

# 2023 Edelman Trust Barometer

Special Report: Trust at Work



# 2023 Edelman Trust Barometer Special Report: Trust at Work

## Online survey of employees in its 3rd year

Fieldwork conducted: July 20 – Aug 1, 2023

**7** Countries  
**6,977** Respondents  
**1,000+/-** Respondents per country\*\*

Brazil    China    Germany    India    Japan    UK    U.S.

*Data collected is representative of employees across ages, gender and regions within each market. For more information on the audiences surveyed, please refer to the Technical Appendix.*

\*\*The sample size varies by country from 986 to 1,003.  
7-market global data margin of error: General population +/- 1.5 percentage points (n=6,977)  
Country-specific data margin of error: General population +/- 4.1 percentage points (varies by country based on sample size, n=986 to n=1,003)  
Margin of error is calculated at the 99% confidence level

### Statistical significance

 **Significant change**

Indicates a mathematically significant change in data that can be attributed to a profound change rather than chance.

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

### Shortened Question Text

Throughout the report, question text has been edited for readability. The full text for all shortened text is included in the Technical Appendix. Note that the some of the items from the question about job seeker expectations (EMP\_IMP) also appear in highly shortened form on pg 10.

For full details, please refer to the Technical Appendix



# Trust in the Workplace Since 2019: The Expanding Employer Remit

Jan 2019

**Employers Most Trusted**

Employers are the most trusted institution

*2019 Edelman Trust Barometer*

Apr 2020

**Employers Critical to Pandemic Response**

Employers more trusted to respond to the pandemic than other institutions

*2020 Edelman Trust Barometer Special Report: Trust and the Coronavirus*

Sept 2021

**The Belief-Driven Employee**

Employees choose their employer based on values and beliefs

*2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee*

June 2022

**Gen Z Redefines Work**

Gen Z is changing our willingness to pressure employers for change

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

Sept 2022

**The Workplace as Island of Civility**

Employees are more comfortable discussing controversial issues with coworkers than with neighbors

*2022 Edelman Trust Barometer Special Report: Trust and the Workplace*

Sept 2023

**The Workplace Reconsidered**

Employers must rethink what work means to employees

*2023 Edelman Trust Barometer Special Report: Trust at Work*



# Employers Face Cascade of Expectations



# Amid Economic and Geopolitical Tensions, Job Loss Fears Spike

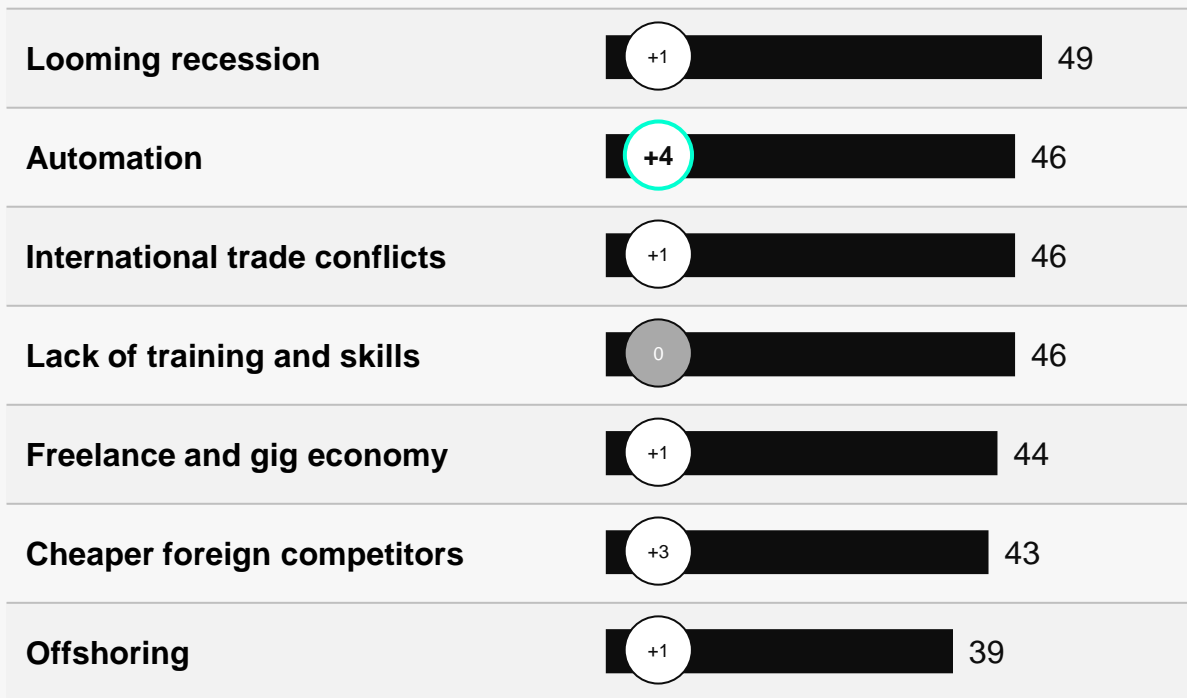
Percent of employees who worry

**GLOBAL 7**    - 0 + Change, Sept 2022 to Sept 2023    Significant change

I worry about **losing my job** due to one or more of these reasons (net) →

**78%** **+5 pts**

Greatest increases in:	Japan	77	+13
	Germany	70	+10



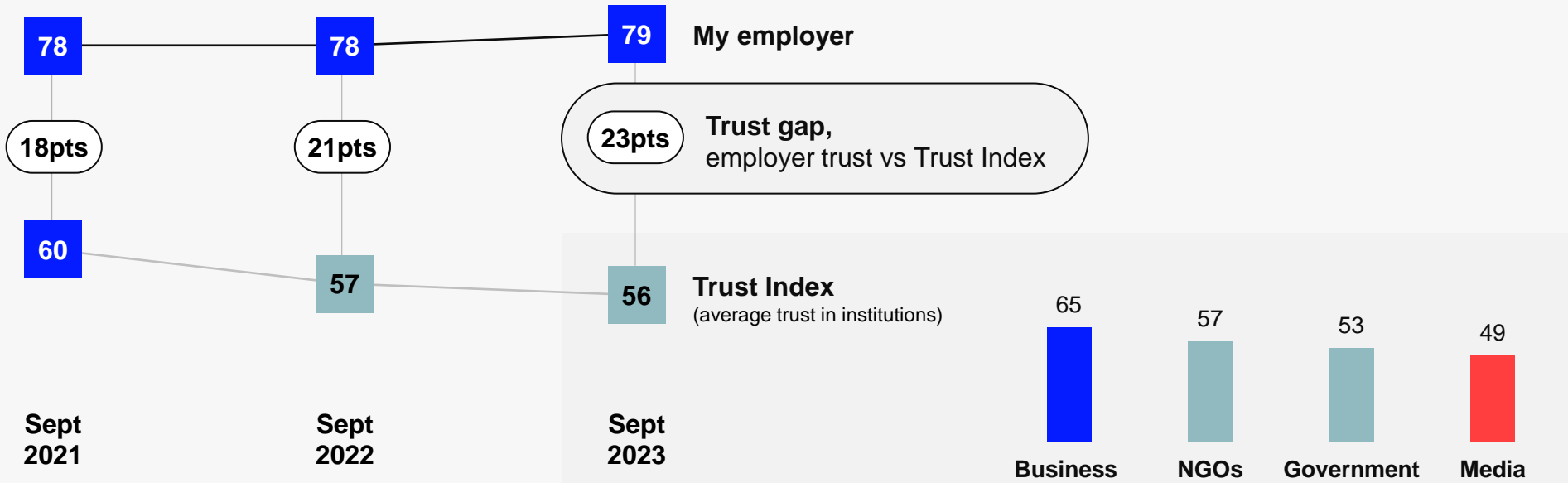
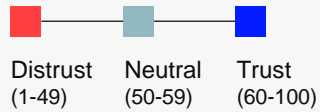
2023 Edelman Trust Barometer Special Report: Trust at Work. POP\_EMO. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? 9-point scale; top 4 box, worried. Question asked of half the sample. 7-mkt avg. Job loss is a net of attributes 1-3, 5, and 22-24. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Trust Gap Grows Between My Employer and Other Institutions

Percent of employees who trust

GLOBAL 7



2023 Edelman Trust Barometer Special Report: Trust at Work. 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. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).



