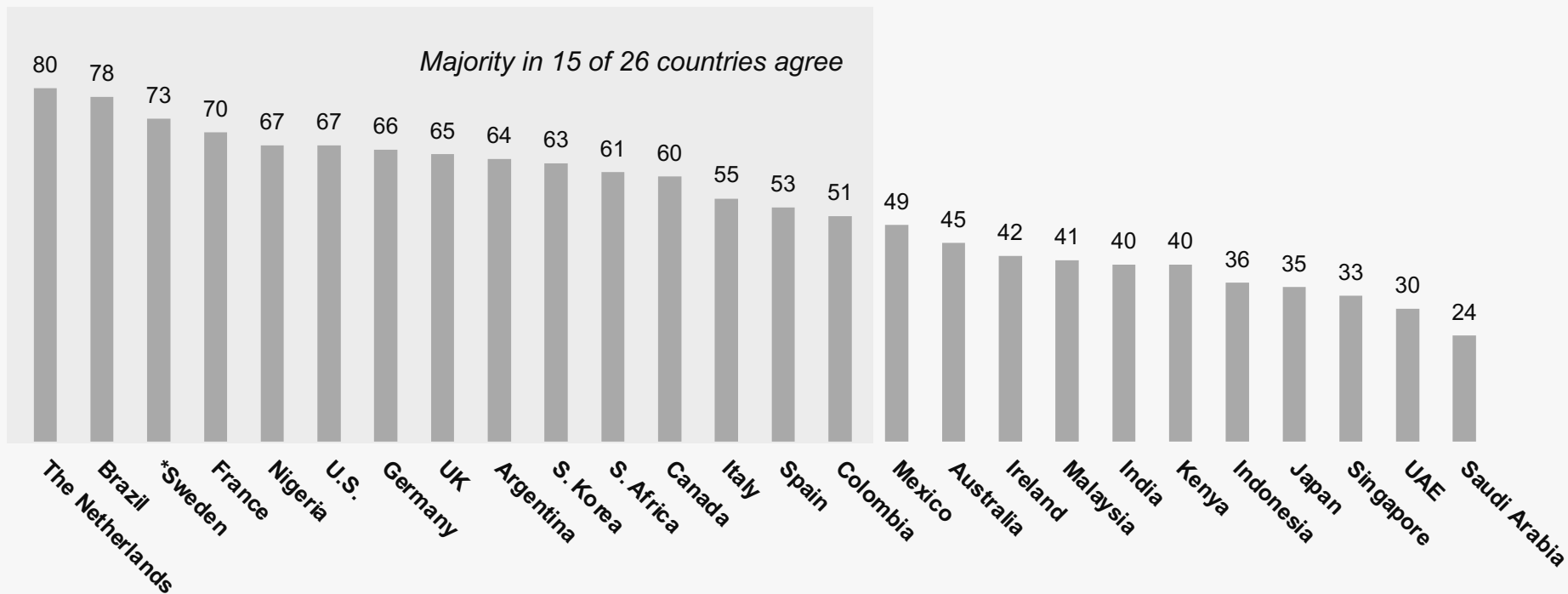
# More Divided Today Than in the Past

Percent who say

Our country is **more divided today** than in the past

GLOBAL 25 Excludes China and Thailand

# 53%



2023 Edelman Trust Barometer. NAT\_POL. Which of the following is the most accurate description of the situation in your country today? General population, 25-mkt avg. Data not collected in China and Thailand. \*Sweden is not included in the global average.



# Divisive Forces Exploit and Intensify Our Differences

Percent who say

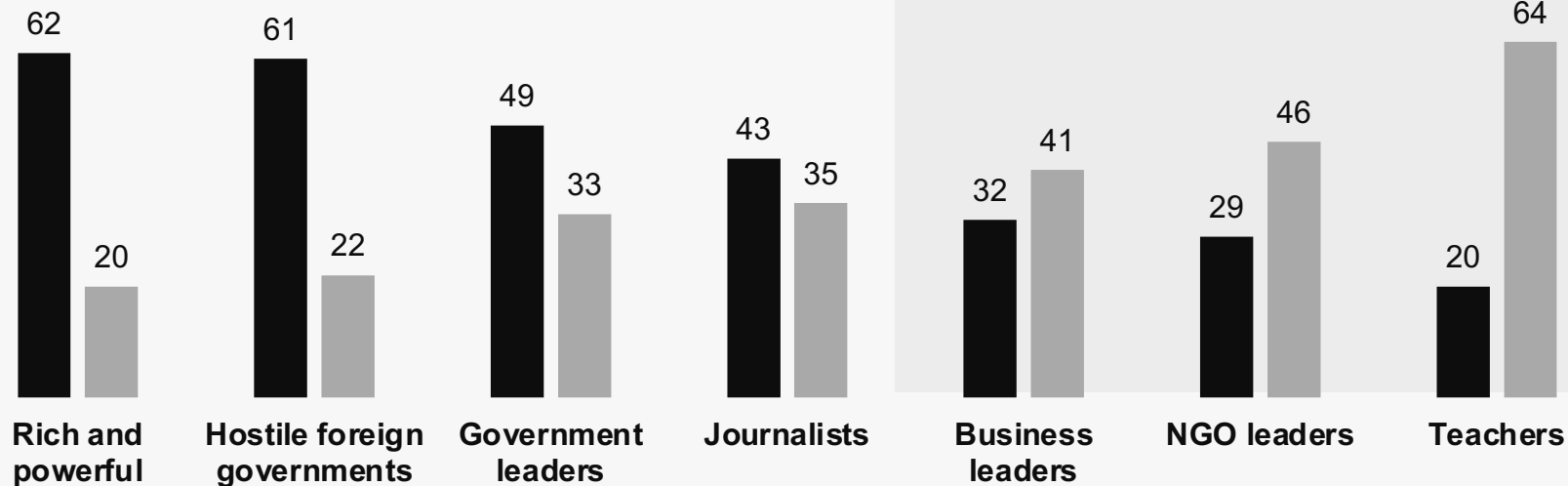
GLOBAL 25 Excludes China and Thailand

These groups are



**a dividing force**  
that pulls people apart

**a unifying force**  
that brings people together



2023 Edelman Trust Barometer. PROB\_PLP. Ideological differences will always exist among people, but there are some groups of people that are perhaps making things worse than they might otherwise be by fueling divisions and fomenting a lack of civility between people who hold different views. In contrast, there are some groups of people that are perhaps making things better than they might otherwise be by working to foster cooperation between people who hold different views. In thinking about each group of people listed below, please specify where you think they fall on the scale between being a unifying force in society and being a dividing force. 11-point scale; codes 1-5, a dividing source in society; codes 7-11, a unifying source in society. Some attributes asked of half of the sample. General population, 25-mkt avg. "Journalists" and "Government leaders" not asked in China and Thailand.



# Social Fabric Weakens

Percent who say

GLOBAL 27

The lack of civility and mutual respect today is the **worst I have ever seen**

65%

The social fabric that once held this country together has **grown too weak** to serve as a foundation **for unity and common purpose**

62%



# Ideology Becomes Identity: Few Would Help, Live, or Work With the Other Side

Among those who feel strongly about an issue, percent who say

GLOBAL 27

If a person strongly disagreed with me or my point of view, I would ...

**Help them**  
if they were in need

**30%**

Be willing to live in  
**the same neighborhood**

**20%**

Be willing to have them  
**as a coworker**

**20%**



# Polarization Worsens Fears

Among those who say their country is divided on key issues, percent who say

**GLOBAL 25** Excludes China and Thailand

If our divisions are not addressed, this is likely to be a consequence

Top 5 of 13:

**#1** Worsening prejudice and discrimination

**#2** Slower economic development

**#3** Violence in the streets

**#4** Inability to address societal challenges

**#5** I will suffer financially

*Economic consequence*

*Economic consequence*





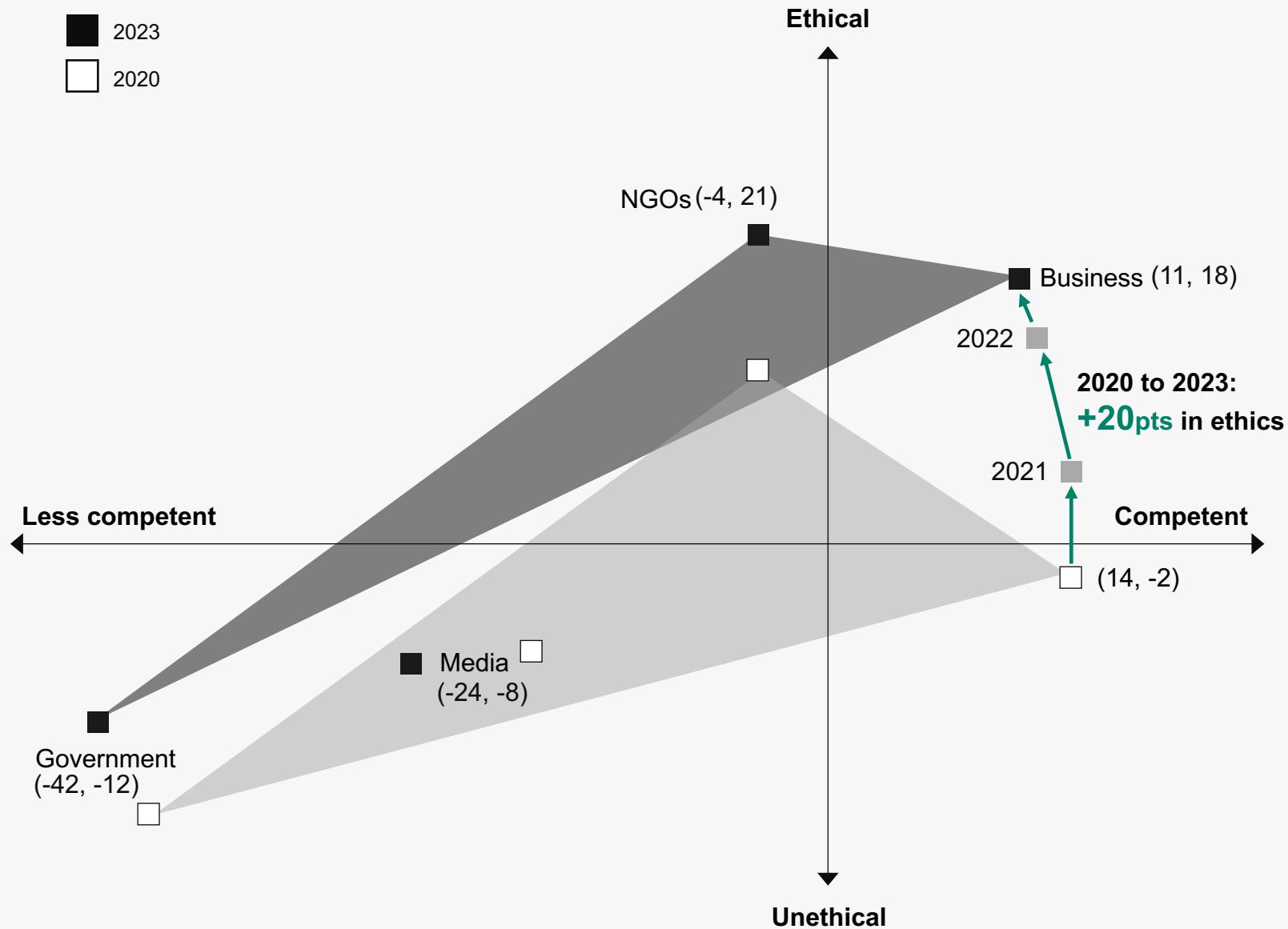
# Great Expectations, Heightened Risk for Business



# Only Business is Competent and Ethical, Sustains Rise in Ethics for Third Year

(Competence score, net ethical score)

GLOBAL 24 Excludes China and Thailand



2023 Edelman Trust Barometer. The ethical scores are averages of nets based on [INS]\_PER\_DIM/1-4. Government and Media were only asked of half of the sample. The competence score is a net based on TRU\_3D\_[INS]/1. Government and Media were only asked of half of the sample. General population, 24-mkt avg. Data not collected in China and Thailand. For full details regarding how this data was calculated and plotted, please see the Technical Appendix.



