



## *ÉDITION SPÉCIALE*

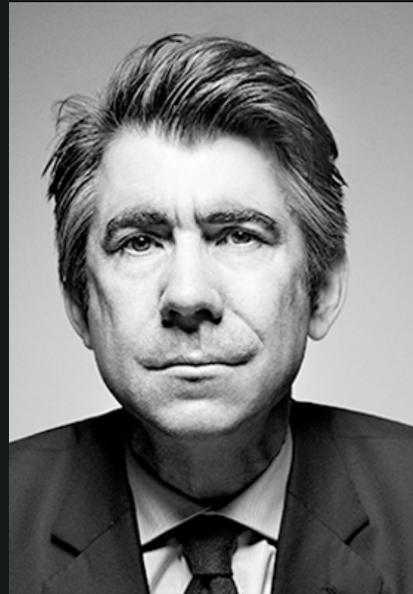
# LA CONFIANCE ET LA PANDÉMIE COVID 19



# AVEC VOUS AUJOURD'HUI



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Elan Edelman



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Edelman EMEA



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Edelman Intelligence

# LA CONFIANCE, LE SUJET DU MOMENT, NOTRE EXPERTISE DEPUIS 20 ANS

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- **La crise Covid19, le climax de la confiance**
- **La confiance, l'enjeu du déconfinement**

# A GLOBAL PERSPECTIVE FROM ED WILLIAMS

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Trust has hit a record high.

We turn to government  
during a global crisis.

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This is the moment of  
reckoning for business



**ED WILLIAMS**  
President & CEO  
Edelman EMEA

# LA CONFIANCE ET LA PANDÉMIE COVID19

## Méthodologie



Online survey in 11 markets:

**Canada, China, France, Germany, India, Japan, Mexico, Saudi Arabia, S. Korea, U.K. and U.S.**

13,200+ respondents total

All fieldwork was conducted between April 15 and April 23, 2020

January 2020 Trust Barometer fieldwork was conducted between October 19 and November 18, 2019

11-market global data margin of error: General population +/- 0.9% (N=13,200), informed public +/- 3.0% (N=1,100), mass population +/- 1.0% (N=10,741+).

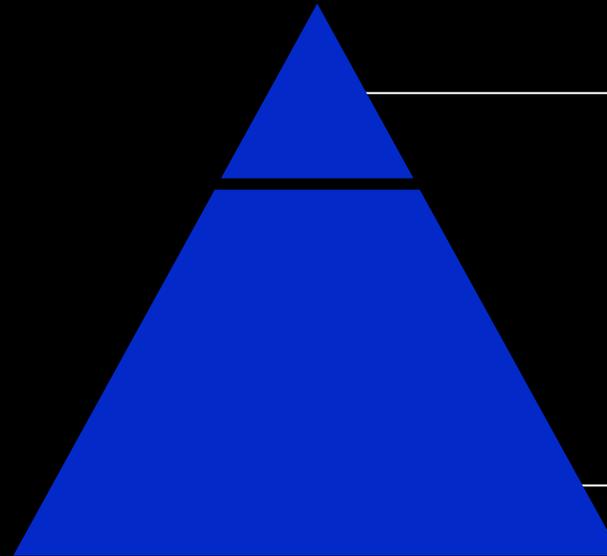
Market-specific data margin of error: General population +/- 2.8% (N=1,200), informed public +/- 9.8% (N=100), mass population +/- 2.9% to 3.7% (N=min 691, varies by market).

## General Online Population

**1,200**  
respondents  
per market

Ages  
**18+**

All slides show general  
online population data  
unless otherwise noted



### **Informed Public**

**100** respondents in each market  
Represents **19%** of total global population

Must meet 4 criteria

- Ages **25-64**
- College-educated
- In top **25%** of household income per age group in each market
- Report significant media consumption and engagement in public policy and business news

### **Mass Population**

All population not  
including informed public

Represents **81%** of total  
global population

A black and white photograph featuring Emmanuel Macron in the foreground, looking slightly to the right with a serious expression. He is wearing a dark suit, a white shirt, and a dark tie. In the background, another man with a beard and glasses is visible, looking towards the left. The background is blurred, suggesting a crowded event.

L'EXCEPTION FRANÇAISE

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# POURQUOI LA CONFIANCE EN FRANCE FAIT-ELLE FIGURE D'EXCEPTION ?

**1.**

**En France, la confiance dans le gouvernement augmente... mais moins que dans les autres pays, notamment en Allemagne et en Grande-Bretagne**

