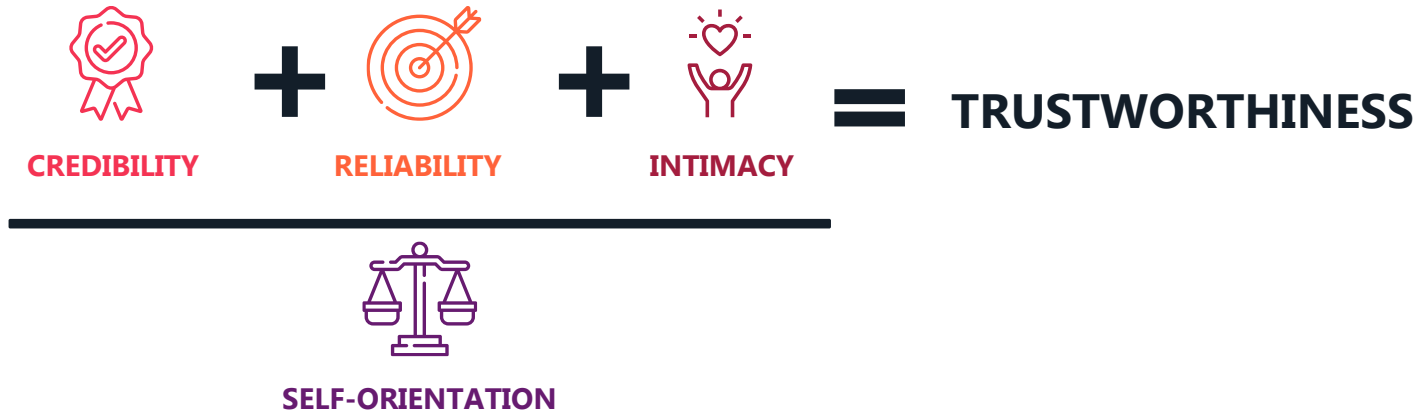


THE TRUST EQUATION

Authentic alignment between external values and internal culture is increasingly important in today's world. Building high employee engagement that is rooted in trust takes time and intentionality.

There are four key variables in an equation for building trust:



Our approach to creating strong employee engagement builds on these four core facets of trust:

Credibility	Reliability	Intimacy	Self-orientation
What you say: To what extent do employees believe what leaders say about the organization's values and culture?	What you do: To what extent do employees experience examples of those values <i>consistently</i> in day-to-day interactions?	How people feel: How are you building a sense of security and personal emotional connection? Do people share examples of your culture or values with pride with their networks?	What your focus is: If people sense self-interest, it lowers trust. How do you balance staying true to your values with strategic and economic pressures, particularly when times are tough?

BENEFITS OF STRONG EMPLOYEE ENGAGEMENT:

High engagement gives organizations an edge in talent, financial performance, and the organizational agility to evolve and stay competitive in a world where change is constant.

- Positive company cultures are more likely to attract top talent and see 33% higher revenues
- Toxic corporate culture is 10x as likely as poor compensation to lead to attrition
- High engagement is connected to 28% growth in earnings per share
- 66% of leaders say culture is more important than strategy when it comes to performance
- Company culture has been found to be the single greatest predictor of innovation

Sources: The Trusted Advisor, Charles H. Green, <https://sloanreview.mit.edu/article/toxic-culture-is-driving-the-great-resignation>, <https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>, <https://www.pwc.com/gx/en/issues/upskilling/global-culture-survey-2021.html>