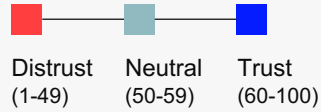
# Employers Most Trusted

Percent trust

# Among Those Who Feel Polarized, Employer Is Only Trusted Institution

Percent trust among those who say their country is ...

GLOBAL 27



My employer

77



Business

62

NGOs

59

Government

51

Media

50

not very divided

81



divided, not entrenched

81



polarized: divisions are entrenched

69



68

64

63

57

67

65

50

53

50

49

27

34

2023 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. 9-point scale; top 4 box, trust. General population, 27-mkt avg. "Your employer" only shown to those who are an employee of an organization (Q43/1).



# Consumers and Employees Pressure Business to Stand Up for Them

Percent who say

2022 Edelman Trust Barometer Special Report:  
The New Cascade of Influence

**I buy or advocate for brands based on my beliefs and values**

GLOBAL 14

**63%**

2022 Edelman Trust Barometer Special Report:  
Trust In the Workplace

**Having societal impact is a strong expectation or deal breaker when considering a job (avg)**

GLOBAL 7

Among employees

**69%**

- Business reflects my values
- Has a greater purpose
- Meaningful work that shapes society
- Opportunities to address social problems
- Stops specific business practices if employees object
- CEO addresses controversial issues I care about

2022 Edelman Trust Barometer Special Report: The New Cascade of Influence. Belief-driven consumers. General population, 14-mkt avg. Please see the Technical Appendix for full explanation of how belief-driven consumers were measured.  
2022 Edelman Trust Barometer Special Report: Trust in the Workplace. 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; top 2 box, important. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). "Societal impact" is an average of attributes 12-17.



# Want More Societal Engagement from Business, Not Less

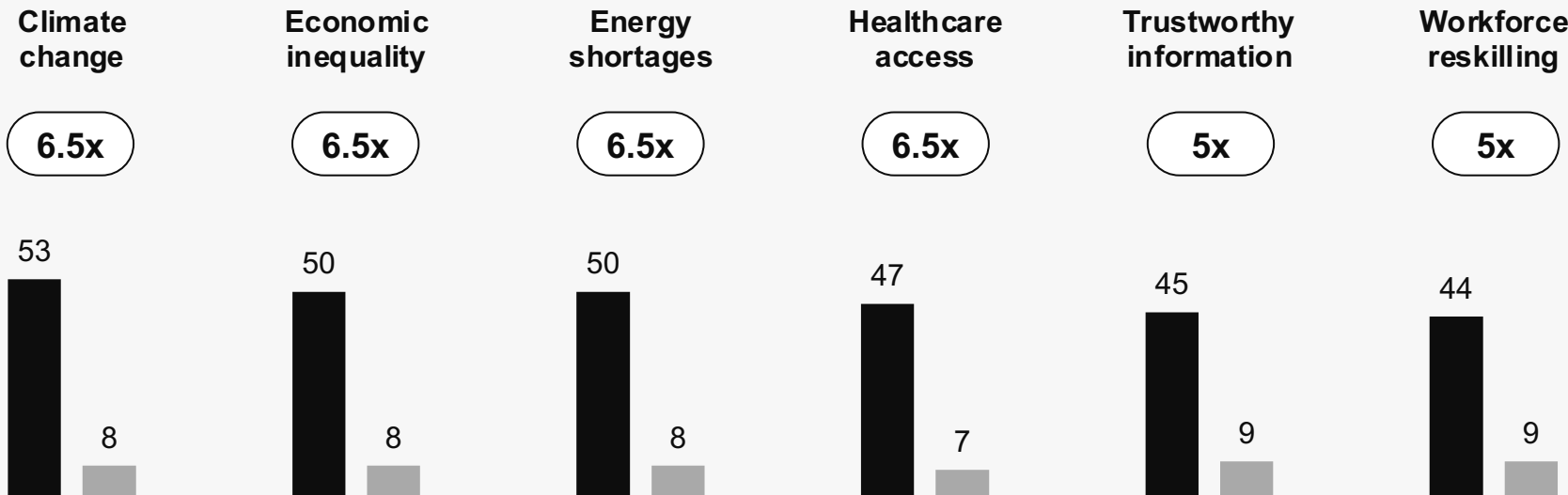
Percent who say

GLOBAL 27

On addressing each **societal issue**, business is

not doing enough      overstepping

Multiplier  
not doing enough vs overstepping





2023 Edelman Trust Barometer. BUS\_BND. Think about business as an institution, and its current level of engagement in addressing societal needs and issues. When it comes to each of the following areas, please indicate if you think business is going too far and overstepping what it should be doing, is doing just the right amount in regard to this activity, or is not going far enough in its actions and should be doing more. 3-point scale; code 3, "not doing enough"; code 1, "overstepping". General population, 27-mkt avg. The multipliers are rounded to the nearest .5.

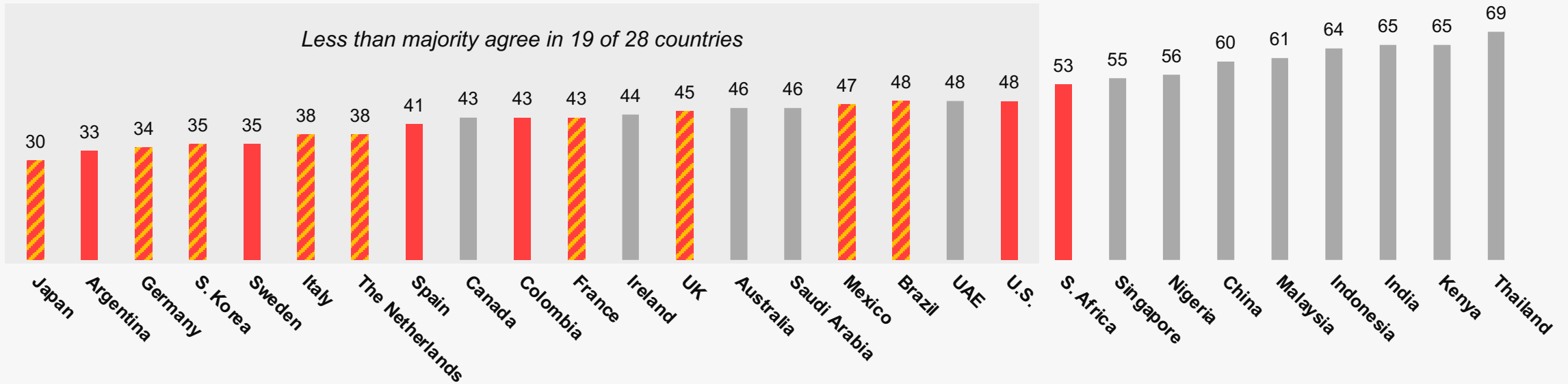


# Societal Engagement Puts Business at Risk of Being Politicized

Percent who agree

I think **business can avoid being political** when it addresses contentious societal issues

 At risk of becoming severely polarized  
 Severely polarized



2023 Edelman Trust Barometer. ENG\_ISS. Do you agree or disagree with the following statement: It is possible for a business to engage in addressing contentious societal issues in ways that I would not consider to be political or politically motivated. 9-point scale; top 4 box, agree. General population, 27-mkt avg.



# Navigating a Polarized World



# CEOs Most Expected To Act on Employees, Climate, and Discrimination

Percent who say

I expect CEOs to take a public stand on this issue:

GLOBAL 27

Treatment of employees

89

Climate change

82

Discrimination

80

Wealth gap

77

Immigration

72





# Best Societal Outcomes When Government and Business Work Together

Percent who say

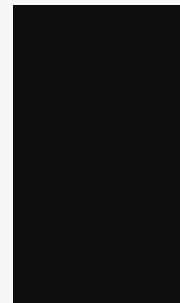
**GLOBAL 25** Excludes China and Thailand

## Approach most likely to result in **constructive action**

averaged across climate change, discrimination, immigration, employee treatment, and income inequality

Government and business working in **partnership**

41

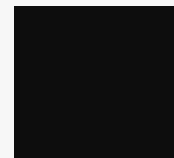


**4x**

more likely to yield optimal results from partnership than business alone

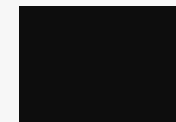
Both working **independently**

21



**Government only** working alone

16



**Business only** working alone

10



2023 Edelman Trust Barometer. GOV\_VS\_BUS1. For each of the societal issues listed below, please indicate which of the following is the most likely to result in your country being able to work through any ideological divisions that exist regarding the issue and take constructive action to address it. 5-point scale; code 5, government and business working in partnership; code 2, government and business working independently; code 3, government working alone; code 4, business working alone. Question asked of half of the sample. General population, 25-mkt avg. Data not collected in China and Thailand. Data is rebased to exclude those that said, "don't know" and is showing an average of five issues.



# Trustworthy Information Insulates Business Action from Politicization

Among the 48% who say it is possible for a business to address societal issues without being seen as politicized, percent who say

To avoid being seen as politically motivated when taking a stand:

GLOBAL 27

**Be a trustworthy information source**

46

**Base actions on science**

43

**Don't align with only one political party**

39

**Act on same values over time**

36

**Link actions to staying competitive**

33



# Improve Economic Optimism: Invest in Fair Compensation, Local Communities, Skills Training

Percent who say

CEOs are obligated to ...