**2.**

**La France est un des seuls marchés où la confiance dans les entreprises n'augmente pas**

**3.**

**Un phénomène de “Trust Bubble” attendu, plus fort en France qu’ailleurs**

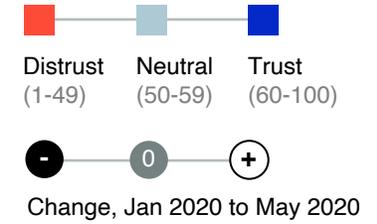
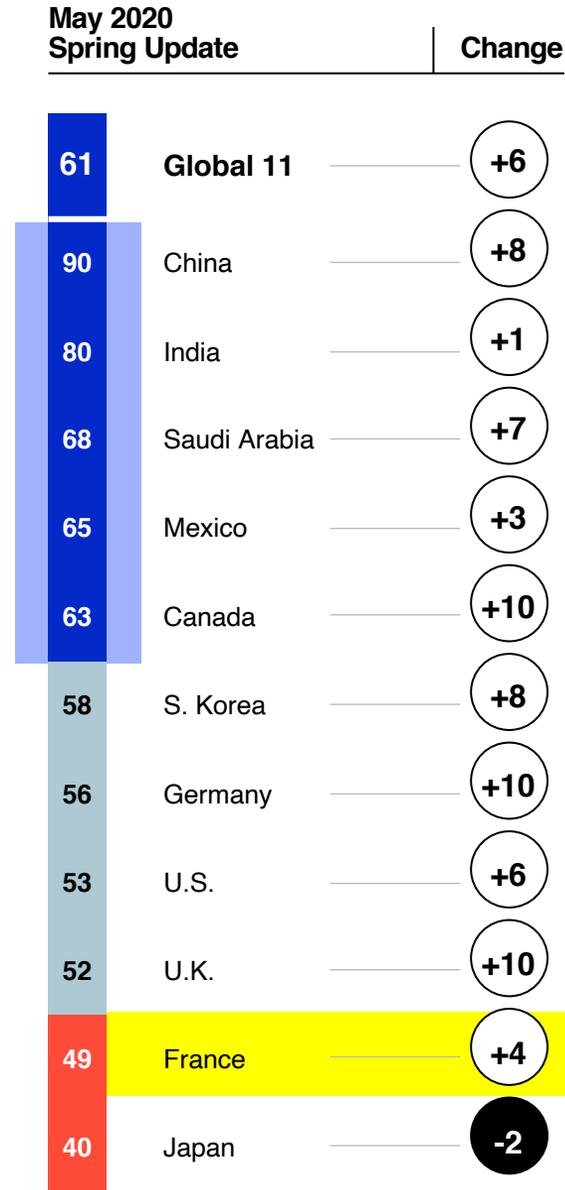
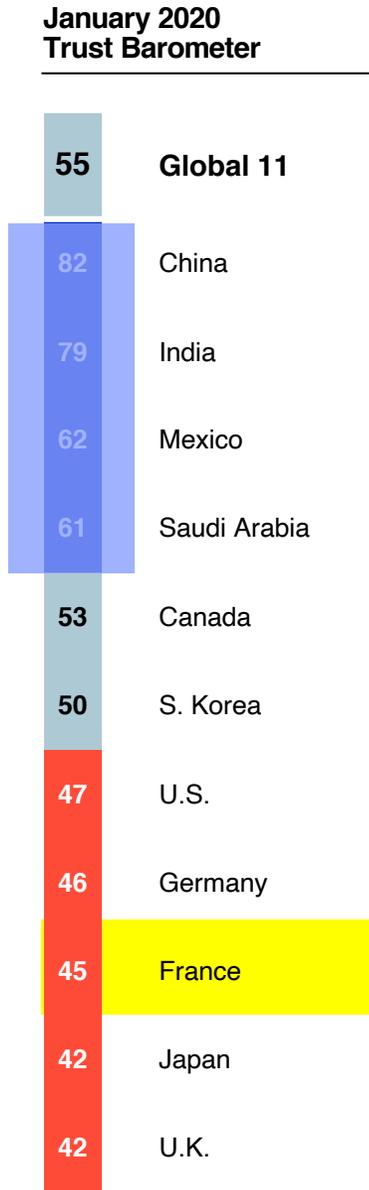
# UNE CROISSANCE DE LA CONFIANCE RELATIVEMENT LIMITÉE EN FRANCE, COMPARÉ AUX AUTRES MARCHÉS

## Trust Index

11-market global average increases 6 pts., with increases in 10 of 11 markets

Distrusting markets decline from 5 to 2

2020 Edelman Trust Barometer Spring Update. The Trust Index is the average percent trust in NGOs, business, government and media. TRU\_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 11-mkt avg.



Change in the Trust Index, Jan 2012 – May 2020 (10-market avg.)

	Trust Index	Change
2012	45	n/a
2013	50	+5
2014	48	-2
2015	47	-1
2016	51	+4
2017	49	-2
2018	49	0
2019	53	+4
Jan 2020	55	+2
May 2020	61	+6

# UN ÉCART DE CONFIANCE PERSISTANT, UN FOSSÉ EN FRANCE

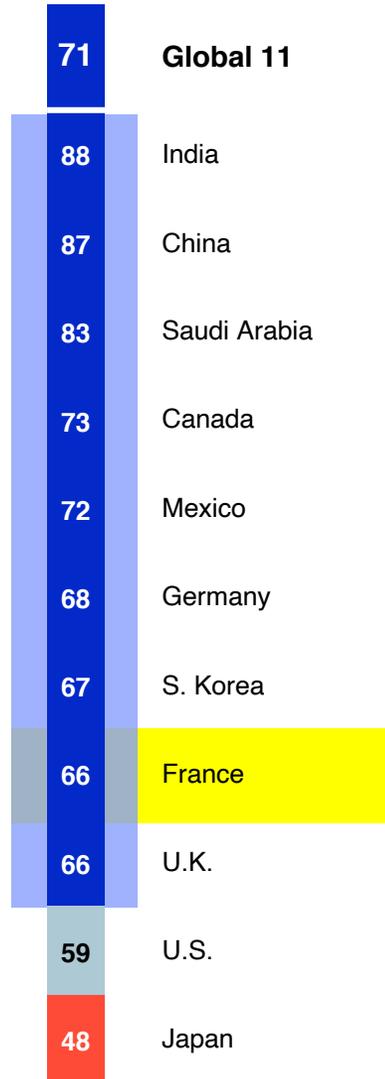
## Trust Index

Informed public 13 points more trusting than the mass population

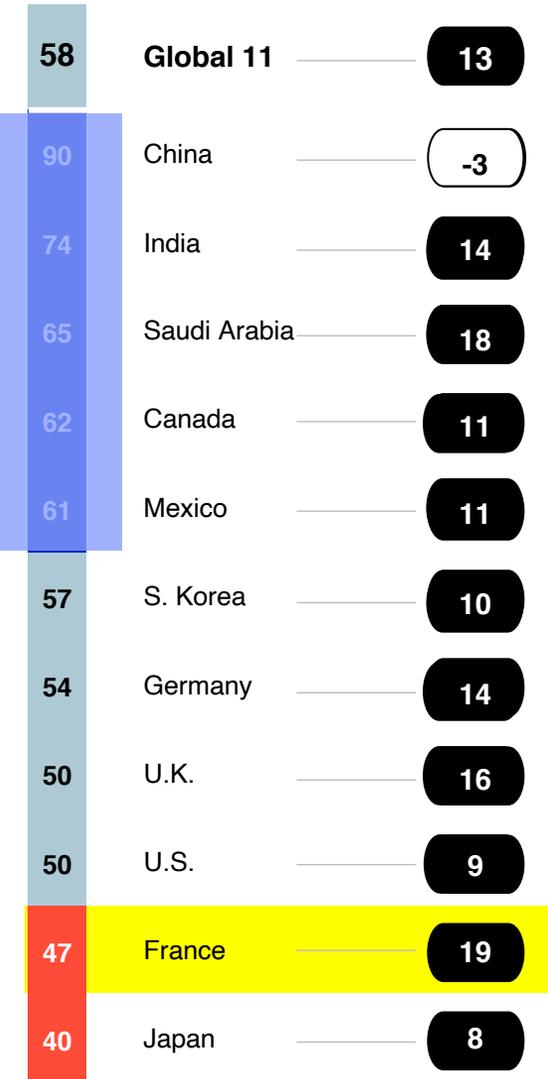
Double-digit trust inequality in 8 of 11 markets measured

