Methodology

Edelman Trust Barometer
17 years of studying trust
Launched annually at the World Economic Forum Annual Meeting in Davos
Inaugural Family Business Special Report in 2014

2017 Edelman Trust Barometer
Online survey in 28 countries
33,000+ respondents total
All fieldwork conducted between October 13th and November 16th, 2016
Ages 18+
1,150 respondents per country

2017 Family Business Special Report
Online survey in 12 countries
15,000+ respondents total
All fieldwork conducted between June 7th and June 27th, 2017
Ages 18+
1,150 respondents per country
Measured opinions of family business employees vs. those not employed in a family business
2017: Trust Gap Widens

Percent trust in the four institutions of government, business, media and NGOs, 2012 to 2017

- **Informed Public**
  - 2012: 53
  - 2016: 60
  - 2017: 60
  - Increase: 12 points

- **Mass Population**
  - 2012: 44
  - 2016: 48
  - 2017: 45
  - Increase: 9 points

Largest Gaps:
- **USA**: 21 points
- **UK**: 19 points
- **France**: 18 points

Source: 2017 Edelman Trust Barometer. The Trust Index is an average of a country’s trust in the institutions of government, business, media and NGOs. Informed Public and Mass Population, 25-country global total.
Trust in All Four Institutions Declines

Percent trust in the four institutions of government, business, media and NGOs, 2016 vs. 2017

Source: 2017 Edelman Trust Barometer Q11-620. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using 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, Trust) General Population, 28-country global total.
Majority Believe the System is Broken

Percent who believe the system is failing, and percent who worry about each concern, 28-country global totals

Globally

53%

“The system is failing me”

83%

Job loss

53%

Pace of change in business is too fast

50%

Globalization

Source: 2017 Edelman Trust Barometer. Q672-675, 678-680, 688-690. For details on how the “system failing” measure was calculated, please refer to the Technical Appendix. Q693-762. Some people say they worry about many things while others say they have few concerns. We are interested in what you worry about. Specifically, how much do you worry about each of the following? Please indicate your answer using a nine point scale where one means “I do not worry about this at all” and nine means “I am extremely worried about this”. (Top 4 Box, Worried) Q709-718. For each of the statements below, please indicate how much you agree or disagree. (Top 4 Box, Agree) Q349-671. For the statements below, please think about the pace of development and change and select the response that most accurately represents your opinion. (Top 4 Box, Too Fast), question asked of half the sample. General Population, 28-country global total. ‘Job loss’ is a T4B net of Q693-Q697.
People Trust Family Business

Percent trust in family business vs. business in general, 11-country global total

<table>
<thead>
<tr>
<th>Country</th>
<th>Family business trust</th>
<th>Business in general</th>
<th>Trust advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global 11</td>
<td>75</td>
<td>59</td>
<td>+16</td>
</tr>
<tr>
<td>Germany</td>
<td>74</td>
<td>43</td>
<td>+31</td>
</tr>
<tr>
<td>U.K.</td>
<td>72</td>
<td>45</td>
<td>+27</td>
</tr>
<tr>
<td>Canada</td>
<td>75</td>
<td>50</td>
<td>+25</td>
</tr>
<tr>
<td>Italy</td>
<td>79</td>
<td>55</td>
<td>+24</td>
</tr>
<tr>
<td>U.S.</td>
<td>82</td>
<td>58</td>
<td>+24</td>
</tr>
<tr>
<td>France</td>
<td>73</td>
<td>50</td>
<td>+23</td>
</tr>
<tr>
<td>Brazil</td>
<td>75</td>
<td>61</td>
<td>+14</td>
</tr>
<tr>
<td>Mexico</td>
<td>78</td>
<td>67</td>
<td>+11</td>
</tr>
<tr>
<td>Indonesia</td>
<td>80</td>
<td>76</td>
<td>+4</td>
</tr>
<tr>
<td>India</td>
<td>76</td>
<td>74</td>
<td>+2</td>
</tr>
<tr>
<td>China</td>
<td>62</td>
<td>67</td>
<td>-5</td>
</tr>
</tbody>
</table>

Source: 2017 Edelman Trust Barometer. Q11-620. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using 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, Trust) Q15-17G. Thinking about different types of businesses, please indicate how much you trust each type of business to do what is right using a 9-point scale where one means that you “do not trust them at all” and nine means that you “trust them a great deal”. (Top 4 Box, Trust), question asked of half the sample. General Population, 11-country global total.
Among Those with a Preference, More Than Twice as Many Would Rather Work for a Family Business