GLOBAL 27

**Pay a fair wage**

84

**Ensure their home community is safe and thriving**

79

**Pay fair corporate taxes**

78

**Retrain employees**

78



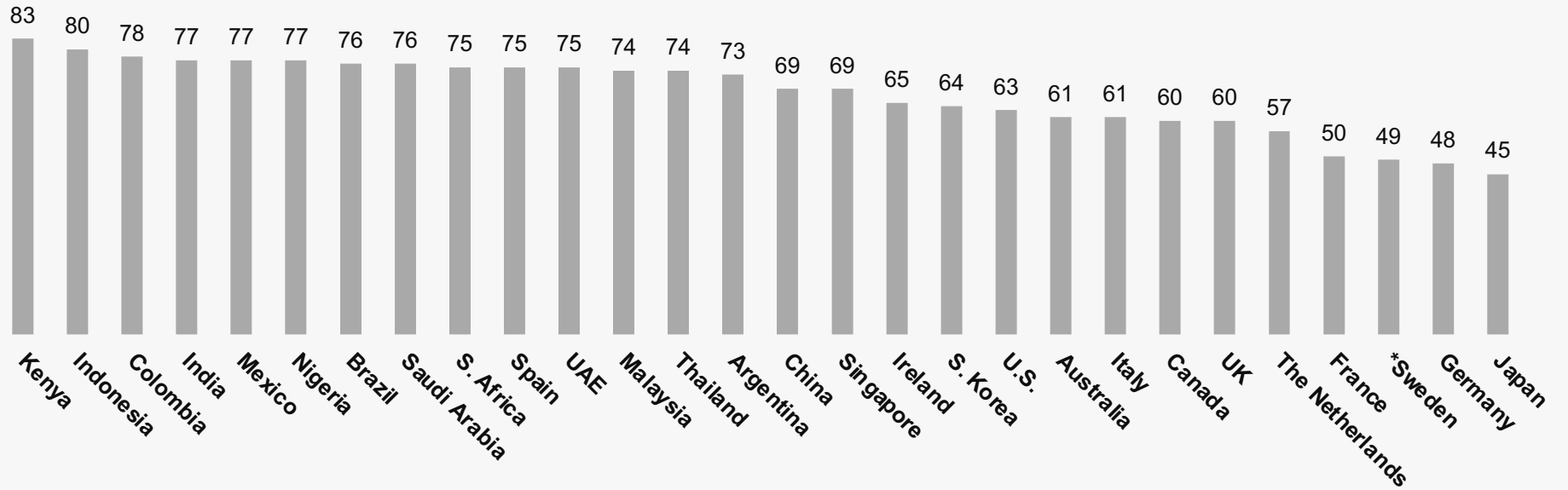
# Use the Power of Brands To Create a Shared Identity

Percent who say

**Brands celebrating what brings us together** and emphasizing our common interest would strengthen the social fabric

GLOBAL 27

# 68%



2023 Edelman Trust Barometer. POL\_SOL. How important do you feel each of the following would be to increasing civility among people in your country and strengthening the social fabric that binds people together? 6-point scale; top 3 box, help strengthen the social fabric. Attributes shown to half of the sample. General population, 27-mkt avg. \*Sweden is not included in the global average.



# Hold Divisive Forces Accountable

Percent who say

GLOBAL 25 Excludes China and Thailand

I believe CEOs are obligated to ...

Defend facts and **expose questionable science** used to justify bad social policy

72%

**Pull advertising money** from platforms that spread misinformation

71%

Companies could strengthen the social fabric if they

**Support politicians and media** that build consensus and cooperation (avg)

64%



# Navigating a Polarized World

**1**

## Business must continue to lead

As the most trusted institution, business holds the mantle of greater expectation and responsibility. Leverage your comparative advantage to inform debate and deliver solutions across climate, diversity and inclusion, and skill training.

**2**

## Collaborate with government

The best results come when business and government work together, not independently. Build consensus and collaborate on policies and standards to deliver results that push us toward a more just, secure, and thriving society.

**3**

## Restore economic optimism

A grim economic view is both a driver and outcome of polarization. Invest in fair compensation, training, and local communities to address the mass-class divide and the cycle of polarization.

**4**

## Advocate for the truth

Business has an essential role to play in the information ecosystem. Be a source of reliable information, promote civil discourse, and hold false information sources accountable through corrective messaging, reinvestment, and other action.



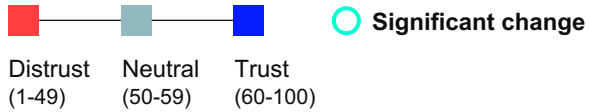
# Supplemental Data



# Trust Index: Trust Stable Amid Economic Headwinds

## Trust Index

(the average percent trust in NGOs, business, government and media)



2023 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. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average.

### 2022 General population

56	Global 27
83	China
76	UAE
75	Indonesia
74	India
72	Saudi Arabia
66	Malaysia
66	Singapore
66	Thailand
60	Kenya
59	Mexico
57	The Netherlands
56	Nigeria
54	Canada
53	Australia
53	Italy
51	Brazil
51	Ireland
50	France
48	Colombia
48	S. Africa
46	Germany
45	Argentina
45	Spain
44	UK
43	U.S.
42	S. Korea
40	Japan

### 2023 General population

56	Global 27
83	China
75	Indonesia
74	UAE
73	India
71	Saudi Arabia
66	Singapore
66	Thailand
63	Kenya
62	Malaysia
61	Mexico
56	Nigeria
54	The Netherlands
53	Brazil
52	Canada
51	Colombia
51	France
50	Italy
48	Australia
48	Ireland
48	U.S.
47	S. Africa
46	Germany
44	Spain
43	UK
42	Argentina
38	Japan
36	S. Korea



#### Biggest gainers:

U.S.	+5
Colombia	+3
Kenya	+3

#### Biggest losers:

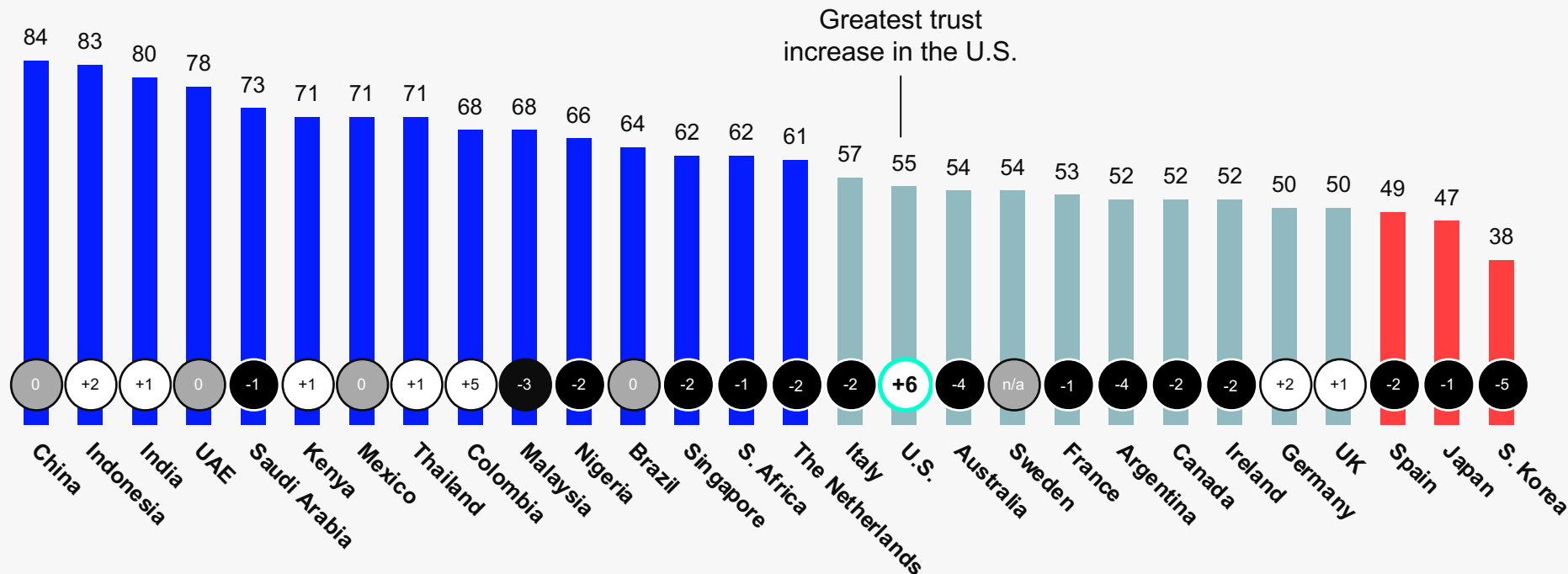
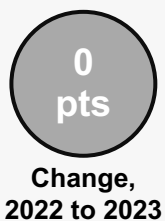
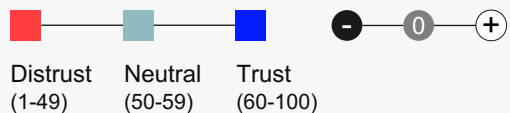
S. Korea	-6
Australia	-5
Malaysia	-4





# Trust in Business Declines in 15, Gains in 8 of 27 Countries

Percent trust

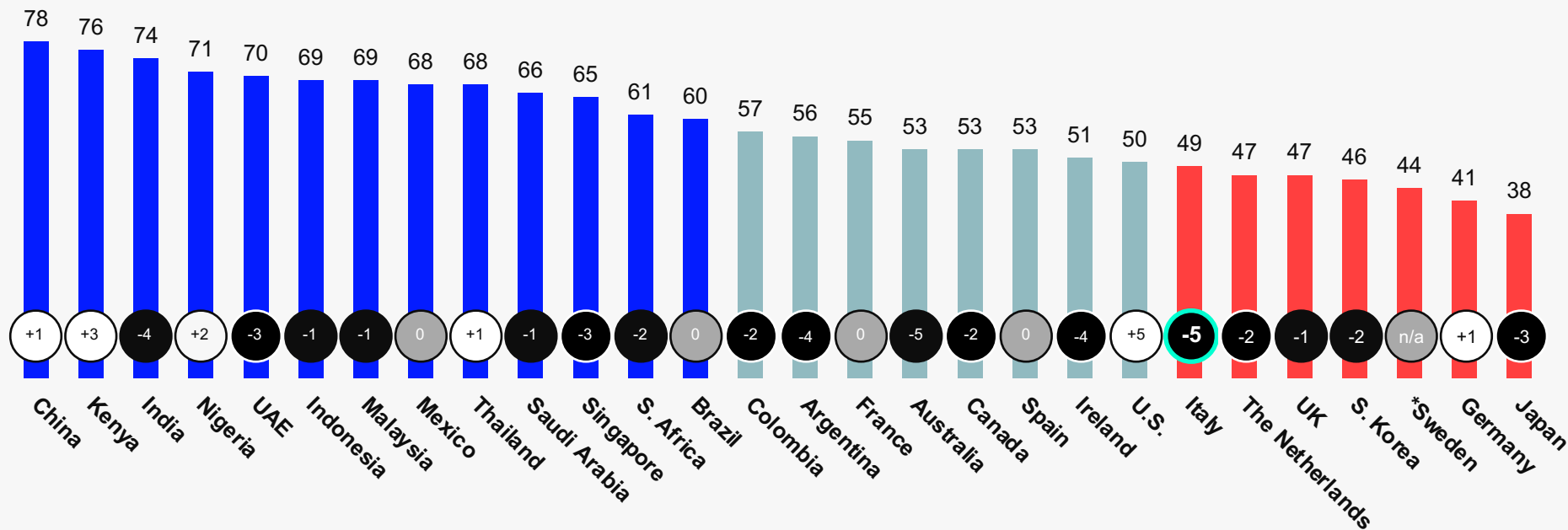
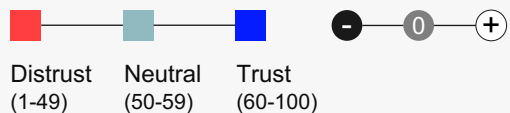