# My Employer Outperforms All Other Institutions on Competence and Ethics

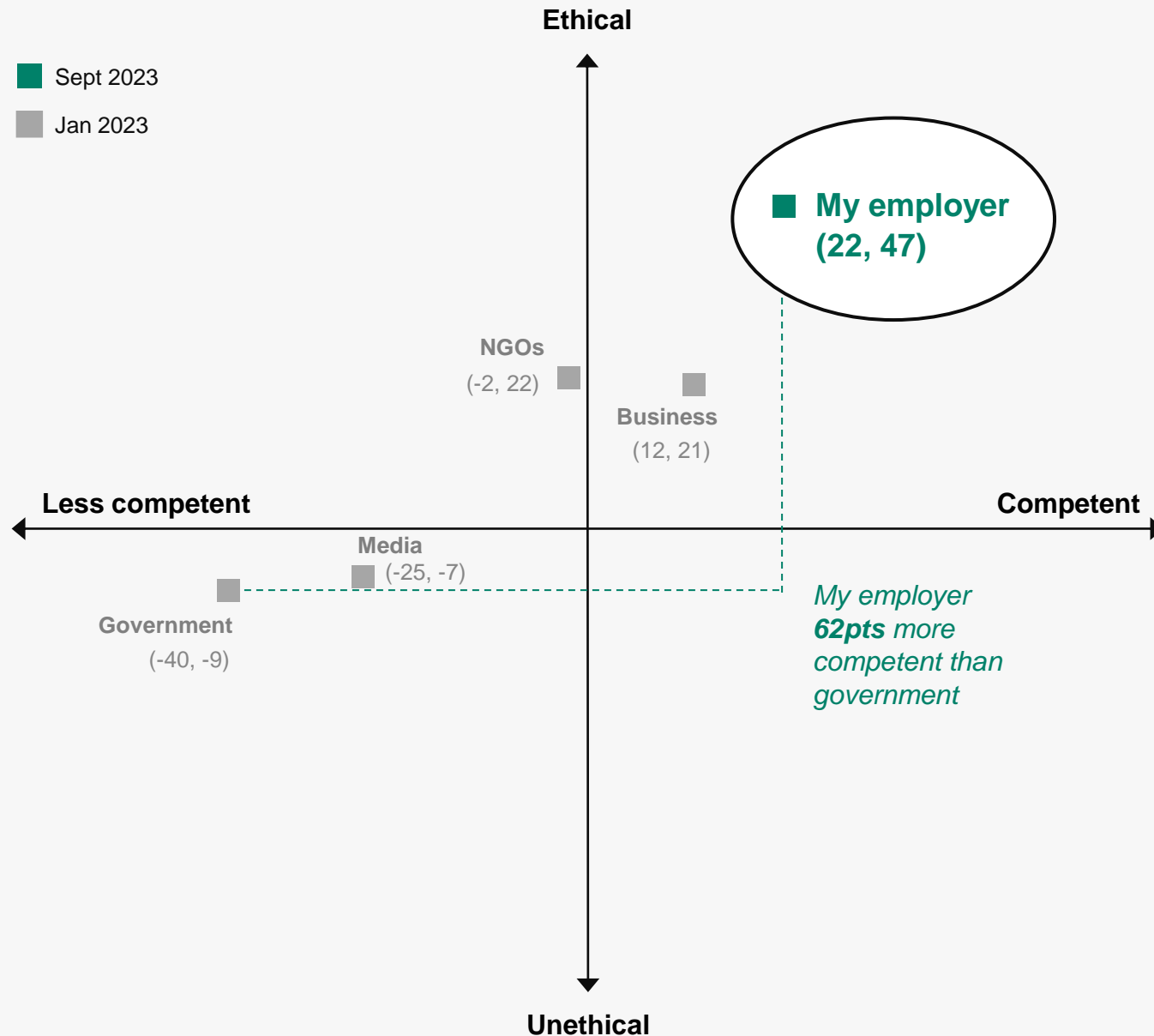
(Competence score, net ethical score)

GLOBAL 6 Excludes China

**2023 Edelman Trust Barometer Special Report: Trust at Work.** The ethical scores are averages of nets based on EMP\_PER\_DIM/1-4. The competence score is a net based on TRU\_3D\_EMP/1. 6-mkt avg. Data filtered to exclude China. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

**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, 6-mkt avg. Data not collected in China. All data is filtered to be among employees who work for an organization or corporation (Q43/1).

For full details regarding how this data was calculated and plotted, please see the Technical Appendix.



# Employer Media Most Believable, More than Government Information or Any Media

Percent of employees who believe information from each source automatically, or after seeing it twice or less

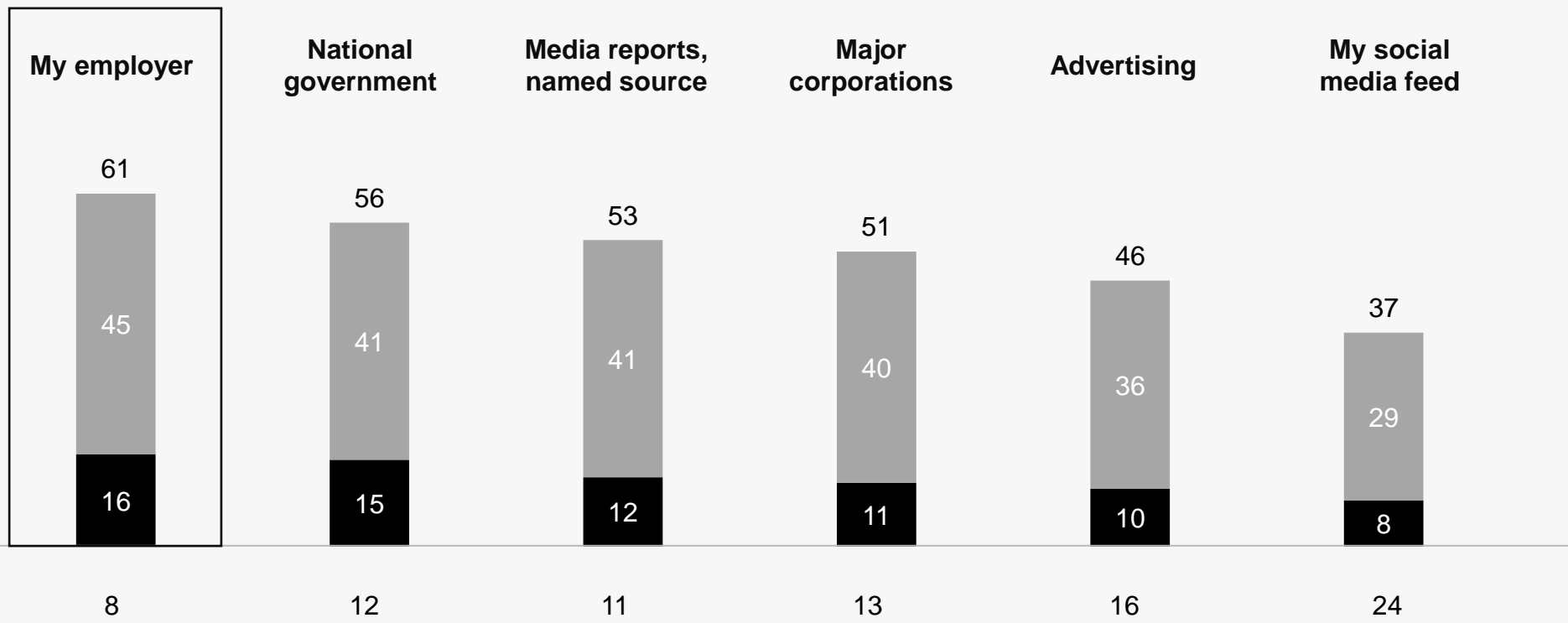
GLOBAL 7

Communications from...

Nr. of times they need to see information repeated before believing it:

- Once or twice
- If I see it here, I will automatically assume it is true

I will never believe it is true if this is the only place I see it



2023 Edelman Trust Barometer Special Report: Trust at Work. HEAR\_TIME1. When you see a new piece of information or a news story in each of the following information sources, how many times do you need to see it or hear it repeated in that same type of information source before you believe it is really true? Question asked of half the sample. "Once or twice" is a sum of codes 2 and 3. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).





# Job Seekers Scrutinize Whether CEOs Speak Out on Controversial Issues

Percent of employees who say each is a **strong expectation or deal breaker** when considering a job

GLOBAL 7 ● ○ + ○ Significant change

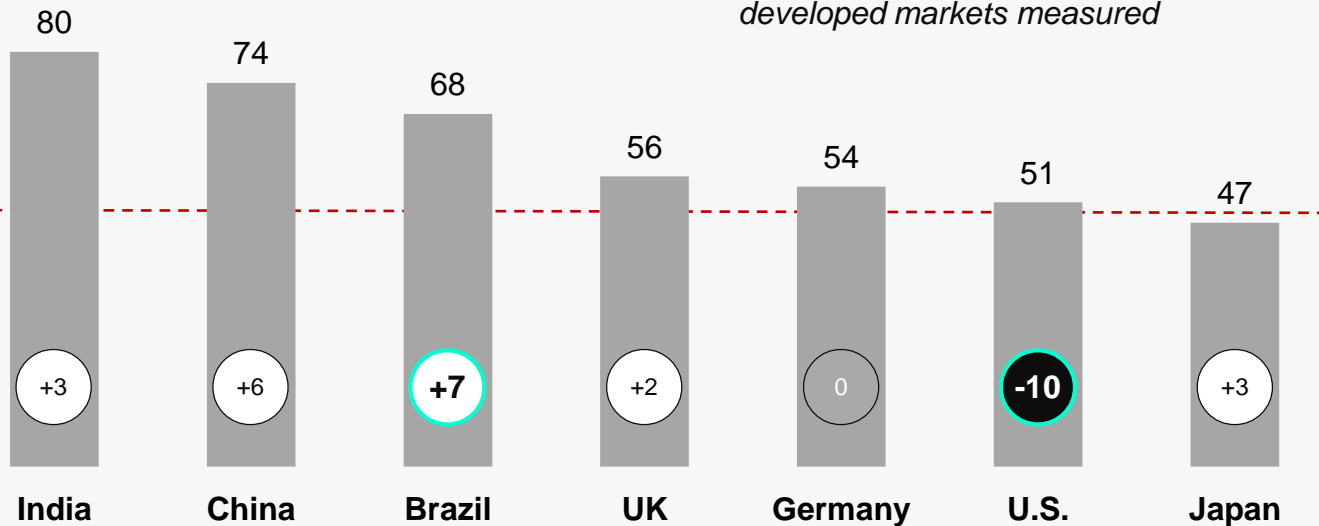
When considering a job, I expect the **CEO to speak publicly about controversial issues I care about**

