The JUST Jobs Scorecard is a new, data-driven interactive tool that helps corporate leaders to assess disclosure and performance on 28 data points across seven key topic areas relating to foundational quality jobs, and enables leaders to prioritize ways to improve through clear thresholds progressing from “no disclosure” up to the “leading” practice. The Scorecard enables corporate leaders to understand where their current level of disclosure and performance stands against minimum, common, and leading practice standards among America’s largest, publicly traded companies, providing actionable next steps corporate leaders can take on job quality disclosure and performance to drive long-term value.

We created the JUST Jobs Scorecard following eight years of JUST Capital survey research that indicates broad consensus across all demographic and political cohorts that workers should be corporate America’s top priority. And across all demographic groups, Americans agree that workers should be paid fairly, earn a living wage, enjoy safe working conditions, receive basic benefits, experience work-life balance, and have opportunities for training and advancement.

Business leaders are increasingly recognizing that meaningful investment in their workforces can be a significant engine for value creation. Investments in workers can reduce the high costs incurred from absenteeism and turnover, increase labor productivity, and grow revenue, allowing companies to gain a competitive advantage in the market. However, corporate leaders have expressed that, even where there is willingness to disclose additional human capital data and make key workforce investments, there is a lack of clarity and consensus about both what to disclose and where to make those investments.
Eight years of robust polling insights, deep engagement with hundreds of the nation’s largest public companies, and an expansive network of experts and advisors have provided us with a clear roadmap for where companies can focus their efforts to become more just and create an economy that works for all Americans. As part of the development of this methodology and this Scorecard, we solicited input from both the American public and subject matter experts – such as academics, investors, and corporate leaders – on our framework and the development of performance thresholds. These checks and balances have been critical to ensuring that our work and our Scorecard remain as informed, objective, and relevant as possible. Learn more about the 2023 JUST Jobs Scorecard [here](#).

**METHODLOGY SUMMARY**

To create the JUST Jobs Scorecard, we:

1. Identified seven key topics, along with 28 underlying data points, to evaluate a company’s current disclosures and performance on job quality, using existing frameworks and current research on best practices as a guide.

2. Scored companies based on their disclosure practices and performance against leading standards, assigning scores of 0-4 for each data point where 4 represents leading job quality disclosure and 0 represents no disclosure.

3. Assessed corporate disclosures and performance across these 28 data points, covering key job quality issues from wages and compensation to workforce development and composition.

4. Calculated topic scores and overall JUST Jobs score for each company, to help corporate leaders evaluate the areas where they are currently leading as well as opportunities for improvement.

More details on each step, including how data points and performance thresholds were identified and how scores are calculated for each data point and topic, can be found below.

**BUILDING THE SCORECARD**

JUST Capital’s JUST Jobs Scorecard aims to assess company progress on key corporate disclosure and performance metrics pertaining to job quality utilizing publicly disclosed data. Scorecard metrics are based on existing multi-sector understandings of job quality and current job quality disclosure practices. To identify Scorecard metrics, we conducted an extensive research process, including a review of existing literature on the most important job quality metrics. These sources came from other research organizations, government agencies, foundations, academics, investors, and regulatory bodies. We also examined 14 existing frameworks on job quality produced across sectors and stakeholders, including investors, foundations, federal government, and research organizations. A selection of these frameworks includes Two Sigma’s report “Finding Untapped Value in the Workforce,” Urban Institute’s Understanding Good Jobs, and the Family and Workers Fund’s
report “Reimagining Job Quality Measurement.” This landscape analysis helped us to identify common job quality themes and metrics and, subsequently, to overlay them with existing corporate job quality data disclosure practices. This led us to define seven key job quality topics on which emerging or established consensus around corporate disclosure currently exists. These seven topics underlie the framework used for the Scorecard:

- Benefits
- Hiring
- Health & Safety
- Stability & Hours
- Training & Development
- Wages & Compensation
- Workforce Composition

Collectively, these seven topics capture salient characteristics of quality jobs observed across all sources in our research determining which publicly disclosed metrics exist. Of note, we intentionally did not separate diversity, equity, and inclusion (DEI) in a topic of its own because the concept of DEI can be applied across all aspects of a job for it to be considered just. As such, DEI is a cross-cutting theme in our Scorecard and is captured in a majority of the seven topics.