2023 Edelman Trust Barometer. TRU\_INS. [BUSINESS] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust in NGOs Declines in 17, Gains in 6 of 27 Countries

Percent trust

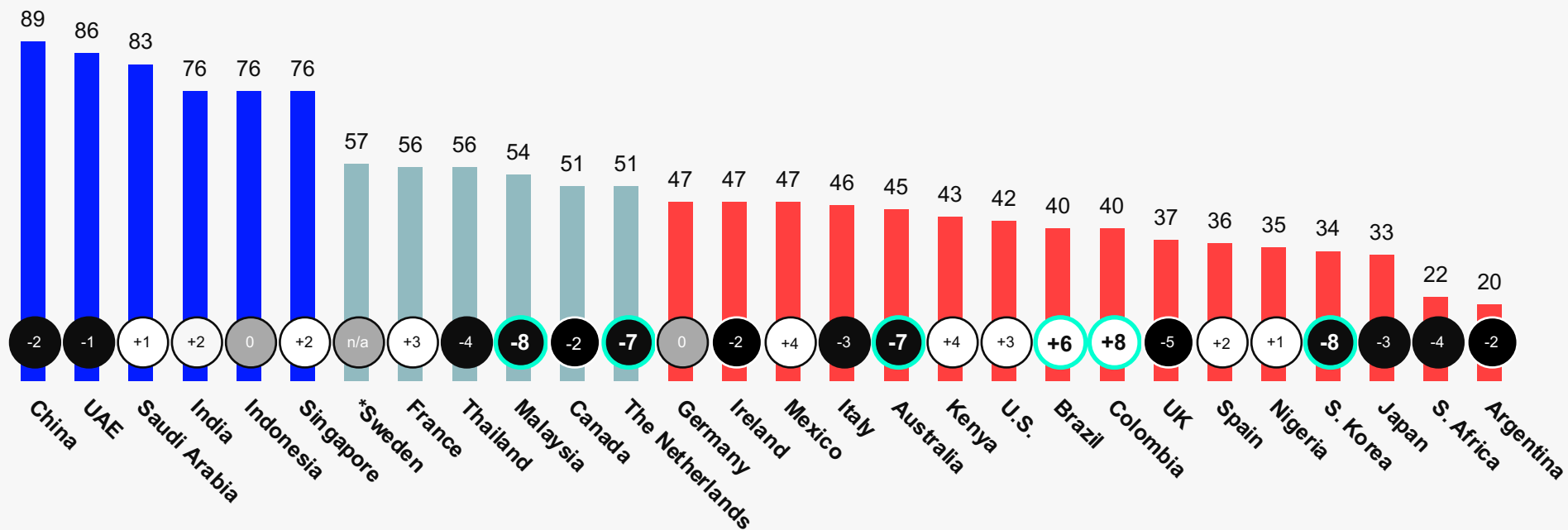
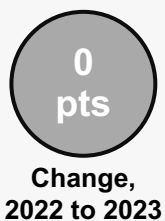
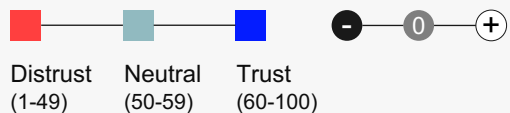


2023 Edelman Trust Barometer. TRU\_INS. [NGOs] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust in Government Declines in 14, Gains in 11 of 27 Countries

Percent trust

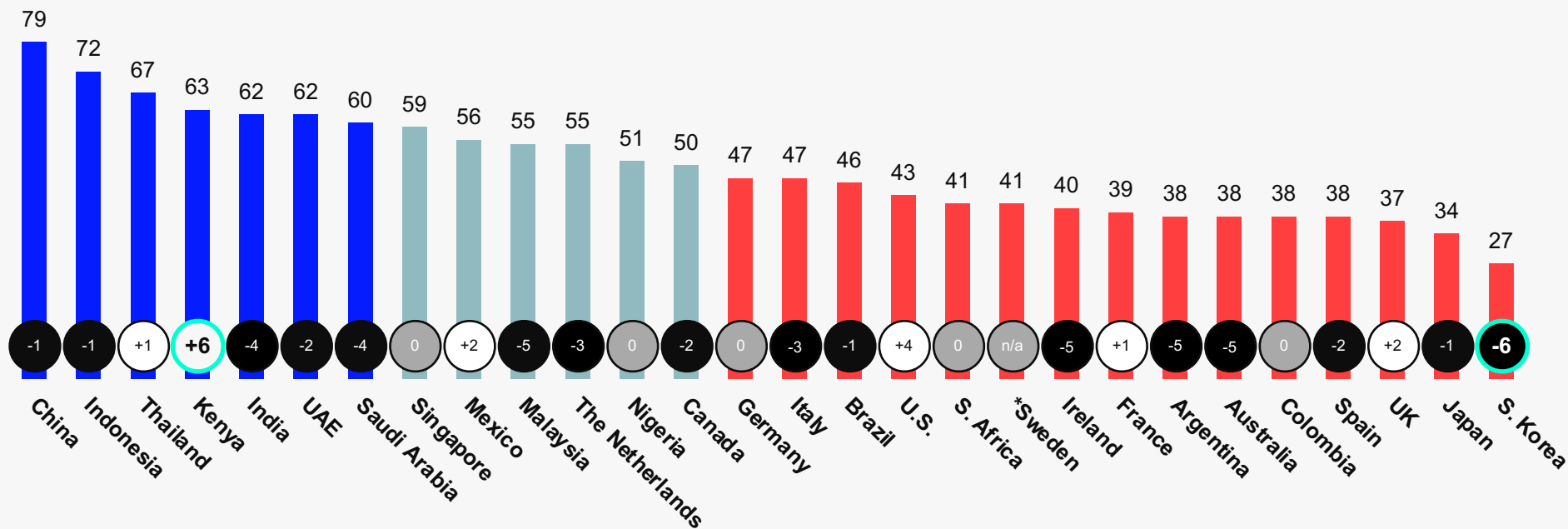
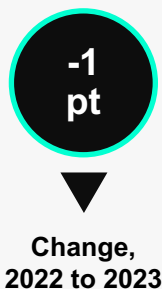
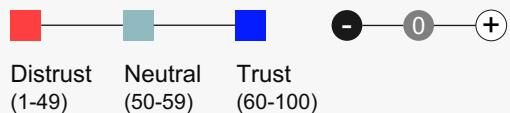


2023 Edelman Trust Barometer. TRU\_INS. [GOVERNMENT] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust in Media Declines in 16, Gains in 6 of 27 Countries

Percent trust



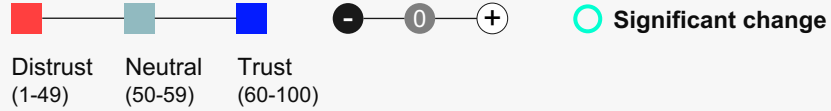
2023 Edelman Trust Barometer. TRU\_INS. [MEDIA] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