**61%**

**+2 pts**  
Change, Sept 2022 to Sept 2023

Over majority agreement **50%**

*Decline in U.S., far lower expectation in developed markets measured*



2023 Edelman Trust Barometer Special Report: Trust at Work. 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). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Expectations for Advancement, Empowerment, Societal Impact All Grow

Average percent of employees who say each is a **strong expectation or deal breaker** when considering a job

GLOBAL 7  Change, Sept 2022 to Sept 2023  Significant change

## Career advancement (avg)



- Competitive wages
- Work experience
- Training
- Career opportunities

## Personal empowerment (avg)



- Regular communication
- Truthful information
- Easy employee input
- CEO embodies values
- Employees in planning
- Employee diversity

## Societal impact (avg)



- Reflects my values
- Greater purpose
- Meaningful work
- Social impact
- Listens to employees
- CEO takes a stand

2023 Edelman Trust Barometer Special Report: Trust at Work. 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). "Career advancement" is an average of attributes 1-4; "Personal empowerment" is an average of attributes 5-6, 8-11; "Societal impact" is an average of attributes 12-17. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. Attribute text has been shortened for readability; please see the full text in the Technical Appendix.



# Employees Want a Work-Life Reset

Percent of employees who say

GLOBAL 7

Because of everything that has happened in the world over the past few years, **I am reevaluating how I spend my time**

It is more important than ever that **employers rethink what work means** to employees

67%

72%



# Gen Z Leads Push for More Meaning at Work



# From Work-Life Boundaries to Societal Issue Involvement, Young Employees Redefine Meaning of Work

Percent of employees who say

GLOBAL 7

I have been influenced by my **coworkers in their twenties** in one or more of these areas (net)


# 93%

Top 7 of 11:



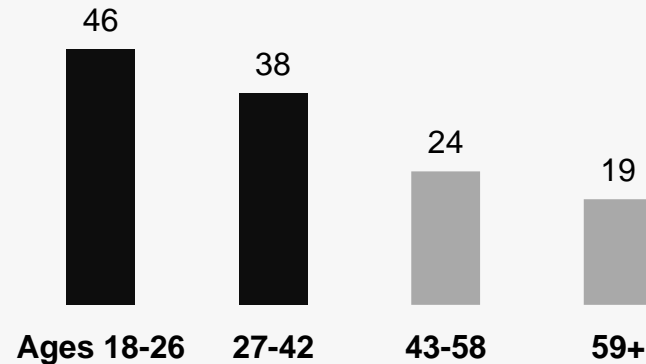
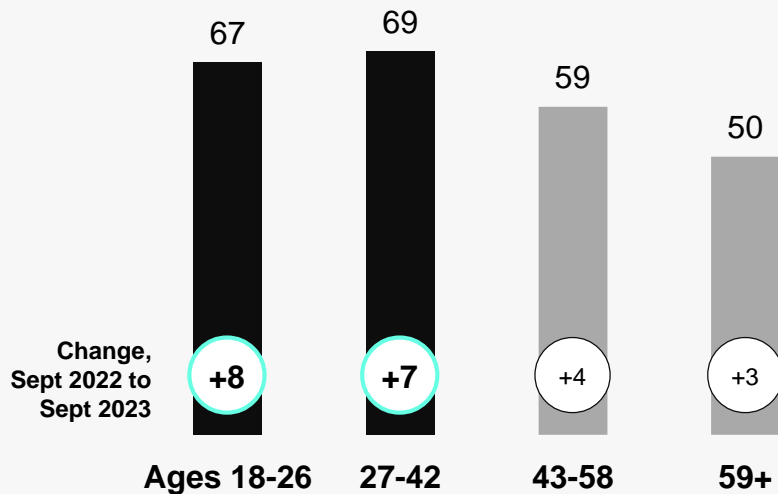
# Gen Z and Millennials Bring the Outside World Into the Workplace

Percent of employees who say

GLOBAL 7  Significant change

**I frequently engage in conversations with my coworkers about important societal issues**

**I am regularly so distraught over what is happening in the news that I am unable to function at work**



2023 Edelman Trust Barometer Special Report: Trust at Work. CIVIL\_ROLE. To what extent do you agree or disagree with the following statements? 9-point scale; top 4 box, agree. Question asked of half the sample. CNG\_ATT. To what extent do you agree or disagree with the following statements? 9-point scale; top 4 box, agree. Question asked of half the sample. 7-mkt avg., by generation. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Young Coworkers Influence Our Willingness to Pressure Employers

Percent of employees who say

GLOBAL 7  Significant change

**Coworkers in their twenties**  
have influenced...

...my willingness to pressure  
my employer to change things  
I do not approve of

...my openness to unions  
or labor organizations



2023 Edelman Trust Barometer Special Report: Trust at Work. KID\_INFLU\_WRK. To what degree, if any, would you say that the following things about you and your behavior in the workplace today have been influenced by your coworkers in their twenties? 5-point scale; top 3 box, moderately to entirely. Question asked of half the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# Across Generations, Employees Want Their Work To Shape The Future

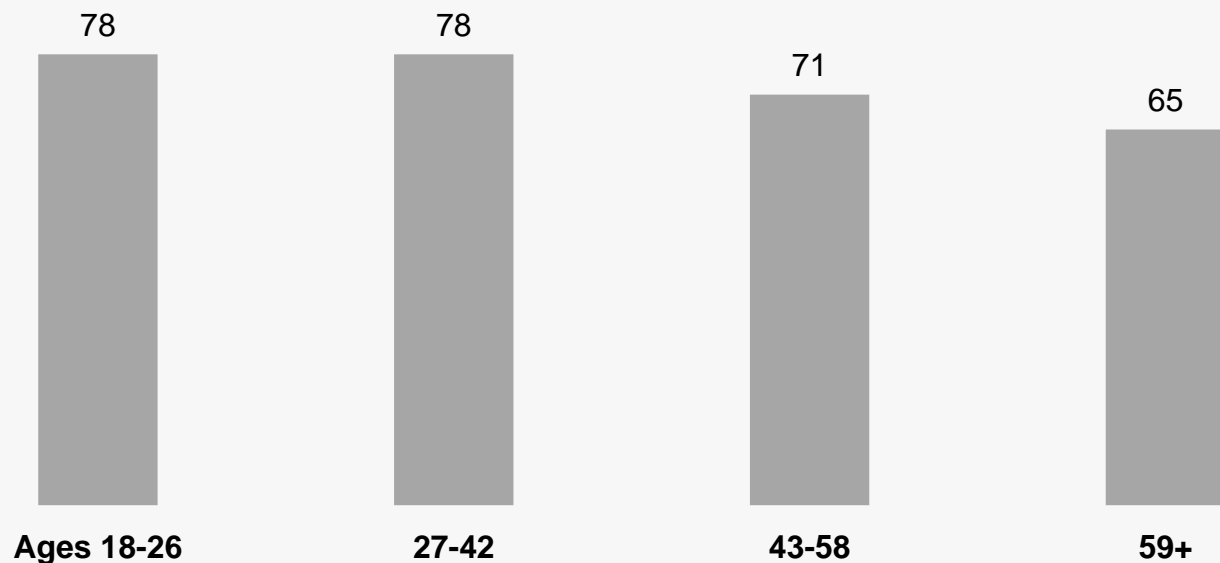
Percent of employees who say each is a **strong expectation or deal breaker** when considering a job

GLOBAL 7

When considering a job, I want the opportunity to do work that will **shape the future** in some meaningful way

# 74%

*Nearly 8 in 10 Gen Z and millennials expect to shape the future through work*





# Employees Push for More Influence



# Belief that Employee Pressure Can Change Almost Anything About Their Organization Grows

GLOBAL 7 Change, Sept 2022 to Sept 2023 Significant change

## Which best describes your view?

A large group of employees...

