





Crisis in Leadership

The 2013 Edelman Trust Barometer demonstrates a serious crisis of confidence in leaders of both business and government.



Less than one fifth of the general public believes business leaders and government officials will tell the truth when confronted with a difficult issue. There also is a growing trust gap between institutions and their leaders – globally, trust in business is 32 points higher than trust in business leaders to tell the truth; trust in government is 28 points higher than it is for government officials.

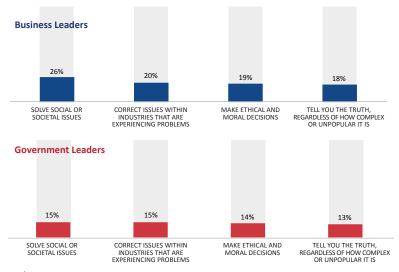
The continuing lack of faith in traditional leaders was reinforced by a series of highly publicized wrongdoings again last year. Former McKinsey managing partner Rajat Gupta was convicted of passing inside information. Bob Diamond resigned as CEO of Barclays after the revelation of rampant fixing of the Libor rate by traders. Bo Xilai was removed from the highest ranks of the Chinese government after exposure of personal corruption.

The research confirms the democratizing trend of recent years – the redistribution of influence from traditional authority figures such as CEOs and prime ministers toward employees, peers and people with credentials, including academics and technical experts. A professor or person like yourself is now trusted nearly twice as much as a chief executive or government official. The hierarchies of old are being replaced by more trusted peer-to-peer, horizontal networks of trust.

The shock of 2008, the subsequent recession and misdeeds by establishment figures have forced a reset in expectations of institutions and their leaders. What a company does as well as how it does it are now both dependent upon trust and credibility. Running a profitable business and having top-rated leadership no longer, alone, build long-term trust. In fact, these operational-based attributes have become an expectation. Today, business builds trust

Crisis in Leadership - Trust in Ethics and Morality Very Low

How much do you trust business and government leaders to do the following?



by treating employees well, exhibiting ethical and transparent practices and placing customers ahead of profits while also delivering quality products and services. Business must embrace a new mantra: move beyond earning the License to Operate – the minimum required standard – toward earning a License to Lead – in which business serves the needs of shareholders and broader stakeholders by being profitable and acting as a positive force in society.

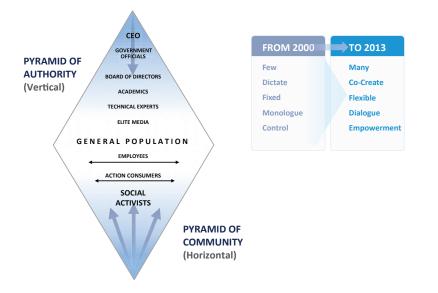
Business must also change the way it engages stakeholders. We are in an era of skepticism; people need to see or hear something three to five times in different places before believing it, and learn equally from traditional and social channels. The traditional pyramid of authority, with elites driving communications top down to mass audiences, is now joined by an inverted pyramid of community - employees, action consumers and social activists involved in real-time, horizontal, constant peer-to-peer dialogue resulting in a new diamond of influence. Smart institutions will use vertical one-way communications while continually participating in the ongoing horizontal conversation.

Times call for **Inclusive Management** in which CEOs and government officials:

- Establish a vision and transparently share reasoning, purpose and results.
- Enlist a broader range of advocates, including employees, action consumers, social activists, academics and think tanks, seeking their input and reaction.
- Embrace all channels of communications, actively listening to new voices of influence, and adapting.
- Shift from vision to implementation with transparent measures guided by continual engagement.

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The New Dynamic: The Diamond of Influence



The times also demand that leaders behave differently. As Jeffrey Sonnenfeld, professor and dean at Yale University, notes: "Reliant, but sidetracked leaders have learned, they cannot rely on their prominent roles or ideas alone to win over key constituents. **Ground**ed Leadership builds legitimacy in key constituent groups and is based in personal dynamism, empathy, authenticity, inspirational goals and courage."