This Scorecard intentionally focuses on those topics and metrics with established or emerging consensus on disclosure. Those attentive to the study, measurement, and assessment of job quality will note that the Scorecard topic areas and metrics are not exhaustive across all dimensions of a good job or the data points that assess those dimensions. For example, worker experience, although difficult to capture in quantitative, standardized metrics, is vital to the enjoyment of a quality job; moreover, company disclosure of data points relevant to the Scorecard’s existing topics remains nascent. The purpose of the Scorecard is to provide a pathway to progress on job quality disclosure and performance by indicating clear, standardized metrics and the steps companies can take to improve transparency and job quality. This approach is intended to drive additional job quality disclosure, create further consensus on standardized job quality metrics, and indicate opportunities for company leadership. This iteration of the Scorecard represents a first step in that endeavor, and as such includes foundational job quality metrics.
MEASURING JUST JOBS

After establishing the broader thematic areas of the Scorecard, we identified a total of 28 data points across the seven topics that allow us to measure and understand corporate performance on job quality. The list of data points, organized by topic, is represented below.

JUST JOBS SCORECARD

- **Benefits**
  - Days of sick leave
  - Days of paid time off or vacation
  - Paid parental leave for primary caregivers
  - Paid parental leave for secondary caregivers
  - Parental leave
  - Subsidized child care
  - Backup dependent care

- **Health & Safety**
  - Health & safety management systems
  - Total recordable incident rate (TRIR)

- **Hiring**
  - Internal hiring rate
  - Fair chance policy
  - Veteran hiring policy

- **Stability & Hours**
  - Retention rate
  - Flexible working hours policy
  - Stable scheduling policy

- **Training & Development**
  - Average hours of training or career development per employee
  - Tuition reimbursement
  - Apprenticeship programs

- **Wages & Compensation**
  - Minimum wage
  - Minimum wage disclosure
  - Pay equity analyses
  - Gender pay equity ratio
  - Racial/ethnic pay equity ratio

- **Workforce Composition**
  - Diversity and opportunity targets
  - Gender diversity targets
  - Race/ethnicity diversity targets
  - Workforce gender diversity data
  - Workforce race/ethnicity diversity data

*Bolded data points indicate DEI metrics integrated across topics.*

All data points used in this iteration of the Scorecard were originally collected as part of our 2023 Rankings data collection cycle, which took place between March and June 2022. Raw data used in the development of the Scorecard was either manually collected by JUST Capital (along with our data partner ESG Book’s analysts, or sourced from ESG Book’s data library). These data are sourced across companies’ websites; corporate reports such as Corporate Social Responsibility, Sustainability, ESG, Impact, Diversity & Inclusion, and others; company filings and annual reports (10-K); company-produced data indexes including GRI index; press releases; and other public company sources. Once data has been collected, JUST Capital provides companies with an opportunity to review their data, ask questions, and provide updates for a period of five weeks from July 25th to August 19th 2022. For this project, we considered data as of or more recent than 2019 with the exception of the Minimum Wage data points, for which in rare instances we took into account publicly available sources from an earlier year.
All 28 Scorecard data points are a subset of the 2023 Rankings model data. The 28 selected are only disclosure-based data points, as opposed to modeled data or data sourced from third party vendors, to incentivize corporate action toward improved performance.

The full list of data points and their definitions organized by topic can be found below.

**BENEFITS**

**Backup Dependent Care**: This data point captures whether a company offers backup dependent care benefits (including child and elder care) for employees facing disruptions to their typical care arrangements. Companies demonstrate leading practice by publicly disclosing services or support for employees experiencing disruptions in care arrangements.

**Days of Paid Time Off or Vacation**: This data point captures a company’s minimum days of Paid Time Off (PTO) or paid vacation for its exempt U.S. employees. Companies demonstrate leading practice by publicly disclosing a policy that offers at or above 20 days of PTO per year.

**Days of Sick Leave**: This data point captures a company’s minimum days of paid sick leave for its exempt U.S. employees. Companies demonstrate leading practice by publicly disclosing a policy that offers at or above seven days of paid sick leave per year.

**Subsidized Child Care**: This data point captures whether a company offers child care subsidies for its employees with young children. Companies demonstrate leading practice by publicly disclosing the subsidization of a portion or the full cost of routine day care services.

**Paid Parental Leave for Primary Caregivers**: This data point captures the length of paid parental leave at a company for primary or maternal caregivers. Companies demonstrate leading practice by publicly disclosing at least 24 weeks of paid parental leave for primary or maternal caregivers to welcome a new child to their family.

