Trust is a key driver of workplace productivity
Slack, a Salesforce company, conducted this global survey in partnership with the research firm Qualtrics between February 13 and March 6, 2023. The total sample size was 10,387 desk workers and executives across a range of sectors in the following countries: Australia (993), France (1,067), Germany (1,041), Japan (1,036), United Kingdom (1,022), and United States (5,228). The survey did not target Slack employees or customers.

In this report, we refer to the following respondent groups:

- **Executives and leaders**: Presidents, partners, C-suite
- **Managers**: People managers, ranging from team leads to VP-level leads
- **Desk workers**: Independent contributors, e.g. analysts, graphic designers and developers
In an uncertain economy, productivity is #1 executive concern.

<table>
<thead>
<tr>
<th>Action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trying to increase worker productivity</td>
<td>49%</td>
</tr>
<tr>
<td>Reducing expenses</td>
<td>43%</td>
</tr>
<tr>
<td>Hiring fewer people</td>
<td>34%</td>
</tr>
<tr>
<td>Reducing employee flexibility</td>
<td>26%</td>
</tr>
<tr>
<td>Reducing real estate footprint</td>
<td>17%</td>
</tr>
<tr>
<td>Planning to layoff workers</td>
<td>15%</td>
</tr>
<tr>
<td>We have laid off workers</td>
<td>12%</td>
</tr>
<tr>
<td>None of the above</td>
<td>6%</td>
</tr>
</tbody>
</table>

Slack Pulse survey conducted February 13 - March 6, 2023. Number of completed responses = 10,387.
What drives productivity most?
Trust drives productivity

Workplace productivity score
(-60 to +60)

Employees who feel trusted are 2x more productive than employees who don’t feel trusted.

Slack Pulse survey conducted February 13 - March 6, 2023. Number of completed responses = 10,387.
A deficit of trust

More than 1 in 4 workers do not feel trusted in the workplace

Slack Pulse survey conducted February 13 - March 6, 2023. Number of completed responses = 10,387.
This is not just a “new employee” problem

Employee Tenure

<table>
<thead>
<tr>
<th>Tenure</th>
<th>My employer trusts me</th>
<th>My employer doesn’t trust me</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 5 years</td>
<td>71%</td>
<td>29%</td>
</tr>
<tr>
<td>2-5 years</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>1-2 years</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>73%</td>
<td>27%</td>
</tr>
</tbody>
</table>

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Distrust trickles down

Managers who don’t feel trusted by their employers are 2x as likely to express doubts about the work ethic of their direct reports.

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Trust drives employee wellbeing and productivity

Employees who feel trusted report higher experience scores than those who don’t feel trusted.

<table>
<thead>
<tr>
<th>Trust Feeling</th>
<th>Work life balance</th>
<th>Sense of belonging</th>
<th>Productivity</th>
<th>Feeling good about stress/anxiety</th>
</tr>
</thead>
<tbody>
<tr>
<td>My employer trusts me</td>
<td>27.5</td>
<td>33.4</td>
<td>37.5</td>
<td>17.9</td>
</tr>
<tr>
<td>My employer doesn’t trust me</td>
<td>8.8</td>
<td>7.9</td>
<td>19.4</td>
<td>0.1</td>
</tr>
</tbody>
</table>

- **Work life balance**: 27.5 vs. 8.8
- **Sense of belonging**: 33.4 vs. 7.9
- **Productivity**: 37.5 vs. 19.4
- **Feeling good about stress/anxiety**: 17.9 vs. 0.1

**Slack Pulse survey conducted February 13 - March 6, 2023. Number of completed responses = 10,387.**

- **Level of access to relevant people, files, and resources**
  - My employer trusts me: 36.2
  - My employer doesn’t trust me: 17.2

- **Flexibility**
  - My employer trusts me: 32.2
  - My employer doesn’t trust me: 11.6

- **Ability to focus**
  - My employer trusts me: 34.7
  - My employer doesn’t trust me: 16.6

- **Satisfaction**
  - My employer trusts me: 33.0
  - My employer doesn’t trust me: 7.6

- **Productivity**
  - My employer trusts me: 8.8
  - My employer doesn’t trust me: 7.9

- **Sense of belonging**
  - My employer trusts me: 9.1
  - My employer doesn’t trust me: 2.2

- **Overall satisfaction**
  - My employer trusts me: 17.9
  - My employer doesn’t trust me: 4.2

- **Ability to focus**
  - My employer trusts me: 2.1
  - My employer doesn’t trust me: 4.3

Employees who feel trusted report higher experience scores than those who don’t feel trusted.
Feeling trusted drives effort

Employees who feel trusted are

1.3x more likely to put in more effort

1.2x more likely to say they’ll go above and beyond

Employees who don’t are

2.2x more likely to look for a new job

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What drives trust?
Transparent communication drives trust

Desk workers who say their leadership is transparent are more likely to feel trusted than desk workers who say their leadership is not transparent.

1.6x

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Transparency drives employee wellbeing and productivity

Desk workers who say their leadership is transparent about company developments are

- 1.8x more productive
- 2.3x more focused
- 9.4x more satisfied

Slack Pulse survey conducted February 13 - March 6, 2023. Number of completed responses = 10,387.
What drives transparency?
Technology enables transparency and trust

Employees at “tech innovator” companies are

- **1.4x** more likely to say they feel trusted
- **2.4x** more likely to say their leadership is transparent

than those at “tech laggard” companies

Employees at “tech laggard” companies are

- **1.2x** more likely to say they’re lacking information

than those at “tech innovator” companies

Slack Pulse survey conducted February 13 - March 6, 2023. Number of completed responses = 10,387.
Employees who say their leadership is not transparent

- 1.5x more likely to experience burnout
- 2.8x more likely to look for a new job

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Focus on trust
Boost employee performance and experience by showing your employees you trust them.

Embrace transparency
Encourage transparent, two-way conversation between leadership and employees. Take employee feedback into consideration when making business decisions.

Invest in technology
Build transparency and trust by providing easy access to company news and resources so people can be successful.