



**JUST** capital

# FROM INSIGHT TO ACTION

JUST Capital's 2018 Survey Results &  
Roadmap for Corporate America

OCTOBER 2018



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# 1. EXECUTIVE SUMMARY

## THE FINDINGS

We have some good news. The country is not as divided as you might think. In a year roiled by polarizing politics and social discord, we found there is unity among Americans when it comes to how they want companies to behave and what a more just economy could look like.

JUST Capital's annual survey research asks the American public to identify the issues that are most important in defining just business behavior today. The results – presented in this report – underpin everything we do. They power our [Rankings](#), our research, and our thematic analysis. They drive the tools and products we bring to market – like the recently launched [JUST ETF](#) – in order to incentivize more just corporate behavior. And they provide a detailed and timely benchmark of popular sentiment on key issues of the day.

In 2018, we surveyed more than 9,000 respondents, bringing the total number of people taking part in our survey research over the last four years to more than 81,000. To our knowledge, this is one of the most comprehensive bodies of public opinion research ever compiled and utilized to measure companies.

Overall, Americans in 2018 have more positive **Views on Business** than we found in 2017. They believe that companies can be a force for greater good and have the potential to play a crucial role in addressing social challenges in our country.



**79%** of Americans believe that people can be effective when they work together to change companies' behaviors.

**78%** said that they had taken action to show their support for a company's positive behavior.



**76%** of working Americans said that when considering accepting a job, they would opt to **work at a more just company, even if it paid less**. In fact, the majority of working Americans say they would accept 20% less pay.

**63%** of people think CEOs of large companies have a **responsibility to take a stand** on important social issues.



# 1. EXECUTIVE SUMMARY

One of the distinguishing features of JUST Capital's survey work is that it provides companies with clear insight into what the American public values most – asking respondents to identify the business behaviors companies should prioritize to be more just, and then rate those priorities by importance. Americans came to the same conclusion that they did in [last year's survey](#): across demographics – high-income, low-income, men, women, millennials, boomers, Democrats, and Republicans – worker issues remain the most important aspect of just business behavior, making up 25% of our total Ranking model.

Taken together, these Issues present an up-to-date and highly detailed **Roadmap for Corporate America** to help build a more just economy where businesses and their stakeholders win together. They also represent a new way to foster business success and build a marketplace more in tune with American values in the 21st century.

## 2018 Prioritized Issues



## 2. VOICE OF THE AMERICAN PEOPLE

Since 2015, JUST Capital has surveyed more than 81,000 Americans – representative of the U.S. adult population – asking them to define just business behavior. For this year's survey work, we partnered again with NORC at the University of Chicago, engaging over 9,000 respondents who represent a cross section of America today. We captured perspectives across generational and ideological divides, varying income and education levels, race, gender, and more.

### Survey Demographics

<b>\$ HOUSEHOLD INCOME</b>	<b>AGE</b>	<b>REGION</b>
29% Less than \$30,000	31% 18-34	18% Northeast
38% \$30,000 to \$74,999	24% 35-49	21% Midwest
22% \$75,000 to 124,999	25% 50-64	37% South
12% \$125,000+	20% 65+	24% West

<b>EDUCATION</b>	<b>IDEOLOGY</b>	<b>RACE/ETHNICITY</b>
11% Less than high school	6% Very conservative	64% Non-Hispanic White
29% High school equivalent	24% Conservative	12% Non-Hispanic Black
29% Some college/Associate degree	36% Moderate	16% Hispanic
19% Bachelor's degree	17% Liberal	3% Non-Hispanic Asian/Pacific Islander
12% Graduate degree	6% Very liberal	5% Non-Hispanic Other
	11% None of the above	

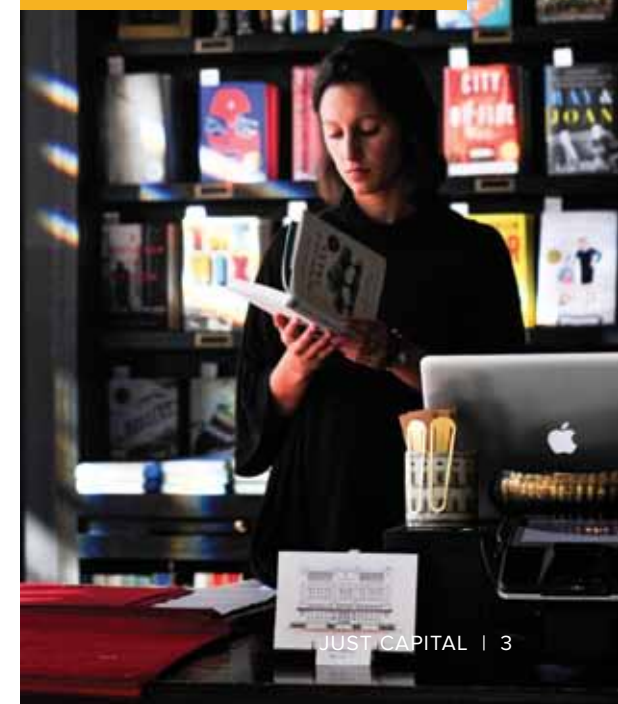
<b>GENDER</b>	<b>INVESTOR STATUS</b>	<b>EMPLOYMENT STATUS</b>
48% Male	50% Yes	56% Working
52% Female	50% No/not sure	35% Not working/not looking for work
		9% Not working/looking for work

Note: Numbers might not sum to 100% due to rounding.

