



2009 Edelman Trust Barometer

Canada Findings

Edelman Trust Barometer at a glance

Tenth edition since 2001

4, 475 people in 20 countries on 5 continents

Ages 25 to 64

College-educated

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

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

North America Countries: United States, Canada (weighted to be 90% US, 10% Canada) N = 700 aged 25-64

Canada: N=200 aged 25-64; N=150 aged 35-64

A decade of insights from the Edelman Trust Barometer

2001

Rising Influence of NGOs

2002

Fall of the celebrity CEO

2003

Earned media more credible than advertising

2004

U.S. companies in Europe suffer trust discount

2005

Trust shifts from “authorities” to peers

2006

“A person like me” is most credible spokesperson

2007

Business more trusted than government and media

2008

Young influencers have more trust in business

What a difference a year makes

June 30, 2007



September 20, 2008





The State of Trust Globally

“Every financial system depends on trust...We are in a full-blown crisis because investors and financial managers—the people who run banks, investment banks, hedge funds, insurance companies—have lost that trust.”

– Robert J. Samuelson, *Newsweek*

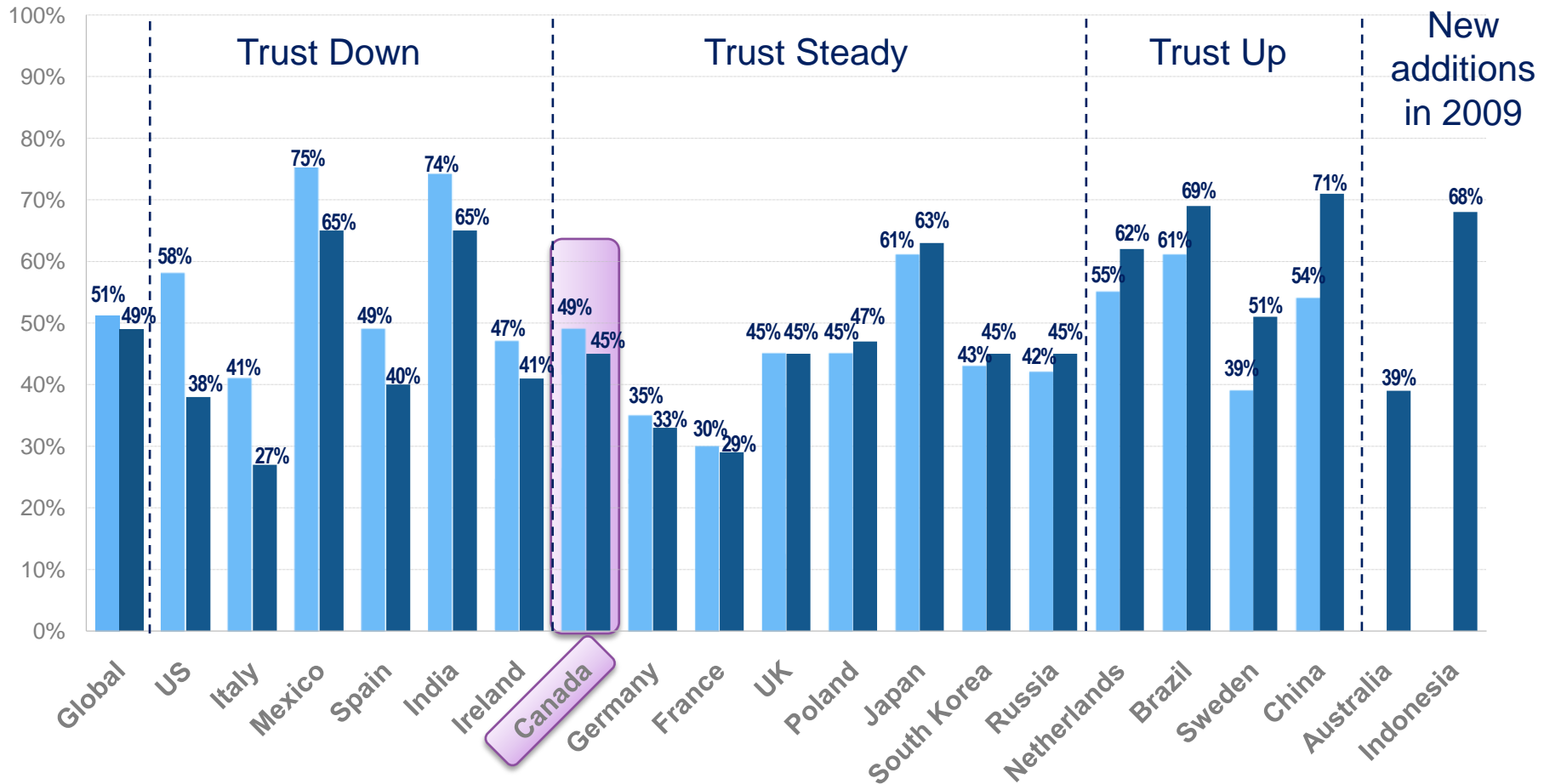


Richard S. Fuld Jr., former CEO, Lehman Brothers

Trust in business is country-specific

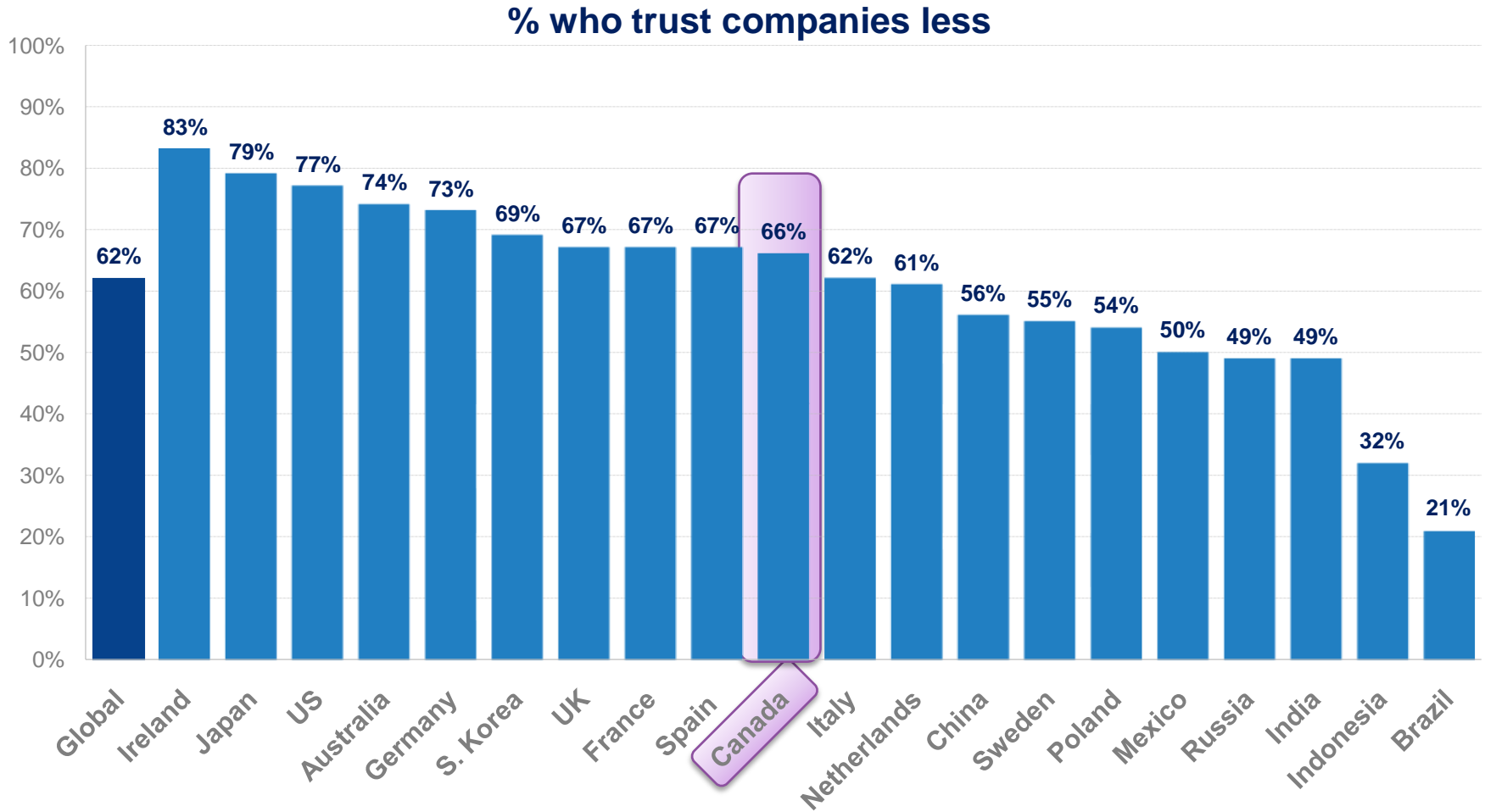
% who trust business to do what is right

■ 2008 ■ 2009



A10. [Business in general TRACKING] I am going to read you a list of institutions. For each one, please tell me how much you TRUST that institution to do what is right. Please use a nine-point scale where one means that you "DO NOT TRUST THEM AT ALL" and nine means that you "TRUST THEM A GREAT DEAL". (Top 4 Box) Informed publics 35-64 (global 18 countries, excluding Australia, Indonesia)