2020 Edelman Trust Barometer Spring Update. 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. Informed public and mass population, 11-mkt avg.

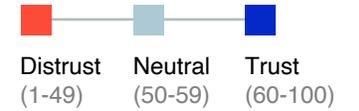
△ 2020 Spring Update  
Informed public



▲ 2020 Spring Update  
Mass population



Trust gap



13

-3

14

18

11

11

10

14

16

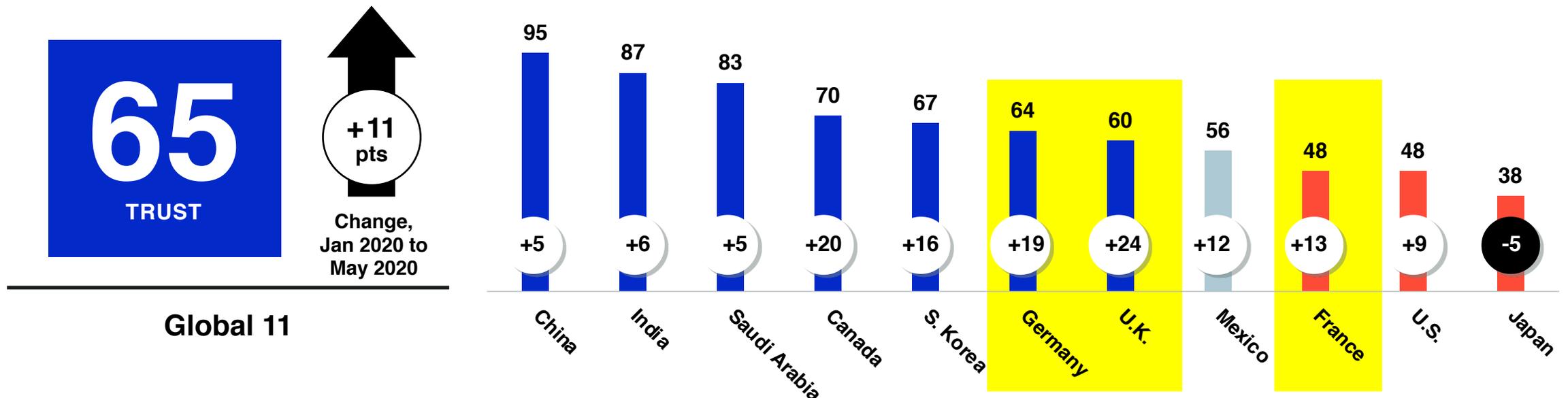
9

19

8

# EN FRANCE, LE GOUVERNEMENT EST TOUJOURS EN ZONE DE DÉFIANCE, CONTRAIREMENT À L'ALLEMAGNE ET À LA GRANDE-BRETAGNE...

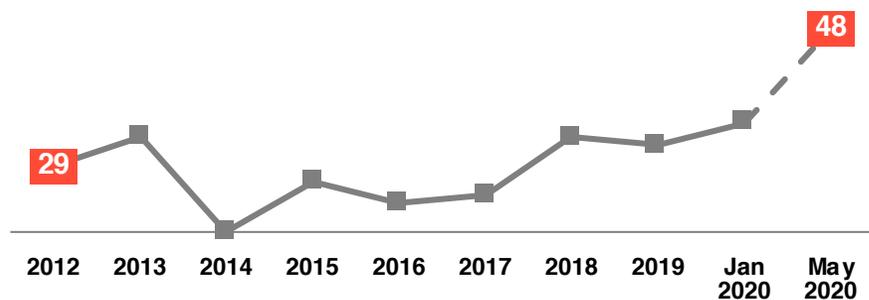
Percent trust in government