### DEFINING JUST

Our focus group and survey respondents define a just company as follows:

A just company is *ethical, honest, and fair*, and behaves this way when it comes to its employees, customers, shareholders, and the environment, as well as the communities it impacts locally and around the world.







## 3. METHODOLOGY

JUST Capital partnered with NORC at the University of Chicago to design and execute the two surveys featured in this report. Both surveys were conducted using NORC's AmeriSpeak online panel, a nationally representative probability-based survey panel in which respondents are recruited using traditional probability methods, and those without internet access complete surveys by telephone. The first survey was conducted May 1 to 16, 2018, and consisted of 3,582 respondents (375 by telephone and 3,207 online) with a margin of error of +/- 2.2 percentage points, and the second was conducted June 7 to July 1, 2018, and consisted of 4,083 respondents (626 by telephone and 3,457 online) with a margin of error of +/- 2.1 percentage points.

Results of both surveys were weighted to U.S. Census parameters for gender, age, education, and race/ethnicity to ensure representativeness. All margins of error include "design effects" to adjust for the effects of weighting. Some questions were asked of random subsets of the total sample, which increases the margins of error. More information about NORC's AmeriSpeak panel can be found at [AmeriSpeak.NORC.org](https://AmeriSpeak.NORC.org). The relative importance weights for the Issues and Components were derived using a MaxDiff design and Sawtooth software. Our full body of survey work this year also includes 14 focus groups conducted by NORC and a YouGov survey of 1,500 respondents, which was used for internal research purposes and is not included in this report. All differences between numbers reported in this document are statistically significant at the 95% confidence level.

### MORE ON MAXDIFF

MaxDiff (Maximum Difference Analysis) derives relative importance scores to just business behavior, which we use as weights in our company Rankings model. The survey questions present respondents with a set of items, from which they are then asked to identify the most and least important. In our implementation, we presented respondents with a random selection of three (of seven) Issues at a time, and repeated the question until the respondent had answered for all combinations of the seven Issues. As respondents go through these choice tasks, their strength of preference, based on the consistency of their choices, is developed. Sawtooth software implements a statistical model – Hierarchical Bayes – to summarize the information and calculate how much of the relative importance each Issue receives, summing to 100 percent. These relative importance measures become the weights we then use in our Rankings. We repeated the MaxDiff process on the 3-9 Components within each issue to obtain the relative importance weights for the Components within each issue.

The MaxDiff surveys for Issues and Components were conducted separately. The MaxDiff surveys for Issues consisted of 3,582 respondents, and these estimates have a margin of error of +/- 2.2 percentage points. The MaxDiff surveys for Components were conducted separately: Environment and Communities each consisted of 1,070 respondents (MOE +/- 4.2%), Company Leadership & Shareholders consisted of 1,071 respondents (MOE +/- 4.2%), Customers and Products each consisted of 932 respondents (MOE +/- 4.5%), and Workers and Jobs each consisted of 1,010 respondents (MOE +/- 4.3%).

## 4. AMERICA'S VIEWS ON BUSINESS

### HOW DO AMERICANS PERCEIVE THE STATE OF BUSINESS TODAY?

#### WHERE WE'RE HEADING

Overall, Americans have a less negative attitude toward corporations than they did in 2017 – what some might consider to be a cautious optimism. Last year, **47%** of Americans thought companies were heading in the wrong direction, whereas this year, only **38%** shared this view.

That said, the percentage of Americans who believe companies are heading in the right direction did not significantly change – 27% last year versus 30% this year. The difference seems to be made up by those who say they don't know, suggesting that, while fewer Americans see business heading in the wrong direction, they're still not sure it's heading in the right direction.

##### Right Direction



##### Wrong Direction



##### Don't Know



■ 2018 | ■ 2017

Q: In general, do you think the behavior of companies is going in the right direction or in the wrong direction?  
Base: Total Respondents, N = 3,582 (unweighted), MOE +/- 2.2 percentage points. Note: Numbers might not sum to 100% due to rounding.

#### MESSAGES TO CEOS

As part of our survey, we asked Americans: "If you could send one message to the CEOs of America's largest companies on any topic, what would your message be?"

Overwhelmingly Americans want companies to prioritize workers, with 1,500 respondents speaking specifically about employee treatment. Here are just a few of those messages:

*A business is only as strong as its weakest link – take care of every employee from the bottom up.*

— Female, 29, White, Democrat, CA

*If you take care of your employees, they will take care of your growth.*

— Male, 31, Hispanic, Democrat, PA

*Value your employees. It's not all about the dollar.*

— Female, 30, White, Republican, VA

*Invest in your people.*

— Male, 47, White, Republican, FL

*Look out for all your employees. They create the backbone and heart of your company.*

— Male, 47, Hispanic, Republican, CA

*Treat your workers well! They ARE the company.*

— Female, 45, Black, Democrat, MD



## 4. AMERICA'S VIEWS ON BUSINESS

### HOW DO AMERICANS PERCEIVE THE STATE OF BUSINESS TODAY?

#### PRIORITIZING SHAREHOLDERS

In the last two years, over 80% of Americans said that companies do not share enough of their success with employees.\* Specifically, the survey results clearly signaled that Americans felt companies were prioritizing shareholder interests above employees and customers.