The financial services industry has a tremendous opportunity to be the litmus test for this new approach. With its issues of moneylaundering, bid-rigging and trading-desk-malfeasance and once again being the least-trusted business sector, industry leaders must explain their business model, have understandable and transparent metrics, engage in all channels of communications and prove the industry is working in the public interest. As Professor John Coffee of Columbia University said in a recent editorial in the Financial Times: "Global banks will need to compete not only over price and quality of services but over reputation."

Tomorrow's trusted leaders will authentically embrace Inclusive Management. As Ford CEO Alan Mulally has said: "You learn from everybody."

Ruhan Elman

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Trust Is on the Rise, But Storm Clouds Loom

Building trust has never been more important – nor more challenging

Trust in business, government, media and NGOs is on the rise.

This year, the Trust Index rose from a score of 51 in 2012 to 57 (figure 1). The number of countries that the survey showed to be "trusters" – those with at least a 60 percent average trust in the four institutions – rose from 2012, in which there were eight, to 2013, in which there are nine.

But the intensity of trust in each institution remains low, despite a slight uptick this year, with "trust a great deal" in NGOs the highest at a still-modest 22 percent. "Trust a great deal" is even lower in government (16 percent) and business and media (tied at 17 percent).

Where we might have distinguished trust by geography in the past, today that no longer holds. For instance, while much of Asia falls in the truster category (six of the nine trusters) it's not across the board, with Japan and South Korea, as with much of the developed world surveyed, categorized as distrusters. Of the 17 countries considered neutral or distrusters, 12 of them (71 percent) are developed countries, while only five are emerging countries. But even this distinction does not neatly explain trust levels. One of those five emerging countries is Brazil, for example, which only two years ago, in 2011, was the top global truster at 80. Today, trust Brazilians hold for the four institutions has plunged to 55. Another of the five is Russia, which hasn't shown much increase in trust at all; it's been at the bottom two years running, 32 in 2012 and 36 this year.

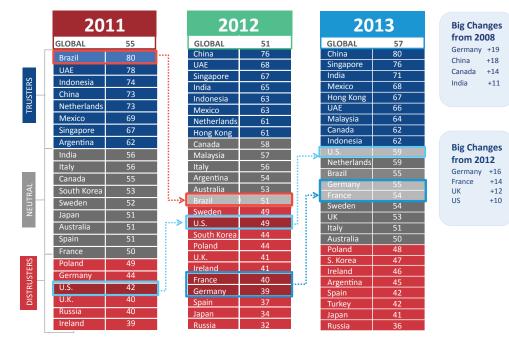
So while there is a correlation between economic performance and trust, performance is not determinative. Other factors come into play (see page 6 for more).

"Informed publics" vs. General Population

The Barometer shows a nine-point contrast in trust between the general population (Trust Index score of 48) and informed publics (Trust Index score of 57), which will make it a challenge for business and government leaders to build consensus and respond to serious issues of the day. Broken down between developed and emerging countries, trust is significantly higher among both the general population and informed publics in emerging countries than in developed countries. In fact, no developed countries were trusters based on the general population and only two of nine were trusters based on the informed publics.

Figure 1: Edelman's Trust Index: After a Year of High Distrust in 2012, Shift Back to Neutral in 2013

Composite score is an average of a country's trust in all four institutions.



Responses 6-9 only on 1-9 scale; 9 highest; Informed Publics ages 25-64

Trust in Institutions – NGOs, Media, Government and Business

Drilling down into trust in each of the four institutions shows some intriguing disparities and one statistical commonality: trust has risen from 2012 across all institutions by 5 points (figure 2).

NGOs. Trust in NGOs remains high, with an overall 88 percent of countries surveyed over 50 percent (the highest is Mexico, an emerging market, at 83 percent; the lowest is Japan, a developed market, at 37 percent). The most notable change over time is in China, where only five years ago trust in NGOs was 48 percent; today it is 81 percent. Three of the top five countries with the highest trust in NGOs, like China, are emerging markets.