- 19% No preference
- 21% Would rather not work for a family business
- 54% Would rather work for a family business

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q37. Indicate how much you agree or disagree with the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Bottom 4 Box, Disagree; Code 5, Neutral; Top 4 Box, Agree) General population, 12-country global total.
If They Know You, They Will Pay More

Percent who will pay more for products or services offered by family business, comparing those who know which companies they buy from are family businesses vs. those who do not

Willing to pay more for products or services offered by a family business

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q37. Indicate how much you agree or disagree with the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree) General Population, 12-country global total, cut by those who know which companies they buy from are family businesses (Q37r1 Top 4 Box) vs. those that do not (Q37r1 Bottom 4 Box).

+45 pts
more likely to pay more if they know which company is a family business
Silence Isn’t Working
Just Over 1 in 2 Know Which Companies are Family Businesses

Percent who know which companies they buy from are family businesses

Globally

51%

"I know which companies I buy from are family businesses and which ones are not"

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q37. Indicate how much you agree or disagree with the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree) General Population, 12-country global total.
The Squandered Advantage

Top attributes on which family business is performing extremely well, comparing those who know which companies they buy from are family businesses vs. those who do not

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Knows which is family business</th>
<th>Does not know which is family business</th>
</tr>
</thead>
<tbody>
<tr>
<td>High quality products and services</td>
<td>51</td>
<td>34</td>
</tr>
<tr>
<td>Listens to customers</td>
<td>50</td>
<td>32</td>
</tr>
<tr>
<td>The profits it makes in this country stay in this country</td>
<td>49</td>
<td>34</td>
</tr>
<tr>
<td>Treats employees well</td>
<td>49</td>
<td>32</td>
</tr>
</tbody>
</table>

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q48. Please rate Family-owned or Family-Controlled businesses or companies on how well you think they are performing on each of the following attributes. Use a nine-point scale where one means they are “performing extremely poorly” and nine means they are “performing extremely well”. (Top 2 Box, Performing extremely well; excludes DKs) General Population, 12-country global total, cut by those who know which companies they buy from are family businesses (Q37r1 Top 4 Box) vs. those that do not (Q37r1 Bottom 4 Box).
Family Business Not Getting Credit for Job Creation

Perception

Fewer than 1 in 3 see family business as a job creator

Reality

Family business creates 50–80% of jobs

Source: Family Firm Institute, Global Data Points

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q48. Please rate Family-owned or Family-Controlled businesses or companies on how well you think they are performing on each of the following attributes. Use a nine-point scale where one means they are “performing extremely poorly” and nine means they are “performing extremely well”. (Top 2 Box, Performing extremely well; excludes DKs) General Population, 12-country global total.

Source of third-party research: Family Firm Institute.
Family Business Perceived as Behind on Innovation, Long-Term Thinking and Financial Success

Percent who believe each is more likely to be true of family business vs. nonfamily business

<table>
<thead>
<tr>
<th>Perception</th>
<th>Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term thinking</td>
<td>For every dollar invested in R&amp;D, family businesses drive more innovative outputs—measured by number of patents, number of new products, or revenues generated with new products—than nonfamily firms</td>
</tr>
<tr>
<td>Innovation</td>
<td>Source: Academy of Management Journal, Doing More with Less: Innovation Input and Output in Family Firms</td>
</tr>
<tr>
<td>Financial success</td>
<td>Source: 2017 Edelman Trust Barometer Family Business Supplement. Q35. Think about family businesses versus businesses that are not controlled by a family. For each of the characteristics below, please indicate how likely it is that each one would describe a family versus a non-family owned business. Rate each trait on the following scale where 1=This is much more likely to be true of family businesses, 5=This is equally likely to be true of family-owned and non-family-owned businesses, and 9=This is much more likely to be true of non-family-owned businesses. (Top 4 box, Non-family businesses; Bottom 4 Box, Family businesses) General Population, 12-country global total. Source of third-party research: Academy of Management Journal, Doing More with Less: Innovation Input and Output in Family Firms.</td>
</tr>
</tbody>
</table>
Family Business Perceived as Behind on Societal Contributions

Percent who believe each is more likely to be true of family business vs. nonfamily business

Perception

<table>
<thead>
<tr>
<th>Perception</th>
<th>Family business</th>
<th>Nonfamily business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads on societal challenges</td>
<td>46</td>
<td>17</td>
</tr>
<tr>
<td>Philanthropy / Foundations</td>
<td>23</td>
<td>38</td>
</tr>
</tbody>
</table>

Reality

81% of the world’s largest family businesses practice philanthropy

56% of all family business owners personally oversee the progress and effectiveness of their philanthropic projects

Source: E&Y and Kennesaw State University. Staying power: How do family businesses create lasting success?
Trust in Next-Generation Leaders Declines

Percent who trust each type of leader, and change from 2014 to 2017

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q26. Thinking about different types of leaders, please indicate how much you trust each type of leader to do what is right using 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, Trust) General Population, 10-country global total.