Companies less trusted now than year ago

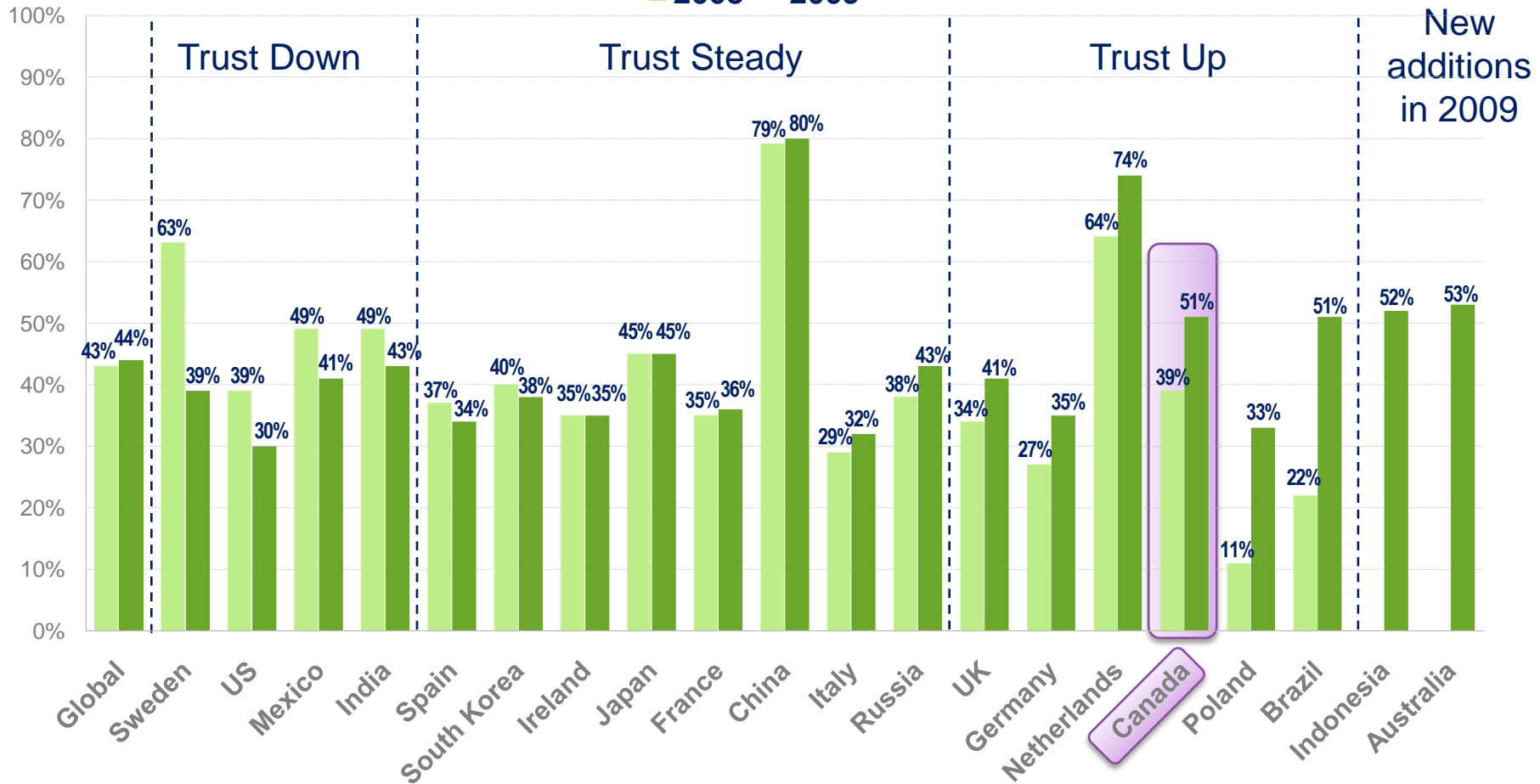


A60 Thinking about everything you have read, seen, or heard about business in the last year, in general, do you trust corporations a lot less, a little less, the same, a little more, or a lot more than you did at the same time last year? (Bottom 2 Box: Trust less) 25-64 Informed publics in 20 countries

Trust in government up in Canada

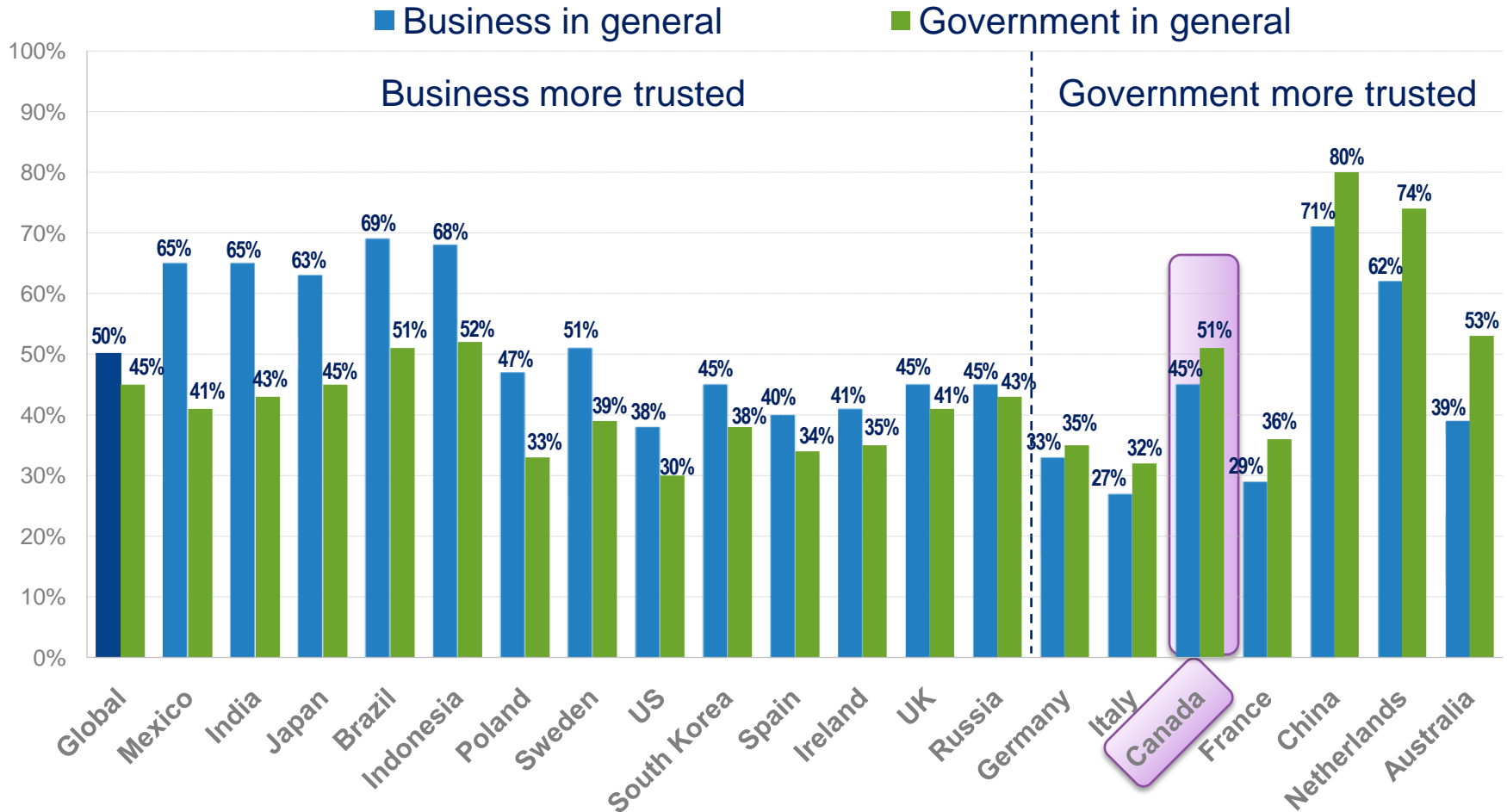
% who trust government to do what is right