Media. Trust in media, at 57 percent globally, continues to improve with a five-point increase from 2012. Sixty-two percent of countries surveyed have a trust score of 50 percent or above, compared to 50 percent of countries surveyed in 2008. Trust is significantly higher in emerging countries than in developed countries (figure 3). Large gaps in trust also exist in how the general population view types of media, with emerging markets placing more trust in social by 32 points, traditional by 14 points, online search engines by 24 points, hybrid by 24 points and owned by 22 points.

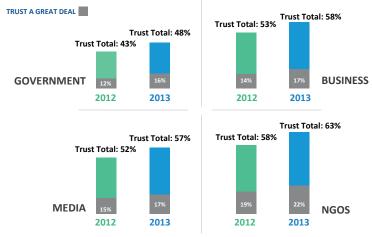
Trust in media breaks down along generational lines, as well. Among all ages in the general population, trust in traditional media and online search engines is highest. But trust in the other three categories of media drops among older generations particularly (age 45+) to an average of 34.5 percent for hybrid, 34 percent for owned and 33 percent for social. Among the youngest generation (ages 18-29), trust is highest in online search engines (61 percent) and lowest in owned media (44 percent).

Government. While trust in government is up, among informed publics it remains below 50 percent in 62 percent of countries surveyed, with 56 percent of those in developed countries.

Fifty percent of the general public who reported trusting government less over the past year agree that "corruption and fraud" and "wrong incentives driving policies" account

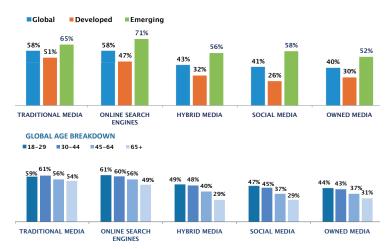
Figure 2: Trust on the Rise Across Institutions, But Weak Intensity Persists

How much do you trust each institution to do what is right?



Responses 6-9 and 8-9 on 1-9 scale; 9 highest; Informed Publics ages 25-64

Figure 3: Mainstream Media Reigns in Developed Markets, Equivalence Among Sources in Emerging Markets



How much would you trust each type of source for general news and information?

Responses 6-9 only on 1-9 scale; 9 highest; General Population

for their distrust most. Government's perceived incompetence (31 percent) also drives mistrust. Government is trusted less than business globally by nine points (59 percent vs. 50 percent).

A powerful gap also exists between trust in government and trust in the credibility of government leaders globally at 28 points with government more trusted than government leaders. In China, that gap extends to 47 points followed by India at 35 points, Germany at 32 points, the U.S. at 28 points and France at 25 points. Government leaders are less trusted than business leaders across the board on a variety of criteria: their ability to solve social or societal issues (15 percent vs. 19 percent); correct issues within industries (15 percent vs. 26 percent); and make ethical and moral decisions (14 percent vs. 20 percent).

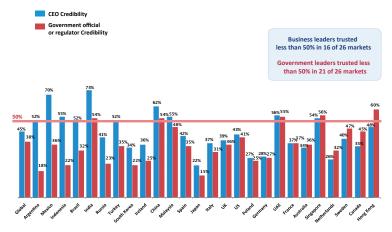
Business. Trust in business, which rose from 53 percent in 2012 to 58 percent in 2013, is 10 points higher than trust in government, which rose from 43 percent to 48 percent.

Business leaders, however, saw minimal trust increases. Globally, only 43 percent of informed publics trust CEOs as credible spokespeople and only 18 percent of the general population trust business leaders to tell the truth regardless of how complex or unpopular the truth is. The Barometer also shows that trust is far lower in developed countries. Of those with trust in CEOs lower than 50 percent, 13 of 16 are developed countries (figure 4).

