Mid-Year 2026 American Public, Investor, and Corporate Leader Perspectives on Responsible AI Deployment

June 2026

In the first half of 2026, American companies have continued to accelerate AI adoption, while navigating a landscape of varied, and often competing, stakeholder demands. The share of corporate leaders who describe their organizations as being in the optimization stage, where AI is driving measurable productivity improvements, has more than doubled since the Fall of 2025. At the same time, external pressures are intensifying. Tech companies have eliminated over 100,000 jobs this year, data center opposition is present in communities across the country, and employees report increased skepticism about what AI deployment means for them.

Just Capital's ongoing polling on responsible AI deployment is designed to offer executives insight from key stakeholders as they aim to build trust, manage risk, and unlock AI's upside potential for workers, customers, communities, and shareholders.

This report presents findings from the third wave of quarterly polling of the American public, investors, and corporate leaders on responsible AI deployment. By measuring how perceptions and priorities shift across these groups over time, Just Capital aims to help business leaders make fully informed decisions as the AI landscape evolves. The inaugural wave was conducted in Fall 2025, and the Spring wave was released in April 2026.

Key Findings

1. Public confidence in the business and economic benefits of AI is growing, catching up to business leaders and investors.	• Public belief that AI will positively impact innovation increased from 58% in Fall 2025 to 70% in Summer 2026, approaching near-universal investor (96%) and corporate leader (91%) levels in Summer 2026. • Public optimism on economic growth climbed 12 points (47% Fall 2025 to 59% Summer 2026); positive sentiment on investor returns jumped 20 points (52% Fall 2025 to 72% Summer 2026). • Views on worker productivity (56%) and job satisfaction (50%) also improved sharply among the public – up 9 and 14 points respectively since Spring 2026 – though both still trail corporate leader sentiment.

2. Even as the public's optimism climbs, concerns from business leaders and investors about AI's broader societal impact are growing.	• The share of corporate leaders expecting large-scale job losses within the next 2–3 years jumped 70%, from 13% in Spring 2026 to 22% in Summer 2026. • Safety and security ranks as the #1 concern across all three audiences and all three waves, well above concerns about U.S. competitiveness. • Investors have an increasingly negative outlook with 78% believing AI will have a negative impact on social division and inequality in Summer 2026 compared to 68% in Fall 2025. • Concerns about the environment are rising: 57% of investors and 47% of corporate leaders expect negative environmental impacts in Summer 2026, compared to 49% and 34% in previous waves, respectively. The public's outlook remains relatively stable over the three waves, with about a third foreseeing a negative impact to the environment (33% in Fall 2025 and Spring 2026, 35% in Summer 2026).
3. Corporate leaders indicate a growing commitment to address these concerns, but gaps remain.	• The share of corporate leaders willing to dedicate more than 5% of AI investment to support displaced workers has almost doubled in the past six months (9% in Fall 2025 to 17% in Summer 2026) – yet still lags the 58% of the public and 43% of investors who expect that commitment. • 73% of corporate leaders support requiring data center operators to compensate local communities for energy costs. • There has been a notable shift in how corporate leaders are thinking about the distribution of AI-driven profit gains. Although reinvesting in R&D (72%) and delivering returns to shareholders (54%) continue to be the top two priorities, the share who plan to lower prices for consumers (29% in Spring 2026 to 40% in Summer 2026) and provide severance and job search assistance to laid-off workers (11% in Spring 2026 to 21% in Summer 2026) has grown significantly.

Introduction

Majorities of the American public, investors, and corporate leaders foresee AI as a net positive for society within five years, and corporate leaders are nearly unanimous in their belief that it will benefit their own companies. The promise of AI is broadly accepted; however, the distribution of gains is an area of concern.

Corporate leaders occupy a uniquely pressured position. They are accountable to investors who want speed and measurable returns, and to a public that wants responsible stewardship and innovations that improve quality of life. Managing that tension is the defining challenge of this moment.

This is the third report in a series examining how the opinions of the public, institutional investors and analysts, and corporate leaders align and diverge on the risks and benefits of large-scale AI adoption in corporations. This analysis will continue quarterly in 2026 and beyond in order to track sentiment as the technology and use of AI changes over time.

Who was surveyed

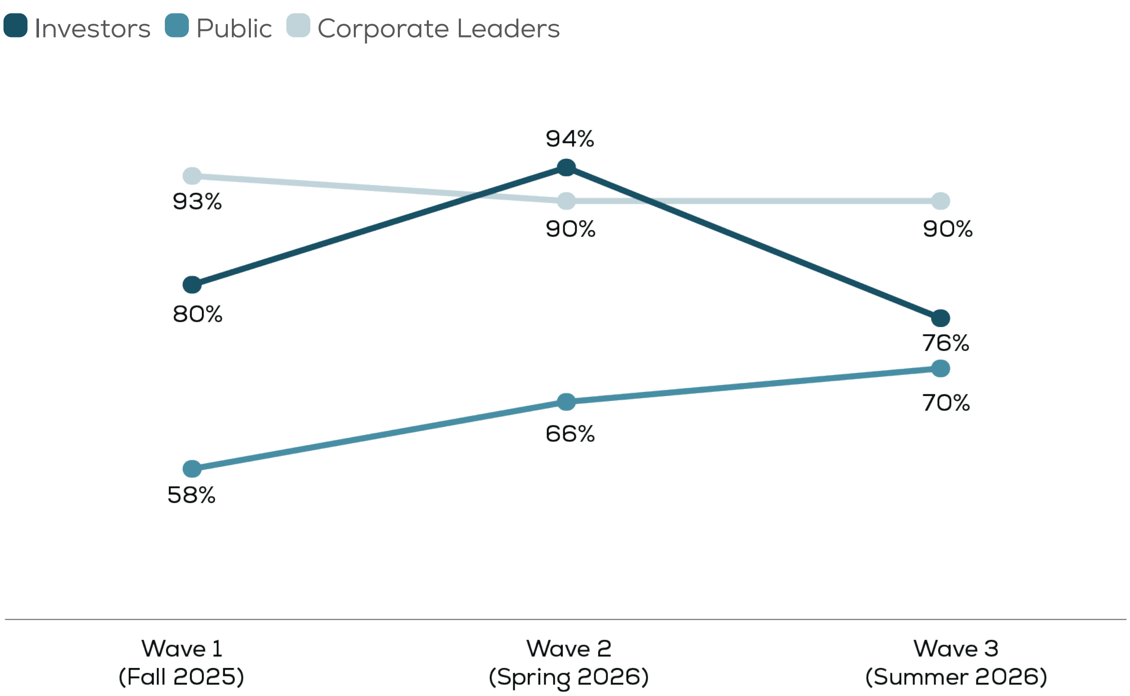
This survey was designed by Just Capital as part of its broader polling and public-opinion research program. We received responses from 102 institutional investors in partnership with NewtonX, 105 corporate executives, in partnership with Gerson Lehrman Group (75 C-suite executives and 30 board members or senior level executives), and 1,000 US adults aligned to population benchmarks in partnership with The Harris Poll. Data were collected April 20–27, 2026. The full methodology can be found here.

The Net Impact of AI on Society: Optimism Strengthens, But Unevenly

For the third consecutive wave, majorities across all three audiences foresee AI as a net positive for society within five years. In April 2026, 90% of corporate leaders, 76% of investors, and 70% of the public held that view. The public figure has increased quarter over quarter – from 58% in Fall 2025 to 70% in April 2026 – and represents the most consistent positive trend in the survey.

Investor optimism tells a more volatile story. After climbing sharply from 80% in late 2025 to 94% in early 2026, investor confidence in AI's net positive societal impact has pulled back to 76% in Summer 2026 – closer to where it started than where it peaked. Spring 2026 may have captured a moment of peak enthusiasm, driven in part by strong market performance of AI-linked firms and early signs of enterprise productivity gains. Summer 2026 reflects a more measured assessment, as real-world deployment has made the risks – safety failures, workforce disruption, cost overruns – more apparent. As Axios reported, companies that rushed to embrace AI are now confronting ballooning IT costs, uncertain productivity gains, and growing employee skepticism.