However, the percentage of Americans who perceived employees as the top priority for corporations more than doubled – from 9% in 2017 to 20% in 2018 – while those who saw shareholders as the top priority fell from 69% to 59% (customers stayed the same).

#### The Top Priority for Companies

2018

59% of Americans believe the top priority for companies is their Shareholders  
21% see Customers as top priority  
20% see Employees as top priority

2017

69% of Americans believe the top priority for companies is their Shareholders  
22% see Customers as top priority  
9% see Employees as top priority

Q: Do you think the top priority for companies in this country right now is their shareholders (2018)/stockholders (2017), their employees, or their customers? Base: Total Respondents, N = 3,582 (unweighted), MOE +/- 2.2 percentage points. Note: Numbers might not sum to 100% due to rounding.

\* Q: Which one of the following statements comes closest to your view? Companies do not share enough of their success with their employees; Companies generally share a fair amount of their success with their employees; Companies share too much of their success with their employees. Base: Total Respondents, N = 3,582 (unweighted), MOE +/- 2.2 percentage points. Note: Numbers might not sum to 100% due to rounding.



## 4. AMERICA'S VIEWS ON BUSINESS

### HOW DO AMERICANS PERCEIVE THE STATE OF BUSINESS TODAY?

#### IMPACT

Americans see companies as having a generally positive impact on society – particularly for their shareholders, as well as in how they support local communities, create jobs in the U.S., and provide quality products and services. On issues like environment and international communities, however, the majority of Americans do see corporate impact as negative.

POSITIVE IMPACT	ISSUES	NEGATIVE IMPACT
72%	Shareholders	19%
68%	Quality of Products & Services	27%
65%	Quality of Jobs in the U.S.	32%
62%	Local Communities	32%
58%	Society Overall	36%
50%	Employees' Work-life Balance	43%
40%	Communities Outside the U.S.	46%
38%	The Environment	57%

Q: Do you think large companies are having a very positive impact, a somewhat positive impact, a somewhat negative impact, a very negative impact, or no impact on: [ISSUE]? Base: Varies by issue, range N = 932 to 1,070 (unweighted), MOE +/- 4.5 percentage points; N = 4,083 (unweighted), MOE +/- 2.1 percentage points for "society overall."  
Note: Numbers might not sum to 100% due to rounding.



## 4. AMERICA'S VIEWS ON BUSINESS

HOW DO AMERICANS PERCEIVE THE STATE OF BUSINESS TODAY?

### TAKING A STAND

More and more, CEOs are taking a stand on issues like [gender pay](#), [discrimination](#), [immigration](#), [climate change](#), [gun control](#), and more. We asked the public what they think about CEOs acting on important social issues.



**63%** of people think CEOs of large companies **have a responsibility to take a stand** on important social issues

**35%** think they **do not** have that responsibility

Q: Which one of these two perspectives comes closest to your opinion? Some people think CEOs of large companies do have a responsibility to take a stand on important social issues. Other people think CEOs of large companies do not have a responsibility to take a stand on important social issues. Base: Total Respondents/Split Sample, N = 1,834 (unweighted), MOE +/- 3.2 percentage points. Note: Numbers might not sum to 100% due to rounding.



**56%** of people think CEOs should take a stand – but **only if the issues are related to their business**

**42%** think CEOs should take a stand – **no matter what the issue**

Q: Which one of these two perspectives comes closest to your opinion? Some people think CEOs of large companies should take a stand on important social issues – no matter what the issue. Other people think that CEOs of large companies should take a stand on important social issues – but only if the issues are related to their business. Base: Total Respondents/Split Sample, N = 1,748 (unweighted), MOE +/- 3.3 percentage points. Note: Numbers might not sum to 100% due to rounding.





## 5. AMERICA'S COMMITMENT TO CHANGE

In an effort to better understand their willingness to encourage and incentivize just business behavior, we asked Americans what they have done to show support for a company's positive behavior.

### CAN PEOPLE DRIVE CHANGE?

To gauge their sense of empowerment in the market, we asked Americans how effective they think people can be when they act together to try to change companies' behavior:

**79%** believe that people are  
somewhat or very effective

**21%** believe that people are  
not very or not at all effective

The response indicates a modest upswing from the same question in 2017, which yielded the following:

**71%** believed that people are  
somewhat or very effective

**28%** believed that people are  
not very or not at all effective

This augurs well for those trying to influence corporate behavior in one direction or another, but when it comes down to taking action, what precisely are Americans willing to do to help encourage and support more just companies?

Q: How effective do you think people can be when they act together to try to change the behavior of large companies? Base: Total Respondents, N = 3,582 (unweighted), MOE +/- 2.2 percentage points. Note: Numbers might not sum to 100% due to rounding.