More significantly, as with government, among the general population, the difference between trust in business and trust in business leaders is nothing short of extraordinary (figure 5). Globally, a 32-point gap exists, while it's a 35-point gap in the U.S., Australia and China; a 34-point gap in India; and a 29-point gap in Germany. As noted above, only 18 percent say they trust business leaders to tell the truth. Business leaders can take little solace knowing that it's even worse for government leaders, at only 13 percent trusting them to tell the truth.

Figure 4: Majority of Markets Find Both Government and Business Leaders Below 50 Percent in Their Credibility Rating

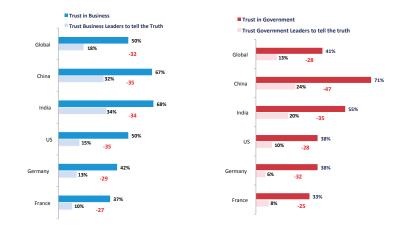
If you heard information about a company from each person, how credible would the information be?



Extremely Credible" and "Very Credible"; Informed Publics ages 25-64

Figure 5: Leadership Trust Gap

Gap in Trust in Institution vs. Trust in Leadership



General Population

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Trust Is Based on More Than Performance Alone

A built-in bias for particular industries, national identities and size impact how people feel

A variety of factors beyond economic performance contribute to trust in business. The Barometer shows that three in particular – industry category, nationality or location of headquarters and size – play key roles in determining trust levels.

Industry. While trust in business is up, among informed publics it's not evenly distributed between industries (figure 6). Of 11 major industries, for the seventh year, technology (77 percent) and, for the fourth year, automotive (69 percent) remain the most trusted. Both may be covered by a "reputation halo" due to a flourishing new product flow, the global nature of their industries and the perception of financial success. Technology and automotive also are most-trusted in both emerging and developed countries.

Food and beverage held steady as third-mosttrusted, modestly moving up from 64 percent in 2012 to 66 percent in 2013. Telecommunications, which fell from its number two position in 2011 (tied with automotive at 67 percent) to number five in 2012 (60 percent) held steady there in 2013 (62 percent). Brewing and spirits has slowly crept up since 2011, from 57 percent to 59 percent in 2012 to 62 percent today. Similarly, consumer packaged goods has risen significantly over the past four years – at 54 percent in 2009, today it is at 65 percent.

Of the 11 industries, banking (50 percent) and financial services (50 percent), on the other hand, bring up the rear once again, though each rebounded from its 2012 depth (47 percent and 45 percent, respectively), a positive if unexceptional change, not one that mitigates the risk they continue to face. Developed countries in particular are driving the low ranking for banks and financial services. (For more, see page 7).

Size. This year for the first time, the Barometer looked at the differences in trust in big business and small business to do what's right, recognizing a significant difference in perceptions of the two. While among informed publics globally trust in big business wins out over trust in small business (70 percent vs. 62 percent), an inverse relationship of trust exists between developed and emerging markets.

Developed countries place greater trust in small business over big business (76 percent vs. 53 percent), with the U.S. trusting small business over big business by 31 points (86 percent vs. 55 percent) and the UK trusting small business over big business by 30 points (78 percent vs. 48 percent).

The opposite is true in emerging countries (79 percent for big business vs. 70 percent for small business), which may see big business as a driver of economic growth and opportunity. In China, for example, big business is more trusted than small business by 24 points (89 percent vs. 65 percent), while the gap in the UAE is 18 points (73 percent vs. 55 percent).

Nationality. Despite growing global mobility and connectivity, among informed publics, trust in companies headquartered in emerging countries continues to face a trust discount. It remains lower than trust in companies headquartered in developed countries. Of 17 countries, the bottom five – Mexico, 31 percent; India, 34 percent; China, 35 percent; Russia, 36 percent; and Brazil, 41 percent – are all emerging. The most-trusted national identities are Canada (76 percent), Germany (75 percent) and Sweden and Switzerland (tied at 74 percent). Global trust in companies headquartered in Canada, Germany and Sweden has remained steady since 2008.