Percentage who foresee AI as a net positive for society within 5 years



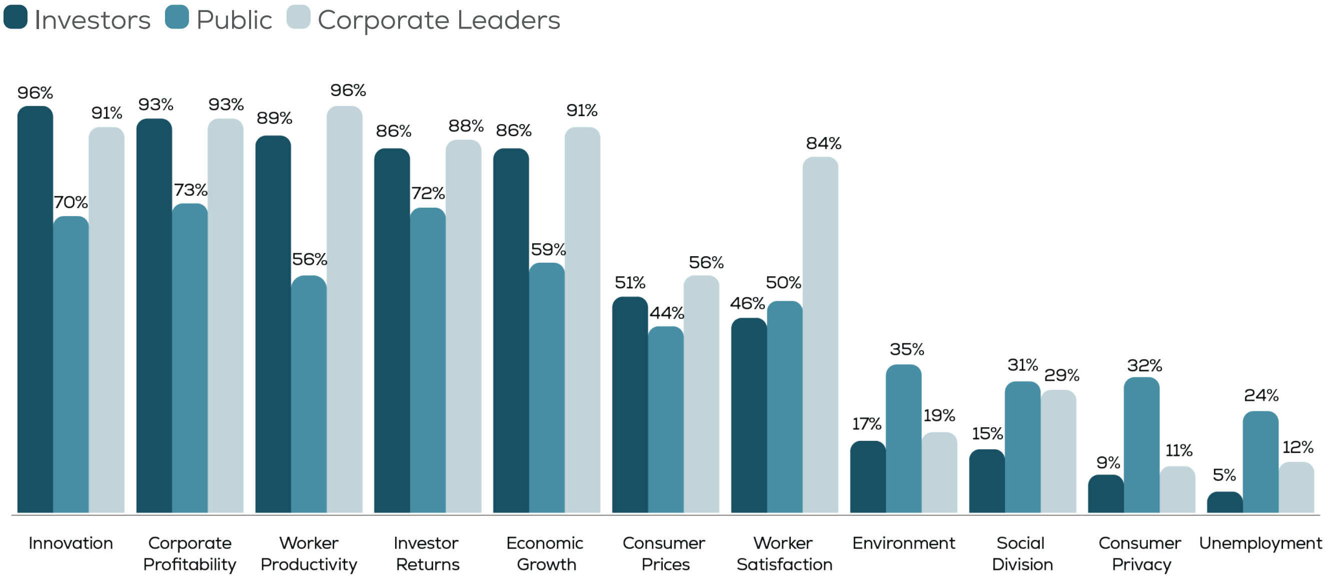
Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

Corporate leader optimism, by contrast, has held essentially flat across all three waves – 93%, 90%, and 90%, signaling leaders' continued confidence in AI's value. When asked about their own companies specifically, 98% of corporate leaders foresee a net positive impact – up from 95% in Spring 2026.

The Impact of AI by Domain: Where Optimism Holds and Where It Dims

The specific domains where AI is expected to deliver positive impact are consistent across all three waves and reveal a clear pattern: respondents are confident about economic outcomes but more skeptical about societal ones.

Percentage who say increased AI adoption by corporations will have a net positive impact on each area



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

Economic growth – an area in which a strong majority of corporate leaders and investors say AI will have a positive impact – shows a gain in traction among the public: from 47% in Fall 2025 to 59% in Summer 2026. There are similar patterns of response for innovation of products and services and corporate profitability; high among corporate leaders and investors, and growing steadily among the public.

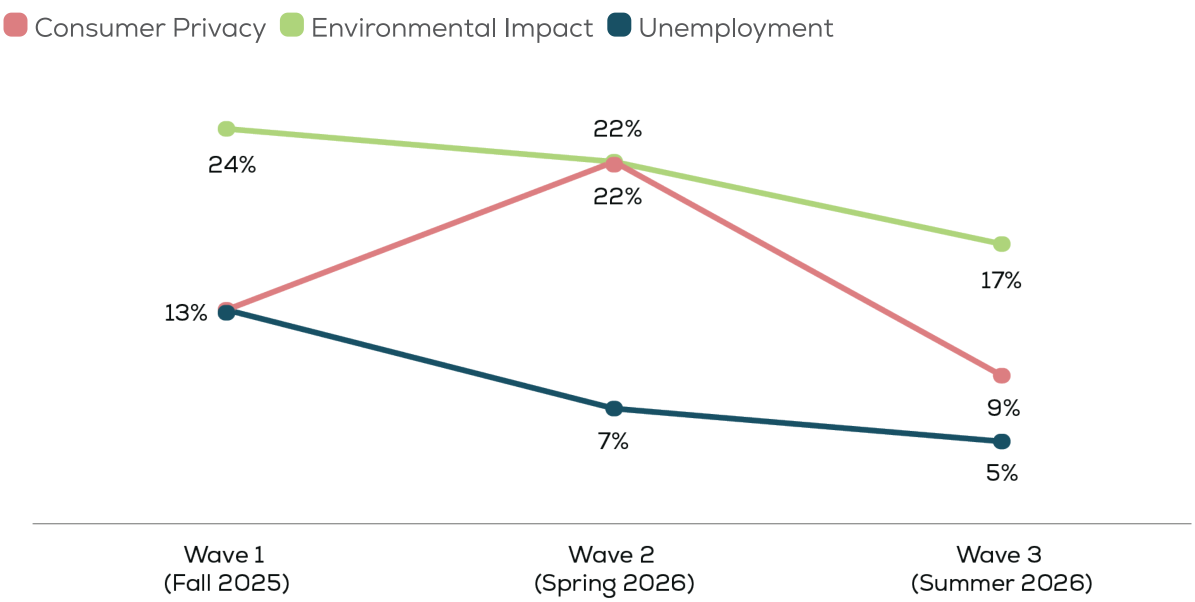
Percentage Who Say AI Will Have a Positive Impact (General Public)	Fall 2025	Summer 2026	Change
Economic growth	47%	59%	+12 pts
Innovation of products & services	58%	70%	+12 pts
Corporate profitability	63%	70%	+10 pts

Views on worker productivity and job satisfaction have also seen steady positive movement this wave. More than half of the public say that AI will have positive impacts on worker productivity (56%, up from 47% in Spring 2026) and job satisfaction (50%, up from 36% in Spring 2026), though for both areas, percentages still lag far behind corporate leader views (96% and 84%, respectively). Notably, investor positive sentiment on job satisfaction has actually dipped from a Spring 2026 peak of 60% back to 46% in Summer 2026 — which may be a sign that their enthusiasm is moderating as worker experience data is released.

Percentage Who Say AI Will Have a Positive Impact	Fall 2025	Summer 2026	Change
Worker productivity (public)	47%	56%	+9 pts
Job satisfaction (public)	36%	50%	+14 pts
Job satisfaction (investors)	60%	46%	-14 pts

Expectations dim considerably on issues related to safety and social stability, including consumer privacy, reducing inequality, and unemployment. The unemployment figure deserves particular attention: In all three waves, about 58% of the public has expected AI to increase unemployment. Among investors, that negative outlook has also grown, from 72% in Fall 2025 to 82% in Summer 2026, which represents the largest sustained shift on any single domain in this survey.

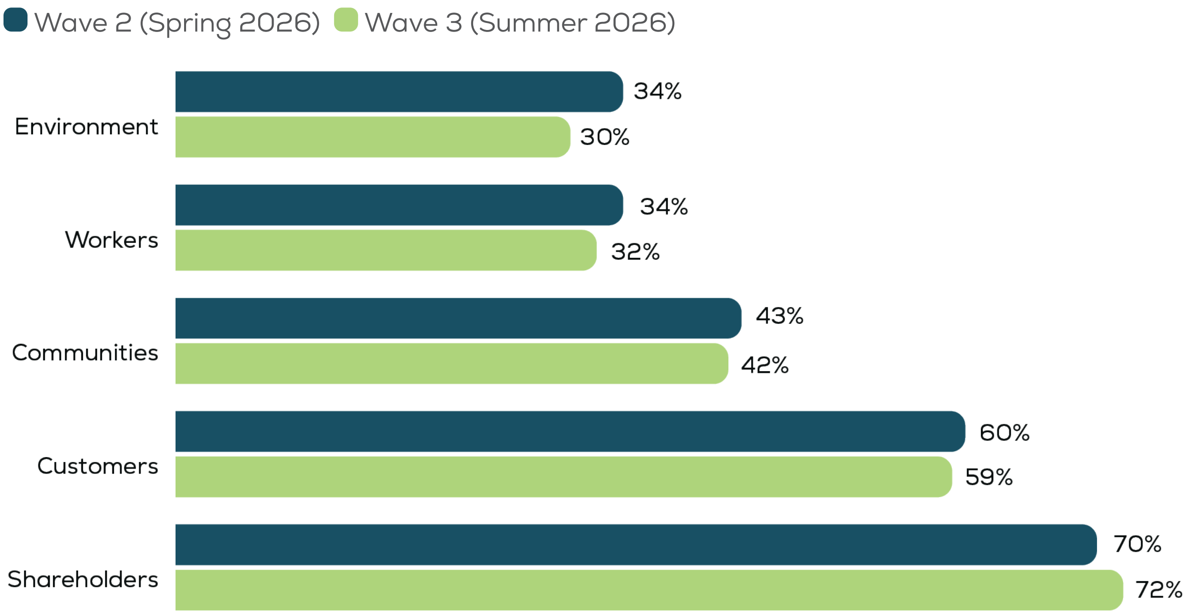
Percentage of investors who foresee AI as a net positive within 5 years for the following factors



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

A new question introduced in Spring 2026 asked the general public whether AI benefits or harms specific groups. The results sharpen the picture about who stands to benefit or lose in the AI race. The public's view of who captures AI's value has remained essentially unchanged from Spring 2026 to Summer 2026: 72% say AI benefits shareholders, compared to just 32% who say it benefits workers and 30% who say it benefits the environment. Communities sit in the middle at 42%. Notably, the worker and environment figures have slightly declined since Spring 2026, suggesting that familiarity with AI's real-world rollout is reinforcing rather than softening the perception that gains concentrate at the top.