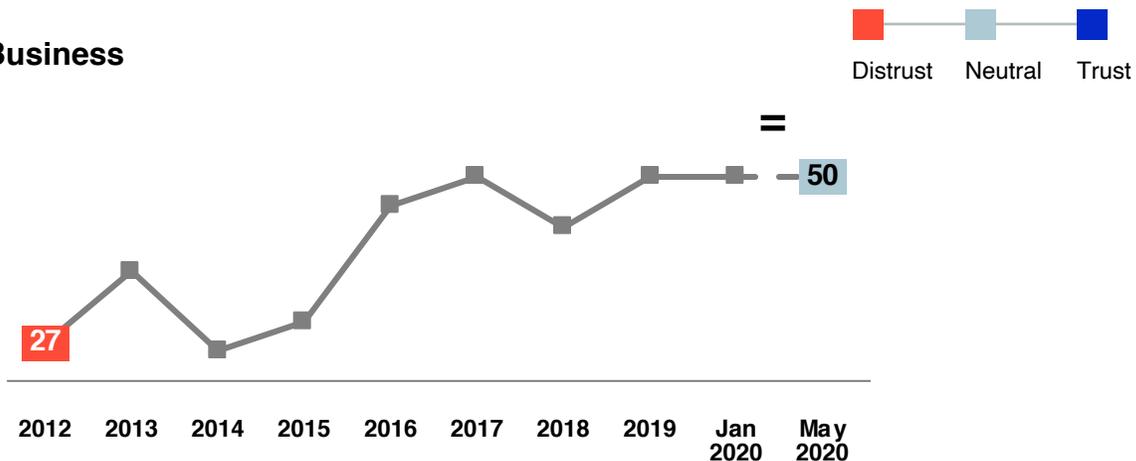
# ... ALORS QUE LA CONFIANCE DANS LES AUTRES INSTITUTIONS RESTE STABLE

Pourcentage de confiance en France

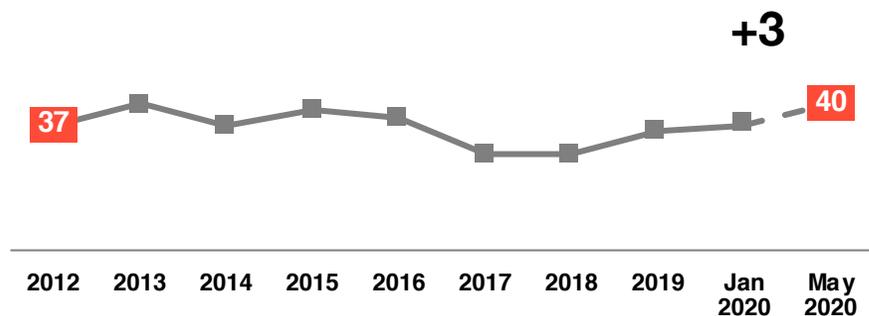
## Government



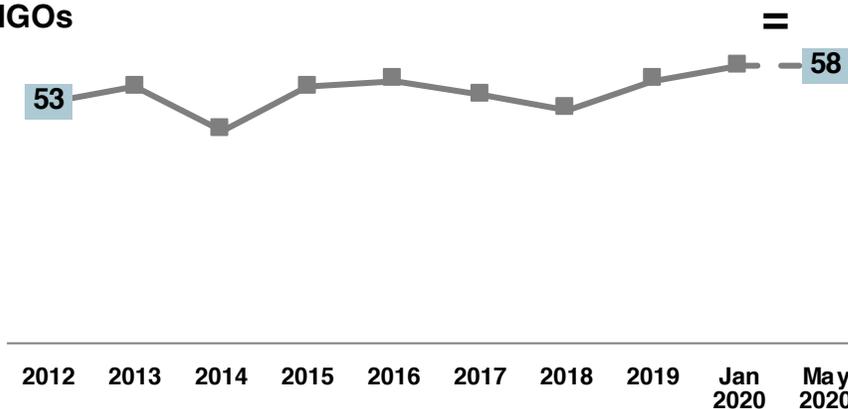
## Business



## Media



## NGOs



# DES ATTENTES PLUS IMPORTANTES QUE JAMAIS ENVERS LES ENTREPRISES

PROTECT  
NURSES  
PATIENTS  
PUBLIC HEALTH  
#COVID19

NUU  
Kious Kelly, RN  
National Nurses United

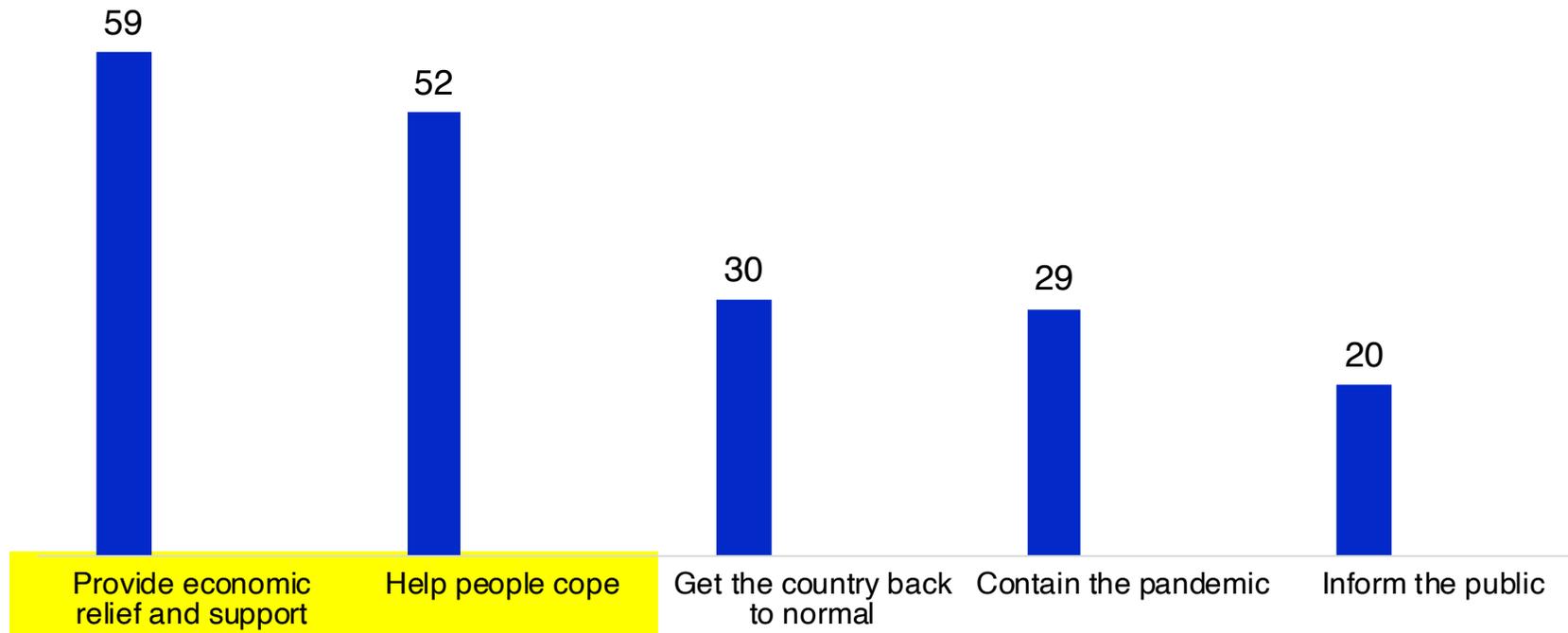
NUU  
Freda Ocran, RN  
National Nurses United