‘Founder’ is an average across large and medium/small size businesses.
‘Next-Generation CEO’ is an average across large and medium/small size businesses.
This Is Your Moment
# Family Business Employees More Committed

Percent who strongly agree with each of the following statements, family business employees vs. nonfamily business employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>Employed by family business</th>
<th>Not employed by family business</th>
</tr>
</thead>
<tbody>
<tr>
<td>I want to do the best possible job for our customers</td>
<td>66</td>
<td>56</td>
</tr>
<tr>
<td>I am committed to achieving our goals</td>
<td>59</td>
<td>49</td>
</tr>
<tr>
<td>I feel motivated to perform well</td>
<td>53</td>
<td>43</td>
</tr>
<tr>
<td>Employees treated fairly</td>
<td>48</td>
<td>35</td>
</tr>
<tr>
<td>My employer really cares about me as a person</td>
<td>47</td>
<td>33</td>
</tr>
<tr>
<td>Management values workers opinions</td>
<td>44</td>
<td>31</td>
</tr>
</tbody>
</table>

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q38. Thinking of the current company where you work, please indicate how much you agree or disagree with each of the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 2 box, Strongly agree), question only asked among current employees who are not self-employed. Family Business Employees and Non-Family Business Employees, 12-country global total.
Family Business More Respectful of Local Customs

Percent who believe family business or nonfamily business is more likely to be respectful of local customs and traditions

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q35. Think about family businesses versus businesses that are not controlled by a family. For each of the characteristics below, please indicate how likely it is that each one would describe a family versus a non-family owned business. Rate each trait on the following scale where 1=This is much more likely to be true of family businesses, 5=This is equally likely to be true of family-owned and non-family-owned businesses, and 9=This is much more likely to be true of non-family-owned businesses. (Top 4 box, Non-family businesses; Bottom 4 Box, Family businesses) General Population, 12-country global total.
### Family Business Seen as Creating Value Locally

Top three attributes on which family business is performing extremely well, compared to business in general, 11-country global total

<table>
<thead>
<tr>
<th>Family Business</th>
<th>Business in general</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>#1</td>
</tr>
<tr>
<td>#2</td>
<td>#13</td>
</tr>
<tr>
<td>#3</td>
<td>#4</td>
</tr>
</tbody>
</table>

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Source: 2017 Edelman Trust Barometer Family Business Supplement. Q48. Please rate Family-owned or Family-Controlled businesses or companies on how well you think they are performing on each of the following attributes. Use a nine-point scale where one means they are “performing extremely poorly” and nine means they are “performing extremely well”. (Top 2 Box, Performance) General Population, 11-country global total.

Source: 2017 Edelman Trust Barometer. Q114-129. Please rate businesses in general on how well you think they are performing on each of the following attributes. Use a 9-point scale where one means they are “performing extremely poorly” and nine means they are “performing extremely well”. (Top 2 Box, Performance) General Population, 11-country global total.
Challenges for the Next Generation
Next-Generation Leaders Seen as Less Capable

Percent who agree with each of the following statements about next-generation leaders

- 63% will mismanage the company
- 53% less impressive and talented
- 56% less committed and passionate about the company

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q29. Please indicate how much you agree or disagree with each of the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree) Q44. Thinking about your current company, please indicate how much you agree or disagree with each of the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree), question only asked of family business employees. General Population, 12-country global total.
Next Generation Must Overcome Wealth Stigma

Percent who associate each of the following with individuals who earned vs. inherited their wealth

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q21. Thinking about wealthy individuals who inherited their wealth, please indicate how much you associate each statement below with these individuals. Please use a 9-point scale, where one means you “do not associate that statement at all” with wealthy individuals who inherited their wealth and nine means you “strongly associate” that statement with wealthy individuals who inherited their wealth. (Top 4 Box, Associate), question asked of half the sample. Q22. Thinking about wealthy individuals who earned their wealth, please indicate how much you associate each statement below with these individuals. Please use a 9-point scale, where one means you “do not associate that statement at all” with wealthy individuals who earned their wealth and nine means you “strongly associate” that statement with wealthy individuals who earned their wealth. (Top 4 Box, Associate), question asked of half the sample. General Population, 12-country global total.
Next-Generation Leaders Must Prove Themselves