Percentage of Americans who say which stakeholders benefit from AI

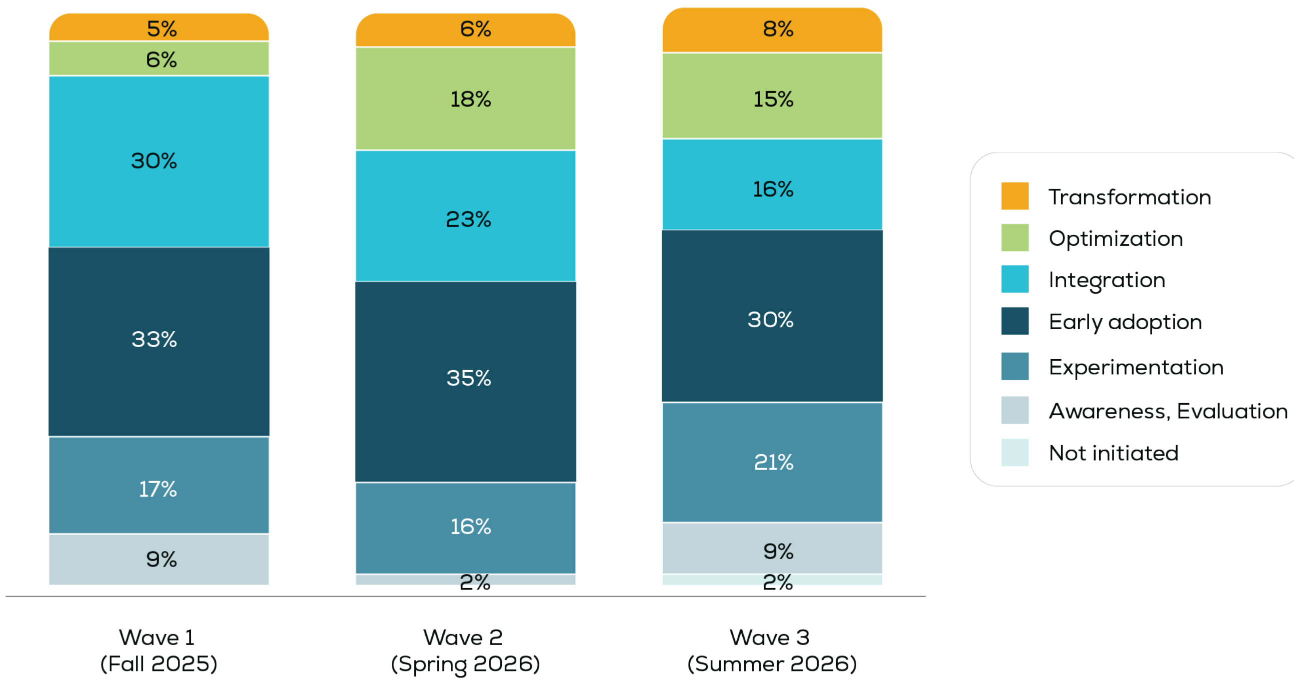


Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026). General public only. Question introduced in Wave 2.

The Productivity Paradox: Output is Up, Experience is Down

Corporate AI deployment is maturing. In Spring 2026, 18% of corporate leaders said their organizations were at the optimization stage where AI is driving measurable productivity improvements. That share has more-or-less held in Summer 2026 at 15%, while 8% now describe their organizations as in full transformation with AI generating significant revenue growth or business model innovation. The share at early experimentation stages has meanwhile grown, as new organizations enter the deployment cycle.

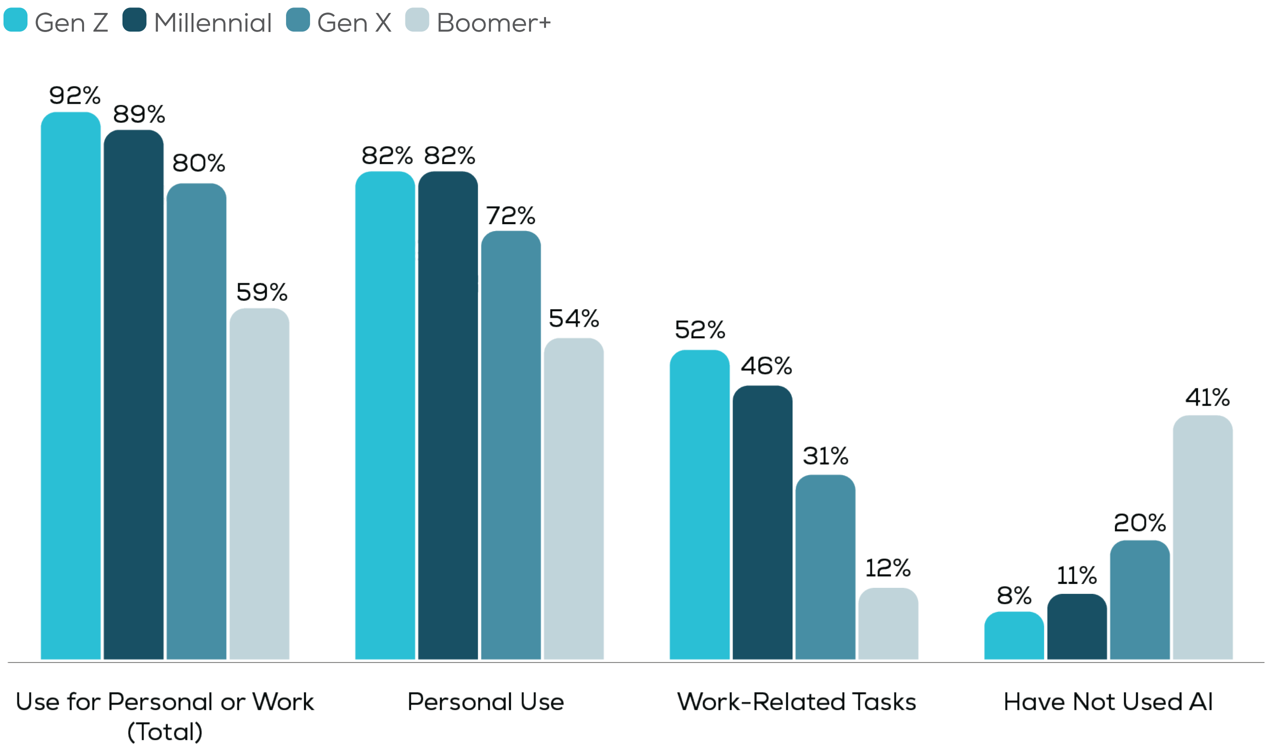
Corporate Leaders – Stage of AI Integration in the organization



Source: Just Capital Quarterly AI Survey. Wave 3 (Summer 2026).

Among the general public, AI usage is up. In Summer 2026, on average, nearly three-fourths of respondents (72%) are using AI for personal use and almost half of employed respondents (49%) use AI for work-related tasks, up from just 36% in the previous wave. Gen Z and Millennials are the most likely to use AI, Boomers+ the least likely. Even so, nearly 60% Boomers+ use AI in some capacity.

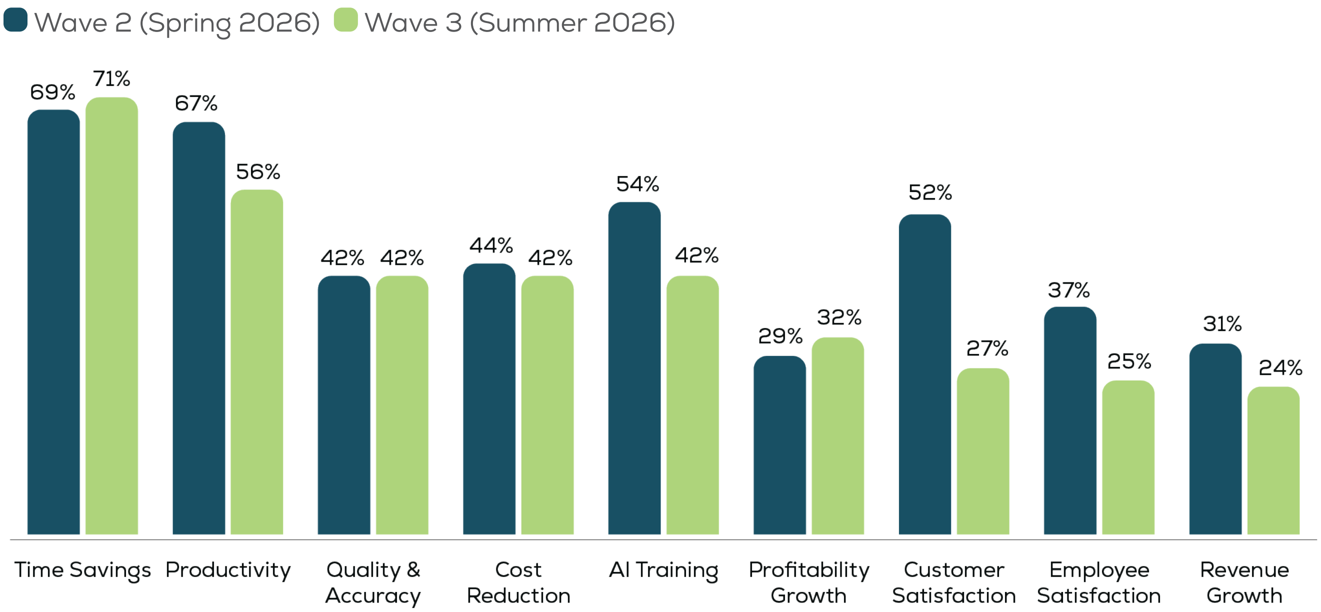
Percentage using AI by generation, Summer 2026



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026). Percentage among general public only.