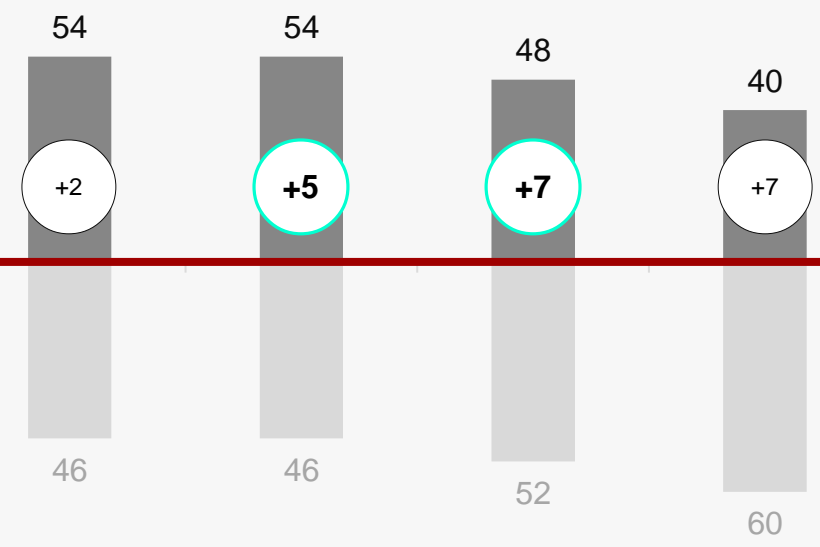
...exerting strong pressure **can get our organization to change almost anything about itself**

**or** ...cannot force our organization to change anything that the organization itself does not want to change

**50%** **+5 pts**

Ages 18-26      27-42      43-58      59+

*Significant increases among millennials and Gen X*



2023 Edelman Trust Barometer Special Report: Trust at Work. EMP\_CHOICE3. You are about to see a series of two choices. We want you to choose the one that best describes your perceptions of the workplace. Question asked of half the sample. 7-mkt avg., and by generation. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



# 2021 to 2023: Employees More Willing To Partner For Change, Rather Than Take It Public

Percent of employees who say

GLOBAL 7 Change, Sept 2021 to Sept 2023 Significant change

To produce or motivate urgently necessary changes within my organization, I would be willing to...

## Work with my employer (net)

Contact direct manager or HR  
Petition senior management  
Directly communicate to senior management



## Take it public (net)

Campaign on social  
Whistleblowing  
Go on strike  
Protest  
Leak internal documents



2023 Edelman Trust Barometer Special Report: Trust at Work. POW\_HOW. What would you personally be willing to do in order to produce or motivate what you consider to be urgently necessary changes within the organization you work for? Pick all that apply. Question asked of half the sample. 7-mkt avg. "Work with my employer" is a net of attributes 1-3; "Take it public" is a net of attributes 4-5, 7-9. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. These attributes track back to the 2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee.

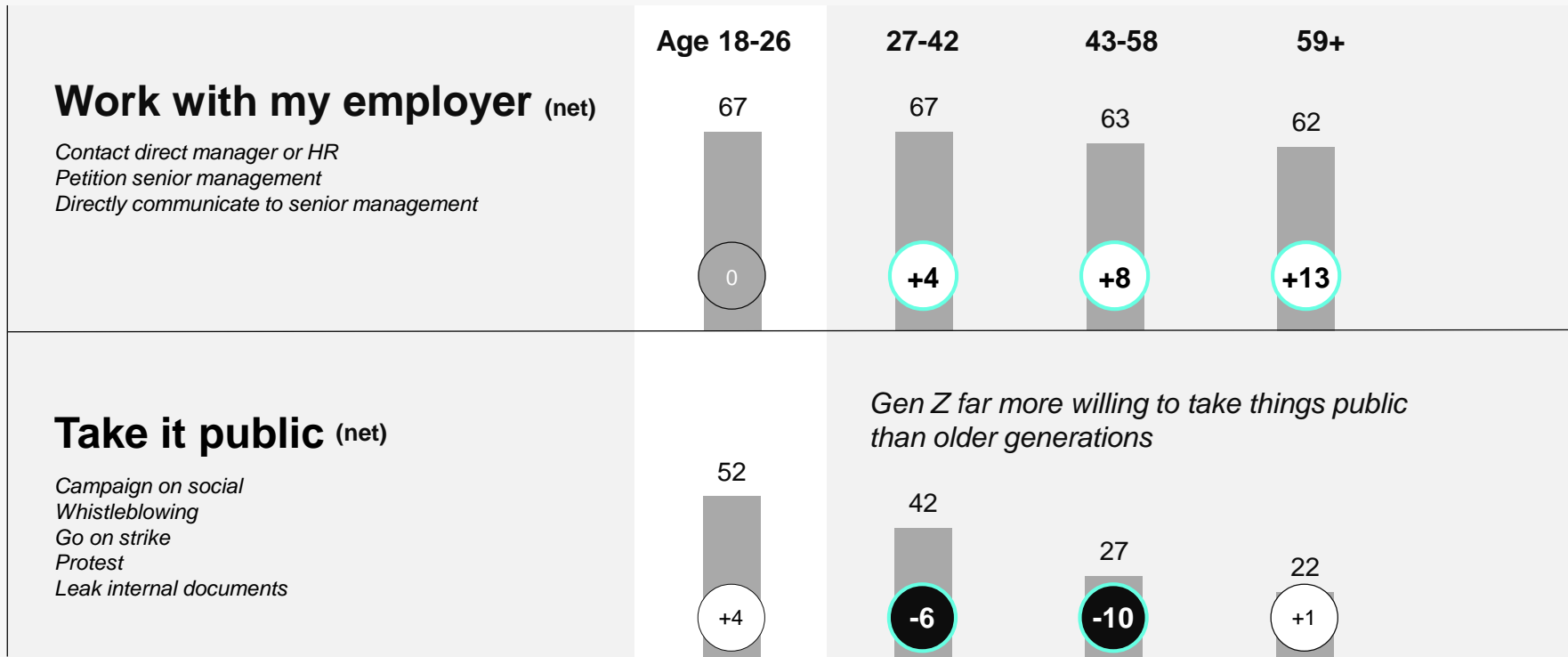


# 1 in 2 Gen Z Willing to Go Public to Push for Change at Work

Percent of employees who say

**GLOBAL 7**  **Change, Sept 2021 to Sept 2023**  **Significant change**

To produce or motivate urgently necessary changes within my organization, I would be willing to...



2023 Edelman Trust Barometer Special Report: Trust at Work. POW\_HOW. What would you personally be willing to do in order to produce or motivate what you consider to be urgently necessary changes within the organization you work for? Pick all that apply. Question asked of half the sample. 7-mkt avg., by generation. "Work with my employer" is a net of attributes 1-3; "Take it public" is a net of attributes 4-5, 7-9. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. These attributes track back to the 2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee.

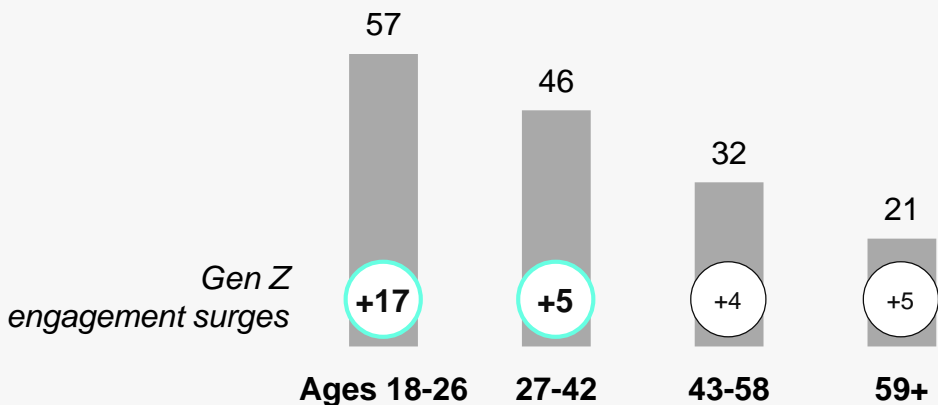


# 2021 to 2023: More Employees Are Sharing and Posting Employer-Related Content

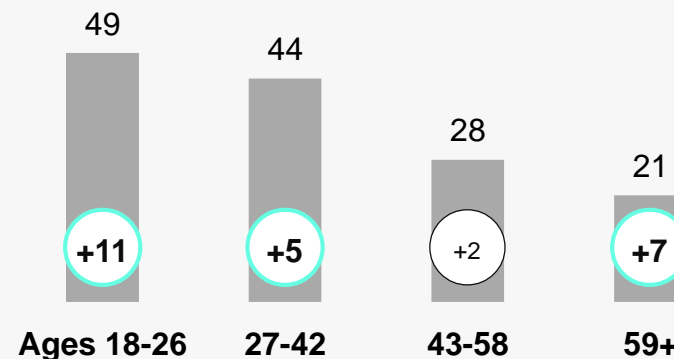
Percent of employees who say they engage in the following activities weekly or more