Top factors that would be important in maintaining trust in a business that passed leadership on to a family member

**Successor must be…**

- **80%** Appointed on merit
- **80%** Committed to the future of the business
- **79%** Innovative
- **79%** Experienced within the business
- **78%** Transparent about their plans for the business
- **74%** Committed to legacy

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q45. If the owner of a FAMILY-OWNED BUSINESS passed ownership or leadership of the business to a member of their family, how important would the following factors be to maintaining your trust in the business? Please answer using a 9-point scale where 1 is not at all important to maintaining your trust and 9 is extremely important to maintaining your trust. (Top 4 Box, Important) General Population, 12-country global total.
Demonstrate Impact and Philanthropy
Wealth Creates High Expectations

Percent who agree with each of the following statements about wealthy individuals

- They should create foundations or other vehicles to channel their wealth into society: 70
- They should support their local communities by volunteering as members of boards and commissions: 68
- They are more obligated to work to improve society: 66

Nearly 3 in 4 agree the gap between the wealthy and everyone else has grown.

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q40. Please indicate how much you agree or disagree with the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree) Q24. In the last 10 years, do you think the gap between the wealthy and everyone else in [INSERT COUNTRY] has...? General Population, 12-country global total.
Philanthropic Motives Under Scrutiny

Percent who agree wealthy individuals create nonprofit foundations for one or more of the following reasons

78% agree wealthy individuals often create nonprofit foundations for negative reasons

- To exert political influence
- For vanity and self-promotion
- To ease their guilt regarding those they hurt amassing their wealth

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q40. Please indicate how much you agree or disagree with the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree) General Population, 12-country global total. Callout is a net of three items: Q40 r5, r6, and r7 (Top 4 Box, Agree) General Population, 12-country global total.
Don’t Keep Impact a Secret

Percent who have an equal or greater expectation for family business than nonfamily business in this area

71% Should be transparent about their philanthropy

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q36. Think about family businesses versus businesses that are not controlled by a family. For each of the expectations listed below that one might have of companies, please rate each on the following scale where 1=This is something I expect more from family businesses, 2=This is something that I expect equally of family-owned and non-family-owned businesses, 3=This is something I expect more from non-family-owned businesses. General Population, 12-country global total.
Ground Your Philanthropic Engagement in Country and Community

Percent who expect family business to contribute as much or more than nonfamily business in each of these areas

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserve our country’s values</td>
<td>74</td>
</tr>
<tr>
<td>Contribute to the local community</td>
<td>73</td>
</tr>
<tr>
<td>in markets they operate</td>
<td></td>
</tr>
<tr>
<td>Donate to charities</td>
<td>67</td>
</tr>
<tr>
<td>Invest in foundations aligned with</td>
<td>64</td>
</tr>
<tr>
<td>their business interests</td>
<td></td>
</tr>
<tr>
<td>Address concerns about immigration and</td>
<td>62</td>
</tr>
<tr>
<td>globalization</td>
<td></td>
</tr>
</tbody>
</table>

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q36. Think about family businesses versus businesses that are not controlled by a family. For each of the expectations listed below that one might have of companies, please rate each on the following scale where 1=This is something I expect more from family businesses, 2=This is something I expect equally of family-owned and non-family-owned businesses, 3=This is something I expect more from non-family-owned businesses. General Population, 12-country global total.
Your Story Must Be Told
## Family Business Seen as Less Transparent

Percent who say that each is more true of family business vs. nonfamily business

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Family Business</th>
<th>Nonfamily Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparent in their business operations</td>
<td>25</td>
<td>40</td>
</tr>
<tr>
<td>Open and informative in their communications with consumers</td>
<td>24</td>
<td>39</td>
</tr>
</tbody>
</table>

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q35. Think about family businesses versus businesses that are not controlled by a family. For each of the characteristics below, please indicate how likely it is that each one would describe a family versus a non-family owned business. Rate each trait on the following scale where 1=This is much more likely to be true of family businesses, 5=This is equally likely to be true of family-owned and non-family-owned businesses, and 9=This is much more likely to be true of non-family-owned businesses. (Top 4 box, Non-family businesses; Bottom 4 Box, Family businesses) General Population, 12-country global total.
Tell Them Where You Came From