Over the past two waves, corporate leaders continue to say they're seeing measurable results in time savings, quality and accuracy improvements and cost reductions. Productivity gains are also widely reported, though slightly down from Spring 2026. Two notable areas of decline: the share of corporate leaders reporting employee satisfaction as a measurable result has dropped from 37% in Spring 2026 to 25% in Summer 2026, and customer satisfaction has fallen from 52% to 27%. These two findings suggest that the early productivity wins from AI are not necessarily translating into the downstream satisfaction outcomes for workers or customers.

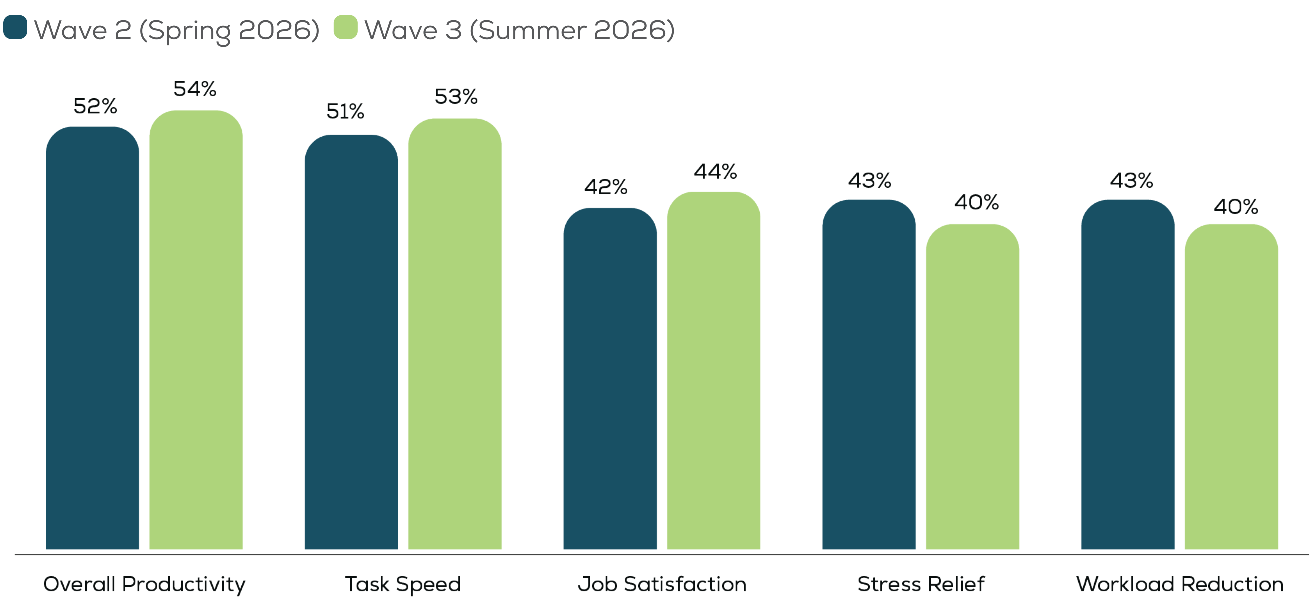
Percentage of corporate leaders reporting measurable results in each area



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026). Corporate leaders "seeing measurable results" among those whose organizations have addressed each area.

Focusing the lens on employed Americans, a majority report improvements in their productivity levels, job satisfaction, and task speed, growing slightly from the previous quarter. At the same time, fewer report this quarter that stress and workload improvements have been improved by AI use.

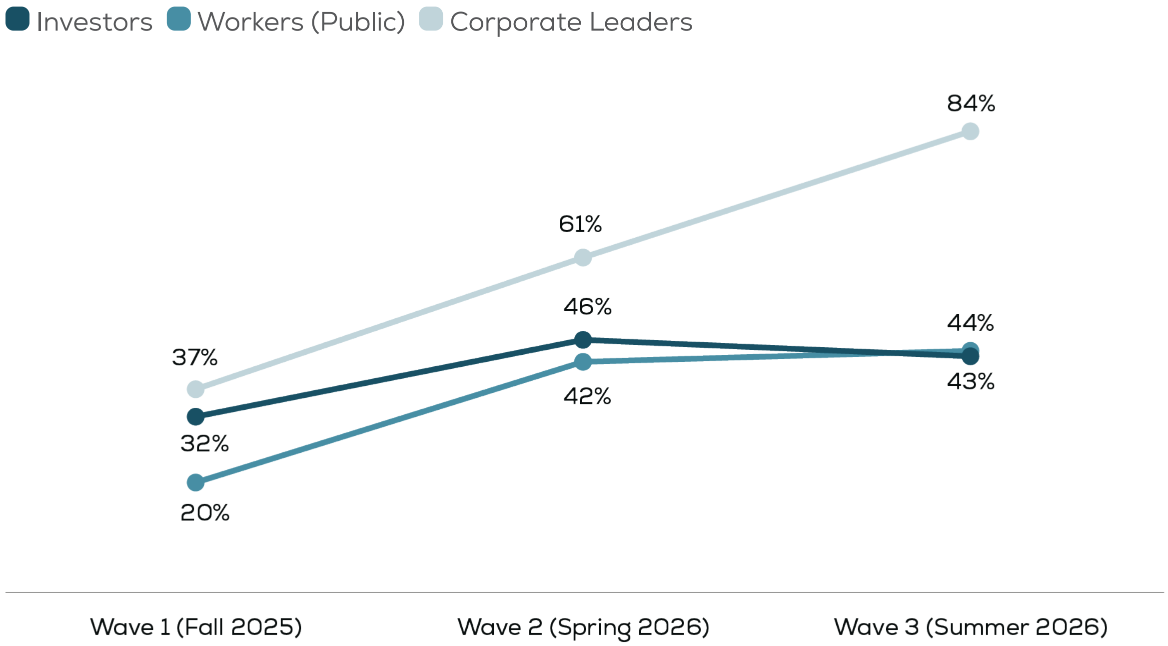
Percentage of employed Americans that use AI reporting worker experience improvements



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026). Employed respondents who use AI.

Differences in how workers perceive their job satisfaction are particularly stark when looking across the three stakeholders. In Summer 2026, a strong majority (84%) of corporate leaders reported improvements in their satisfaction, up more than 20 points from the Spring wave. Compare that to employed Americans and investors, with equal shares (43%) reporting improvements, about half the level of corporate leaders, and plateauing since the Spring wave of research.

Percentage saying AI has improved job satisfaction



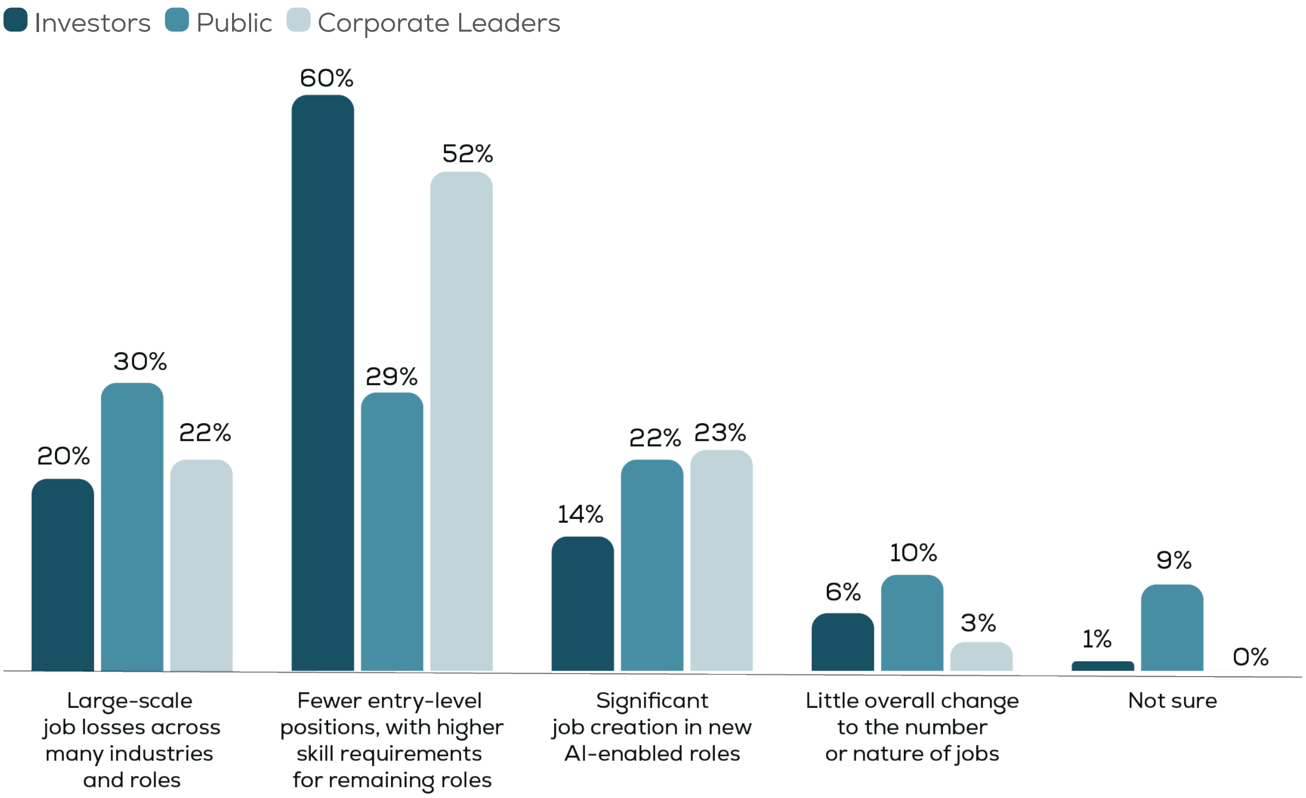
Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026). Workers = Employed Americans who use AI.