PROTECT  
NURSES  
PATIENTS  
PUBLIC HEALTH  
#COVID19

NUU  
National Nurses United

# LE GOUVERNEMENT DOIT ÊTRE LEADER DANS TOUS LES DOMAINES AFFECTÉS PAR LA PANDÉMIE, MAIS LES ENTREPRISES ONT ÉGALEMENT UN RÔLE MAJEUR À JOUER SUR CERTAINES PROBLÉMATIQUES

Percent in France who expect business to take a leading role to address each challenge



2020 Edelman Trust Barometer Spring Update. WHOSE\_JOB. For each of the pandemic-related challenges, please indicate which of these five institutions, if any, you expect to see taking a leading role in addressing it. Pick all that apply. General population, France. "Contain the pandemic" is a net of r1 and r2, "Help people cope" is a net of r3 and r4, "Inform the public" is a net of r5 and r6, "Provide economic relief and support" is a net of r7-r9, "Get the country back to normal" is a net of r10 and r11.

**QUANT AUX CEOs, IL LEUR EST  
DEMANDÉ DE PRENDRE  
L'INITIATIVE...**

Percent in France who agree

**CEOs should take the lead on  
addressing the pandemic**  
rather than waiting for government  
to impose restrictions and demands  
on their businesses

**61%**



# ... DANS UN CONTEXTE OÙ LA SÉCURITÉ SANITAIRE EST UNE PRIORITÉ ABSOLUE

Which do you agree with more?

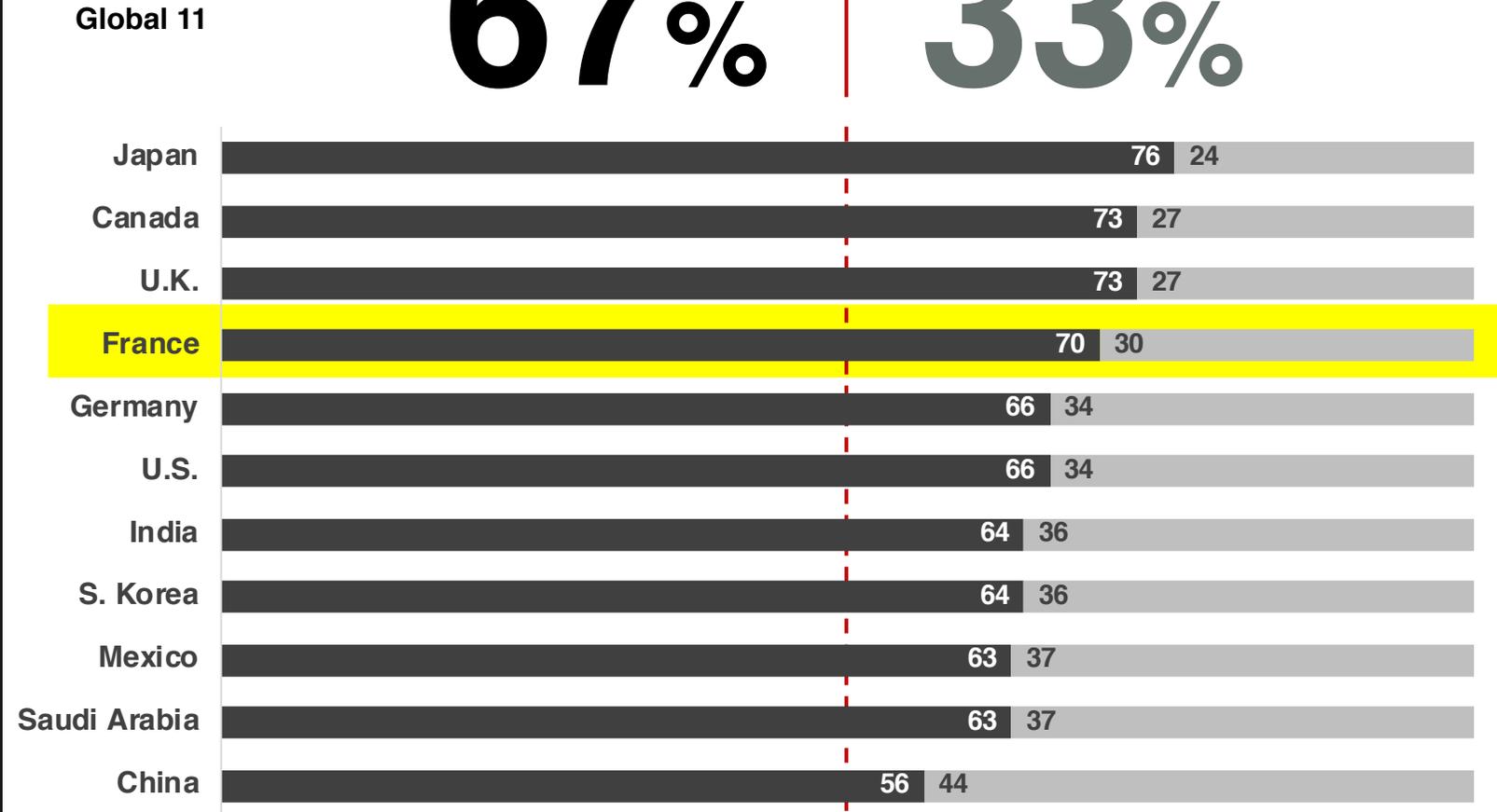
The government's highest priority should be **saving as many lives as possible**, even if it means the economy will sustain more damage and recover more slowly

OR

It is becoming more important for the government **to save jobs and restart the economy** than to take every precaution possible to keep people safe from the virus

# 67%

# 33%



2020 Edelman Trust Barometer Spring Update. GOV\_CHOICE. You are about to see a series of two choices. For each pair, we want you to choose the one that you agree with more. General population, 11-mkt avg.

50%

**Cela confirme l'ancrage de notre concept de**

**« MARQUE SOIGNANTE »**

**et les attentes très fortes en faveur d'une attitude nouvelle**

**« Solve, don't sell »**

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**MAIS LES ENTREPRISES  
N'ONT PAS SU RÉPONDRE  
À CES ATTENTES**

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# LES ENTREPRISES PERÇUES COMME « PAS À LA HAUTEUR » SUR LE DÉFI DE LA PROTECTION SANITAIRE...