2008 2009



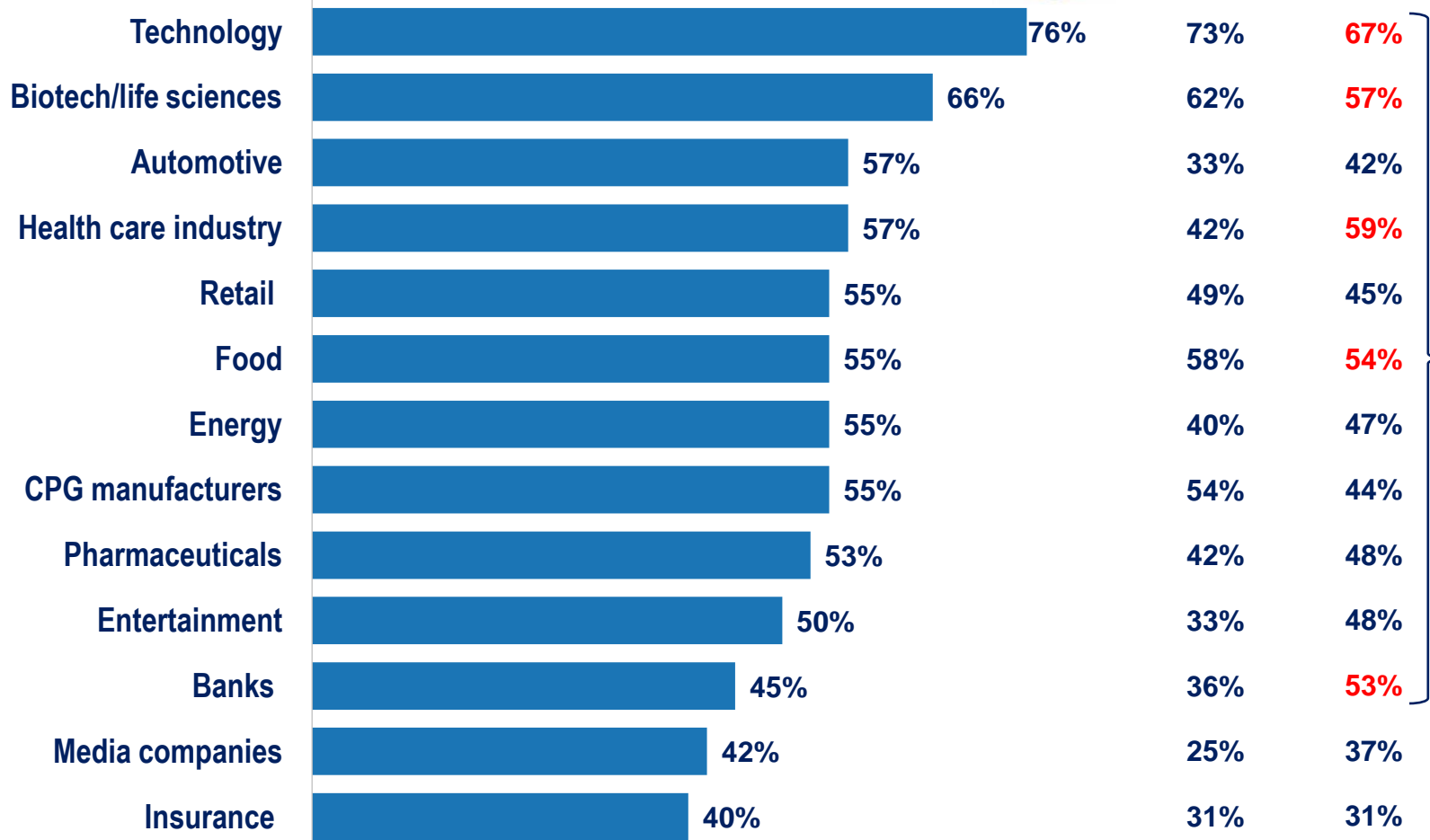
A8. [Government in general TRACKING] I am going to read you a list of institutions. For each one, please tell me how much you TRUST that institution to do what is right. Please use a nine-point scale where one means that you "DO NOT TRUST THEM AT ALL" and nine means that you "TRUST THEM A GREAT DEAL." (Top 4 Box) Informed publics 35-64 (global 18 countries, excluding Australia, Indonesia)

Business still more trusted than government in 13 of 20 countries, Canada among the exceptions



A 8,10. [Government in general, business in general TRACKING] I am going to read you a list of institutions. For each one, please tell me how much you TRUST that institution to do what is right. Please use a nine-point scale where one means that you "DO NOT TRUST THEM AT ALL" and nine means that you "TRUST THEM A GREAT DEAL." (Top 4 Box) Informed publics 35-64 (global 20 countries, including Australia, Indonesia)

Technology remains most trusted industry sector globally

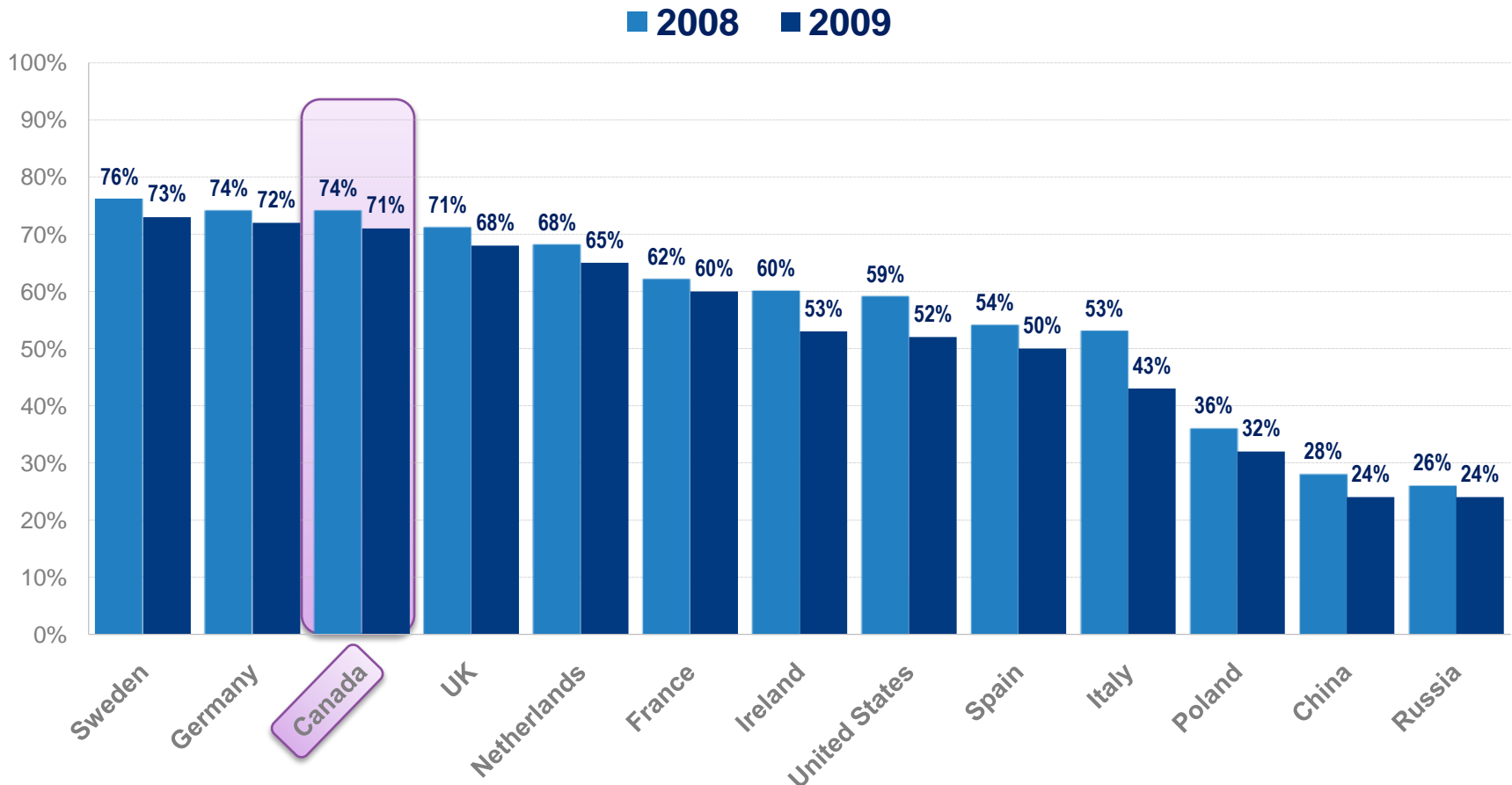


Top 5 Industries in Canada

A25-37. [TRACKING] Now I would like to focus on your trust in different industry sectors. Please tell me how much you TRUST businesses in each of the following industries to do what is right. Again, please use a 9-point scale where one means that you "DO NOT TRUST THEM AT ALL" and nine means that you "TRUST THEM A GREAT DEAL". (Top 4 Box) Informed Publics 35-64 in 18 countries



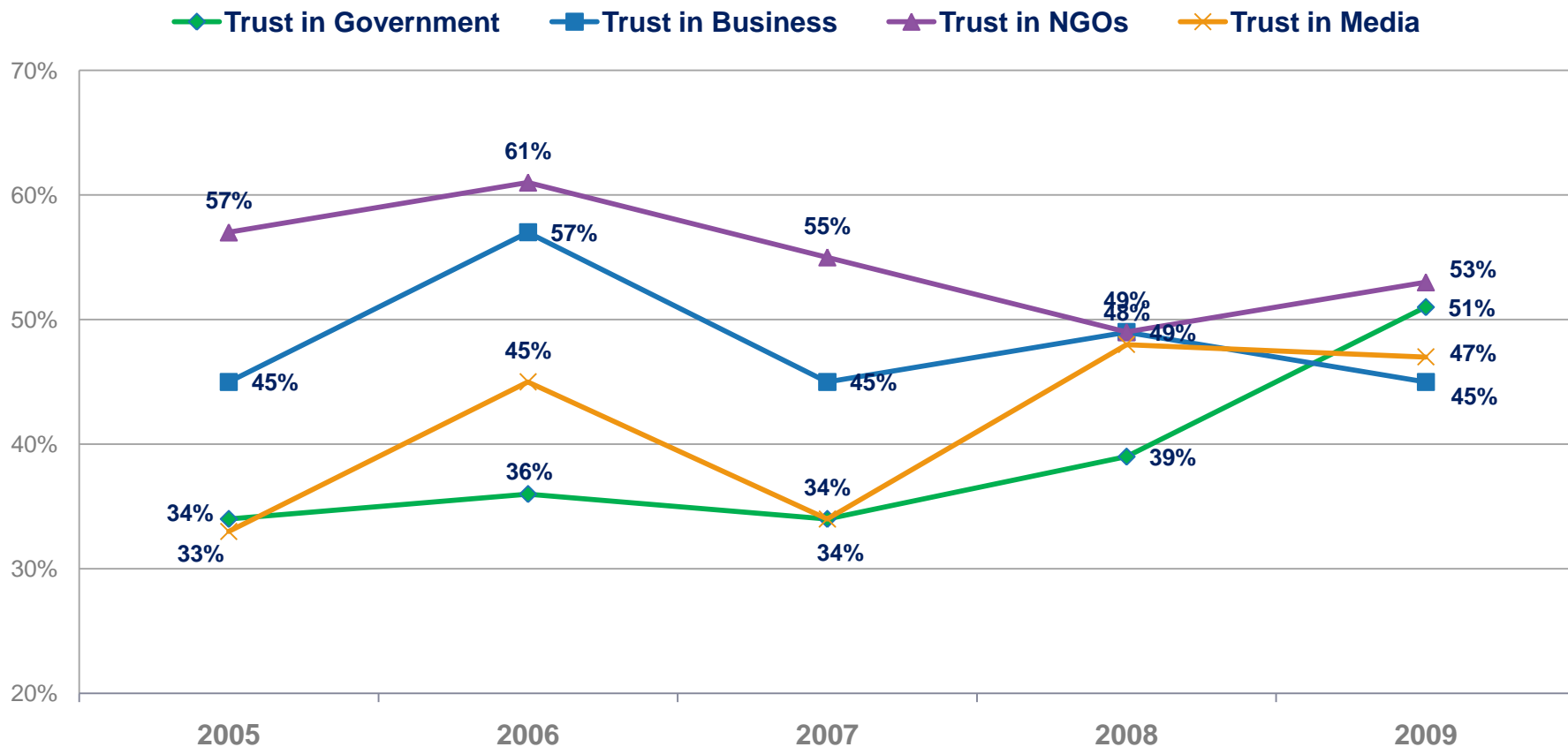
Companies headquartered in Sweden, Germany, and Canada remain most trusted; companies in China and Russia trusted the least