# 5. AMERICA'S COMMITMENT TO CHANGE

## SUPPORTING JUST COMPANIES

We asked Americans if they had ever purchased products or services, applied for a job, invested, posted on social (or other) media, signed a petition, collaborated with an advocacy group, or attended a community gathering to show their support for a company's positive behavior.

Among all respondents, **78%** said they had taken at least one of these actions previously, with **59%** saying they had done so in the last 12 months. Of that 59%:



Q. Which of the following, if any, have you ever done to show your support for a company's positive behavior? BASE: Total Respondents (N= 3,582), MOE +/- 2.2 percentage points. Q. Which of the following, if any, have you done in the past 12 months to show your support for a company's positive behavior? BASE: Have ever done activity, n = 2,777 unweighted, MOE +/- 2.5 percentage points (individual activities range from n = 1,856 unweighted to n = 245 unweighted). Note: Numbers might not sum to 100% due to rounding.



## 5. AMERICA'S COMMITMENT TO CHANGE

### WORKING FOR JUST COMPANIES

In 2017, we asked survey respondents what they would sacrifice to work for a just company. Four out of five respondents (79%) said they would be willing to accept at least a little less pay to work at a company that is more just.

In 2018, we explored this issue in greater depth, and this time presented only working Americans with the following hypothetical scenario:

*Remember that a just company is ethical, honest, and fair and behaves this way when it comes to its employees, customers, shareholders, and the environment, as well as the communities it impacts locally and around the world.*

*Imagine you're considering accepting a job and have to choose between two companies. The companies are similar in many ways, but differ in **how just the company is**, and **how much the job pays**. Company A, the more just company, pays less. Company B, the less just company, pays more. Which company would you choose?*

**76%** said they would choose Company A:  
the company that was **More Just but Paid Less**

Only **24%** said they would choose Company B:  
the company that was **Less Just but Paid More**

Q. Imagine you're considering accepting a job and have to choose between two companies. The companies are similar in many ways, but differ in how just the company is, and how much the job pays. Company A, the more just company, pays less. Company B, the less just company, pays more. Which company would you choose? Base: Working Respondents (N = 1,602 unweighted), MOE +/- 3.2 percentage points. Note: Numbers might not sum to 100% due to rounding.



# 5. AMERICA'S COMMITMENT TO CHANGE

We then expanded our exploration by adding two versions of the question – to dig into the amount of pay that was at stake. When the amount of pay was specified, the majority of respondents were still significantly more likely to select Company A over Company B – even when Company B paid 20% more than Company A. The results do show, however, that respondents were sensitive to the difference in pay: when 10% of pay was at stake, 77% chose Company A; when 20% of pay was at stake, 71% chose Company A.

77% chose Company A: More just, but pays 10% less	71% chose Company A: More just, but pays 20% less
23% chose Company B: Less just, but pays 10% more	29% chose Company B: Less just, but pays 20% more

## METHODOLOGY

Results this year are based on only those respondents in the workforce: paid employees and self-employed workers, as well as those temporarily laid off and currently looking for work. Excluded were respondents who were retired or not working due to a disability.

Respondents were randomly assigned to one of three versions of the question: (1) pay not specified, (2) pay 10% more/less, (3) pay 20% more/less.

The choice of Company A or Company B was made personally relevant by asking each respondent to identify their annual salary range for the type of work they do, or have done. Those responses were then used, in the two versions that specified the amount of pay, to estimate salary figures for 10% less/more and 20% less/more, based on the individual respondent's annual salary range.

Q. See page 11. Base: Working Respondents (N = 1,602 unweighted), MOE +/- 3.2 percentage points. Note: Numbers might not sum to 100% due to rounding.





## 5. AMERICA'S COMMITMENT TO CHANGE

### DEMOGRAPHIC DIFFERENCES

When looking at different demographic groups, we see additional nuance in the results. Across gender, age, and household income ranges, the majority of respondents chose Company A – but differences emerged when we looked at the demographic sub-groups and compared to the 10% and 20% less pay scenarios.

GENDER	CHOSE COMPANY A	
	10% LESS PAY	20% LESS PAY
Women	81%	75%
Men	73%	67%

**Women** were more likely than men to choose Company A – the more just company that pays less – at both the 10% and 20% levels.

**Men** were among the demographic groups least likely to select Company A when the pay was 20% less (67%).

Q. See page 11. Base: Working Respondents (N = 1,602 unweighted), MOE +/- 3.2 percentage points | Women/10% = 379 (unweighted) MOE +/- 5.0 percentage points, Men/10% = 422 (unweighted) MOE +/- 4.8 percentage points | Women/20% = 371 (unweighted) MOE +/- 5.1 percentage points, Men/20% = 430 (unweighted) MOE +/- 4.7 percentage points.

AGE	CHOSE COMPANY A	
	10% LESS PAY	20% LESS PAY
Under 40	78%	65%
40+	76%	76%

**Respondents 40+ years old** were more likely than those under 40 to choose Company A – but only when the pay was 20% less.

**Those under 40** were more sensitive to the amount of pay. 78% of respondents under 40 said they would choose Company A over Company B when they were paid 10% less, but only 65% would opt for Company A if it meant 20% less salary.