Percent in France who say business is performing well or very well on each

**Protecting essential employees** whose jobs require them to work outside of their home thereby increasing their risk of exposure to the virus

⊥  
**36%**

doing this well or very well

Implementing safety measures to **protect workers and customers**

⊥  
**41%**

doing this well or very well

# ... COMME SUR LE DÉFI DE LA PROTECTION ÉCONOMIQUE

Percent in France who say business is performing well or very well on each

**Putting people  
before profits**

⊥  
**27%**

doing this well or very well

**Helping their smaller  
suppliers and business  
customers stay in business  
by extending them credit or  
giving them more time to pay**

⊥  
**27%**

doing this well or very well

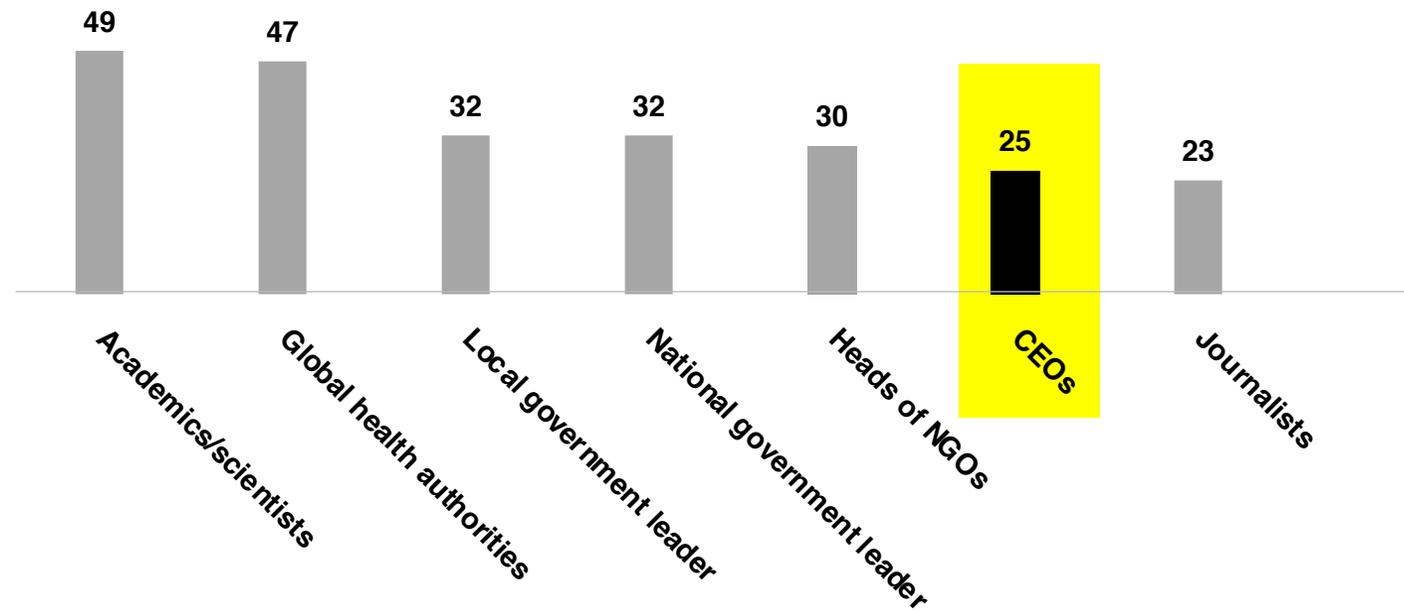
**Protecting their employee's  
financial wellbeing and  
safeguarding their jobs**

⊥  
**35%**

doing this well or very well

# LES CEOs ÉCHOUENT À PROUVER LEUR LEADERSHIP PUBLIC

Percent in France who say each are doing **an outstanding job** meeting the demands placed on them by the pandemic



2020 Edelman Trust Barometer Spring Update. CEO\_AGR. Thinking about CEOs, how strongly do you agree or disagree with the following statement? 9-point scale; top 4 box, agree. CRISIS\_LEAD. The current pandemic places many demands on our leaders. Which of the leaders listed below do you believe are doing an outstanding job meeting the demands being placed upon them by this crisis? Pick all that apply. General population, France. "All of the above" responses were added to each item.

# Sodexo : les dirigeants divisent par deux leur rémunération

Sophie Bellon, présidente du conseil d'administration, renonce à 50 % de son salaire fixe sur les six prochains mois, tout comme Denis Machuel, le directeur général, qui va en sus abandonner son bonus annuel. Cet argent alimentera un programme de soutien aux salariés les plus vulnérables.

Lire plus tard Marchés financiers Commenter



# Coronavirus : un masque réutilisable 100 fois conçu par Michelin et des chercheurs



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## COVID-19 information

Our planet is faced with a pandemic that affects all of us. In this difficult context, every day, Danone's teams demonstrate exceptional commitment in all the countries where we are present and are united for the same cause: to protect our supply chain so that we can continue providing you with your daily food supply.

Our top priority is to ensure the safety of our 100,000 employees around the world as well as that of our partners.

Danone is taking radical measures to strengthen the resilience of our teams and our value chain :

- All employment contracts secured and wages guaranteed for the 100,000 Danone employees worldwide until June 30.
- Extensive coverage (health, childcare, quarantine) for all employees worldwide.
- Specific bonus for all employees working on site during the pandemic.
- Financial support of € 250M for the 15,000 small businesses in our global ecosystem (farmers, suppliers, service providers), financed by Danone's cash flow.



# Qui sont les patrons qui ont accepté de réduire leur salaire ?

RÉMUNÉRATION + SUIVRE

GMEDIAS | PUBLIÉ LE 23/04/2020 À 19H59



Retrouvez ce contenu plus tard en appuyant sur ce bouton

J'ai compris

SAUVEGARDER CET ARTICLE

Face à la polémique, le directeur général d'Air France-KLM a annoncé ce jeudi 23 avril qu'il allait renoncer à son bonus au titre de 2020. Mais il n'est pas le seul...