This finding echoes external research published this spring. METR's study of 350 technical workers found that self-reported productivity gains from AI are likely overstated, in part because workers tend to measure speed on tasks they were already doing, without accounting for the expanded scope of work AI creates. More activity is not necessarily the same as more value, and the gap between what organizations are measuring and what workers are experiencing may be wider than originally thought.

Even As Usage Grows, Fear Of AI-Fueled Job Losses Persist

Work productivity may be improving as a result of AI tools, but workforce displacement fears persist, not only among the public but among institutional investors as well. A strong consensus of investors and corporate leaders say that the most likely workforce outcome from AI adoption is going to be fewer entry-level positions with higher skill requirements, rather than mass displacement.

Outlook on AI impact on jobs over the next 2-3 years

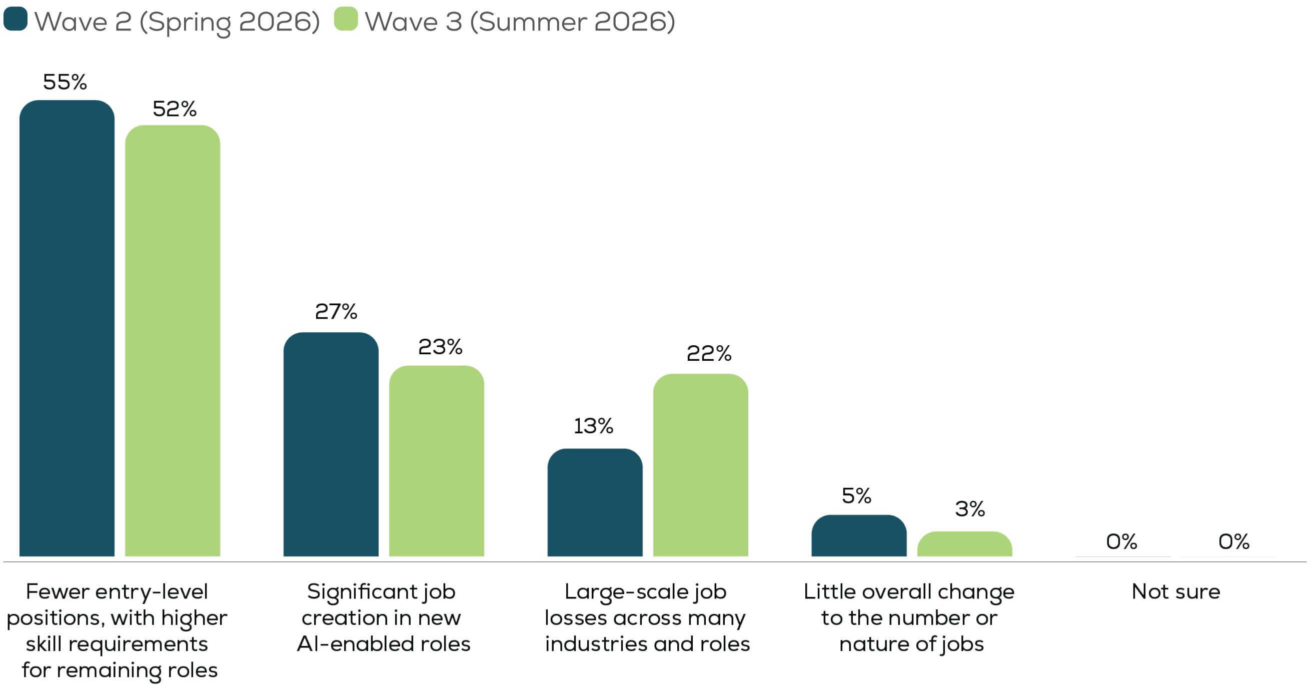


Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

Yet that consensus has softened since the previous quarter. In Summer 2026, fewer investors and corporate leaders are forecasting entry level impact and more are expecting large-scale job losses on the horizon.

Pecentage Who Say Job Impact Likely	Spring 2026	Summer 2026	Change
Investors			
Fewer entry level positions	68%	60%	-8 pts
Large-scale job losses	10%	20%	+10 pts
Corporate leaders			
Fewer entry level positions	55%	52%	-3 pts
Large-scale job losses	13%	22%	+9 pts

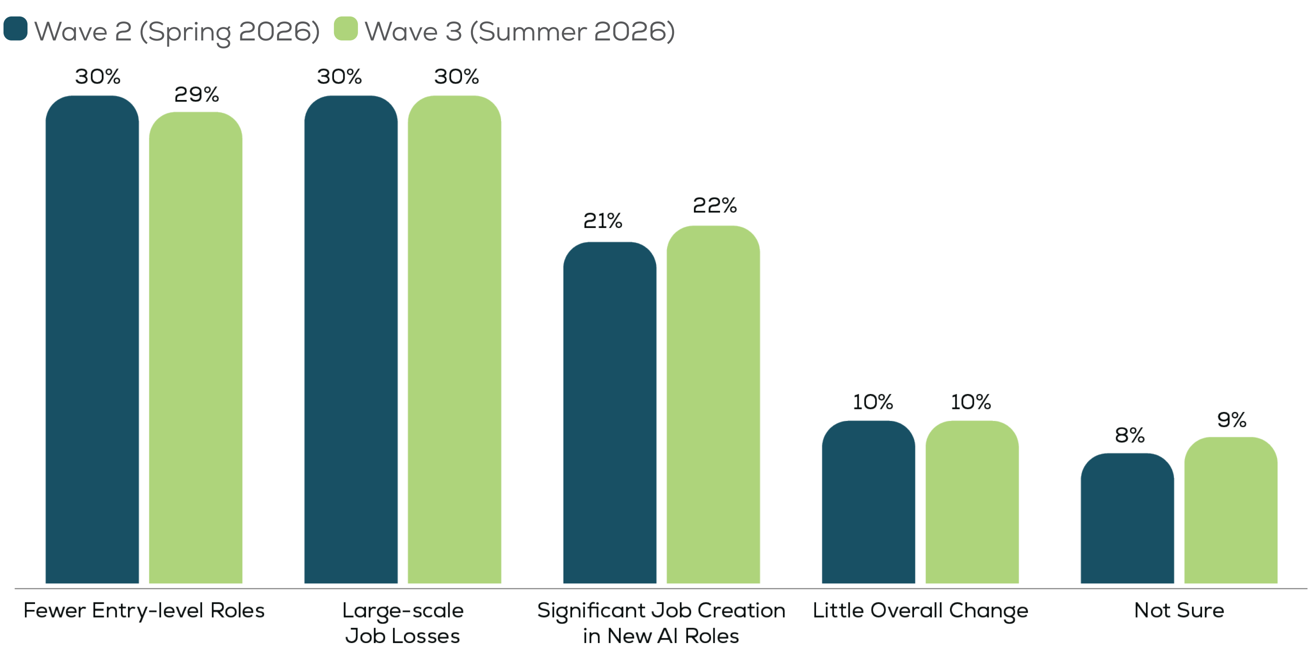
Corpoate Leaders: Expected workforce outcome from AI adoption



Source: Just Capital Quarterly AI Survey, Wave 2 (Spring 2026) and Wave 3 (Summer 2026). Question not asked in Wave 1.

The general public's outlook on job loss is different, but evinces a high degree of concern. The public has been evenly split between fearing mass layoffs (30%) and expecting a reduction in entry-level roles (29%) since Spring 2026. These findings suggest that workers are not necessarily making fine distinctions between displacement scenarios. They have been worried about workforce reductions of any kind since we started tracking this question last fall.