Q. See page 11. BASE: Working Respondents (n = 1,602 unweighted), MOE +/- 3.2 percentage points | Under 40/10% = 400 (unweighted) MOE +/- 4.9 percentage points, 40+/10% = 401 (unweighted) MOE +/- 4.9 percentage points, Under 40/20% = 363 (unweighted) MOE +/- 5.1 percentage points, 40+/20% = 438 (unweighted) MOE +/- 4.7 percentage points.  
Note: Numbers might not sum to 100% due to rounding.



# 5. AMERICA'S COMMITMENT TO CHANGE

HOUSEHOLD INCOME	CHOSE COMPANY A	
	10% LESS PAY	20% LESS PAY
<\$40,000 (low-income)	74%	75%
\$40,000 - \$84,999 (mid-income)	79%	72%
\$85,000+ (high-income)	79%	65%

When pay was 20% less, Workers from low income households (<\$40,000) were much more likely than those from high income households (\$85,000+) to choose a just company over more pay (75% vs. 65%).

Respondents from high income households were also more sensitive to the amount of pay. 79% chose Company A when the pay was 10% less, while only 65% chose Company A when the pay was 20% less.

Q. See page 11. Base: Working Respondents (n = 1,602 unweighted), MOE +/- 3.2 percentage points | <\$40,000/10% = 256 (unweighted) MOE +/- 6.1 percentage points, \$40,000-\$84,999/10% = 286 (unweighted) MOE +/- 5.8 percentage points, \$85,000+/10% = 259 (unweighted) MOE +/- 6.1 percentage points | <\$40,000/20% = 275 (unweighted) MOE +/- 5.9 percentage points, \$40,000-\$84,999/20% = 269 (unweighted) MOE +/- 6.0 percentage points, \$85,000+/20% = 257 (unweighted) MOE +/- 6.1 percentage points. Note: Numbers might not sum to 100% due to rounding.

## DOES JUST BUSINESS BEHAVIOR MATTER TO WORKERS? YES.

If given a choice, the majority of working Americans say they would opt to work for a more just company – even if it means earning less pay (and in some cases, 20% less pay). Even though a survey question of this type is susceptible to social desirability bias – where respondents answer how they think they should, rather than give their true opinion – this is a remarkable finding, especially during a time when average workers’ wages have stagnated.







## 6. THE ROADMAP FOR CORPORATE AMERICA



## 6. THE ROADMAP FOR CORPORATE AMERICA

Every year, we ask Americans to identify what actions companies can take to be more just. This collection of business performance Issues, and their underlying Components, comprise a data-driven **Roadmap for Corporate America**, which can be used as a holistic system for business leaders to better balance priorities between key stakeholders.



In 2018, when asked to determine the importance of each Issue, Americans prioritized:

### WORKERS (25%)

How a company treats its employees and contractors, including fair pay, good benefits, and safe working conditions.

### CUSTOMERS (18%)

How a company treats its customers, including providing positive experiences, protecting their privacy, and providing fair sales terms.

### PRODUCTS (14%)

How products and services affect the daily lives of those who interact with them, including fair pricing and quality, as well as overall benefit or harm.

### ENVIRONMENT (13%)

How a company impacts the environment, including overall environmental responsibility, using resources efficiently, and minimizing pollution.

### JOBS (12%)

How a company impacts the job market in the U.S., including the number of people the company employs and the number of new jobs created.

### COMMUNITIES IN THE U.S. AND ABROAD (11%)

How a company manages risks to human rights internationally, including using forced labor or operating in countries with oppressive governments, and how it engages with local communities.

### COMPANY LEADERSHIP & SHAREHOLDERS\* (8%)

How a company's leadership acts ethically and with integrity, achieves long-term financial growth, and creates value for its shareholders.

\* In 2018, we updated the name of this issue from Management & Shareholders to Company Leadership & Shareholders.

## 6. THE ROADMAP FOR CORPORATE AMERICA

### The Issues



The above percentages represent the importance that Americans placed on each Issue, on average, when asked to choose what is most important to just business behavior in our MaxDiff exercise (see Methodology for details). In our 2018 Rankings, 25% of a company's score is determined by how they treat their workers, 18% by how they treat their customers, and so on. The scores have to add to 100%, which means that, to increase the importance of one issue, something else must decrease. The same applies to the Components within each issue – such as “pays a living wage” and “provides a safe workplace.” Note: Numbers might not sum to 100% due to rounding.