A12-24. [TRACKING] Now I would like to focus on global companies headquartered in specific countries. Please tell me how much you TRUST global companies headquartered in the following countries to do what is right. Use the same nine-point scale where one means that you "DO NOT TRUST THEM AT ALL" and nine means that you "TRUST THEM A GREAT DEAL." (Top 4 Box) Informed publics 35-64 in 18 countries

Trust of Institutions in Canada

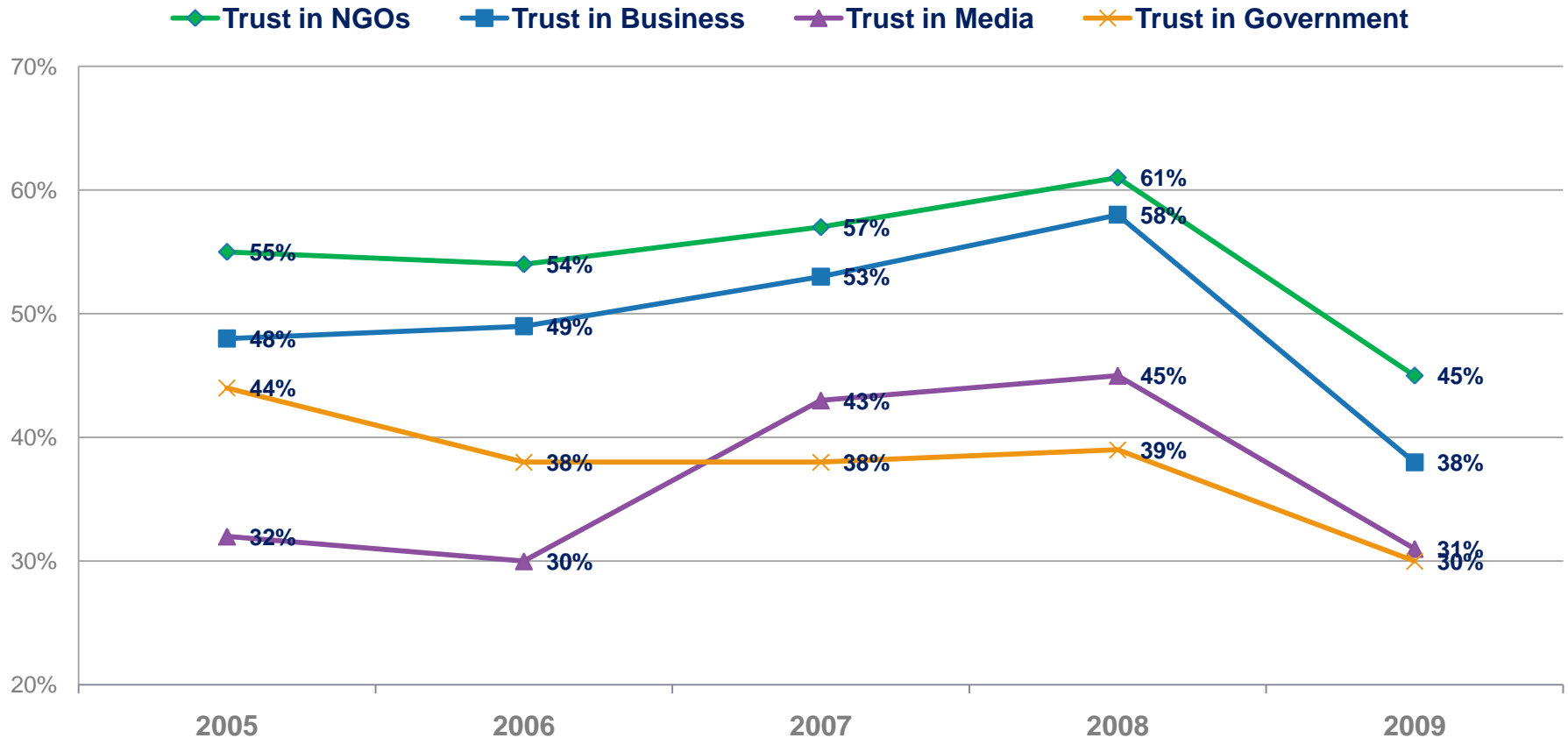
Trust in government and media has increased over two years while trust in business and NGOs has remained steady during the same period



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Trust of Institutions in the U.S.

During the same two-year period, trust in all institutions in the U.S. fell



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Lack of Trust Triggers Call for Government Intervention

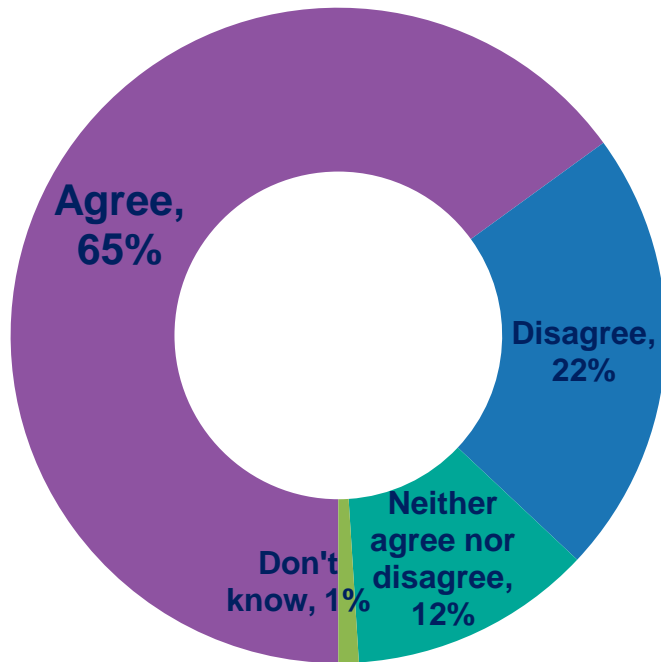


“...our problem is not just a deficit of dollars. It’s a deficit of accountability...a deficit of trust.”

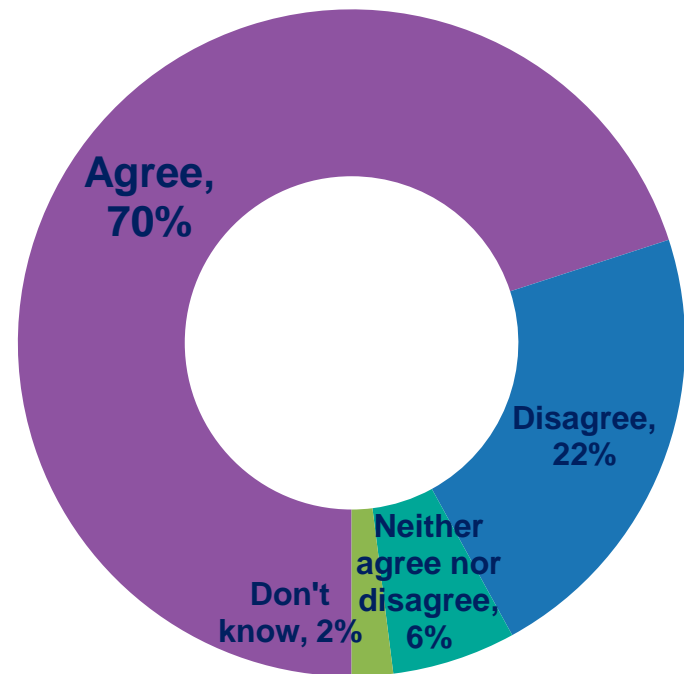
– Barack Obama

By 3:1 margin globally and in Canada, informed publics agree that government should impose stricter regulations and greater control over business across **all industries**

Global



Canada



F146. The recent credit crisis and government bail-outs have led to debates on how much governments should intervene to regulate industry or nationalize companies to restore public trust. Please tell me how strongly you agree or disagree that your government should in the future impose stricter regulations and greater control over business across all industry sectors. (Informed Publics 25-64 in 20 countries)

Four Global Issues: Who Is Responsible for Causing and Solving?