Interestingly, while companies headquartered in a developed country earn trust from those in both developed and emerging markets, companies headquartered in emerging markets tend to be most trusted by those in other emerging markets only.

So trust in companies headquartered in China, India and Brazil, for example, is considerably greater among other emerging countries. A gap of 39 points exists between trust in companies headquartered in China by emerging markets (58 percent) versus developed markets (19 percent). Gaps in trust of 21 points and 24 points exist between emerging markets' and developed markets' trust in companies headquartered in India and Brazil, respectively.

Figure 6: Slight Upticks in Many Scores, Financial Services and Banks Remain Least Trusted

TRUST IN INDUSTRIES Technology #1 in all markets 2012 surveyed 2013 Technology 77% Technology Automotive 66% Automotive Food and beverage 64% Food and beverage Consumer packaged goods Consumer packaged goods Telecommunications 60% Telecommunications Brewing and spirits 59% rewing and spirits 2013: Top 3 in Developed Markets harmaceuticals 56% Energy #1 Technology #2 Automotive #2 Brewing & Spirits Energy 53% Pharmaceuticals Media 51% Media 2013: Top 3 in Emerging Markets Banks Panke #1 Technology #2 Automot #3 Consumer Packaged Goods #3 Energy Financial services 45% Financial services

How much do you trust businesses in each of the following industries to do what is right?

Responses 6-9 only on 1-9 scale; 9 highest; Informed Publics ages 25-64

Plagued by Scandal, Trust in the Financial Services Industry Takes a Hit

Globally, 63 percent say banking and financial services behaviors are common across all business

Hardly a month passed in 2012 without another financial services organization in crisis management. Whether allegations of mortgage fraud at Deutsche Bank or money laundering at HSBC, Libor manipulation at Citi and Barclays (to name just two, both of which lost their CEOs over it) or rogue traders at UBS, scandals drove news coverage. In turn, among informed publics surveyed, 56 percent of whom say that over the past year they have been aware of banking or financial services scandals, the industry's reputation suffered.

In fact, the Trust Barometer shows globally a dip in trust in banks from 56 percent in 2008 to 45 percent today (figure 7). Of the 18 countries for which the Barometer has data back to 2008, over that time trust in banks dipped in nine, eight of which are developed countries. Over the past two years, trust in banking in the U.S. has doubled from its lowest point at 25 percent in 2011 to 50 percent in 2013. Eurozone trust in banking reached its low point in 2012.

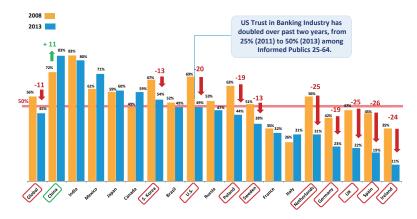
Much of the trust people place in the banking and financial services industry rests on two attributes: perceived performance and perceived behavior. In both, banks have fared poorly.

Performance: Of the top six areas in which banks operate – lending to small business, providing home mortgage loans, offering credit cards, trading and investing in government debt, ensuring privacy of personal information and overseeing IPOs – in five of them, fewer than 40 percent of informed publics in developed countries rate them doing well, while the lone holdout, ensuring privacy of personal information, still remains below 50 percent. In emerging countries, privacy is the only area in which trust is more than 50 percent.

Canada and China rate banks as doing well in more than one of these six areas – two in Canada, where overall trust in banks is 59 percent, and five in China, where trust in banks is 80 percent. In the UK, where overall trust in banks is 29 percent, all six areas fall below 40 percent trust.

Figure 7: Severe Drops in Trust in Banks Over Five Years, 2/3 of Markets Now Below 50 Percent Trust Level

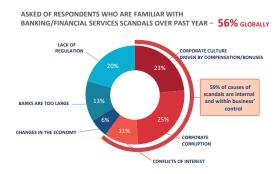
How much do you trust the banking industry to do what is right?