General Public: Expected workforce outcome from AI adoption

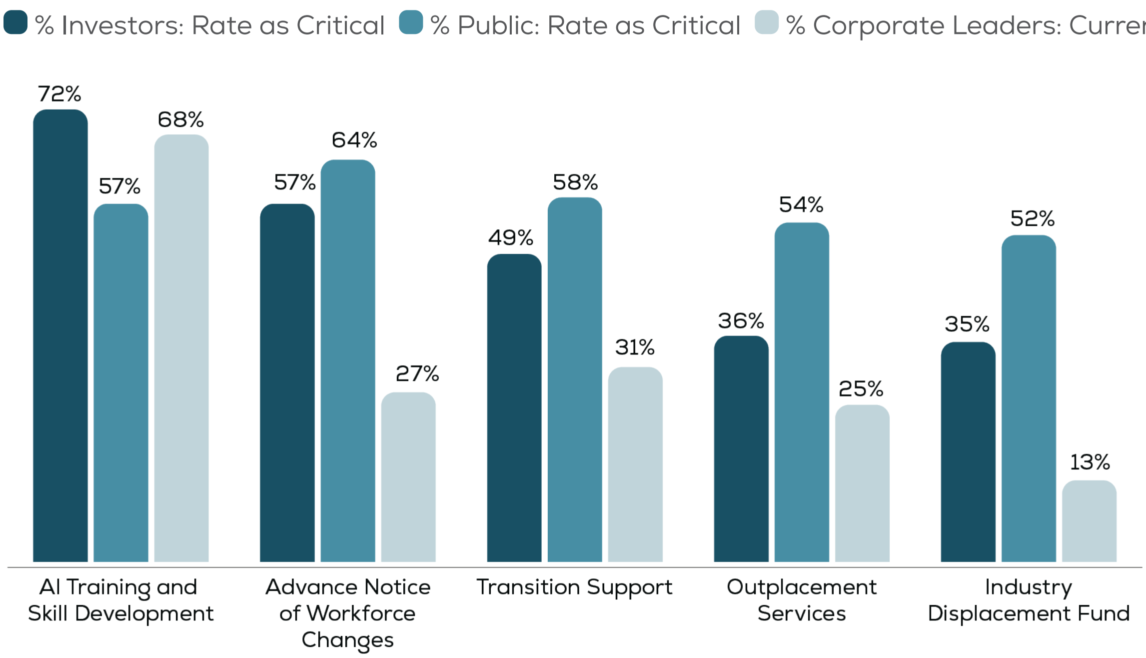


Source: Just Capital Quarterly AI Survey, Wave 2 (Spring 2026) and Wave 3 (Summer 2026). Question not asked in Wave 1.

This negative sentiment is perhaps driven by external reporting shaping public opinion. [Semafor reported](#) this spring that tech companies have cut over 100,000 jobs this year, and [Goldman Sachs research](#) estimates AI is eliminating roughly 16,000 U.S. jobs per month, with younger workers bearing the sharpest early impact. Whether or not these job losses are actually driven by AI-driven transformation is not clear.

The public and investors indicate that corporations should consider the structural impacts of AI-driven layoffs and mitigate significant disruption through concerted action. 64% of the public and 57% of investors expect advance notice of AI-driven workforce changes, while 57% of the public and 72% of investors say companies should fund training and skill development programs.

Percentage rating each worker support action as critical (investors/public) vs. percentage of company currently implementing each action



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

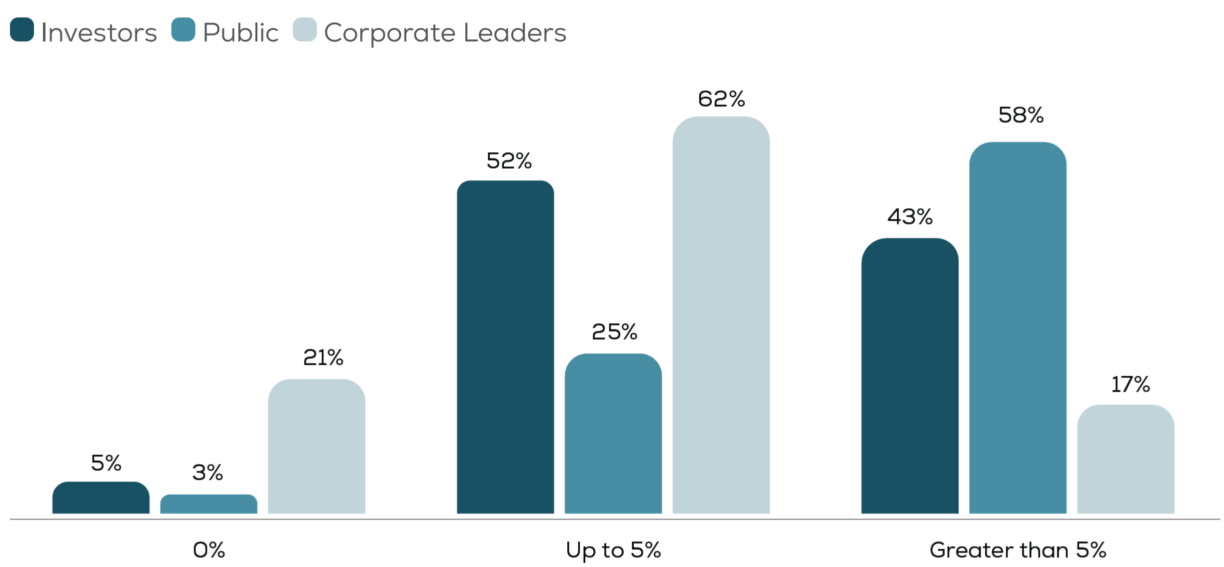
It is not clear to date that companies are meeting public and investor expectations on these actions. 68% of corporate leaders say their organizations are providing AI training and skill development, but that figure is down from 80% in Spring 2026. Giving advance notice of layoffs is being provided by only 27% of corporate leaders, career counseling and transition support by 31%, and industry-wide displacement funds by just 13%. Nearly a quarter of corporate leaders (23%) report none of these support mechanisms are in place. These figures are largely unchanged from Spring 2026.

The research team's interpretation remains consistent with Spring 2026: the majority of companies are not yet laying off at the scale that would trigger active displacement programs, so those programs have not been built. Only 19% of corporate leaders report seeing significant job cuts at their organization to date. But the expectation gap – between what investors and the public say should be in place and what companies are building – is widening precisely as investor anxiety about mass layoffs is rising. Companies that wait to consider these programs until they need them will be starting from behind on trust.

Corporate leaders show growing commitment to responsible deployment – but gaps remain

Summer 2026 shows meaningful movement in how corporate leaders talk about and plan for AI's social obligations, particularly how it relates to human capital. The share of corporate leaders who believe companies should spend more than 5% of total AI investment to support displaced workers has grown from 8% in Fall 2025 to 17% in Summer 2026 – more than doubling, though still a minority view. Compare that to the 58% of the public who believe companies should commit more than 5%, a figure that has held flat. The gap between public expectations and corporate intent, while narrowing, remains wide.

Percentage of total AI investment (excl. infrastructure) that companies should allocate to support workers displaced by AI (e.g., retraining, severance, transition assistance)



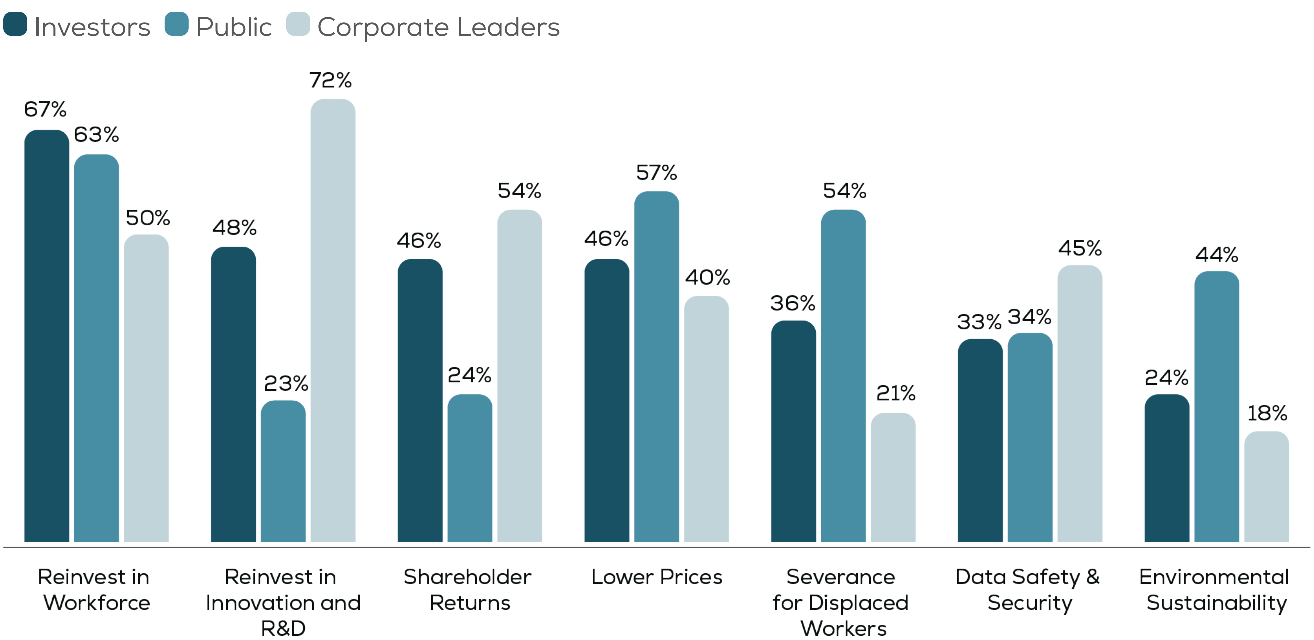
Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

Nearly three-quarters (72%) of corporate leaders agree that companies should invest in communities by supporting local training programs and workforce development – one of the stronger expressions of community obligation in Summer 2026. Support is even higher among investors (56%) and the public (65%) for creating public retraining programs.