**Financial
Credit Crisis**



**Energy
Costs**

**Global
Warming**

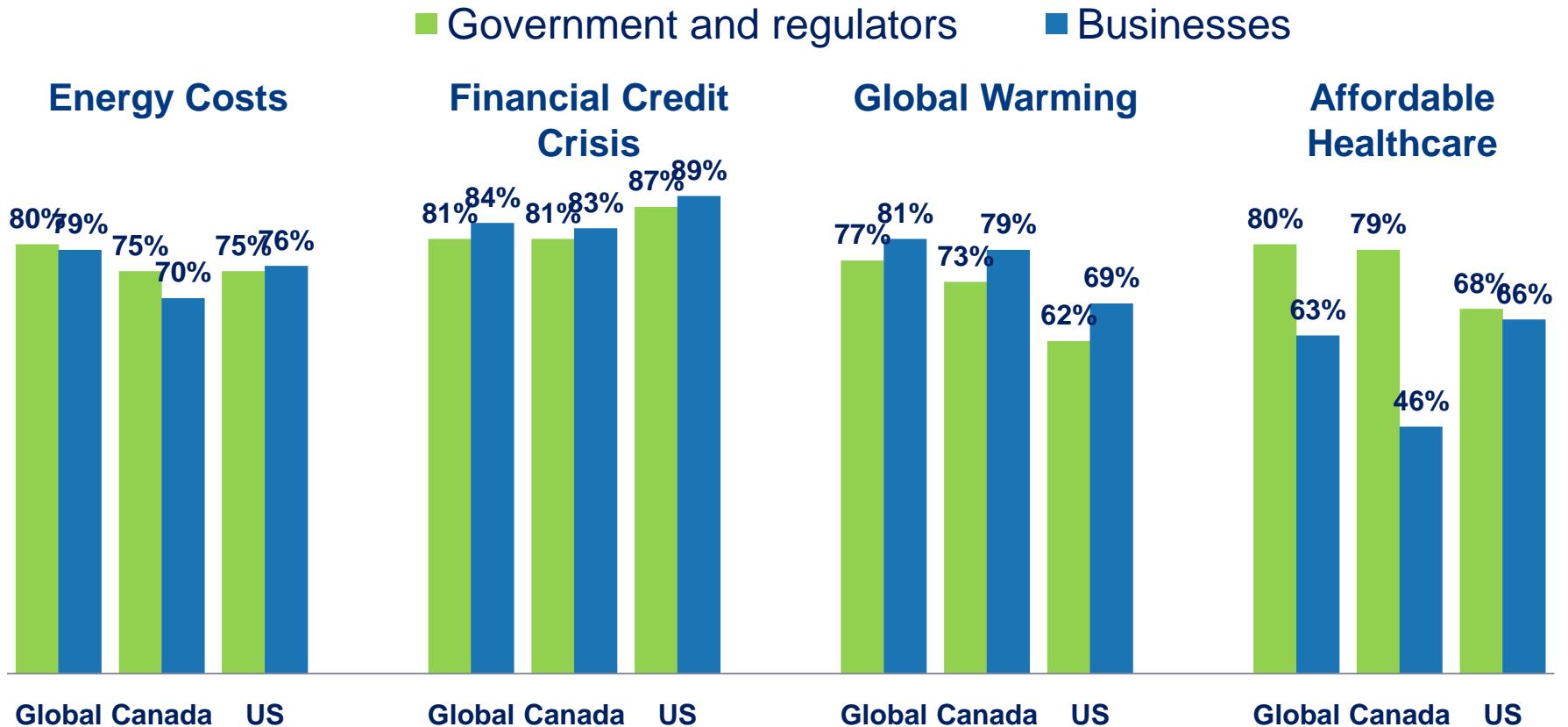


**Access to
Affordable
Healthcare**



Government and Business share responsibility for causing global issues

Canada places less responsibility on Business for limiting access to Affordable Healthcare

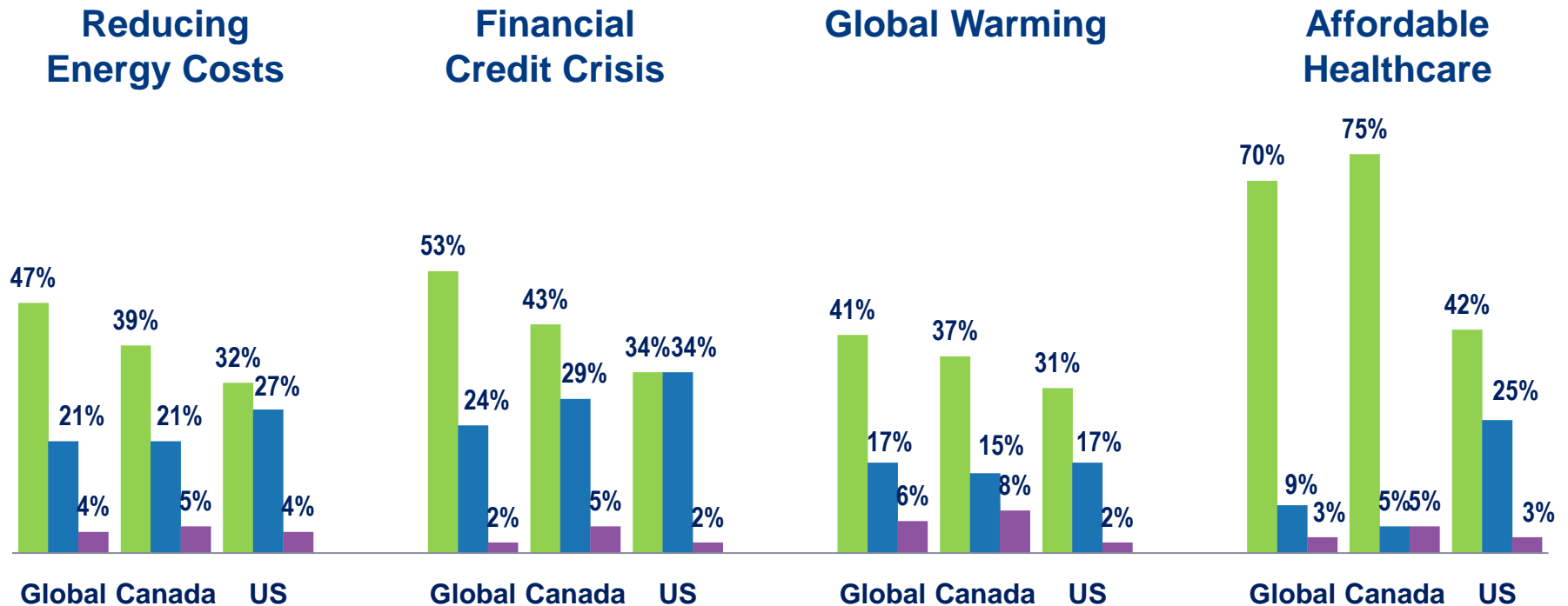


E. 119-120, E124-125, 129-130, 134-135. Now thinking about (Energy Cost, Financial Credit Crisis, Global Warming, Affordable Healthcare) , please tell me how responsible you think each of the following entities are for contributing to (global issue)? TOP 4 BOX 25-64 Informed Publics in 20 countries

Government held most responsible for solving these issues

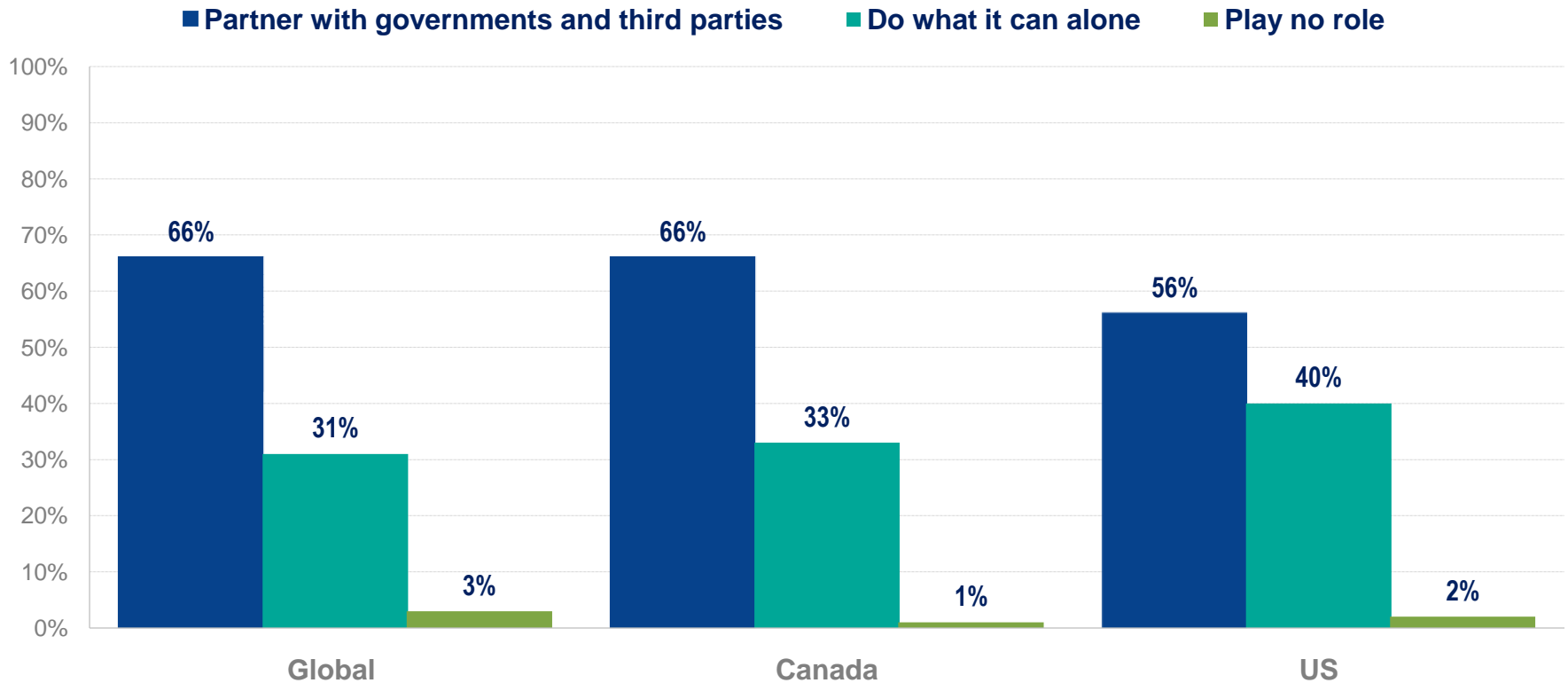
Despite NGOs being most trusted institution, they are not deemed most responsible for solving issues

■ Government and regulators ■ Businesses ■ NGO



E138. And which ONE entity do you think should be MOST responsible for (solving each global issue)? Informed Publics 25-64 in 20 countries

Business has lost ability to lead unilaterally: Must partner with others to solve global issues



E139. Thinking about the role that business should play in helping to solve global issues such as energy costs, the financial credit crisis, global warming, or access to affordable healthcare, which of these following three statements is closest to your view? Business has to partner with governments and advocacy groups to solve these global issues, it cannot do it alone; OR Business should focus on what they themselves can do on these global issues, whether or not governments or others partner with them ; OR Business should not play a part in helping to solve these global issues (Informed publics 25-64 in 20 countries)

Who Can We Trust?