**Paid Parental Leave for Secondary Caregivers**: This data point captures the length of paid parental leave at a company for secondary or paternal caregivers. Companies demonstrate leading practice by publicly disclosing at least 24 weeks paid parental leave for secondary or paternal caregivers to welcome a new child to their family.

**Parity in Parental Leave**: This data point captures whether a company provides equitable paid parental leave. Companies demonstrate leading practice by offering parity of paid leave for all caregivers welcoming a new child to their family.

**HIRING**

**Internal Hiring Rate**: This data point captures the proportion of vacancies at a company filled by current employees. Companies demonstrate leading practice by publicly disclosing their internal hiring rates.

**Fair Chance Policy**: This data point captures whether a company has a fair chance program or policy focused on hiring or eliminating barriers for people with criminal records. Companies demonstrate leading practice by publicly disclosing any fair chance programs or policies.

**Veteran Hiring Policy**: This data point captures whether a company has a policy to actively recruit veterans. Companies demonstrate leading practice by publicly disclosing a proactive veteran hiring policy/program, distinct from employee resource groups and/or non-discrimination policies.
HEALTH & SAFETY

Health & Safety Management Systems: This data point captures a company’s systematic management of employee health and safety. Companies demonstrate leading practice through public disclosure of health and safety management systems, such as the ISO 45001 or OSHAS 18001.

Total Recordable Incident Rate (TRIR): This data point captures worker safety at a company via its Total Recordable Incident Rate (TRIR), the rate of recordable incidents per 200,000 hours worked. Companies demonstrate leading practice by publicly disclosing a TRIR below 2.9, indicating a safe working environment.

STABILITY & HOURS

Flexible Working Hours Policy: This data point captures whether a company discloses any flexible working hours policies, such as employee-created schedules and condensed work weeks. Companies demonstrate leading practice by publicly disclosing at least one flexible scheduling policy.

Retention Rate: This data point captures whether a company discloses the total percent of its U.S. (preferred) or global employees who remain employed by the company over a specific period of time. Companies demonstrate leading practice by publicly disclosing their retention rates.

Stable Scheduling Policy: This data point captures whether a company offers stable scheduling policies intended to improve the predictability and adequacy of work hours for its hourly employees, such as standard times for shifts and elimination of on-calls. Companies demonstrate leading practice by publicly disclosing a stable scheduling policy.

TRAINING & DEVELOPMENT

Apprenticeship Programs: This data point captures whether a company offers U.S.-based paid apprenticeship programs. Companies demonstrate leading practice by publicly disclosing apprenticeship programs distinct from internship opportunities, accessible to current/past students, and not limited to people with degrees.

Average Hours of Training or Career Development per Employee: This data point captures the annual average hours of training or career development at a company per U.S. (preferred) or global employee. Companies demonstrate leading practice by publicly disclosing that they offer above 30 hours of training per employee on average.

Tuition Reimbursement: This data point captures whether a company offers tuition reimbursement and/or education assistance programs for employees. Companies demonstrate leading practice by publicly disclosing tuition reimbursement and/or education assistance policies.

WAGES & COMPENSATION

Gender Pay Equity Ratio: This data point captures whether a company discloses the adjusted women-to-men pay ratio based on its most recent gender pay equity analysis. Companies demonstrate leading practice by publicly disclosing gender pay equity analysis results.

Minimum Wage Disclosure: This data point captures a company’s minimum wage disclosure. Companies demonstrate leading practice by publicly disclosing the minimum hourly wage for their U.S. workforce.
Minimum Wage: This data point captures a company’s minimum wage performance. Companies demonstrate leading practice by disclosing a minimum wage at or above $24.16, the MIT Living Wage Calculator’s national population-weighted average wage for a family of two full-time working adults and two children.

Pay Equity Analyses: This data point captures whether a company conducts pay equity analyses across all workers. Companies demonstrate leading practice by publicly disclosing the results of recent pay gap analyses based on gender, race, ethnicity, or other factors.

Race/Ethnicity Pay Equity Ratio: This data point captures whether a company discloses the adjusted POC-to-white pay ratio based on its most recent race/ethnicity pay equity analysis. Companies demonstrate leading practice by publicly disclosing race/ethnicity pay equity analysis results.

WORKFORCE COMPOSITION

Diversity and Opportunity Targets: This data point captures whether a company has measurable targets to increase diversity and equal opportunity through hiring, workforce composition, promotion, or retention. Companies demonstrate leading practice through public disclosure of quantitative, time-bound diversity and opportunity targets.