**GLOBAL 7**    - 0 +    Change, Sept 2021 to Sept 2023    Significant change

### I share news coverage on social media about my employer weekly or more often



### I post my own content about my employer weekly or more often

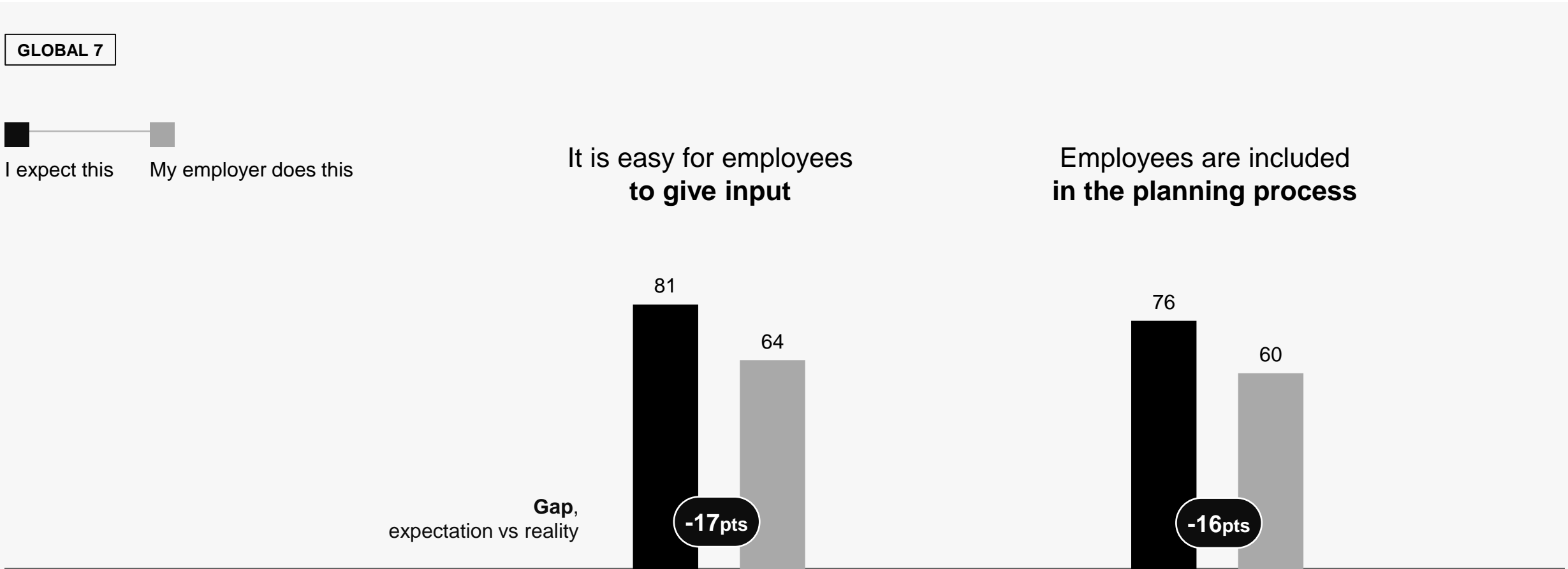


2023 Edelman Trust Barometer Special Report: Trust at Work. MED\_JOB\_OFT. How often do you engage in the following activities related to posting and forwarding news and information about the organization you work for? 7-point scale; top 3 box, weekly or more. Question asked of half the sample. 7-mkt avg., by generation. All data is filtered to be among employees who work for an organization or corporation (Q43/1). Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level. These attributes track back to the 2021 Edelman Trust Barometer Special Report: The Belief-Driven Employee.



# Pathways for Employee Influence: Expectations Fall Short of Reality

Percent of employees who say each is a **strong expectation or a deal breaker** when considering a job, and percent who agree their employer is **doing** each



2023 Edelman Trust Barometer Special Report: Trust at Work. 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. EMP\_VAL. Thinking about your current employer, to what extent do you agree with the following statements? 9-point scale; top 4 box, agree. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1).



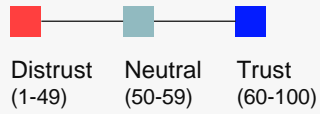
# The Deskless Worker Left Behind



# Deskless Workers Are Least Trusting

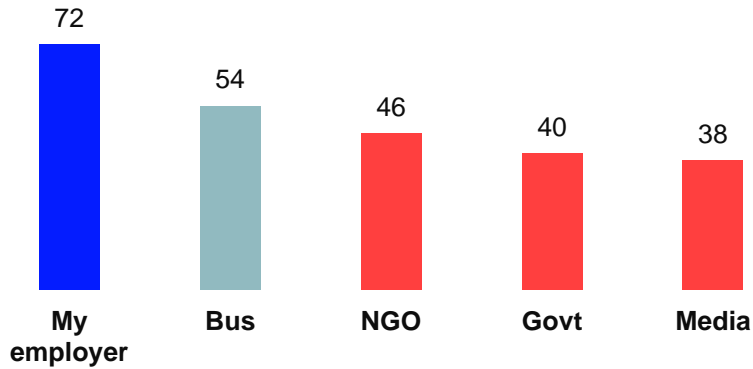
Percent of employees who trust

GLOBAL 7



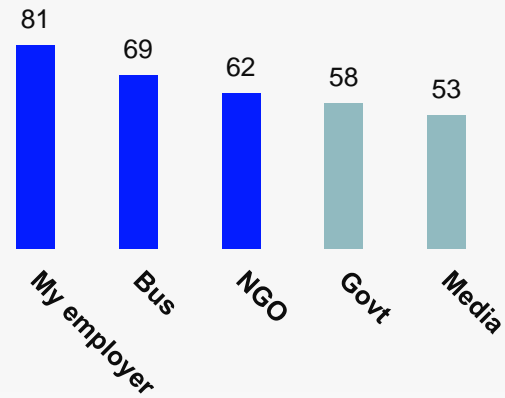
## Deskless workers

*Do not work in an office  
Job makes it impossible to work remotely  
Excludes executives*



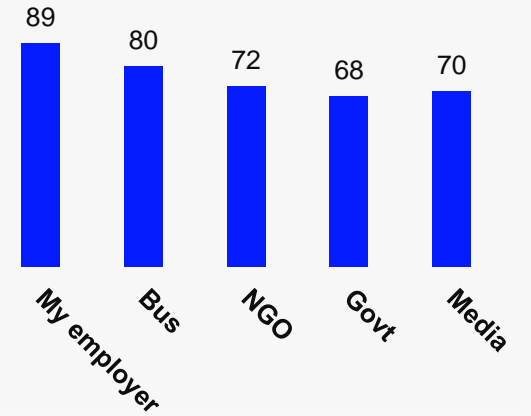
## Desk workers

*Work at an office  
Able to work remotely  
Excludes executives*



## Executives

*Executive director to CEO*



2023 Edelman Trust Barometer Special Report: Trust at Work. 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. 7-mkt avg., by deskless workers (WRK\_CHOICE/6 AND Q421/3-7), desk workers (WRK\_CHOICE/1,3-5 AND Q421/3-7), and executives (Q421/1-2). All data is filtered to be among employees who work for an organization or corporation (Q43/1). For an explanation of deskless and desk employees, please see the Technical Appendix.





# Deskless Workers Least Likely to See Meaningful Progress on Climate and DEI

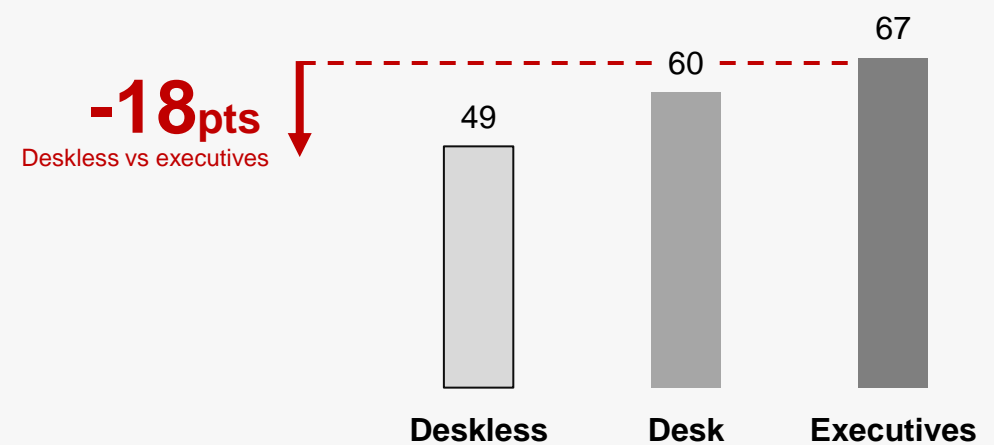
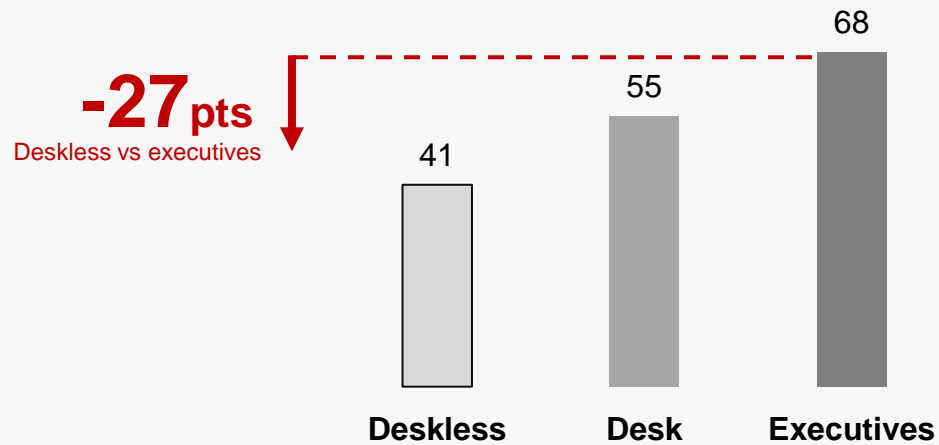
Percent of employees who say

GLOBAL 7

My employer is **doing well** on...