Trust in Information Sources and Spokespeople Declines Across the Board

“Right now, it feels as if every industry is either a scam or filled with scamsters and you do not know where to go or whom to trust.”

– James Altucher, *The Financial Times*,
January 20, 2009



Frédéric Oudéa, CEO of French bank Société Générale

Experts, peers and employees top 2009 list of credible sources in Canada



C95-110. [TRACKING] Now I'm going to read you a list of places where you might get information about a company. Please tell me how credible you believe each one of them is as a source of information about the company—is it extremely credible, very credible, somewhat credible, or not credible at all? TOP 2 BOX Informed Publics 25-64 in Canada

Experts, peers and employees top 2009 list of credible sources in Canada

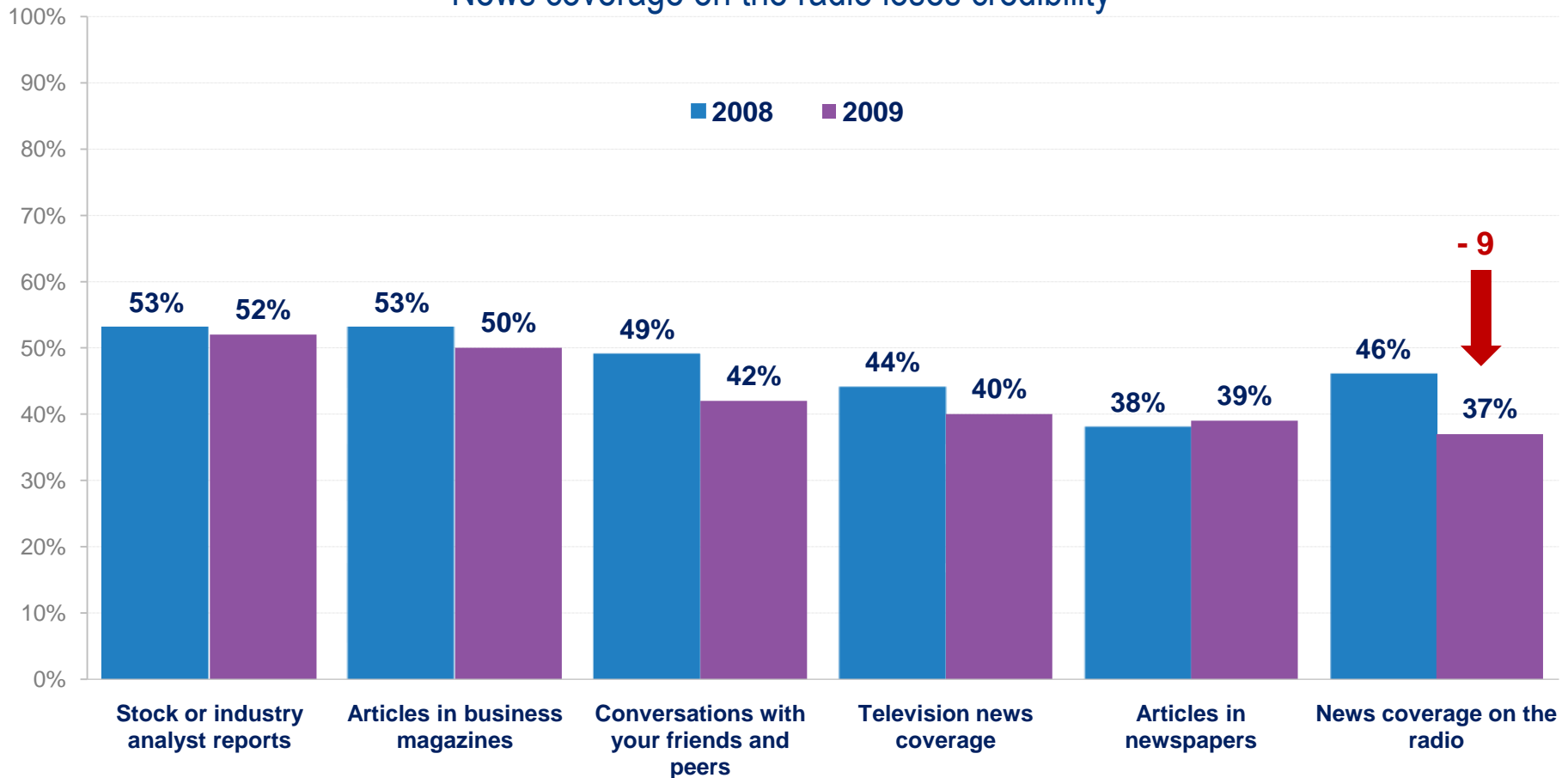


C95-110. [TRACKING] Now I'm going to read you a list of places where you might get information about a company. Please tell me how credible you believe each one of them is as a source of information about the company—is it extremely credible, very credible, somewhat credible, or not credible at all? TOP 2 BOX Informed Publics 25-64 in Canada

Perceived credibility of traditional information sources remains steady

Informed publics ages 25-64

News coverage on the radio loses credibility



C95-98,103. [TRACKING] Now I'm going to read you a list of places where you might get information about a company. Please tell me how credible you believe each one of them is as a source of information about the company—is it extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box), Informed Publics ages 25-64 in Canada

Perceived credibility of corporate channels relatively low; conversations with employees most credible source

Informed publics ages 25-64

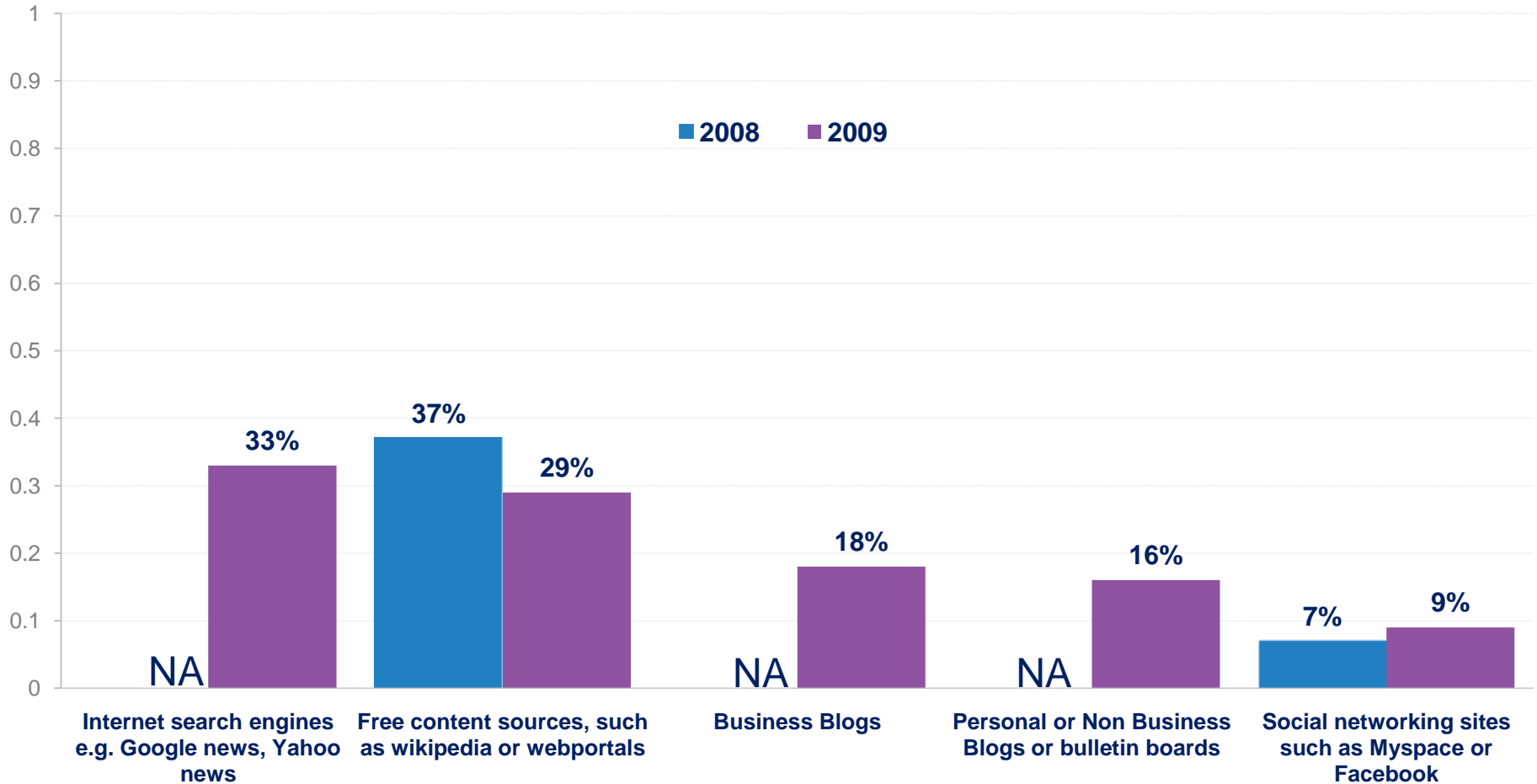
Corporate/product advertising loses credibility