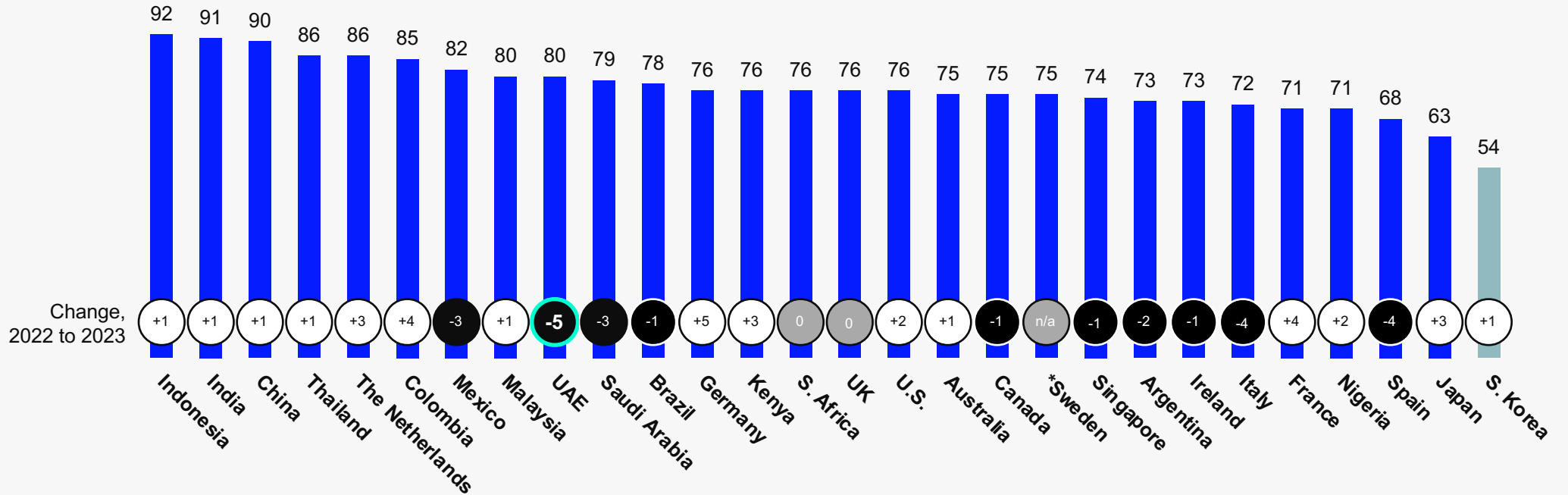
# My Employer Trusted Around the World

Percent trust

GLOBAL 27



Business	62
NGOs	59
Government	51
Media	50



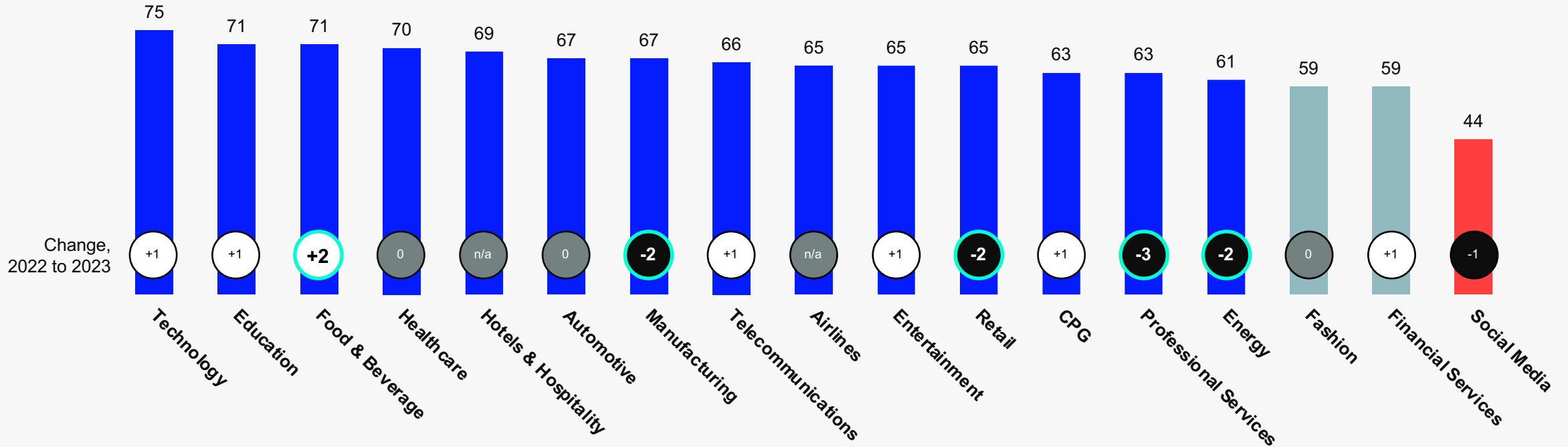
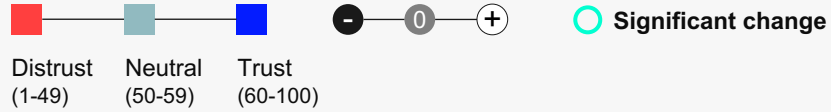
2023 Edelman Trust Barometer. TRU\_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg. "Your employer" only shown to those who are an employee of an organization (Q43/1). \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust in Industry Sectors Remains Stable

Percent trust

GLOBAL 27



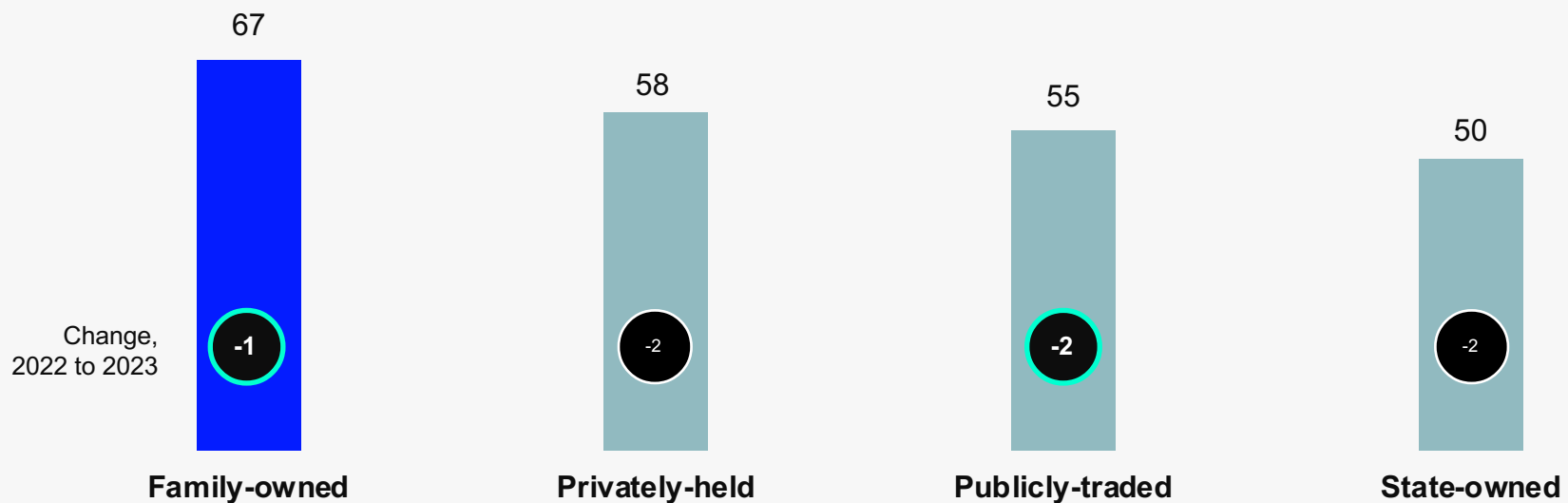
2023 Edelman Trust Barometer. TRU\_IND. Please indicate how much you trust businesses in each of the following industries to do what is right. 9-point scale; top 4 box, trust. Industries shown to half of the sample. General population, 27-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Family-Owned Businesses Most Trusted

Percent who trust each type of business to do what is right

GLOBAL 27



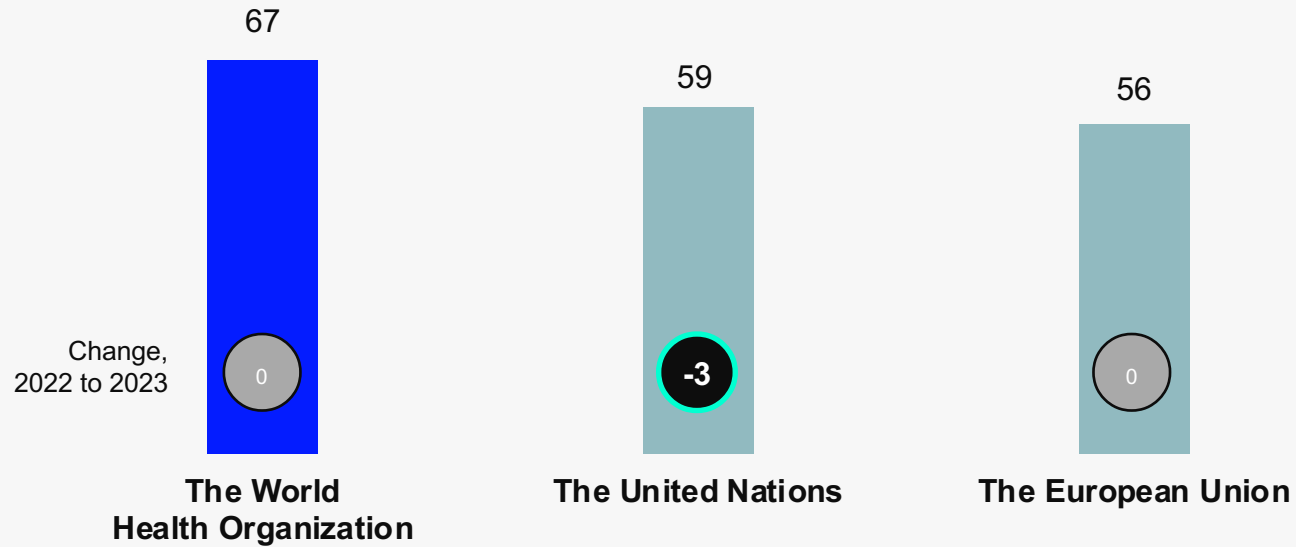
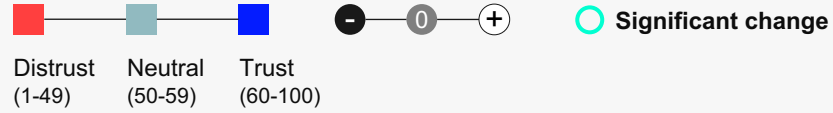
2023 Edelman Trust Barometer. TRU\_ORG. Thinking about different types of businesses, please indicate how much you trust each type of business to do what is right. 9-point scale; top 4 box, trust. Question asked of half of the sample. General population, 27-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# WHO Most Trusted Multinational Organization

Percent trust

GLOBAL 27



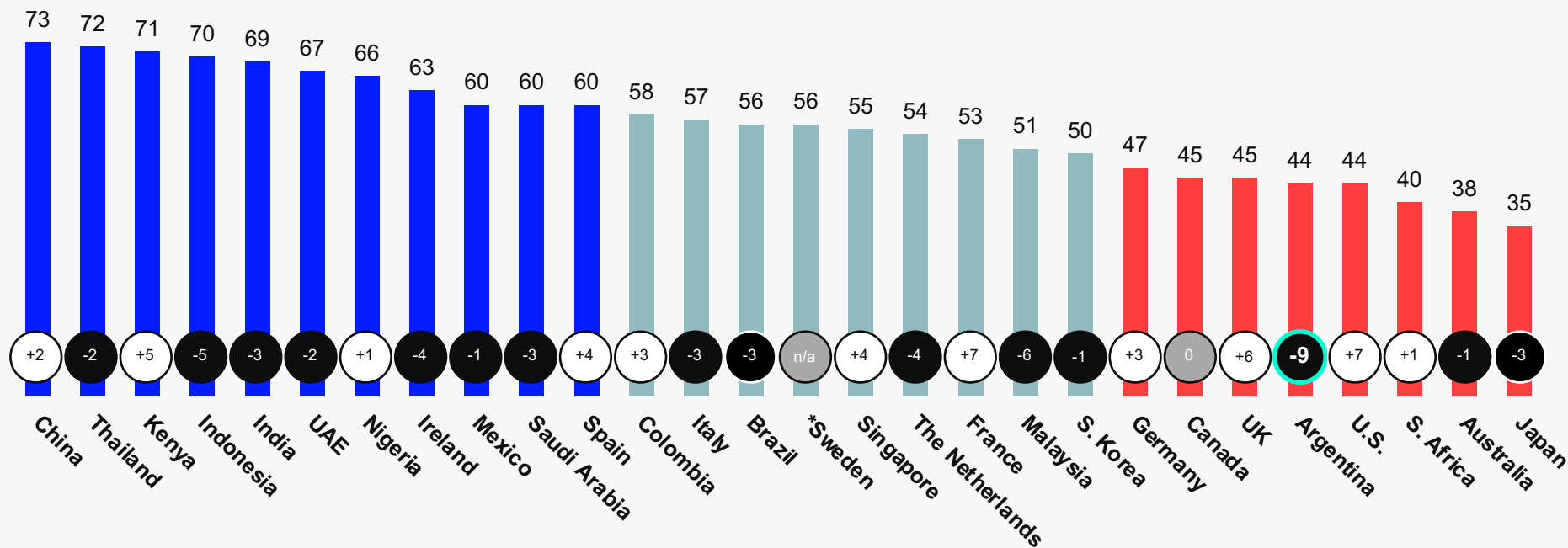
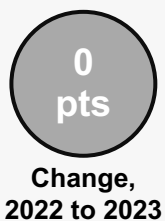
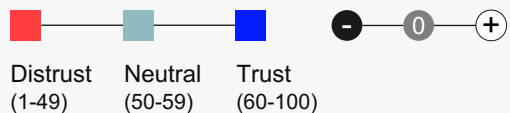
2023 Edelman Trust Barometer. TRU\_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. Attributes asked of half of the sample. General population, 27-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.