**Reducing the climate impact**  
of our business operations

**Addressing diversity, equity, and inclusion**  
issues in the workplace



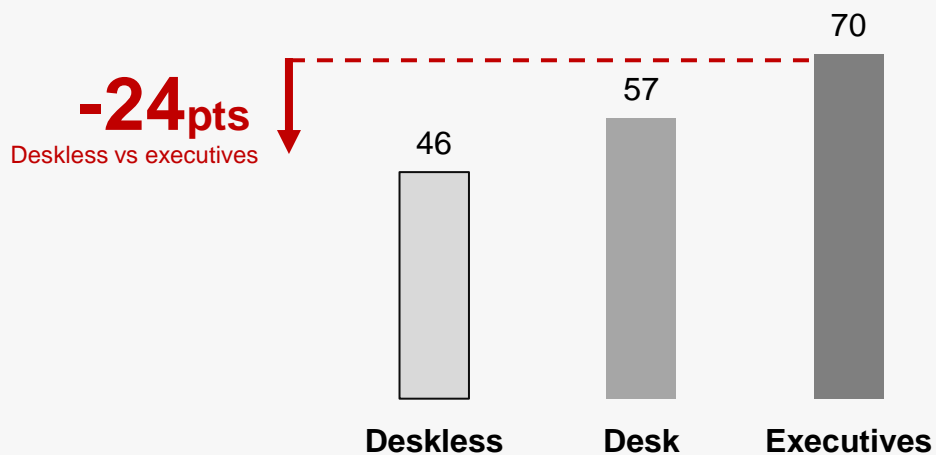
# Deskless Workers Feel Less Satisfied With How Employers Navigate Polarization

Percent of employees who say

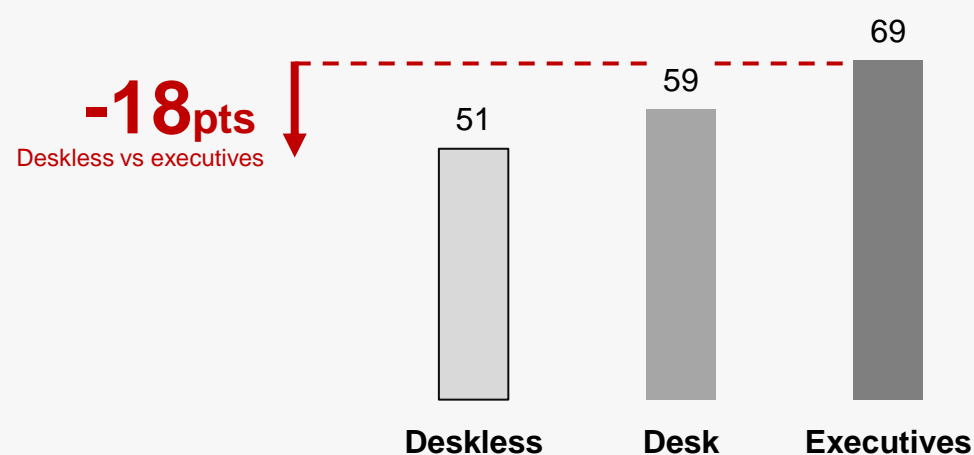
GLOBAL 7

My employer is **doing well** on...

Becoming involved in social issues in ways that **do not alienate its employees**



**Keeping partisan politics out of the workplace**



2023 Edelman Trust Barometer Special Report: Trust at Work. PER\_EMP. How well do you believe your employer is currently doing each of the following? 5-point scale; top 2 box, doing well. Question asked of half the sample. 7-mkt avg., by deskless workers (WRK\_CHOICE/6 AND Q421/3-7), desk workers (WRK\_CHOICE/1,3-5 AND Q421/3-7), and executives (Q421/1-2). All data is filtered to be among employees who work for an organization or corporation (Q43/1). For an explanation of deskless and desk employees, please see the Technical Appendix.



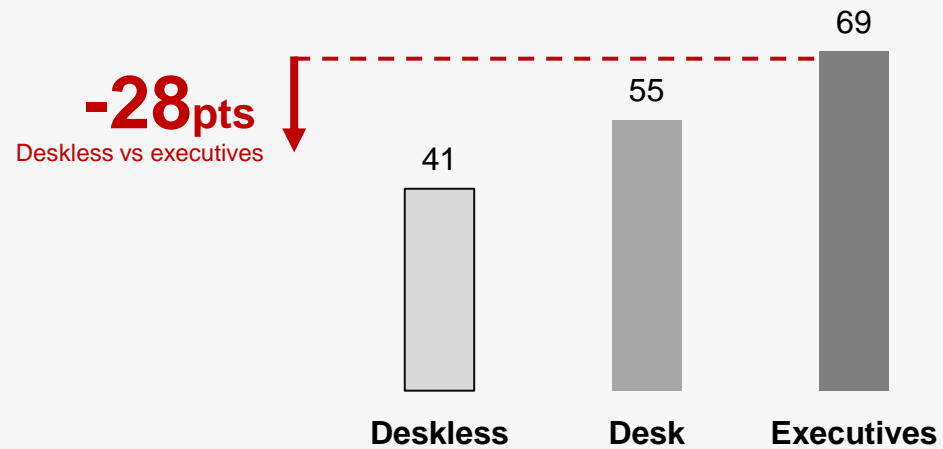
# Employee Burnout: Deskless Workers Feel Least Protected

Percent of employees who say

GLOBAL 7

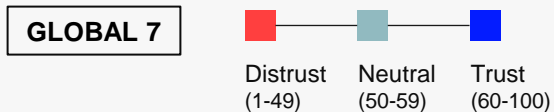
My employer is **doing well** on...

**Taking employee burnout seriously  
and actively taking steps to prevent it**



# Trust is Mutual: If Deskless Employees Lack Your Trust, They Won't Give You Theirs

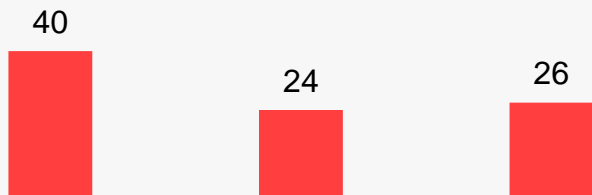
Percent of deskless employees who say



I feel **executive management does not trust me** (34%)

and I trust...

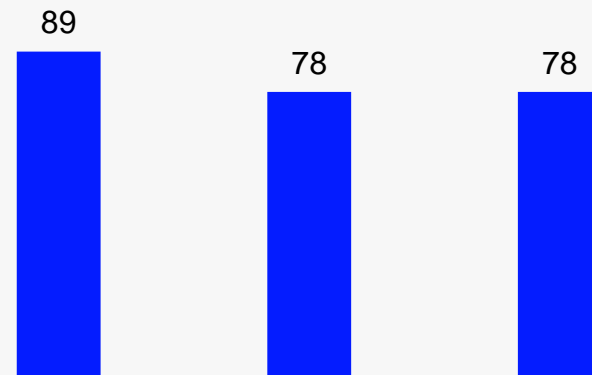
**My manager    My CEO    Head of HR**



I feel **executive management trusts me** (66%)

and I trust...

**My manager    My CEO    Head of HR**



2023 Edelman Trust Barometer Special Report: Trust at Work. TRU\_ME. Below is a list of people. For each one, please indicate how much you feel trusted by them. 9-point scale; top 4 box, feel trusted; codes 1-5, 99, don't feel trusted. 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. 7-mkt avg., by deskless workers (WRK\_CHOICE/6 AND Q421/3-7). All data is filtered to be among employees who work for an organization or corporation (Q43/1). For an explanation of deskless employees, please see the Technical Appendix.



# Meaningful Work in Action



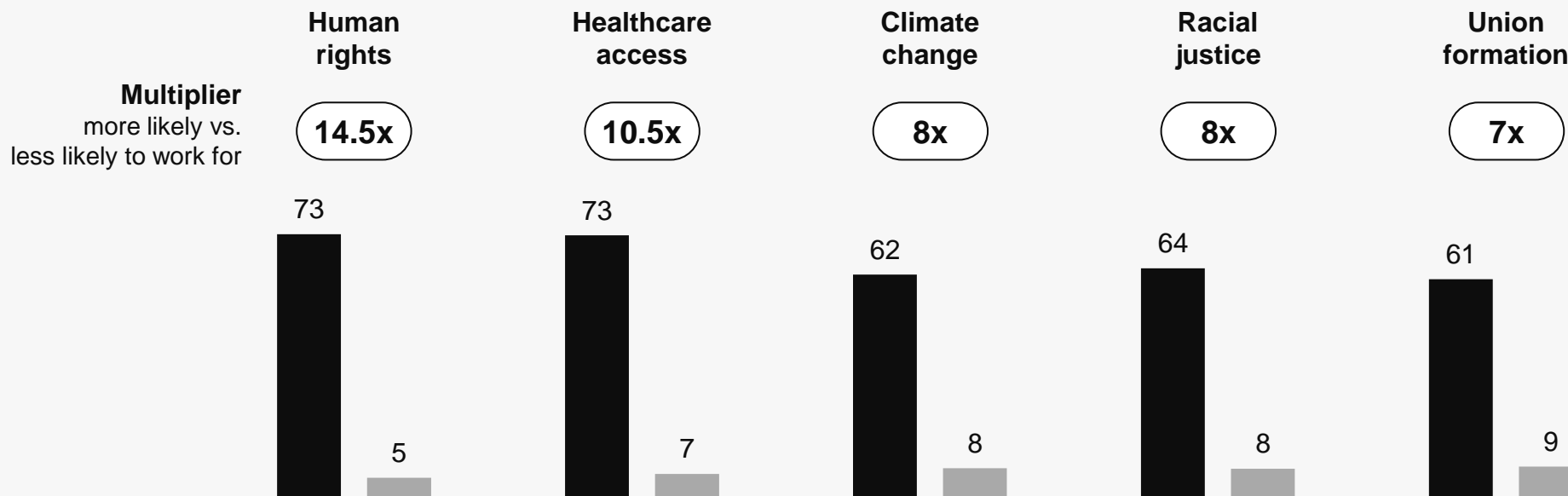
# More Action, Not Less: Demonstrate Your Commitment to Societal Issues