Percent who say the following would increase their trust in a family business

Knowing the company’s history and founding story builds my trust

73%

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q34. How much would each of the following increase your trust in a family business? Using a nine-point scale where one means “would not increase my trust at all” and nine means “would increase my trust a lot” rate each item below. (Top 4 Box, Increase trust) General Population, 12-country global total.
Tell Them Who You Are as a Family and Business

Percent who say the following would increase their trust in a family business

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Trust Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information about their supply chain</td>
<td>75</td>
</tr>
<tr>
<td>Transparency regarding how its business decisions are made</td>
<td>74</td>
</tr>
<tr>
<td>Information on the family’s role in the business</td>
<td>71</td>
</tr>
<tr>
<td>Information about the backgrounds, experience and personalities of the family</td>
<td>70</td>
</tr>
<tr>
<td>A public presence for family members involved in the business</td>
<td>68</td>
</tr>
<tr>
<td>Family not afraid to take a stand on controversial issues</td>
<td>67</td>
</tr>
</tbody>
</table>

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q34. How much would each of the following increase your trust in a family business? Using a nine-point scale where one means “would not increase my trust at all” and nine means “would increase my trust a lot” rate each item below. (Top 4 Box, Increase trust) General Population, 12-country global total.
Create Impact as an Employer

Percent who expect family business to contribute as much or more than nonfamily business in each of these areas

- Create and keep jobs at home: 73%
- Address income inequality within business: 68%
- Encourage employees to volunteer: 68%
- Train workers displaced by automation: 64%

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q36. Think about family businesses versus businesses that are not controlled by a family.
For each of the expectations listed below that one might have of companies, please rate each on the following scale where 1=This is something I expect more from family businesses, 2=This is something that I expect equally of family-owned and non-family-owned businesses, 3=This is something I expect more from non-family-owned businesses. General Population, 12-country global total.
Engage Across Channels
It’s a Conversation, Not a Message

Percent of respondents who say they rely upon each type of media when it comes to learning about a family business

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q46. How do you usually learn about family businesses? From among the potential sources of information listed below, select the top three that you rely upon most when it comes to finding out about a family business. (Please select up to three items from the list below.) General Population, 12-country global total.

Nearly 1 in 3 rely on social media to learn about a family business.
### Use Multiple Voices

**Percent who rate each spokesperson about a family business as extremely/very credible**

<table>
<thead>
<tr>
<th>Role</th>
<th>Credible Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>A technical expert</td>
<td>62</td>
</tr>
<tr>
<td>Founder &amp; CEO of the family business</td>
<td>61</td>
</tr>
<tr>
<td>Academic expert</td>
<td>61</td>
</tr>
<tr>
<td>Entrepreneur</td>
<td>58</td>
</tr>
<tr>
<td>Financial industry analyst</td>
<td>57</td>
</tr>
<tr>
<td>A person like yourself</td>
<td>55</td>
</tr>
<tr>
<td>Board of directors</td>
<td>54</td>
</tr>
<tr>
<td>Employee</td>
<td>52</td>
</tr>
<tr>
<td>Nonfamily CEO</td>
<td>50</td>
</tr>
<tr>
<td>Second/third-generation family member</td>
<td>49</td>
</tr>
<tr>
<td>NGO representative</td>
<td>44</td>
</tr>
<tr>
<td>Family member not working in the business</td>
<td>37</td>
</tr>
</tbody>
</table>

**Founders 12 points more trusted than second/third-generation family members and nonfamily CEOs**

**Employees more credible than next-generation or nonfamily CEOs**

*Source: 2017 Edelman Trust Barometer Family Business Supplement. Q47. Below is a list of people. In general, when forming an opinion of a family business, if you heard information about that family business from each of these people, how credible would you consider that information to be—extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box, Credible) General Population, 12-country global total.*
Activate Your Employees as Ambassadors

Employees of family business who say…

- 82% "I would recommend our products or services to others"
- 72% "I would recommend this organization as an employer"

Source: 2017 Edelman Trust Barometer Family Business Supplement. Q38. Thinking of the current company where you work, please indicate how much you agree or disagree with each of the following statements using a 9-point scale where one means that you “strongly disagree” and nine means that you “strongly agree”. (Top 4 Box, Agree) Family Business Employees, 12-country global total.
Unlocking the Family Business Advantage
The traditional playbook of low-key, let-the-results-speak-for-themselves behavior will not work in an increasingly skeptical society upset by growing wealth inequality.

Richard Edelman
Chief Executive Officer of Edelman