### MESSAGES TO CEOS

#### WORKERS

*Please invest more in your workers and in the common people of this country. They are the backbone of America.*

— Male, 38, White, Democrat, IA

#### CUSTOMERS

*Put customers first.*

— Female, 48, Black, Independent, WI

#### PRODUCTS

*Deliver better products to your consumers. Foster innovation.*

— Male, 50, White, Democrat, OR

#### ENVIRONMENT

*Be more aware of your impact on our environment.*

— Female, 61, White, Republican, CA

#### JOBS

*Create jobs that people want.*

— Female, 59, White, Republican, CO

#### COMMUNITIES

*Build up the communities you benefited from.*

— Female, 49, Black, Democrat, PA

#### LEADERSHIP

*Lead ethically, with integrity.*

— Male, 60, White, Independent, OH

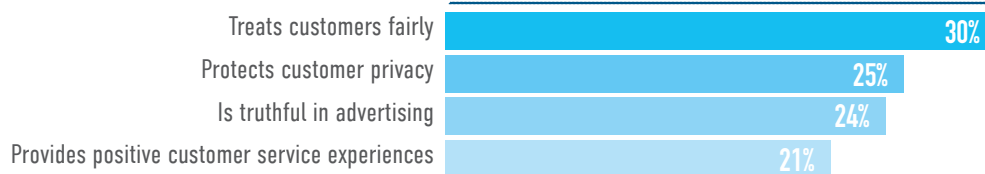
## 6. THE ROADMAP FOR CORPORATE AMERICA

These Issues and underlying Components were identified by Americans as being most important in evaluating just business behavior today, prioritized in the following order. They underpin our [Rankings of America's Most JUST Companies](#), in which companies are scored according to the priorities of the American public.

### WORKERS (25%)



### CUSTOMERS (18%)



### PRODUCTS (14%)





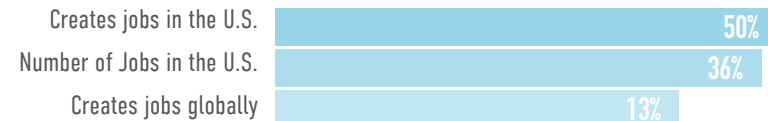


## 6. THE ROADMAP FOR CORPORATE AMERICA

### ENVIRONMENT (13%)



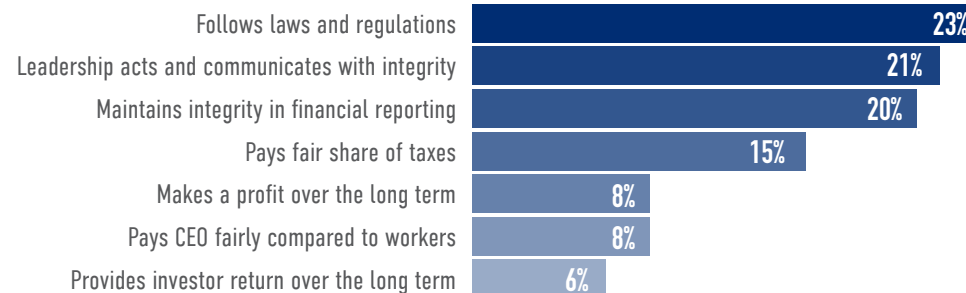
### JOBS (12%)