Responses 6-9 only on 1-9 scale; 9 highest; Informed Publics ages 35-64

Figure 8 : Trust Deficit in Banks Linked to Culture

What do you think is the biggest cause of banking/financial services scandals?



Informed Publics, Ages 25-64

Behavior: Among informed publics, the many banking scandals of 2012 have caused a significant trust deficit linked to culture, corruption and conflicts of interest (figure 8). Specifically, among those who are familiar with banking/financial services scandals over the past year, 25 percent of people felt corporate corruption was the biggest cause of scandal while 23 percent blamed corporate culture driven by compensation and 11 percent blamed conflict of interests. Cumulatively, these account for 59 percent. People also point to lack of regulation (20 percent), banks being seen as too large (13 percent) and changes in the economy (6 percent).

As performance becomes a less important factor in earning trust (see page 9), the importance of how business behaves is growing. Only one in five respondents feel business leaders will make ethical and moral decisions and only 18 percent expect business leaders to tell the truth. Clearly important, these behavioral aspects represent a growing concern for people who see these behaviors as fully within the control of business.

So the question becomes: to recapture and expand trust, do leaders in banking and financial services have what it takes (and are they willing to modify their behavior) to overcome a damaged industry reputation? Moreover, will business leaders (outside financial services) and governmental leaders, all of whom the Barometer suggests are tarred with the same brush, listen and learn?



Who Is Trusted, When Are They Trusted, Where Are They Trusted?

CEOs have a role to play, but it's not always at center stage

CEOs may lead the organization, but an organization's CEO is not always the right person to be its leading public voice. In fact, the types of individuals that topped the 2013 list of most credible spokespeople remains the same – experts (academic or technical) and peers (a person like yourself). CEOs had a 5 percentage point increase in trust from 2012 to 2013 among informed publics, though overall, trust, at 43 percent, remains uninspiring by comparison.

When comparing the ranking of credibility between these five spokespeople in 2009 and 2013, the ranking is consistent, though, both "a person like yourself" and "a regular employee" have trended up the most since 2009, even more so than an academic or expert on company issues (from 59 percent to 68 percent). For a person like yourself, trust has risen from 47 percent to 60 percent; for a regular employee trust has risen from 30 percent to 49 percent. These findings underscore the need for business to deploy an echo chamber of third parties to reinforce a company's vision to build trust among all stakeholders.

Among the general population the 2013 Barometer reveals that it's not only important to take into account which people are communicating on behalf of an organization, but where – in what type of media – they're communicating.

Traditional media. When it comes to communicating in the traditional media, academics and media spokespeople are most trusted in print (newspapers and magazines) – 24 percent and 25 percent, while media spokespeople (who are usually media trained) are most trusted on television (32 percent). **Hybrid media and social media.** In new media – social networking sites, blogs and microblogging sites like Twitter – CEOs are least credible. Instead, activist consumers are most trusted communicating on these platforms – by double.

Owned media. The Barometer proves that CEOs are rarely the most trusted spokesperson except via perhaps the most official platform – that is, the company website (27 percent).

When it comes to what topics and issues spokespeople are most able to credibly address, CEOs are most trustworthy in addressing operational issues only, such as, business practices, financial performance and the accomplishments of senior leadership (figure 9).

Peers such as the employee or activist consumer, on the other hand, can speak most credibly to more societal issues, such as employee programs and benefits, crisis situations, customer satisfaction, the environment and community involvement.

Understanding who can strengthen (or weaken) trust, and where they're best used, can go a long way to building trust since the right people are used in the best possible way, no longer addressing issues about which they are not trusted.

Figure 9: Influencer Message Mapping

Who is trusted MOST to provide you with credible and honest information?