As AI begins to generate visible financial returns, the question of who benefits is moving from theoretical to operational. Summer 2026 asked all three audiences to rank their top priorities for how AI-driven profits should be distributed – and the gaps between audiences remain as sharp as they were in earlier waves.

The public's top priorities are clear: reinvestment in the workforce (63% rank it in their top three) and passing gains on to customers in the form of lower prices (57%). Corporate leaders prioritize reinvestment in innovation and R&D (72%) and shareholder returns (54%). Investors sit between the two on workforce reinvestment (67%) but are substantially more aligned with corporate leaders on R&D (48%) and shareholder returns (46%) than with the public's emphasis on consumer pricing (46%).

Percentage selecting each as a top-3 priority for distributing AI-driven gains

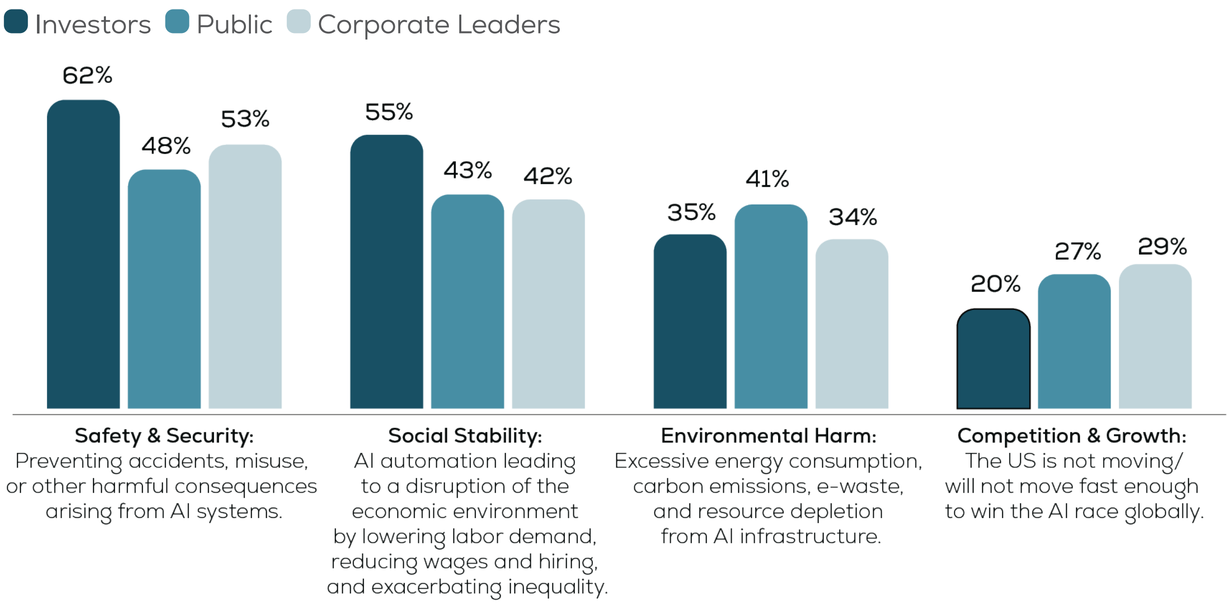


Source: Just Capital AI Survey, Wave 3 (Summer 2026).

Safety And Guardrails Remain Top Concerns

One dominant finding throughout three waves of research is the durability of safety concerns among all three audiences. Safety and security has ranked as the top AI issue across every wave and every audience.

Percentage rating the following AI issues as top concerns



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026). Top 3 Box on a 1–10 concern scale.

In Spring 2026, investor concern about safety and security fell from 62% to 50%, and social stability concern dropped even more sharply – from 58% to 38%. At the time, the research team attributed this to investor confidence peaking in the wake of strong AI market performance and visible enterprise productivity gains. In Summer 2026, however, we find that investor safety concern has returned to 62% and social stability concern has climbed back to 55%, a near-full reversal of the Spring 2026 decline.

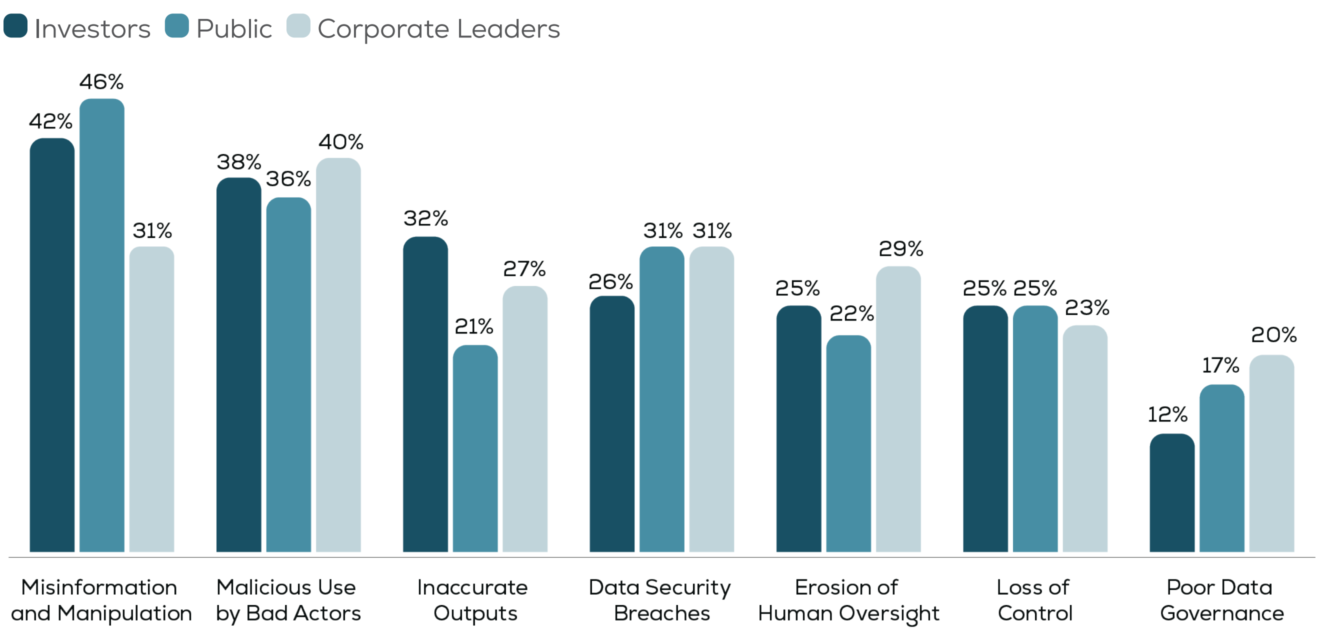
Investor concerns about negative outcomes	Spring 2026	Summer 2026	Change
Safety & Security	50%	62%	+12 pts
Social Stability	38%	55%	+17 pts
Environmental Harm	40%	35%	-15 pts
Competition & Growth	18%	20%	+2 pts

Specifically, between January and April there was a cluster of high-profile AI safety events that appear to have moved investors in ways that may have not registered as strongly with the public.

- Anthropic's Mythos release (April 7) – a model Anthropic itself deemed too dangerous to release
- OpenClaw debuts (January–March) – open-source autonomous agents going viral, with documented data exfiltration and a production database wipe
- The Citrini Memo – a speculative, widely-read memo targeted at investors that lays out the macro-risk scenarios from AI.

When asked to rank the top safety threats, all three audiences agree: misinformation and manipulation, and malicious use by bad actors. These concerns have held their top positions across all three waves, though the numbers have moderated from Fall 2025 peaks. Concerns about data security breaches and even loss of control, though lower in rank, have increased since the last wave, signaling their persistence as a risk in AI-enabled organizations.