Face à l'ampleur de la crise sanitaire et économique mondiale, les dirigeants des plus grandes entreprises ont été invités à contribuer à leur manière dans la lutte contre le Covid-19. Alors que de nombreux emplois sont menacés avec l'arrêt partiel ou total de secteur d'activité, ces PDG ont décidé de réduire leur rémunération ou même d'y renoncer. C'est le cas notamment du

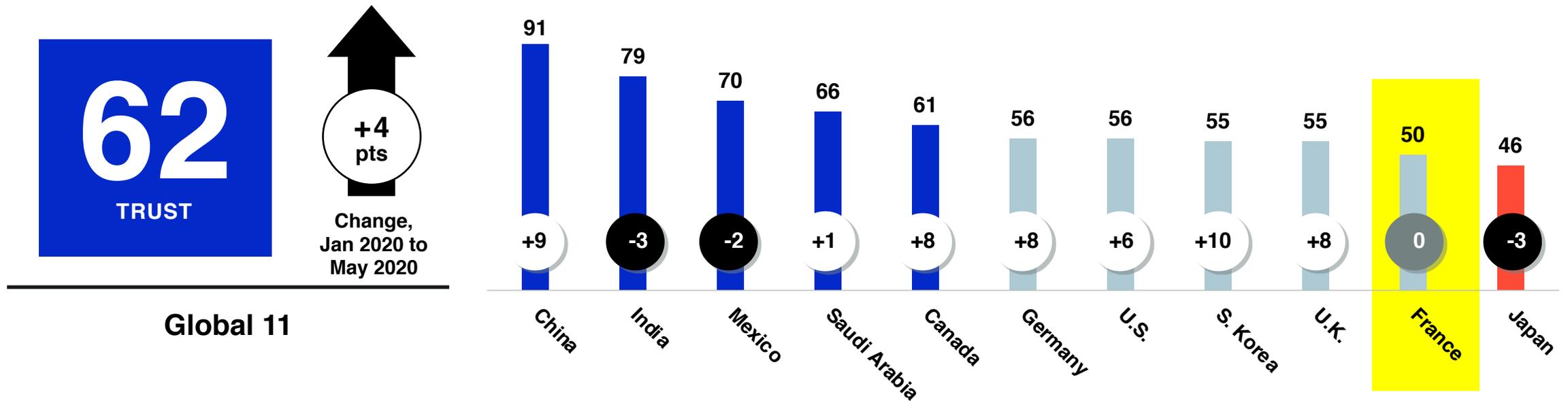




UN MOMENT DE VÉRITÉ POUR LES  
ENTREPRISES

# LA FRANCE EST L'UN DES SEULS MARCHÉS OÙ LA CONFIANCE DANS LES ENTREPRISES N'A PAS AUGMENTÉ

Percent trust in business



2020 Edelman Trust Barometer Spring Update. TRU\_INS. [Business in general] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 11-mkt avg.

# LE DÉCONFINEMENT : UN VIRAGE À NE PAS MANQUER

Percent in France who agree

## **CEOs should be conservative**

in getting back to normal operations, even if it means waiting to bring people back to work until the virus has been brought under control

**83%**



# DES FRANÇAIS SCEPTIQUES QUANT À LA CAPACITÉ DES ENTREPRISES À GÉRER LA TRANSITION VERS « L'APRÈS »

Percent in France who say business is performing well or very well on each

**Preparing for the eventual recovery**  
and figuring how to return things to normal as  
quickly as possible

38%

doing this well or very well

Podcasts Mes communes Météo **ouest france** Le Journal Newsletters Suivez-nous

**Economie** Secteurs d'activités Emploi Entreprises Argent Conso Transports **Abonnez-vous**

En ce moment Déconfinement Ouest-France vous répond Coronavirus Que faire à la maison ? Évolution de l'épidémie en chiffres

Accueil / Économie / Transports / Avion

## Coronavirus. Les passagers d'un vol Paris Marseille d'Air France se sont retrouvés assis côte à côte

**Le Point** Économie

MENU Politique International Économie Tech & Net Culture Débats Sciences Santé Sports Lifest

Actualité > Économie

## En trois minutes, Uber licencie 3 500 employés sur Zoom

**HUFFPOST**

POLITIQUE INTERNATIONAL CORONAVIRUS LIFE CULTURE LE BON LIEN LE HUFFPLAY

ÉCONOMIE 17/05/2020 18:24 CEST

## Uber, Airbnb... Quand la nouvelle économie licencie à tour de bras

À cause de la crise du coronavirus, des entreprises symboles de "l'économie du partae" ont perdu plus d'argent que jamais.