		Company's CEO	Company's Employee	Passionate or Activist Consumer	Academic	Media Spokesperson
ENGAGEMENT	A company's employee programs, benefits & working conditions	21%	63%	16%	13%	11%
	How a company serves its customers and prioritizes customer needs ahead of company profits	19%	30%	44%	16%	15%
INTEGRITY	A company's situation in a time of crisis	30%	35%	18%	22%	23%
PRODUCTS	A company's innovation efforts and new product development	31%	31%	27%	25%	13%
PURPOSE	How a company uses its resources and influence to support the environment	21%	26%	34%	27%	13%
	How a company supports programs that positively impact the local community	22%	27%	(35%)	20%	23%
	Partnerships with NGO's and effort to address societal issues	(25%)	20%	25%	23%	15%
	A company's financial earnings & operational performance	34%	27%	23%	23%	12%
	A company's business practices, both positive & negative	23%	36%	29%	21%	15%
	Accomplishments about a company's senior leadership	35%	34%	17%	19%	19%

Business Must Embrace Engagement and Integrity

Importance of operations decreased dramatically over the past five years

The economic collapse in 2008 and numerous high-profile corporate scandals, driven by the greed and improprieties of leadership, have dramatically altered the trust dynamic between stakeholder and institution. The internal and external actions of a company and executive behavior are now linked with immediate impact on the trust and credibility of a business. But stakeholders now view the relevancy of each differently than they did in 2008.

Data shows that in 2008, among the general population, corporate reputation was driven primarily by operational excellence (76 percent). But over the past five years the criteria people use to consider leadership has gone through an extraordinary transformation. Today, operational excellence, at 39 percent, has fallen to near the bottom of the 16 trust building attribute ranking revealed by the Barometer. They are merely "table stakes" – fundamental competencies everyone expects companies to exhibit, but not much more.

Attributes that have risen in importance to build trust are more engaging, external-facing behaviors and policies that ultimately contribute to personal satisfaction ("treats employees well"), customer satisfaction ("listens to customer needs and feedback") and the greater good ("has ethical business practices," "places customers ahead of profits" and "has transparent and open business practices") (figure 11).

These 16 trust-building attributes are grouped into five trust performance clusters – in order of importance (figure 10):

- engagement
- integrity
- products and services
- purpose
- operations

Companies, however ably or sincerely, that still operate by 2008 standards are missing opportunities to maintain and build trust among stakeholders. It is those enterprises that adapt to a world in which engagement, integrity and purpose are more important to trust than financial returns that will earn the License to Lead.

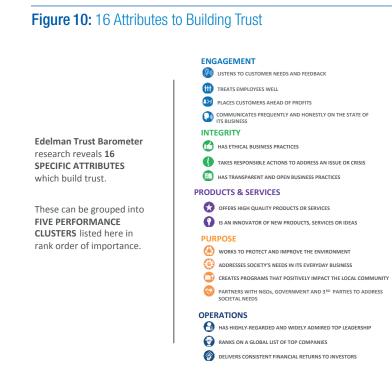
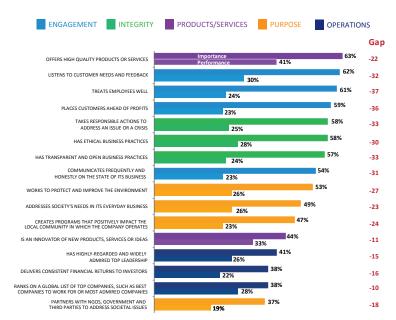


Figure 11: Trust Building Attributes – Large Gap in Expectation vs. Performance

How important are each of the following actions to building trust?



Responses 8-9 only on 1-9 scale, 9 highest; General Population

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A PATH FOWARD

A New Influence Dynamic Underpinned by Public Engagement

Welcome – and get used to – a world in which what companies do is not as important as how they do it

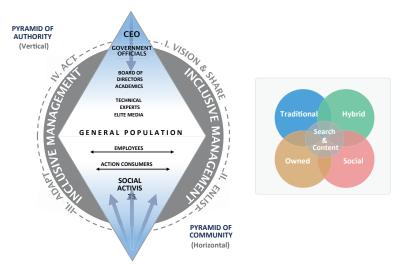
It wasn't long ago that communications was top down, with organizational leaders on high, imparting what people needed to know vertically. It was a traditional pyramid of influence – with elites at the pinnacle and the general population on bottom. Choice of media was limited, national boundaries were a given and authority figures were revered (Joseph Alsop, Walter Annenberg, Jack Welch, etc.). The advertising industry took care of speaking directly to "the people."