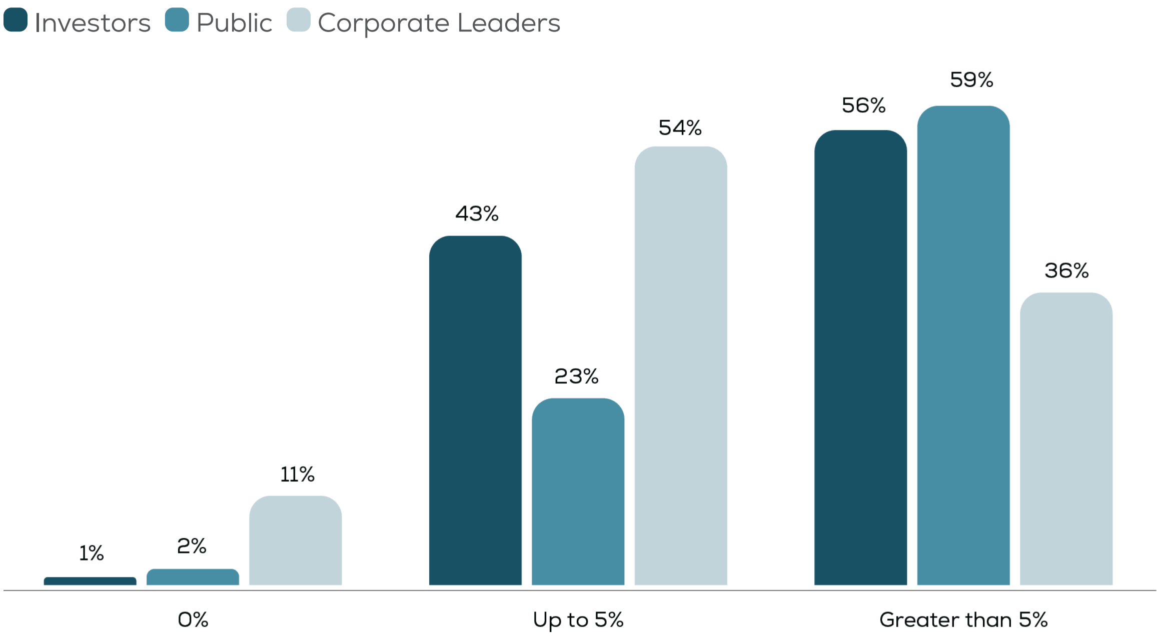
AI safety risks, ranked from most to least threatening



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).
Note: Percentage who rank risk #1 or #2 most threatening.

On accountability for AI safety costs, majorities of the public (59%) say companies should spend more than 5% of their AI budgets on safety. Investors (56%) largely agree. Corporate leaders are more measured – the majority (54%) say up to 5% is appropriate – but even their position reflects a meaningful baseline commitment. These percentages have remained roughly stable since Fall 2025, suggesting that the investment case for AI safety is not being crowded out by the pressure to deploy.

Percentage of total AI investment that companies should spend on AI safety (excluding infrastructure)



Source: Just Capital AI Survey, Wave 3 (Summer 2026).

Environmental Impact Is No Longer a Niche Concern

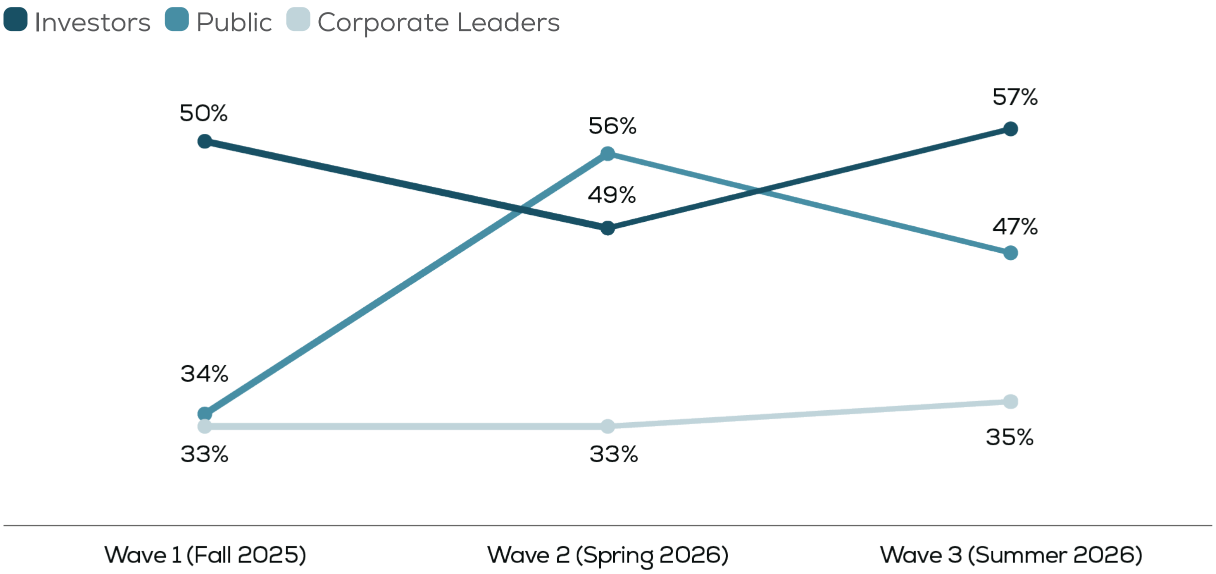
Environmental harm from AI infrastructure was introduced as a tracked concern in Spring 2026. In two waves, it has moved from a secondary issue to a mainstream one – and the trajectory of concern is still rising.

In Summer 2026, 41% of the public ranked environmental harm among their top AI concerns – up from 36% in Spring 2026 – making it the third-ranked concern among the public, ranking lower than safety and security but ahead of concerns about competition and growth. 44% of the public says that any revenue gains from AI implementation should be invested back into environmental sustainability and resource conservation initiatives, up from 40% in Spring 2026. One of the strongest areas of cross-audience alignment in Summer 2026 is on data center accountability. 76% of the public, 77% of investors, and 73% of corporate leaders support requiring data center operators to compensate local communities for increased energy costs and environmental impact.

This shift is tracking directly with public awareness. A Gallup survey conducted this spring found seven in ten Americans oppose data center construction in their communities. Concerns center not on abstract carbon accounting but on local impacts – electricity bills, water access, land use. In Saline, Michigan, a $16 billion data center project for Oracle and OpenAI has faced sustained community opposition from residents worried about farmland and water availability. These stories are not outliers; they are becoming the template for how communities respond to AI infrastructure.

But it's not just the public that shows concern about environmental impact. Majorities of investors and corporate leaders both say AI will have a net negative impact on the environment. What is more, corporate leaders' expectation of a positive environmental impact has declined from 32% at the outset of this research to just 19% in Summer 2026 – the largest sustained decline on any domain in the survey.

Percentage who say AI is likely to have a net negative impact on the environment



Source: Just Capital Quarterly AI Survey, Wave 3 (Summer 2026).

Summary

Three waves of this research now point to a durable underlying dynamic: AI is delivering for organizations, but not yet for the people inside and around them. The metrics corporate leaders are tracking – time savings, productivity, cost reduction – are moving in the right direction. The metrics that determine whether the public, workers, and communities extend trust to those leaders are still to be determined.

For corporate leaders, the window to close the trust gap is open, but the data suggest it is narrowing. The practical challenge is not communications, it's operational. What workers will notice is whether their experience of work actually improves. What communities will notice is whether their electricity bills and water supplies are protected. What investors will notice is whether productivity gains are real, measurable, and honestly reported.

The companies that treat responsible AI deployment as an operational discipline – not just a narrative – will earn enduring trust and license to operate.

About the Research

Just Capital regularly conducts independent, methodologically rigorous surveys to track Americans' priorities, values, and expectations for corporate behavior, which serve as a foundational input into its Just Intelligence tool, rankings, and research products. For this research, Just Capital conducted a survey focusing on the responsible usage of AI in organizations, fielded among three populations of respondents: investors, corporate leaders, and the general public.

For the quarterly AI research report, Just Capital conducted a survey focusing on the responsible usage of AI in organizations, fielded among three populations of respondents: investors, corporate leaders, and the general public.

Investors: The survey was designed and fielded by Just Capital using the Qualtrics online survey platform. The sample was provided by NewtonX, a leading AI-driven B2B market research company that provides fast, high-quality insights from verified professionals. Data collection took place between April 21 and 24, 2026. Just Capital received a total of 101 responses of which 49% were institutional portfolio managers or directors and the remainder comprised analysts and other related job functions.

Corporate Leaders: The survey was designed and fielded by Just Capital using the Qualtrics online survey platform. The sample was provided by Gerson Lehrman Group, a global information services consulting company that provides clients access to expert consultants seeking advice across a wide range of subjects. Data collection took place between April 16 and 17, 2026. Just Capital received a total of 105 responses of which 75 were C-suite executives and 30 were board members or senior level executives operating in a strategic business decision making capacity regarding AI implementation in organizations of 500 or more employees.

General Public: The survey was designed by Just Capital and conducted online within the United States by The Harris Poll between April 20–27, 2026, and fielded among 1,000 adults ages 18+ and older. Additionally, to qualify, respondents must either use AI for personal or work-related tasks or have some interest in using or learning about AI. The incidence rate was 80%. The data were weighted to represent the US population who meet the screening criteria. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within +/- 3 percentage points using a 95% confidence level.

Wave 1 of Just Capital's AI research was fielded September 27–November 14, 2025.

Wave 2 of Just Capital's AI research was fielded between January 20–27, 2026.

About Just Capital

Just Capital is the foremost independent organization advancing responsible business leadership. We translate insights from public polling, performance data, and financial analysis into actionable intelligence leaders can use to drive long-term business success and shared prosperity for people across America. Our flagship product Just Intelligence is designed to offer a comprehensive view of public expectations, stakeholder performance, and sector realities in order to drive responsible decision-making. When companies make better decisions, they can create lasting value for shareholders, contribute to stronger communities, and help drive broader economic and societal progress. For more information, visit justcapital.com.

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