# Trust in the European Union increases in 11 of 28 countries

Percent trust

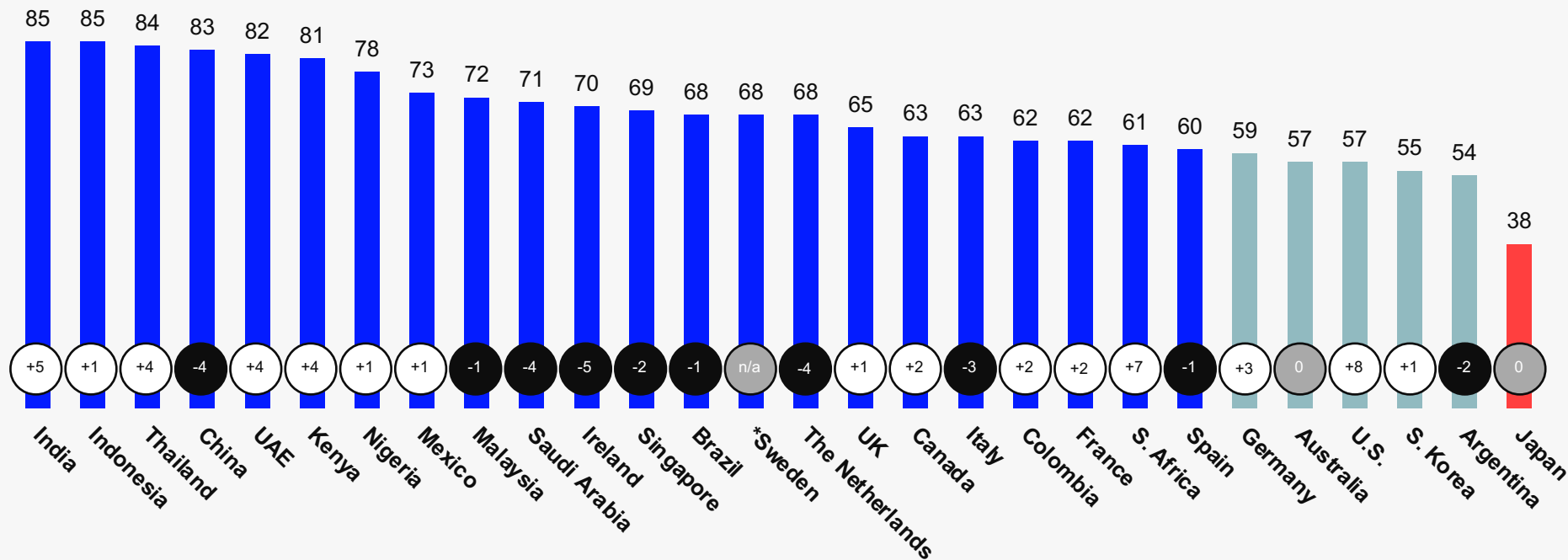
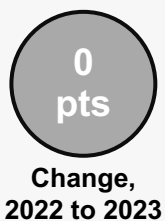
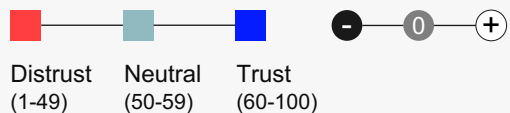


2023 Edelman Trust Barometer. TRU\_INS. [THE EUROPEAN UNION] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. Attribute asked of half of the sample. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust in the World Health Organization Increases in 15 of 28 Countries

Percent trust

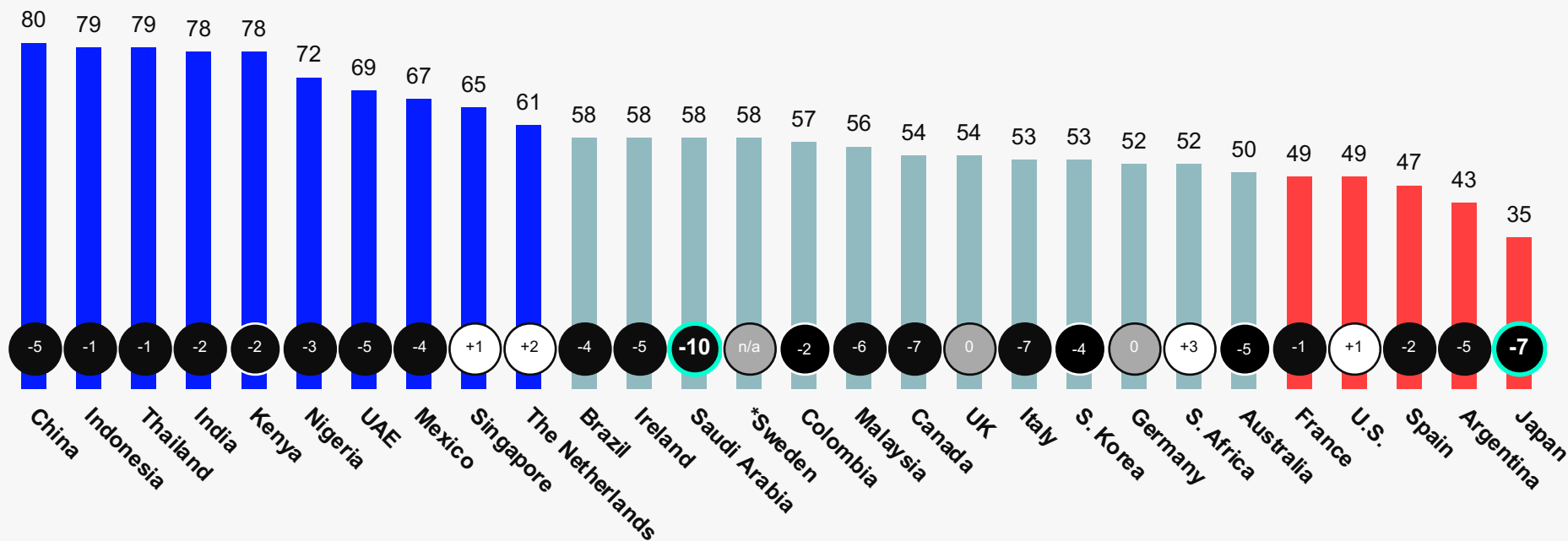
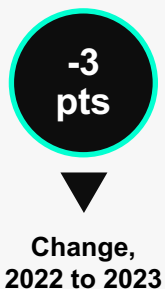
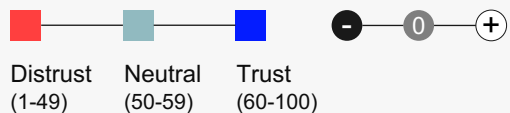


2023 Edelman Trust Barometer. TRU\_INS. [THE WHO] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. Attribute asked of half of the sample. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust in the United Nations Decreases in 21 of 28 Countries

Percent trust



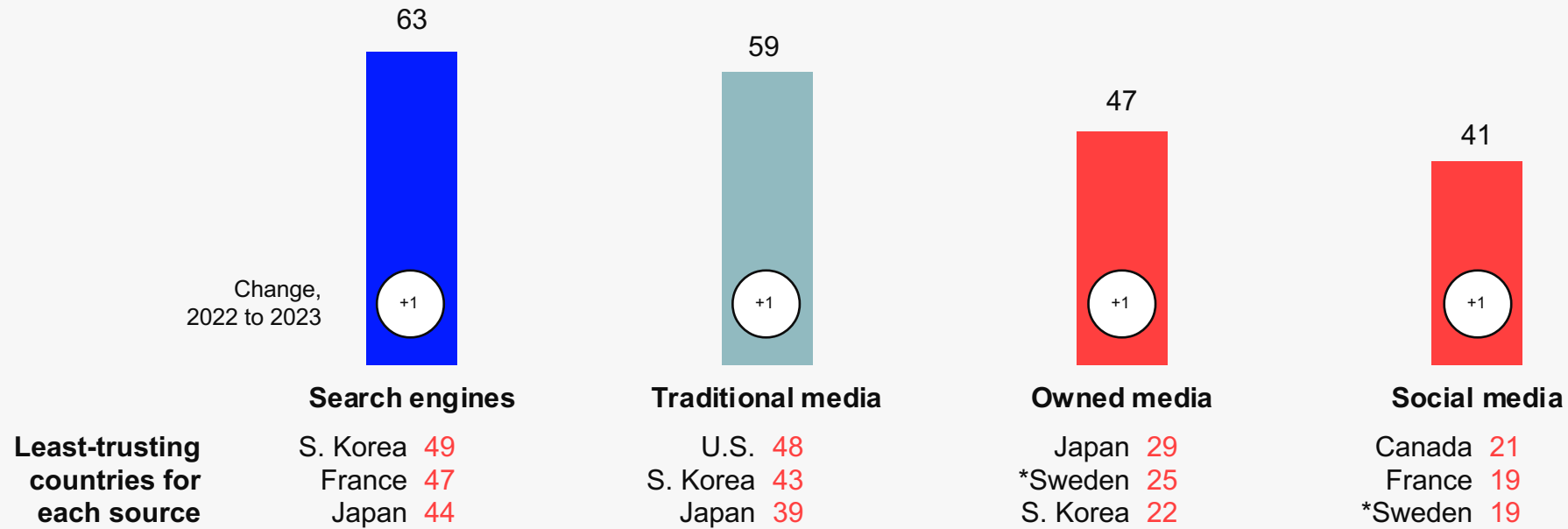
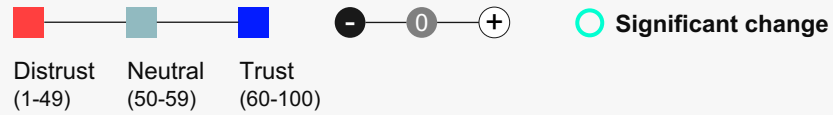
2023 Edelman Trust Barometer. TRU\_INS. [THE UNITED NATIONS] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. Attribute asked of half of the sample. General population, 27-mkt avg. \*Sweden is not included in the global average. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Minimal Trust Gains for News Sources

Percent trust

GLOBAL 27



2023 Edelman Trust Barometer. COM\_MCL. When looking for general news and information, how much would you trust each type of source for general news and information? 9-point scale; top 4 box, trust. Question asked of half of the sample. General population, 27-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. \*Sweden is not included in the global average.