Percent of employees who say

GLOBAL 7

I am more or less likely to work for a company if the organization were to **publicly support and demonstrate a commitment to:**

More likely Less likely

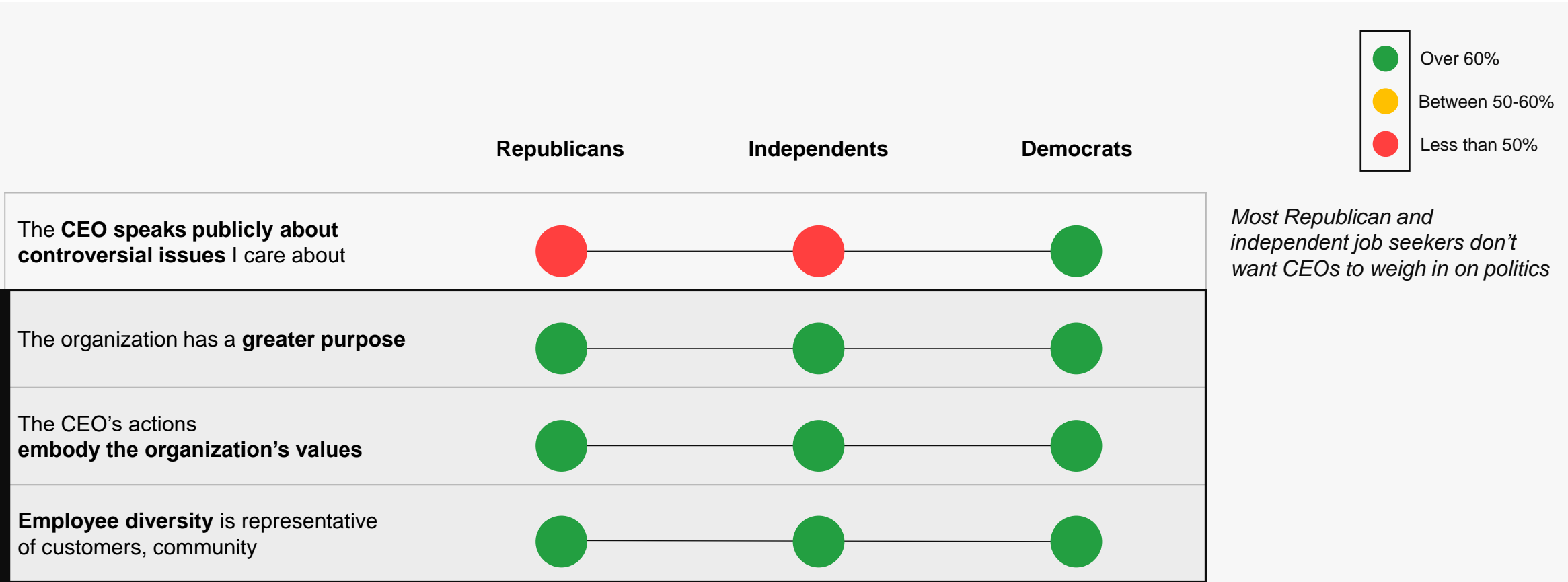


2023 Edelman Trust Barometer Special Report: Trust at Work. EMP\_RISK. If a company/organization were to publicly support and demonstrate a commitment to each of the following, how would that impact your likelihood of working for that company/organization? 5-point scale; top 2 box, more likely; bottom 2 box, less likely. Question asked of half the sample. 7-mkt avg. All data is filtered to be among employees who work for an organization or corporation (Q43/1). The multipliers are rounded to the nearest .5.



# Less Talk, More Action: Across U.S. Party Lines, Clear Support For Meaningful Societal Engagement

Percent of U.S. employees who say each is a **strong expectation or deal breaker** when considering a job



2023 Edelman Trust Barometer Special Report: Trust at Work. 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. U.S., by political affiliation (Republican n=252, Independent n=245, Democrat n=373). All data is filtered to be among employees who work for an organization or corporation (Q43/1).



# Build an Infrastructure For Employee Influence

Percent of employees who say

GLOBAL 7

Effective ways for me to feel **my perspective is incorporated** into my organization's decisions:

My manager has **formal support** to voice my concerns

My employer creates a team that represents all employee levels to **address work issues**

My employer creates a **stakeholder council** that includes union leaders, executives, clients, employees

78%

77%

71%





# To Bring Deskless Employees Along, Leave Your Desk

Percent of deskless employees who say

GLOBAL 7

Effective ways for me to feel **my perspective is incorporated**  
into my organization's decisions: (Top 5 of 11)



2023 Edelman Trust Barometer Special Report: Trust at Work. INC\_VOICE. How effective would each of the following be in making you feel like your organization was incorporating your perspectives and needs into its decision-making process? 5-point scale; top 3 box, effective. Question asked of half the sample. 7-mkt avg., by deskless workers (WRK\_CHOICE/6 AND Q421/3-7). All data is filtered to be among employees who work for an organization or corporation (Q43/1). Ties broken by decimal. For an explanation of deskless employees, please see the Technical Appendix.



# Trust is Local: Meet Deskless Workers Where They Are

Percent of employees who say

GLOBAL 7

**Most trusted voice**  
to tell me what's happening

**Top source**  
to find out what's happening

**Top way**  
to make me feel like I have influence

Among deskless workers	Among desk workers	Among executives
My direct boss or supervisor	My direct boss or supervisor	The CEO
Personal communications from my manager	All-company emails	In-person, all-company meetings
My CEO experiences my day-to-day work	My manager has formal support to voice my concerns	My CEO experiences my day-to-day work

2023 Edelman Trust Barometer Special Report: Trust at Work. WRK\_VOICES. Which of the following people do you trust to tell you the truth about what is happening within the organization you work for? Pick all that apply. Question asked of half the sample. EMP\_INFOPREF. Ideally, how do you prefer to find out about what is happening within your organization? Pick all that apply. Question asked of half the sample. INC\_VOICE. How effective would each of the following be in making you feel like your organization was incorporating your perspectives and needs into its decision-making process? 5-point scale; top 3 box, effective. Question asked of half the sample. 7-mkt avg., by deskless workers (WRK\_CHOICE/6 AND Q421/3-7), desk workers (WRK\_CHOICE/1,3-5 AND Q421/3-7), and executives (Q421/1-2). All data is filtered to be among employees who work for an organization or corporation (Q43/1). Ties broken by decimal. For an explanation of deskless and desk employees, please see the Technical Appendix.



# 2023 Edelman Trust Barometer Special Report: Trust at Work

## *The Workplace Reconsidered*

**1**

### **Employer trust brings responsibility**

Amid broader institutional decline in trust, my employer stands out as the exception. Work is where people make sense of the world. Employers need to build the infrastructure for employees to see their values expressed in how business gets done.

**2**

### **Leverage the power of Gen Z**

Your youngest colleagues are leading the workplace reset, redefining the meaning of work and how workers engage with management. Employees need to feel like they're making an impact; show how the organization is doing so.

**3**

### **Prioritize the deskless employee**

Employees in the field are the face of your brand to customers. They are living in a different, less trusting reality than desk workers. Demonstrate your trust by being transparent and soliciting input through surveys. Get away from your desk, experience the day-to-day work, and connect in person.

**4**

### **Align employer action**

Differences in politics and geography are growing more pronounced. Talent strategy needs to be consistent across the enterprise, but societal engagement must be aligned to local markets and stakeholders. Lead through action, not talk.



# Technical Appendix



# Sample Targets Explained: Determining the Employee Sample

We conducted a seven-year historical analysis using data collected from the Edelman Trust Barometer (2016 - 2023) and Special Report: May Updates (2020 - 2022) to establish sample targets representative of each market's employee population.\*

We looked at the natural fallout of employees in each market since 2016 across key demographics: Gender, age, region, and ethnicity (where applicable). We then averaged the natural fallout percentages across years for each demographic subgroup (for example, men versus women) to determine the targets for each market.

*\*We defined the employee population as anyone who is employed full- or part-time, regardless if they are self employed or work for an organization. The data shown in this report is a subset of the sample collected, containing only those that are employed by an organization.*



## 2023 Edelman Trust Barometer Special Report: Trust at Work

# Organization Level Composition

Respondents were asked:

Q421. Which of the following best describes your position or level within your company or organization? *Please select one response.*

Shortened	Full
Executive Level	<ol style="list-style-type: none"> <li>1. Senior executive level (CEO, President, etc.)</li> <li>2. Executive level (General Manager, Executive Vice President, Executive Director, etc.)</li> </ol>
Mid-Level	<ol style="list-style-type: none"> <li>3. Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)</li> <li>4. Mid-level management (Director, Senior Manager, etc.)</li> <li>5. Lower-level management (Supervisor, Associate Manager, etc.)</li> </ol>
Associate Level	<ol style="list-style-type: none"> <li>6. Experienced (Non-manager)</li> <li>7. Entry level</li> </ol>

Respondents who answered a 1 or 2 are considered “Executive Level”, those who answered 3, 4, or 5 are considered “Mid-Level”, and those who said a 6 or 7 are considered “Associate Level”.