Today, the traditional pyramid of influence has been rechristened the pyramid of authority. It hasn't disappeared, but it has been joined by an inverted pyramid of community – engaged employees, action consumers and social activists involved in real-time and continual peer-to-peer dialogue – resulting in a new diamond-shaped influence dynamic and inclusive management model with the general population in the middle, at the diamond's widest point – the mission-critical center (figure 12).

Unlike the vertical flow of information previously the norm, where information flowed down from the CEO to the general population, within the pyramid of community, information flows horizontally between its members and simultaneously bubbles up, eventually to the CEO.

Those in the upper half of the diamond can lead the dialogue on what an organization does, but that will only get them so far. Today, it's how a company does what it does that matters. And it's those in the lower half of the pyramid who are concerned with the "how" the most. It is with them that leaders must engage to ensure the how is understood, noticed, supported and even celebrated.

This means that leaders not only need to pay attention to those within the bottom half of the diamond, but they need to actively engage with them across the media cloverleaf (mainstream, hybrid, social and owned media) to reach them when and where they are (though as noted in page 8, CEOs may not be the ones actually doing the engaging). It's here where engagement, integrity and purpose – those clusters of behaviors necessary to building **Figure 12:** Embrace the new mandate: inclusive management Activate across media cloverleaf, base in grounded leadership



trust in today's skeptical, cluttered, multiplatform world – are won or lost.

Certainly to maintain the License to Operate CEOs still need to have the vision. But now, driven by 360-degree transparency and this new inclusive management model, a vision won't result in License to Lead without robust engagement, vertically and horizontally within the diamond, over how that vision is brought to life. CEOs must:

- share their vision through ongoing dialogue with those in both halves of the diamond and begin to close the gap between the expectations people have in a company in the 21st century and actual performance, which often lags;
- enlist everyone in their vision by asking the right questions, observing reactions and behaviors, and listening to what people want, need, like, dislike, etc.;
- adapt what they've seen and heard from social activists, action consumers, employees and others in real and measurable ways; and
- act responsively (and responsibly) by turning feedback into genuine action as they innovate, build and market products and services that meet consumer expectations yet still reflect and reinforce the CEOs vision.

Underpinned by what we call public engagement – when policy and communications are unified to realize the full aspiration of public relations – this new inclusive management model, reflected in the diamond-shaped influence dynamic, allows business to build trust and become a positive force in society by giving them both the permission and the means to participate meaningfully in an ongoing global conversation.

About the Edelman Trust Barometer

The 2013 Edelman Trust Barometer is the firm's 13th annual trust and credibility survey. The survey was produced by research firm Edelman Berland and consisted of 20-minute online interviews conducted on October 16th - November 29th, 2012. The 2013 Edelman Trust Barometer online survey sampled 26,000 general population respondents with an oversample of 5,800 informed publics ages 25-64 across 26 countries. All informed publics met the following criteria: college-educated; household income in the top quartile for their age in their country; read or watch business/news media at least several times a week; follow public policy issues in the news at least several times a week. For more information, visit http://trust.edelman. com/or call 212.729.2166.

About Edelman

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On the cover, from top left: HSBC: REUTERS/ Bobby Yip; UBS Protest Sign: REUTERS/Luke MacGregor;Bob Diamond: REUTERS/ Luke Mac-Gregor; Bo Xilai: REUTERS/ Cheryl Ravelo ; Lance Armstrong: by Sebastian David Tingkær; Angela Merkel: REUTERS/ Sebastien Pirlet; Rajat Gupta: REUTERS/ Brendan McDermid; George Entwistle: Associated Press/ Rex Featu