# Technical Appendix



## 2023 Edelman Trust Barometer: Sample

**Sample Size, Quotas and Margin of Error**

Market	Weighed Sample Size <sup>1</sup>	Unweighted Sample Size	Margin of Error – Total Sample <sup>2</sup>	Margin of Error – Half Sample <sup>2</sup>	Quotas Set On <sup>3</sup>
Global 27	31,050	31,171	+/- 0.6 percentage points total sample	+/- 0.8 percentage points half sample	Quotas set at the market level
Argentina	1,150	1,120	+/- 2.9 pct pts. total sample	+/- 4.1 pct pts. half sample	Age, Gender, Region
Australia	1,150	1,152			
Brazil	1,150	1,150			
Canada	1,150	1,500			
China <sup>4</sup>	1,150	1,149			
Colombia	1,150	1,151			
France	1,150	1,151			
Germany	1,150	1,150			
India	1,150	1,145			
Indonesia	1,150	1,118			
Ireland	1,150	1,150	+/- 2.9 pct pts. total sample	+/- 4.1 pct pts. half sample	Age, Gender, Region
Italy	1,150	1,151			
Japan	1,150	1,150			
Kenya	1,150	1,150			
Malaysia	1,150	1,120			
Mexico	1,150	1,150			
Nigeria	1,150	1,142			
Saudi Arabia	1,150	1,082	+/- 3.0 pct pts. total sample	+/- 4.2 pct pts. half sample	
Singapore	1,150	1,135			
S. Africa	1,150	1,153			
S. Korea	1,150	1,150	+/- 2.9 pct pts. total sample	+/- 4.1 pct pts. half sample	Age, Gender, Region
Spain	1,150	1,150			
Sweden	1,150	1,150			
Thailand	1,150	1,133			
The Netherlands	1,150	1,142			
UAE	1,150	1,143			
UK	1,150	1,150			
U.S.	1,150	1,134			

1. Data reported on slides is weighted to the same total base size to ensure each market has an equal effect on the global total. Some questions were asked of only half of the sample. Please refer to the footnotes on each slide for details.

2. Margin of error is calculated on the unweighted sample sizes collected.

3. There were additional quotas on ethnicity in the UK and U.S., and on nationality in the UAE and Saudi Arabia.

4. All data collected in China is from the mainland. Regions of Greater China were not surveyed.



## 2023 Edelman Trust Barometer: Sample

## Countries Included in the Various Global Averages

Countries surveyed	Global 27	Global 25 Excludes China and Thailand	Global 24 Excludes China and Thailand	Global 24
	Used for current year averages and tracking to 2022	Used for tracking to 2022; excludes sensitive markets <sup>1</sup>	Used for tracking to 2020; excludes sensitive markets <sup>1</sup>	Used for tracking to 2019
Argentina	Argentina	Argentina	Argentina	Argentina
Australia	Australia	Australia	Australia	Australia
Brazil	Brazil	Brazil	Brazil	Brazil
Canada	Canada	Canada	Canada	Canada
China	China	Colombia	Colombia	China
Colombia	Colombia	France	France	Colombia
France	France	Germany	Germany	France
Germany	Germany	India	India	Germany
India	India	Indonesia	Indonesia	India
Indonesia	Indonesia	Ireland	Ireland	Indonesia
Ireland	Ireland	Italy	Italy	Ireland
Italy	Italy	Japan	Japan	Italy
Japan	Japan	Kenya	Kenya	Japan
Kenya	Kenya	Malaysia	Malaysia	Malaysia
Malaysia	Malaysia	Mexico	Mexico	Mexico
Mexico	Mexico	Nigeria	Saudi Arabia	Saudi Arabia
Nigeria	Nigeria	Saudi Arabia	Singapore	Singapore
Saudi Arabia	Saudi Arabia	Singapore	S. Africa	S. Africa
Singapore	Singapore	S. Africa	S. Korea	S. Korea
S. Africa	S. Africa	S. Korea	Spain	Spain
S. Korea	S. Korea	Spain	The Netherlands	The Netherlands
Spain	Spain	The Netherlands	UAE	UAE
Sweden	Sweden	UAE	UK	UK
Thailand	Thailand	UK	U.S.	U.S.
The Netherlands	The Netherlands	U.S.		
UAE	UAE			
UK	UK			
U.S.	U.S.			

1. Because some of the content we ask is deemed politically sensitive there are several countries where we take special precautions in order to avoid putting our respondents, or ourselves, in a position to break any local laws. We work closely with our sample partner and its legal team to identify which questions, and in what countries, we should refrain from asking. The two countries where we removed questions and/or answer options were China and Thailand.



2023 Edelman Trust Barometer: Sample

## Survey Languages Used and Internet Penetration by Country

	Languages	Internet Penetration*		Languages	Internet Penetration*		Languages	Internet Penetration*
<b>Global</b>	-	87%	<b>Indonesia</b>	Indonesian	76%	<b>S. Africa</b>	Localized English, Afrikaans	63%
<b>Argentina</b>	Localized Spanish	91%	<b>Ireland</b>	Localized English	89%	<b>S. Korea</b>	Korean	97%
<b>Australia</b>	Localized English	89%	<b>Italy</b>	Italian	91%	<b>Spain</b>	Spanish	92%
<b>Brazil</b>	Portuguese	83%	<b>Kenya</b>	Localized English	84%	<b>Sweden</b>	Localized English, Swedish	97%
<b>Canada</b>	Localized English, Canadian French	93%	<b>Japan</b>	Japanese	93%	<b>Thailand</b>	Thai	88%
<b>China</b>	Simplified Chinese	70%	<b>Malaysia</b>	Malay	94%	<b>The Netherlands</b>	Localized English, Dutch	95%
<b>Colombia</b>	Localized Spanish	83%	<b>Mexico</b>	Localized Spanish	77%	<b>UAE</b>	Localized English, Arabic	100%
<b>France</b>	French	92%	<b>Nigeria</b>	Localized English	68%	<b>UK</b>	Localized English	95%
<b>Germany</b>	German	94%	<b>Saudi Arabia</b>	Localized English, Arabic	89%	<b>U.S.</b>	English, Localized Spanish	94%
<b>India</b>	Localized English, Hindi	60%	<b>Singapore</b>	Localized English, Simplified Chinese	92%			

\*Data source: <http://www.internetworldstats.com/stats.htm> as of 1/5/23



Data Analyses Explained:

## How We Plotted Countries by Polarization Levels

To visualize country-level polarization, we plotted countries based on the percentage of respondents in each country who see deep divisions and feel those divisions are entrenched.

Depth of Division forms the y-axis. A country's Division score is the percent who believe their country is very/extremely divided, using POL\_DEG.\*

**POL\_DEG.** Using the scale below, please indicate how divided on key societal issues you believe your country is today. 5-point scale; top 2 box = very/extremely divided.\*

A country's Entrenchment score is on the x-axis. It's the percent who do not believe that their country will be able to work through its divisions, using POL\_PROG. This score was measured *only among respondents who believe their country is very/extremely divided (POL\_DEG/4-5)*.

**POL\_PROG.** How likely or unlikely do you think it is that your country will be able to work through or overcome its ideological divisions and lack of agreement on key issues and challenges? 8-point scale; codes 2-5 = unlikely/neutral, among POL\_DEG/4-5 = Entrenched

The table to the right shows each country's Division and Entrenchment score, as well as the total Polarization score. Cut-points were then determined that would allow us to group countries based their level of polarization. The first step in the cut-point determination process was to look for natural gaps in the scores. We then further tested these cut-points by profiling countries in each of the 4 resulting groupings to make sure that they displayed differences along key polarization-related dimensions. The final cut points used to characterize a country's level of Polarization is shown below.

- **Severely polarized:** sum of 130 or higher
- **In danger of severe polarization:** sum between 115 to 129
- **Moderately polarized:** sum between 80 to 114
- **Not polarized:** sum less than 80

Country	Division (y-axis)	Entrenchment (x-axis)	Polarization score (sum)	
Argentina	87	77	164	
Colombia	74	62	136	
U.S.	67	66	133	
Spain	56	77	133	
S. Africa	61	71	132	
Sweden	51	79	130	
Japan	47	75	122	
Italy	41	79	120	
Brazil	65	55	120	
UK	50	69	119	
The Netherlands	43	75	118	
France	51	66	117	
Mexico	52	65	117	
S. Korea	55	61	116	
Germany	41	75	116	
Australia	35	74	109	
Canada	38	71	109	
Thailand	48	50	98	
Nigeria	49	49	98	
Ireland	32	64	96	
Kenya	39	47	86	
India	35	36	71	
UAE	18	48	66	
Singapore	18	46	64	
Saudi Arabia	18	43	61	
China	14	45	59	
Malaysia	28	27	55	
Indonesia	11	44	55	

\*Division score was calculated using a rebased POL\_DEG excluding respondents who selected "don't know."



Data Analyses Explained:

## How We Defined Polarization Groups

To measure perceptions of societal polarization, we asked two questions, shown at the right. First, we measured the degree of perceived division on key societal issues within each country. Then, among only those who reported their country is very or extremely divided, we measured respondents' belief that their country can work through. Based on their responses to these two questions, respondents were assigned to one of the three groups described here:

- **Not very divided (code 0):** respondents who say their country isn't very divided (POL\_DEG/1-3).
- **Divided, not entrenched (code 1):** respondents who see their country as very or extremely divided (POL\_DEG/4-5), but believe these divisions can be overcome or are not an issue (POL\_PROG/1, 6-8).
- **Polarized: our divisions are entrenched (code 2):** respondents who see their country as very or extremely divided (POL\_DEG/4-5), AND who also believe these divisions can not be overcome (POL\_PROG/2-5).

These categories also defined a three-point polarization scale which was used as the outcome variable in a linear regression we used to identify the drivers of perceptions of polarization as detailed on the regression page.

### Questions related to polarization

**POL\_DEG: Using the scale below, please indicate how divided on key societal issues you believe your country is today.**

1. Not at all divided
2. A little divided
3. Somewhat divided
4. Very divided
5. Extremely divided
99. Don't know / Not sure

**POL\_PROG: How likely or unlikely do you think it is that your country will be able to work through or overcome its ideological divisions and lack of agreement on key issues and challenges?**

1. Ideological divisions and a lack of agreement on key issues are not a problem in this country
2. It will **never happen**
3. Very unlikely
4. Unlikely
5. Neither likely nor unlikely
6. Likely
7. Very likely
8. It will **definitely happen**
99. Don't know / Not sure



## 2023 Edelman Trust Barometer Global Report

# How We Calculated the Determinants of Polarization

We also wanted to know what leads to polarization. We found that distrust, identity, unfairness, and pessimism were significant drivers.

The factors depicted in the report are significant drivers of polarization as determined by a linear regression. Polarization refers to the 3-pt scale described on the polarization definition slide. The full model, depicted below, accounts for 17.71% of the observed variance in polarization scores.

$$\text{Polarization} = (0.2351) + (.3380)\text{DistrustInGovernment} + (.3068)\text{LackOfSharedIdentity} + (.2478)\text{Systemic unfairness} + (.1465)\text{EconomicPessimism} + (.1431)\text{SocietalFears} + (.1062)\text{DistrustInMedia}$$

The coefficient listed next to each factor indicates the increase in the polarization score associated with that factor being present, holding all other factors constant. This standardized value allowed us to rank the importance of each predictor variable and determine what factors drive polarization the most. All coefficients were significant at a  $p < .001$  level.