### COMMUNITIES (11%)



### LEADERSHIP & SHAREHOLDERS (8%)



## 6. THE ROADMAP FOR CORPORATE AMERICA

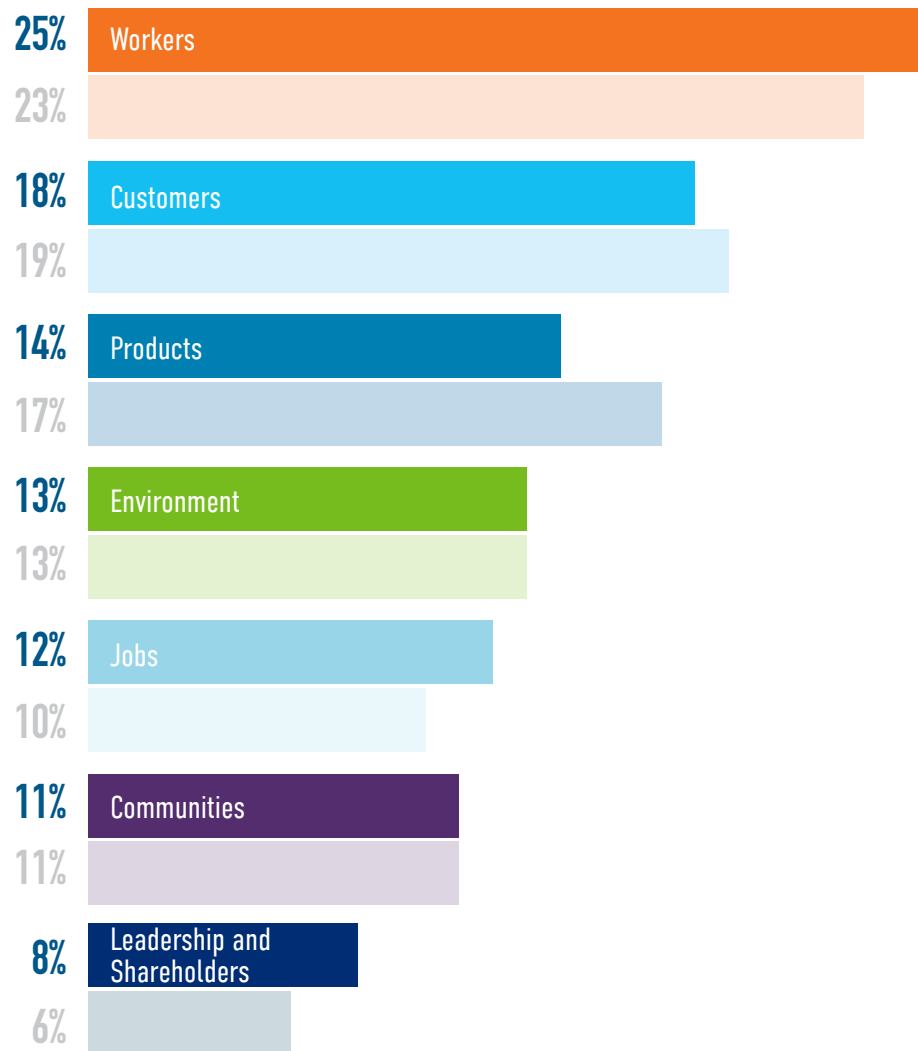
### A UNIFIED FRAMEWORK

One of the more heartening results of our work is that, as a country, we are less divided than one might assume when it comes to what companies should prioritize to become more just. Across many demographics – liberal, conservative, high-income, low-income, men, women, millennials, and boomers – Americans value and prioritize more or less the same issues. Most importantly, they want to see improved worker pay and treatment at the heart of just business practices.

Also encouraging is the fact that, despite the social and political upheavals of the past year, the priorities of the American public remained largely unchanged from 2017 to 2018. Last year, when asked the same questions, Americans placed 33% of the overall importance on workers and jobs combined. This year, workers and jobs together represent 37% of the total weighting, more than four times the importance of company leadership and shareholders.










### 2018 Issues | 2017 Issues



## 6. THE ROADMAP FOR CORPORATE AMERICA

### FOCUS ON WORKERS

As they did last year, Americans placed the most importance – 25% – on worker pay and treatment in this year’s survey, and therefore this issue will comprise a quarter of a company’s overall score in our 2018 rankings model. Across all demographics, there is striking and indisputable unity, with all groups prioritizing the needs of workers at roughly 25%.

	DEMOCRAT	INDEPENDENT	REPUBLICAN	OTHER
	26%	25%	25%	25%
	WHITE	HISPANIC	BLACK	ASIAN
	26%	25%	25%	24%
	AGE: 18-29	AGE: 30-44	AGE: 45-59	AGE: 60+
	25%	26%	26%	25%
	HOUSEHOLD INCOME: UNDER \$25K	HOUSEHOLD INCOME: \$25-\$50K	HOUSEHOLD INCOME: \$50-\$100K	HOUSEHOLD INCOME: OVER \$100K
	24%	26%	26%	26%
	LESS THAN HIGH SCHOOL	HIGH SCHOOL EQUIVALENT	SOME COLLEGE	BACHELOR'S DEGREE OR ABOVE
	24%	25%	26%	26%
	MEN	WOMEN		
	25%	26%		
	INVESTOR	NOT INVESTOR/NOT SURE		
	26%	25%		

Note: Numbers might not sum to 100% due to rounding.





## 6. THE ROADMAP FOR CORPORATE AMERICA

### THE IMPORTANCE OF GOOD BENEFITS

When asked to rank order the most important just business behaviors related to benefits, Americans prioritized:

1. Health insurance options
2. Retirement planning (401k or other options)
3. Sick leave policy
4. Parental leave policy
5. Vacation policy
6. Bereavement leave policy

Q Please rank the following from 1-6, with 1 being most important to just company behavior and 6 being least important to just company behavior.  
Base: Total Respondents (N = 3,073 unweighted).

### FAIR WAGE AND A LIVING WAGE

**A living wage** is defined as the minimum income necessary to pay for basic needs – like food, housing, and medical care – in a specific, local community.

**A fair wage** should be in line with industry averages – defined as being appropriate for location, job level, qualifications, experience, and performance.

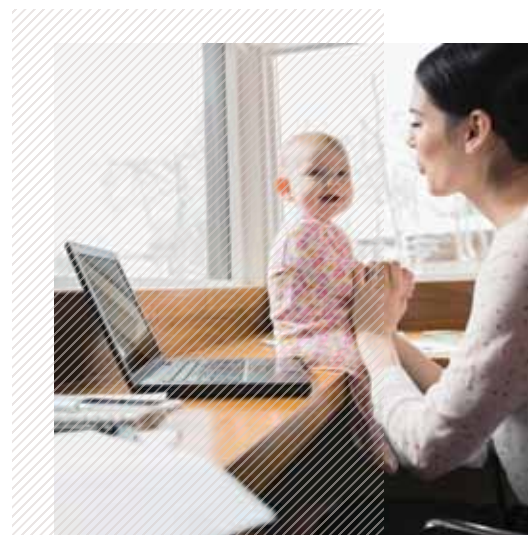
### WHAT RISES TO THE TOP WHEN IT COMES TO WORKER TREATMENT?

Within the Workers Issue area, Americans placed the most importance on benefits – including quality health insurance, retirement planning (401k or other), and paid time off via sick, parental, vacation, and bereavement leave policies – followed, in order of importance by these Components of just business behavior:

#### 2018 Worker Components



Note: Numbers might not sum to 100% due to rounding.