*Those who answered “Other” or “Don’t know/refused” are not included in the job level segments.*



2023 Edelman Trust Barometer Special Report: Trust at Work

## HOW WE DEFINED DESKLESS WORKERS

For this analysis, we took the possible responses from a question which asked respondents:

**“Which of the following best describes your current working situation?”**

The possible answer choices are shown on the right, along with how those answers were categorized.

Respondents qualify as a **desk** or **deskless** worker if their position within the company or organization they work for falls into one of the groups shown to the right.

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### Possible categories respondents could fall into:

#### 1. Desk workers:

- I am working from home and was doing so prior to the pandemic
- I am choosing to work entirely or mostly from home even though my workplace is open and I could return if I wanted to
- I am choosing to work entirely or mostly from the office or other workplace, even though my employer would allow me to work remotely if I wanted to
- I am required by my employer to work at an office or other workplace even though my job can be done remotely

#### 2. Deskless workers:

- The nature of my job makes it impossible for me to work remotely or from home

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### Organizational level:

#### 1. Mid-level:

- Upper-level management (Senior Vice President, Vice President, Senior Director, etc.)
- Mid-level management (Director, Senior Manager, etc.)
- Lower-level management (Supervisor, Associate Manager, etc.)

#### 2. Associate level:

- Experienced (Non-manager)
- Entry level



# Deskless and Desk Employee Demos

Percent of employees who are...

	Deskless workers	Desk workers
<b>Market</b>		
Brazil	10%	14%
China	8%	18%
Germany	20%	12%
India	5%	17%
Japan	24%	10%
UK	18%	14%
U.S.	16%	14%

	Deskless workers	Desk workers
<b>Gender</b>		
Men	55%	54%
Women	44%	46%
<b>Age</b>		
18-26	8%	14%
27-42	35%	47%
43-58	40%	31%
59+	17%	9%

	Deskless workers	Desk workers
<b>Income</b>		
Low	18%	12%
Middle	60%	56%
High	22%	32%
<b>Management level</b>		
Associate	63%	35%
Mid-level	37%	65%
Executive	0%	0%





# Deskless and Desk Employee Sector Split

Percent of employees who work in...

	Deskless Employee	Desk Employee		Deskless Employee	Desk Employee
Automotive	2%	3%	Retail	9%	5%
Consumer packaged goods	2%	2%	Technology	2%	15%
Education	11%	7%	Telecommunications	1%	2%
Entertainment	1%	1%	Transportation	6%	3%
Energy	1%	2%	Non-profit	3%	1%
Fashion	1%	1%	The Government	6%	6%
Financial services	3%	8%	Consumer/ personal services	2%	2%
Food and beverage	5%	2%	Construction	4%	5%
Healthcare	12%	6%	Insurance	1%	2%
Manufacturing	10%	12%	Travel/ hospitality	3%	1%
Professional services	2%	5%			



Data Analysis 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 institutions 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



Full Text for Answer Choices Abbreviated in the Report

## Expectations of Prospective Employers

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?

Abridged	Shortened	Full
Competitive wages	Competitive wages	They ensure that their employees' wages keep up with increases in the cost of living over time
Training	Training programs	They offer training programs to help employees keep their skills up-to-date
Career opportunities	Opportunities to move up	There are many opportunities for me to move up within the organization
Work experience	Valuable work experiences	They offer me interesting and valuable work experiences
Truthful information	Regular, truthful communication	Management always tells employees the truth
Regular communication	Regular, truthful communication	Management communicates regularly with employees about what is happening within the organization
Easy employee input	Easy for employees to give input	They make it easy for employees to give input and feedback to management
CEO embodies values	CEO's actions embody the organization's values	The CEO's actions embody the values of the organization
Employees in planning	Include employees in the planning process	They include employees in the planning and strategy development process



Full Text for Answer Choices Abbreviated in the Report

## Expectations of Prospective Employers

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?

Abridged	Shortened	Full
Employee diversity	Employees diversity is representative of customers, community	The employees at all levels within the organization reflect the diversity of the customers and community it serves
Social impact	Opportunities to address social problems	There are opportunities within my job to engage in activities that help address social problems or support the local community
Reflects my values	Business reflects my values	My values are reflected in the way the organization goes about its business
Greater purpose	Has a greater purpose	The organization has a greater purpose that I understand and support
Meaningful work	Meaningful work that shapes society	I would have the opportunity to do work that will shape the future of society in some meaningful way
Listens to employees	Stops specific business practices if employees object	If its employees objected, my employer would stop engaging in specific business practices or working with certain organizations
CEO takes a stand	CEO speaks publicly about controversial issues I care about	The CEO speaks publicly about controversial social and political issues that I care about



Full Text for Answer Choices Abbreviated in the Report

## Effective Ways To Feel Perspective Is Incorporated Into Organization's Decisions

INC\_VOICE. How effective would each of the following be in making you feel like your organization was incorporating your perspectives and needs into its decision-making process?

Shortened	Full
My employer creates a stakeholder council that includes union leaders, executives, clients, employees	Creating a council dedicated to collaboration across the organization's stakeholders, including labor union leaders, executives, clients and employees
My employer creates a team that represents all employee levels to address work issues	Creating a team representing all levels of seniority within the organization that is dedicated to surfacing worker issues and negotiating solutions
My manager has formal support to voice my concerns	Creating regular, formal opportunities for managers to meet with decision-makers to voice the concerns they are hearing from their direct reports
Provide survey and focus group opportunities	Giving employees the opportunity to fill out surveys and participate in focus groups
My CEO experiences my day-to-day work	Having the CEO spend time with customer-or client-facing employees and experiencing their day-to-day work
My employer listens to employer review websites	Paying close attention to, and responding to, the sentiments that are voiced about the organization on employer review websites



Full Text for Answer Choices Abbreviated in the Report

## Young Employee Influence

KID\_INFLU\_WRK. To what degree, if any, would you say that the following things about you and your behavior in the workplace today have been influenced by your coworkers in their twenties?

Shortened	Full
Work-life boundaries	The degree to which I set and adhere to work-life boundaries
Employer involvement on societal issues	The degree to which I expect my employer to get involved in addressing social and societal issues
My willingness to pressure my employer to change things the organization is doing that I do not approve of	My willingness to pressure my employer to change things the organization is doing that I do not approve of
Fair pay for work	What I believe to be a fair amount of work considering what I am paid, my job level and what I was specifically asked to do in my job role when I was hired
My openness to unions or labor organizations	My openness to unions or labor organizations
Work identity	The extent to which my job is a central part of my identity and how I think about myself
Self advocacy	How much I advocate for myself, my goals and my needs with my employer
Desire for career success	My level of desire to achieve success in my career
My openness to new tech	My openness to incorporate the most up-to-date and innovative technologies into my day-to-day work life



Full Text for Answer Choices Abbreviated in the Report

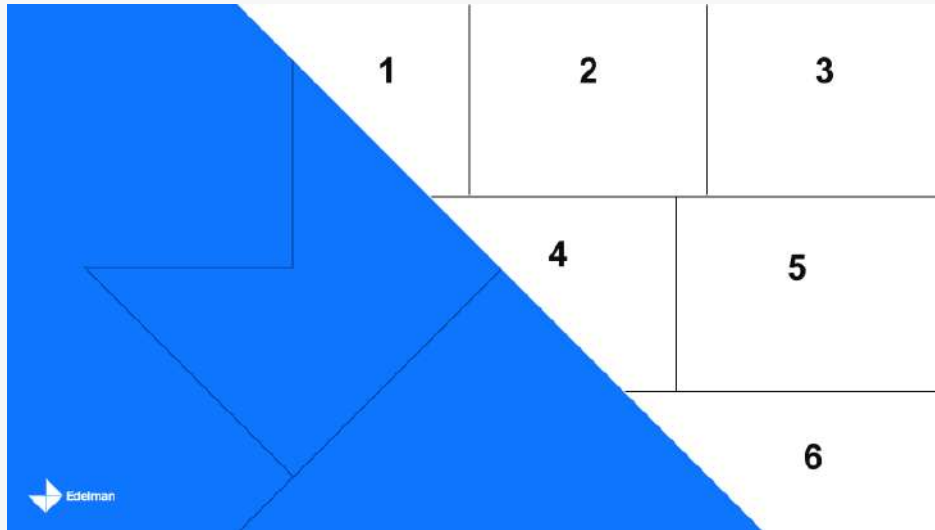
## To Produce Or Motivate Urgently Necessary Changes Within My Organization

POW\_HOW. What would you personally be willing to do in order to produce or motivate what you consider to be urgently necessary changes within the organization you work for?

Shortened	Full
Contact direct manager or HR	Reach out to my direct manager or HR representative and suggest the changes I would like to see
Directly communicate to senior management	Send internal communications directly to senior management urging change
Petition senior management	Band together with other employees to petition senior management to make changes
Campaign on social	Engage in a publicly-facing social media campaign pressuring management to make changes
Protest	Publicly protest outside of our corporate offices or factories
Go on strike	Go on strike or engage in a work slow-down
Leak internal documents	Leak internal documents or emails
Whistleblowing	Engage in whistleblowing



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