C99-101, 109-110 [TRACKING] Now I'm going to read you a list of places where you might get information about a company. Please tell me how credible you believe each one of them is as a source of information about the company—is it extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box), Informed Publics ages 25-64 in Canada

Perceived credibility of digital channels low; internet search engines most credible source

Informed publics ages 25-64

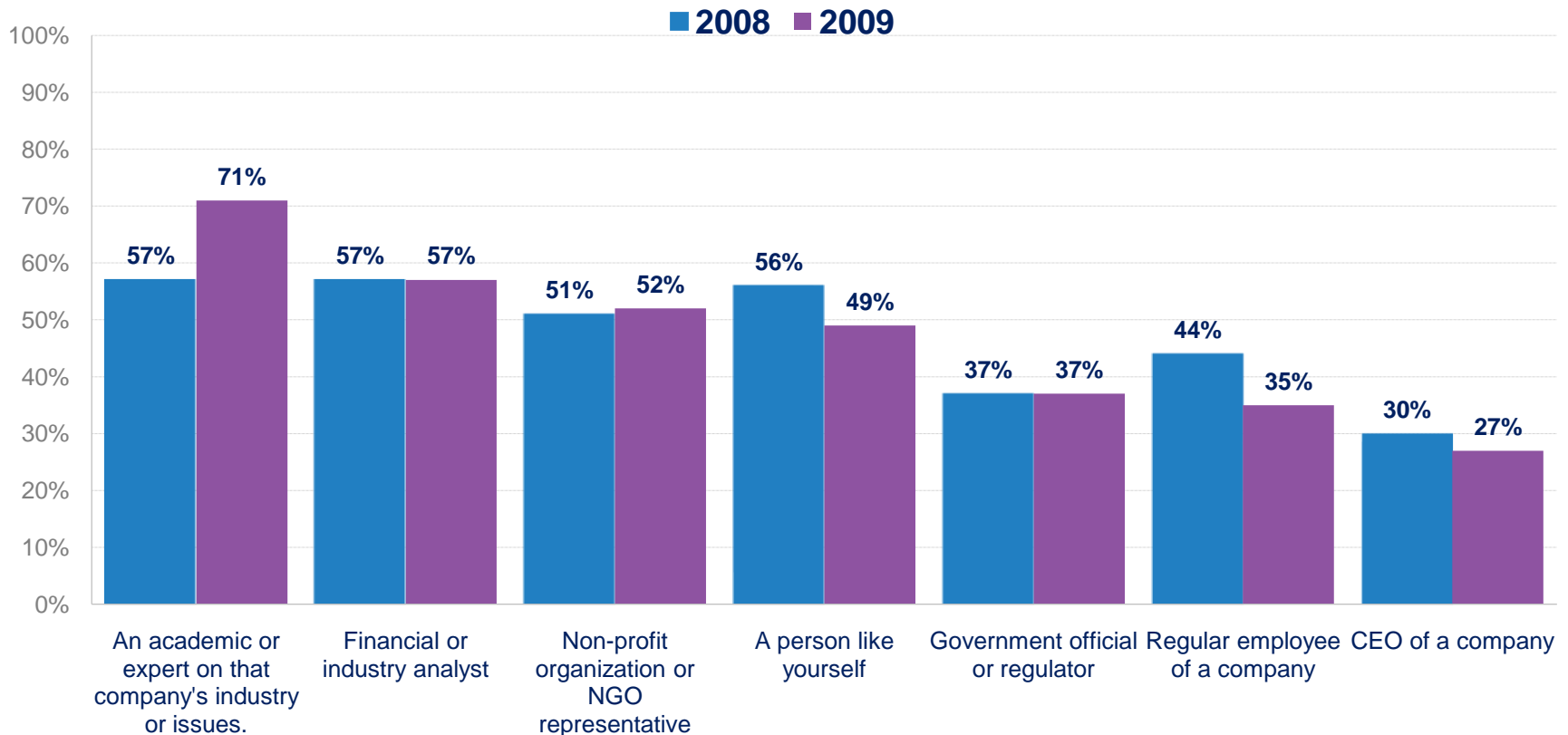


C104-108. [TRACKING] Now I'm going to read you a list of places where you might get information about a company. Please tell me how credible you believe each one of them is as a source of information about the company—is it extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box), Informed Publics ages 25-64 in Canada

Perceived credibility of spokespeople mostly steady in Canada

Academics most credible; employees declined in credibility

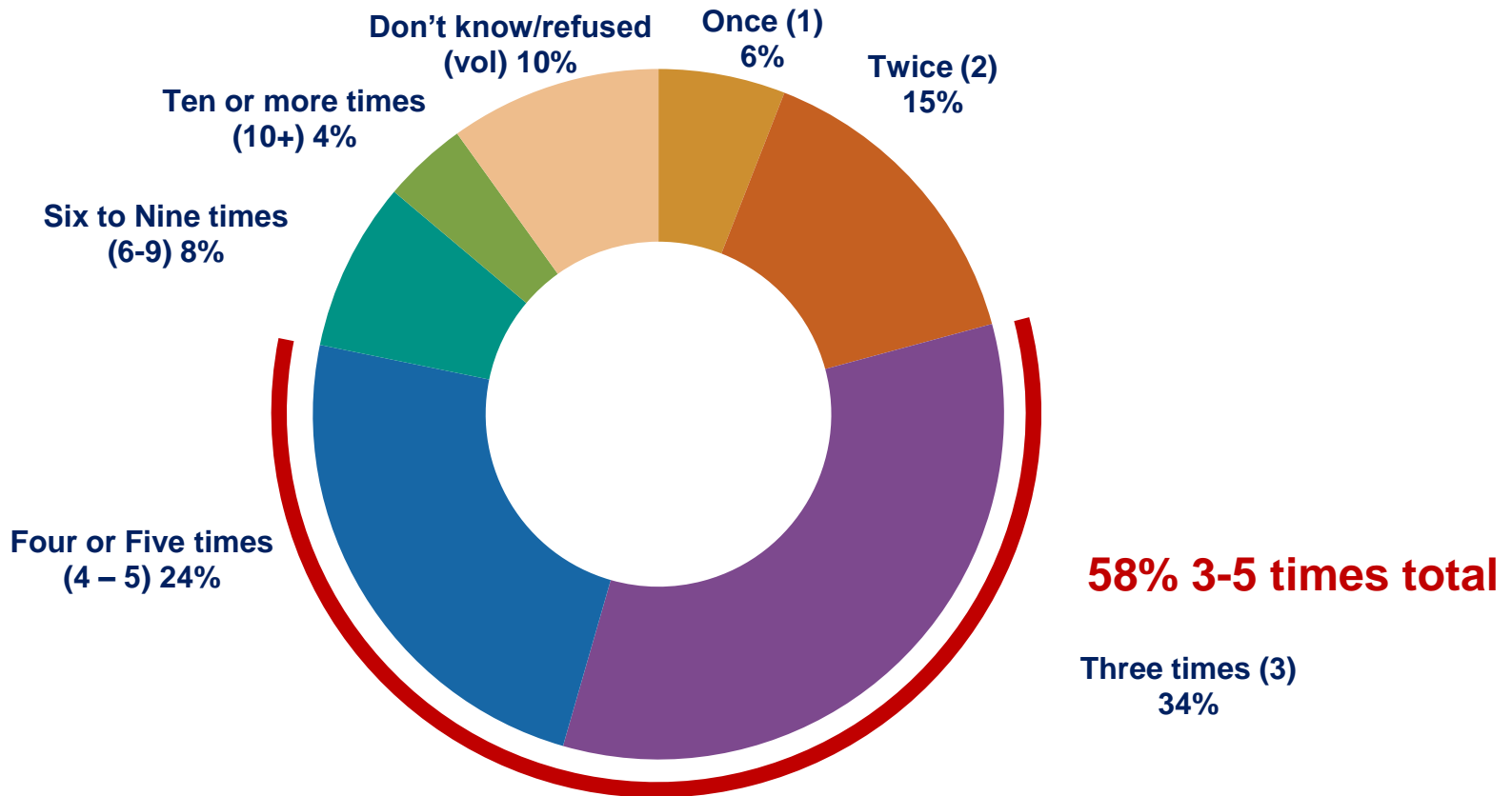
Informed publics ages 25-64



*asked as "an academic" in 2008

D112-118. [TRACKING] Now I'm going to read you a list of people. In general, when forming an opinion of a company, if you heard information about a company from that person, how credible would the information be--extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box) Informed Publics 25-64 in Canada

Informed publics need information from multiple sources, multiple voices And need to hear it 3-5 times to believe it



C111. Think about everything you see or hear every day about companies, whether it is positive or negative. How many times in general do you need to hear something about a specific company to believe that the information is likely to be true? Please give me a number. (3-5 times) Informed Publics ages 25-64 in Canada

The Business Case for Trust

Reputation, Sales, and License to Operate Driven by Trust and Transparency



“Trust is the cornerstone for the survival of an enterprise and a society.”