Drivers	Coefficient
Distrust in government	.3380
Lack of shared identity	.3068
Systemic unfairness	.2478
Economic pessimism	.1465
Societal fears	.1431
Distrust in media	.1062
Constant	.2351

Drivers	Question text and scoring
Distrust in government	<b>TRU_INS.</b> [GOVERNMENT] 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”. <i>9-point scale; bottom 4 box = <b>distrust in government</b></i>
Lack of shared identity	<b>SOC_FAB_STR.</b> How true is each of the following statements regarding the current situation in your country? For each one, please rate how true you believe that statement is using a nine-point scale where one means it is “not at all true” and nine means it is “completely true”. <i>9-point scale; (r1,3,6,7), average score between 1-5 = <b>lack of shared identity</b></i>
Systemic unfairness	<b>POP_MDC.</b> Below is a list of statements. For each one, please rate how true you believe that statement is using a nine-point scale where one means it is “not at all true” and nine means it is “completely true”. <i>9-point scale; (r2,3,18*,19*), average score of 6 or greater = <b>systemic unfairness</b></i> <i>*reverse scored</i>
Economic pessimism	<b>CNG_FUT.</b> 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? Select one response. <i>5-point scale, codes 4,5 = <b>economic pessimism</b></i>
Societal fears	<b>POP_EMO.</b> 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”. <i>9-point scale; top 4 box at a majority of items (r14, 27, 43, 30, 31, 32, 33) = <b>societal fears</b></i>
Distrust in media	<b>TRU_INS.</b> [MEDIA] 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”. <i>9-point scale; bottom 4 box = <b>distrust in media</b></i>



Data Analyses Explained:

## How We Plotted the Institutional Competence and Ethics Scores

We define trust as the combination of competence and ethics. The report features a chart depicting how competent and ethical each of the institution are rated to be. Here's how we calculated each score.

**The competence score (the x-axis of the plot):** An institution's competence score is a net of the top 3 box (AGREE) minus the bottom 3 box (DISAGREE) responses to the question "To what extent do you agree with the following statement? *[INSTITUTION] in general is good at what it does*". The resulting net score was then subtracted by 50, which means that for an institution to qualify as competent, it would require a net difference of 51 points or more in its percentage of top 3-box ratings versus its bottom 3-box ratings. This ensures that an institution could not be considered competent unless there is a majority who rate it as such.

**The net ethical score (the y-axis of the plot):** The ethics dimension is defined by four separate items. For each item, a net score was calculated by taking the top 5 box percentage representing a positive ethical perception minus the bottom 5 box percentage representing a negative ethical perception. The y-axis value is an average across those 4 net scores. Scores higher than zero indicate an institution that is perceived as ethical.

### Respondents were asked:

In thinking about why you do or do not trust *[INSTITUTION]*, please specify where you think they fall on the scale between the two opposing descriptions. *(Please use the slider to indicate where you think [INSTITUTION] falls between the two extreme end points of each scale.)*

Dimension	Ethical Perception	Unethical Perception
Purpose-Driven	Highly effective agents of positive change	Completely ineffective agents of positive change
Honest	Honest and fair	Corrupt and biased
Vision	Have a vision for the future that I believe in	Do not have a vision for the future that I believe in
Fairness	Serve the interests of everyone equally and fairly	Serve the interests of only certain groups of people



## 2023 Edelman Trust Barometer: Analyses

# How We Calculated Belief-Driven Buyers

In the June 2022 Edelman Trust Barometer Special Report: The New Cascade of Influence, respondents were asked a series of questions regarding the role their values, opinions about social issues, and political beliefs played in their purchasing decisions. The Belief-Driven Buyer (BDB) scale was created by averaging respondents' answers to the seven 9-pt agree/disagree scale items, shown in the table to the right.

- Non-belief-driven buyers were those that scored between 1 – 4.99 on the BDB scale, meaning on average they disagreed with these statements.
- Respondents who scored between 5.00 – 9.00 on the BDB scale were classified as belief-driven buyers, meaning on average they saw themselves reflected at least to some extent in these statements

**Respondents were asked:**

Please indicate how much you agree or disagree with the following statements

1.	Even if a company makes the product that I like most, I will not buy it if I disagree with the company's stand on important social issues
2.	If a brand offers the best price on a product, I will buy it even if I disagree with the company's stand on controversial social or political issues
3.	I have bought a brand for the first time for the sole reason that I appreciated its position on a controversial societal or political issue
4.	I have stopped buying one brand and started buying another because I liked the politics of one more than the other
5.	I have strong opinions about many societal and political issues. The brands I choose to buy and not buy are one important way I express those opinions.
6.	I have stopped buying a brand solely because it remained silent on a controversial societal or political issue that I believed it had an obligation to publicly address



**Full  
question  
text**



2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## Personal Economic and Societal Fears

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”.

Shortened	Full
Job loss (net)	Automation and/or other innovations taking your job away Your job being moved to other countries where workers are paid less Cheaper foreign competitors driving companies like yours out of business Not having the training and skills necessary to get a good paying job International conflicts about trade policies and tariffs hurting the company you work for Losing your job as a result of a looming recession Permanent jobs with benefits being replaced by freelance, gig-economy or short-term jobs that do not offer benefits
Inflation	Your pay increases not keeping up with the inflation rate causing you to lose ground financially
Climate change	Climate change leading to drought, rising sea levels and other natural disasters
Nuclear war	International conflicts escalating into nuclear war
Food shortages	Food shortages leading to hoarding, riots, and hunger
Energy shortages	An energy shortage that makes it difficult for you to heat your home, power your appliances, or keep your car fueled



2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## Polarization Fears

NAT\_POL\_CONS. What do you see as the likely consequences of these divisions within your country if they are not addressed?

Shortened	Full
Worsening prejudice and discrimination	The worsening of prejudice and discrimination
Slower economic development	Our rate of economic development will slow, and we will not be well positioned for future prosperity
Violence in the streets	Violence in the streets
Inability to address societal challenges	An inability to adequately address our societal challenges
I will suffer financially	I will suffer financially





2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## Business Engagement on Societal Issues

BUS\_BND. Think about business as an institution, and its current level of engagement in addressing societal needs and issues. When it comes to each of the following areas, please indicate if you think business is going too far and overstepping what it should be doing, is doing just the right amount in regard to this activity, or is not going far enough in its actions and should be doing more.

Shortened	Full
Climate change	Addressing climate change
Economic inequality	Redressing economic inequality, narrowing the opportunity gaps between the richest and poorest in this country, and lifting people out of poverty
Energy shortages	Addressing global energy shortages and increasing energy costs
Healthcare access	Increasing access to good quality healthcare
Trustworthy information	Controlling the malicious spreading of misleading and false information and ensuring the availability of trustworthy information
Workforce reskilling	Doing the workforce reskilling and retraining necessary to keep people employable whose jobs are being eliminated or greatly altered by automation and artificial intelligence



2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## Expectations for CEOs on Societal Issues

CEO\_ISS\_EXP. For each of the following issues, please indicate what you expect CEOs to do.

Shortened	Full
Treatment of workers	Treatment of workers
Climate change	Climate change
Discrimination	Discrimination and the treatment of minority groups
Wealth gap	How to address the gap between the rich and poor
Immigration	Immigration, refugees, and guest workers



2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## Business Can Avoid Being Seen As Politically Motivated

ENG\_ISS\_HOW. You just said that it is possible for a business to engage in addressing contentious societal issues in ways that you would not consider to be political or politically motivated. Which of the following would be ways that a company could do that?

Shortened	Full
Be a trustworthy information source	Be a trustworthy information source regarding an issue but don't take sides
Base actions on science	Show that their actions are based on generally agreed upon facts or well-established scientific evidence
Don't align with only one political party	Show how their engagement on societal issues over time does not consistently align with one political party or another
Act on same values over time	Tie their actions to a set of values that they have consistently supported over time
Link actions to staying competitive	Link their actions to the needs of their business and their ability to stay competitive in the marketplace



2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## CEO Obligations

CEO\_PLAY\_BK. How obligated do you believe CEOs are to take the following actions?

Shortened	Full
Pay a fair wage	Pay a fair wage to all employees and work to ensure that their suppliers are doing the same
Ensure their home community is safe and thriving	Work to ensure that the community in which their organization is headquartered is safe, strong, and thriving
Pay fair corporate taxes	Make sure that their organization pays its fair share of local taxes to help fund government programs meant to improve the education system, increase access to good quality healthcare, expand public services, and provide job retraining to displaced workers
Retrain employees	Retrain workers whose jobs are eliminated due to technology and automation
Defend facts and expose questionable science used to justify bad social policy	Defend facts and expose questionable or fraudulent science being used to justify bad law or social policy
Pull advertising money from platforms that spread misinformation	Pull the organization's advertising money out of media platforms and news outlets that do not adequately control the spread of misinformation



2023 Edelman Trust Barometer:  
Full Text For Answer Choices Abbreviated

## Business Strengthening the Social Fabric

POL\_SOL. How important do you feel each of the following would be to increasing civility among people in your country and strengthening the social fabric that binds people together?

### Shortened

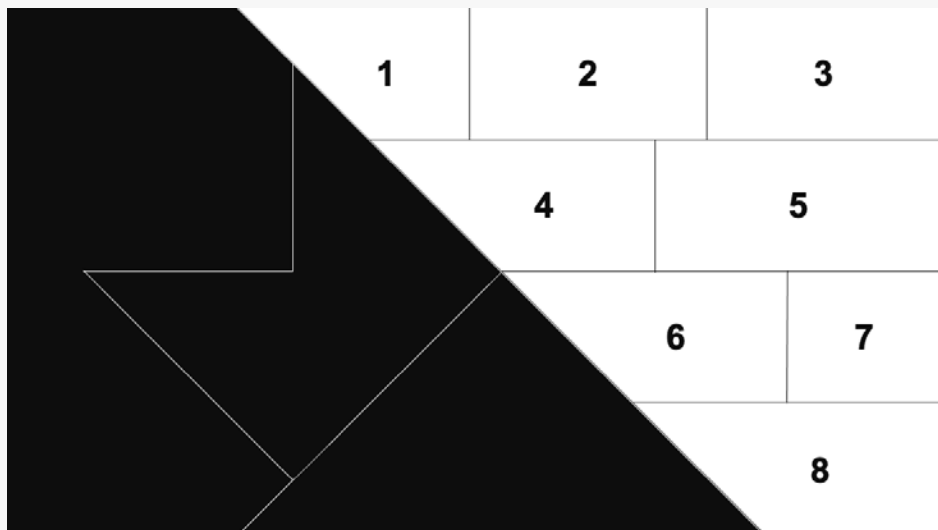
Support politicians and media that build consensus and cooperation (avg)

### Full

Companies using their power and influence to get politicians to engage in consensus building and cooperation

Companies spending their advertising money on media channels and news programs that emphasize cooperation, moderation, and consensus building, and not on those which worsen divisions among different groups of people and support extreme positions





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### Slide 5 Facing Economic Fears Without a Trust Safety Net

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### Slide 14 Distrust Breeds Polarization

*Supporters of Brazilian former President Jair Bolsonaro invade Planalto Presidential Palace on Jan 8 in Brazil: Sergio Lima / AFP via Getty Images*

### Slide 25 Great Expectations, Heightened Risk for Business

*Activists of Trinamool Congress in Kolkata, India display banners and slogans against government policies Dibyangshu sarkar / AFP via Getty Images*

### Slide 31 Navigating a Polarized World

*Volunteers picking up plastics at lakeshore in Germany: Maskot via Getty Images*



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