# 6. THE ROADMAP FOR CORPORATE AMERICA

## DE-POLITICIZING WORKER ISSUES

Americans have encountered a steady stream of polarizing political messaging throughout this midterm election year. But when looked at through the lens of just business behavior, the public is more aligned than politicians and pundits might think on key issues relating to worker treatment.

Democrats, Republicans, and Independents all agree on the relative importance of key issues like providing good benefits that include quality health insurance, retirement planning (401k), and paid time off, paying a living wage that covers local needs for food, housing, and medical care, providing a safe workplace that protects its workers, paying a fair wage for industry and job title, providing opportunities for career advancement, skills development, and educational attainment, promoting work-life balance, and creating a responsive and transparent workplace culture.

	OVERALL	DEMOCRAT	INDEPENDENT	REPUBLICAN
Benefits	16%	15%	15%	18%
Living wage	15%	15%	15%	14%
Safe workplace	14%	14%	13%	16%
Nondiscrimination in pay	13%	14%	13%	10%
Fair wage	13%	13%	13%	15%
Equal opportunity	12%	14%	11%	9%
Training opportunities	6%	6%	6%	8%
Work-life balance	6%	5%	7%	6%
Responsive culture	4%	4%	5%	4%



## 7. JUST SCORECARD

### FROM INSIGHT TO ACTION: BENCHMARK PERFORMANCE WITH THE JUST SCORECARD

In our analysis of the financial performance of JUST Capital ranked companies, we've found that the companies that perform well on the Issues that matter most to the American public also tend to [outperform their peers](#) in the markets. We believe that just business practices are good not only for workers, customers, communities, and the environment, they're good for business.

With this in mind, we encourage companies to use the priorities of the public to benchmark their own corporate practices – as a jumping off point for questions like: Where are we taking the lead on just business behavior? Where is there room for improvement?

Below, we've included an abbreviated version of the JUST Scorecard – a set of questions, built from our survey results and the metrics we use to evaluate just business behavior in our Rankings, and which also form the basis for products like the [JUST ETF](#). Companies can utilize the Scorecard to evaluate their current performance on Issues of just business behavior, as well as set goals for improvement.

The full Scorecard, which details JUST Capital's comprehensive list of Issues and Metrics developed through our survey and ranking process, is available upon request from [corpengage@justcapital.com](mailto:corpengage@justcapital.com).

ISSUES	CURRENT PERFORMANCE	GOAL FOR IMPROVEMENT
<b>WORKERS (25%)</b>		
<b>Pay</b> What percentage of workers are making a living wage?		
<b>Benefits</b> Are we providing quality, affordable health insurance options? What about best-in-class sick, parental, and bereavement leave policies?		
<b>Pay</b> Have we conducted a pay equity analysis to ensure equal opportunity for all? If yes, how are we disclosing the results?		
<b>CUSTOMERS (18%)</b>		
<b>Nondiscrimination</b> Do we treat all customers fairly and equally regardless of background? How many customer discrimination controversies do we have each year?		
<b>Privacy</b> Do we have a policy to protect customer and general public privacy and integrity?		
<b>PRODUCTS (14%)</b>		
<b>Quality</b> Are we creating products that are beneficial and non-harmful to health, environment, and/or society?		
<b>Fair Pricing</b> Do we provide products and services that are of good value?		



## 7. JUST SCORECARD

ISSUES	CURRENT PERFORMANCE	GOAL FOR IMPROVEMENT
<b>ENVIRONMENT (13%)</b>		
<b>Pollution</b> What efforts are we taking to minimize pollution?		
<b>Management</b> What environmental management systems do we have in place? How are we measuring and disclosing them?		
<b>JOBS (12%)</b>		
<b>Creation</b> What is the total U.S. headcount of our workforce?		
<b>Number</b> What is the percentage change in our U.S. workforce over the past five years?		
<b>COMMUNITIES (11%)</b>		
<b>Human Rights</b> Have we conducted a formal human rights impact assessment of our entire business operations? Have we disclosed our findings?		
<b>Local Communities</b> Have we disclosed a policy, commitment, or effort to source from local suppliers or support local businesses?		
<b>Charitable Giving</b> Do we provide opportunities for employees to take paid time off for volunteering? Do we match their charitable donations?		

ISSUES	CURRENT PERFORMANCE	GOAL FOR IMPROVEMENT
<b>LEADERSHIP (8%)</b>		
<b>CEO Pay</b> What is our CEO-to-median worker pay ratio? Is executive compensation based in any way on ESG risks and performance?		
<b>Board Leadership</b> What percentage of our Board is made up of women? People of color? What about Independent Outside Directors?		





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## ABOUT JUST CAPITAL

JUST Capital, an independent, nonprofit research organization, makes it easier for people, companies, and markets to do the right thing by tracking the business behaviors Americans care about most. Our research, rankings, and data-driven tools help people make more informed decisions about where to invest, work, and buy to direct capital towards companies advancing a more just future. Companies that believe in fair pay and equal treatment for all workers. Companies that create good jobs and understand the value of strong communities. Companies that are committed to a healthy planet. America's Most JUST Companies, including the groundbreaking JUST 100 list, is published annually in the December issue of Forbes and on [justcapital.com](http://justcapital.com).