– *China Daily*

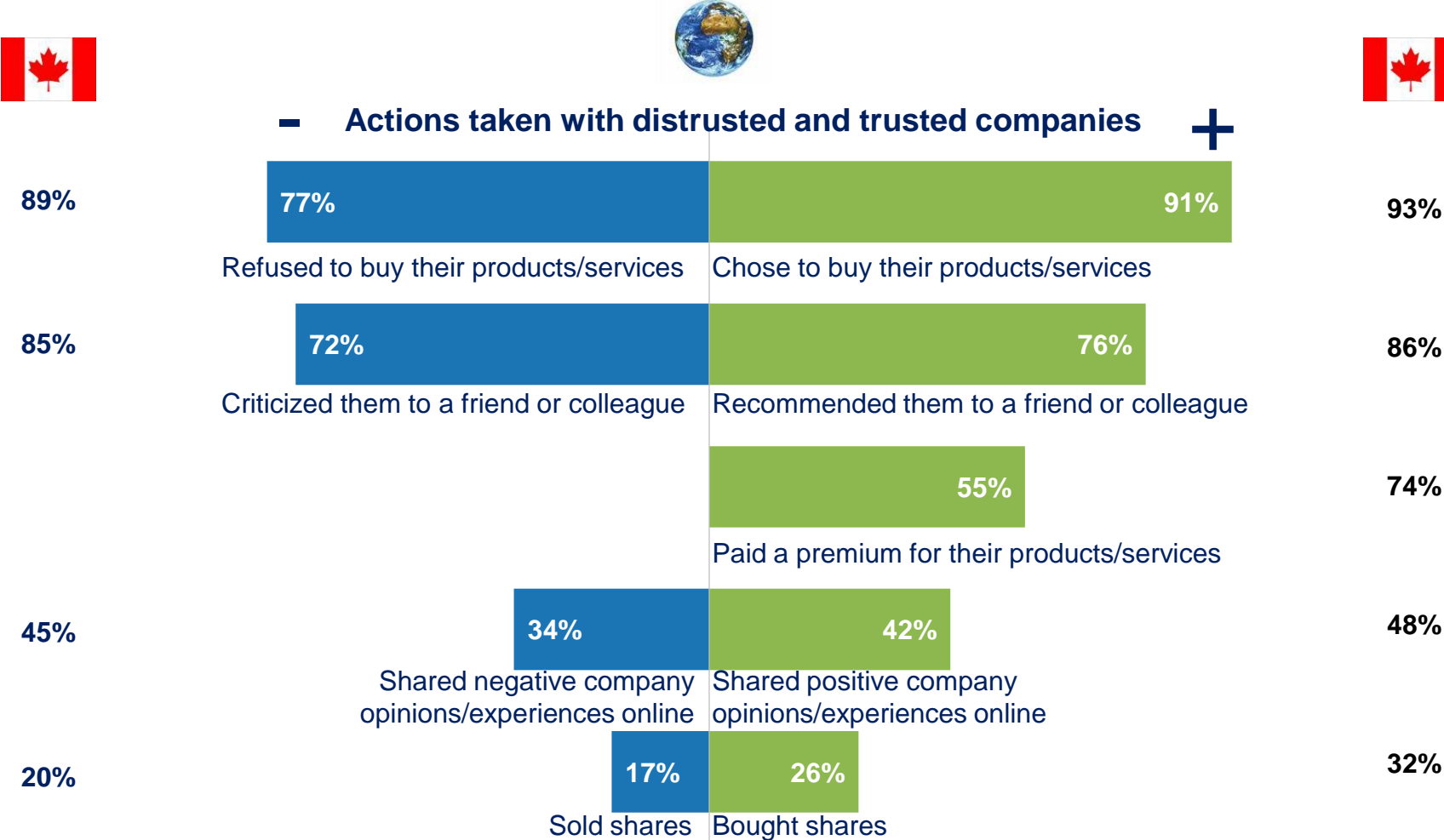
Frequent, honest communication most important reputation attribute in Canada

■ Canada ■ Global Total



B62-73. When you think of good and responsible companies, how important is each of the following factors to the overall reputation of the company? Please use a nine-point scale where one means that factor is “not at all important” and nine means it is “extremely important” to overall reputation. (Top 4 Box) Informed Publics age 25-64 in 20 countries and Canada

Through personal action, trust has tangible benefits



B74-78 Thinking back over the past 12 months, have you taken any of the following actions in relation to companies that you trust? Please answer yes or no to each action.

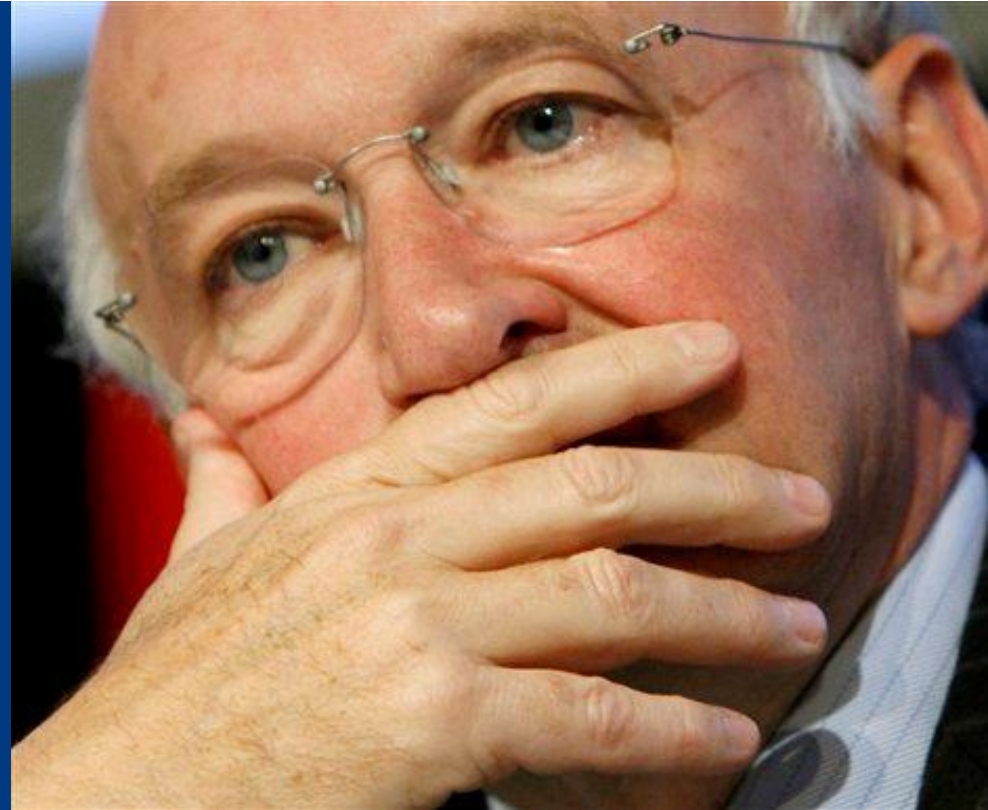
B79-82. Still thinking about the past 12 months, have you taken any of the following actions in relation to companies that you do not trust? Please answer yes or no to each action. Informed publics 25-64 in 20 countries

Rebuilding Trust

The Power of Public Engagement

"I understand your disappointment,
your anger. This situation is
perfectly unacceptable."

– Daniel Bouton,
former CEO of Société Générale



Daniel Bouton, former CEO of French bank Société Générale

What We Have Learned

Diminished
trust impedes
business license
to operate

Regulation \neq
abdication

A public
company serves
shareholders
and society

Partnership is
the solution

Public Engagement: A Strategy for Changing Policy and Communication

**Private Sector
Diplomacy**

**Mutual Social
Responsibility**

**Shared
Sacrifice**

**Continuous
Conversation**

Private Sector Diplomacy

Private Sector
Diplomacy

Mutual Social
Responsibility

Shared Sacrifice

Continuous
Conversation

- Shape policy on world's most pressing problems, including ones that don't concern company's industry
- Partner with government, NGOs to drive decision-making and set strategy on major societal issues

RONA

Rona Canada building sustainable business – develop and introduce an informed procurement policy to protect the Canadian Boreal Forest and balance sourcing requirements.



Mutual Social Responsibility

Private Sector
Diplomacy

Mutual Social
Responsibility

Shared Sacrifice

Continuous
Conversation

Benefit society and the bottom line

Integrate approaches to societal problems into products and services

Involve employees and customers in decisions and actions about company's social responsibility

Brita invited Canadians to be part of the solution for reducing water bottle waste

 **BRITA**[®]

FILTERFORGOODCA[™]



Shared Sacrifice

- Set collaborative tone for company: we're all in this together
- Equitable compensation (executive pay cuts, bonus forfeiting) sends powerful message
- Communicate with employees, welcome their voices



Executive compensation within Canadian banking sector – select early adopters.



Continuous Conversation

Private Sector
Diplomacy

Mutual Social
Responsibility

Shared Sacrifice

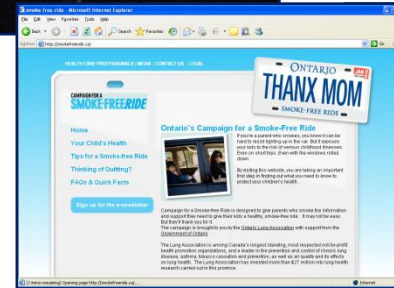
Continuous
Conversation

Be agile and “of the moment”

Inform, don’t control the conversation

Say... then do as you say

Ontario Lung Association’s Campaign for a Smoke-free Ride focused on choice, used timely dialogue, and ongoing engagement via multiple touch points.







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