**Le Monde** Offrir

Consultez le journal

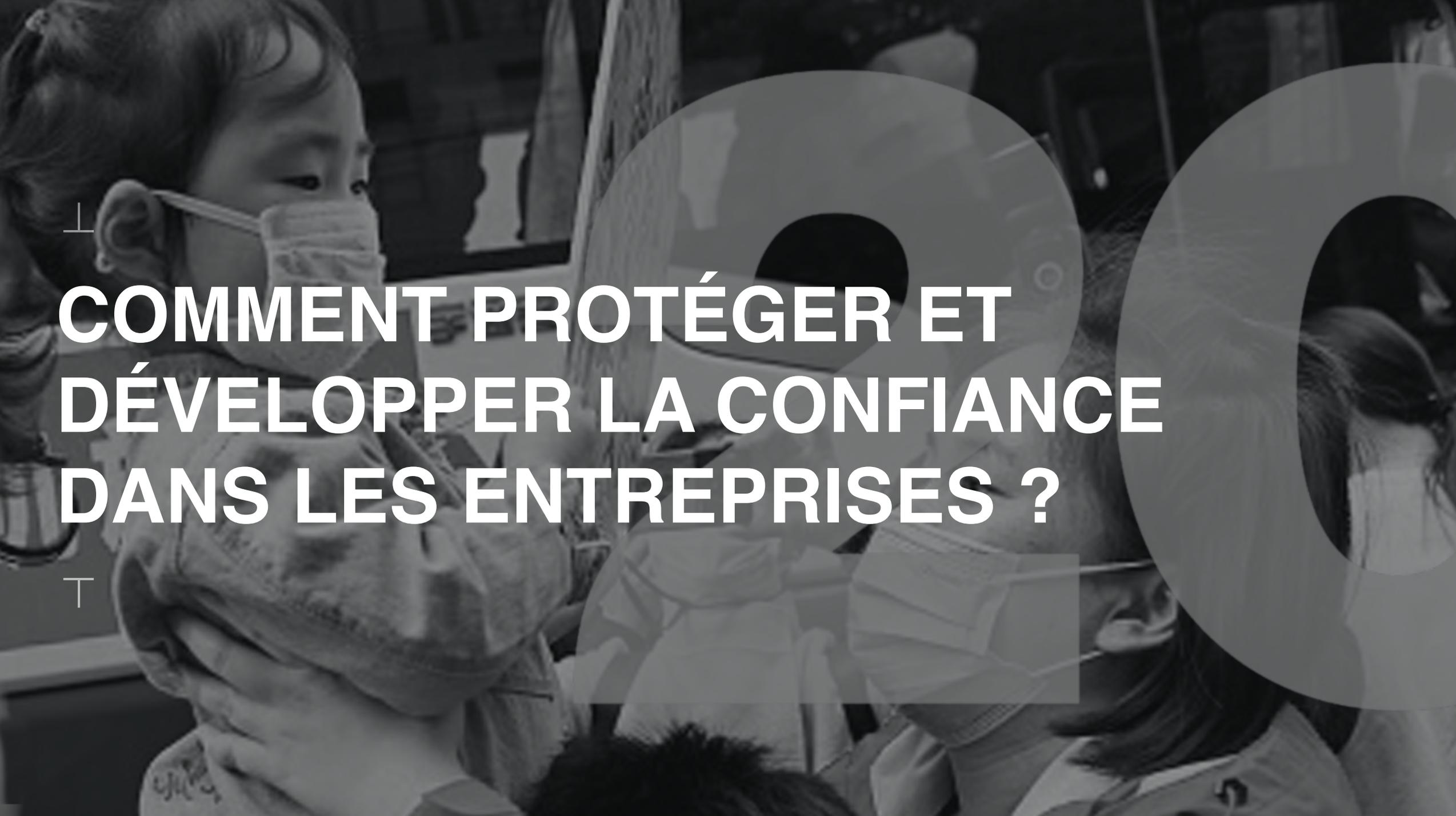
ACTUALITÉS ÉCONOMIE VIDÉOS OPINIONS CULTURE M LE MAG

ÉCONOMIE - AMAZON Favoris Partag

## Coronavirus : Amazon suscite les critiques de salariés aux Etats-Unis comme en France

Le leader de l'e-commerce fait face à une mobilisation croissante outre-Atlantique. Le licenciement de Chris Smalls, un employé qui a coorganisé un arrêt de travail dans un site près de New York, concentre les protestations.

Par Alexandre Piquard - Publié le 02 avril 2020 à 19h31 - Mis à jour le 03 avril 2020 à 08h43



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**COMMENT PROTÉGER ET  
DÉVELOPPER LA CONFIANCE  
DANS LES ENTREPRISES ?**  
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# DE L'ACTION LA PLUS "ÉVIDENTE" ET « FACILE » À METTRE EN OEUVRE...

Percent in France who indicate that the below actions will maintain or increase their trust in business

■ Maintain ■ Increase

**Donate needed equipment**  
to hospitals, healthcare facilities, and educators

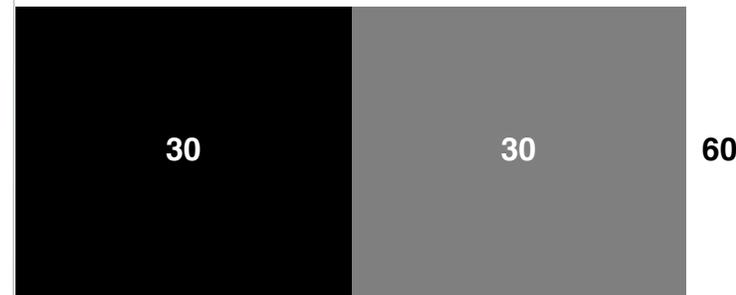


# ... À L'ADAPTION DE LA PRODUCTION EN RÉPONSE AUX NOUVEAUX BESOINS GÉNÉRÉS PAR LA PANDÉMIE

Percent in France who indicate that the below actions will maintain or increase their trust in business

■ Maintain ■ Increase

**Switching production from what they currently make to things like masks, respirators, disinfectant and other things in short supply due to the pandemic**



# ET PLUS LOIN ENCORE: UN APPEL EN FAVEUR D'UN CHANGEMENT DE PARADIGME

Percent in France who indicate that the below actions will maintain or increase their trust in business

■ Maintain ■ Increase

**Collaborate with competitors**  
for faster development of more effective responses to the pandemic



**Redefine the company's purpose and goals**  
around the mission of fighting this pandemic



# L'HEURE DE VÉRITÉ POUR LES ENTREPRISES

**1.**

**La protection est un impératif, le retour au travail un test de confiance**

**2.**

**Les entreprises doivent adopter un modèle d'engagement et de coopération qui touche l'ensemble de leurs parties prenantes**

**3.**

**Des actions tangibles attendues pour préserver la confiance à long terme**

**4.**

**Les entreprises exhortées à se focaliser sur les solutions, et non sur la vente**

**5.**

**Les CEOs doivent faire preuve d'un leadership public**

⊥

4

⊥

**CONSEILS  
POUR  
FINIR**

⊥

# DES COALITIONS ENTRE CONCURRENTS

⊥

⊥

# VERS LA COMPLIANCE SOCIETALE

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**DU POUVOIR D'ACHAT**  
**AU**  
**POUVOIR D'AGIR**  
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# VERS UN NOUVEAU LEADERSHIP

*“Le Leadership d’Adaptation”*

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# POUR POURSUIVRE LA DISCUSSION

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