Gender Diversity Targets: This data point captures whether a company has quantitative, time-bound targets to increase gender representation through hiring, workforce composition, promotion, or retention. Companies demonstrate leading practice by publicly disclosing workforce and management gender diversity targets.

Race/Ethnicity Diversity Targets: This data point captures whether a company has quantitative, time-bound targets to increase representation by race/ethnicity through hiring, workforce composition, promotion, or retention. Companies demonstrate leading practice by publicly disclosing workforce and management race and ethnicity diversity targets.

Workforce Gender Diversity Data: This data point captures a company’s disclosure of workforce demographics by gender. Companies demonstrate leading practice through public disclosure of workforce gender diversity data.

Workforce Race/Ethnicity Diversity Data: This data point captures a company’s disclosure of workforce demographics by race/ethnicity. Companies demonstrate leading practice through public disclosure of a consolidated Employer Information Report (EEO-1 Report), or alternative disclosure of intersectional data by race/ethnicity and gender.
SCORING COMPANY PERFORMANCE

To better understand the spectrum of corporate disclosure and performance, we drew upon a scoring technique known as bucketing. Bucketing allows the creation of discrete categories, each of which correspond to a particular score, that can be applied to categorical or continuous variables. The cut-points between buckets are determined through the use of thresholds that reflect different performance tiers. This approach allowed us to identify specific points along a continuum of progress, which in this Scorecard correspond to specific, actionable steps for each concept covered by a data point.

Our bucketing approach utilized five categories, or buckets, available for each of the 28 data points across the Scorecard’s seven topics. These buckets were formed using research-backed cut-off values (aforementioned thresholds), which reflect different performance tiers, with the highest tier representing leading practice. Our model allows up to (but does not require) the use of each of these five different buckets for each data point; for each data point, each bucket corresponds to a score between zero and four. We adopted five buckets in particular because they allowed enough room for the development of a performance continuum with check-in points toward current leading practice thresholds while also distinguishing between the types of disclosures and level of performance.

The framework aims to reward disclosure and good performance. Data points can receive a score of 0, 1, 2, 3, or 4 points, with 0 reserved for nondisclosure and 4 reserved for leading practice; no negative scoring is applied within the Scorecard. While the buckets have a consistent scoring across all 28 data points, it is important to note that not every data point makes use of all five buckets. The buckets between the first (reserved for nondisclosure) and last (reserved for leading practice) and their corresponding point values are applied when clear, research-based disclosure or performance thresholds could be established for a given data point. For example, when a data point assesses only if a given policy exists, only the first and fifth buckets are used. Nondisclosure falls into the first bucket and receives a score of 0, while disclosure meeting the data point’s criteria lands in the fifth bucket and receives the maximum possible score of 4. Other disclosure data points might utilize more than these two buckets if assessing not only whether disclosure exists, but also if it meets the leading standard for that form of disclosure. Performance data points, which compare performance against a minimum, common, and leading practice standards, could leverage any number of buckets between the first and the fifth. Regardless of the number of buckets that any one data point uses, each bucket is always associated with the same score across the model. The full list of data points with the buckets they utilize and what each bucket means can be found below:

<table>
<thead>
<tr>
<th>Benefits</th>
<th>score 0</th>
<th>score 1</th>
<th>score 2</th>
<th>score 3</th>
<th>score 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backup Dependent Care</td>
<td>No disclosure</td>
<td></td>
<td></td>
<td></td>
<td>Offers backup dependent care benefit</td>
</tr>
<tr>
<td>Days of Paid Time Off or Vacation</td>
<td>No disclosure</td>
<td>Offers fewer than 10 days</td>
<td>Offers between 10 and 15 days</td>
<td>Offers between 15 and 20 days</td>
<td>Offers at or above 20 days</td>
</tr>
<tr>
<td>Days of Sick Leave</td>
<td>No disclosure</td>
<td></td>
<td>Offers fewer than 7 days</td>
<td></td>
<td>Offers at or above 7 days</td>
</tr>
<tr>
<td>Subsidized Child Care</td>
<td>No disclosure</td>
<td></td>
<td></td>
<td></td>
<td>Offers subsidies for child care</td>
</tr>
</tbody>
</table>
# JUST JOBS SCORECARD – METHODOLOGY

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
<th>Score 0</th>
<th>Score 1</th>
<th>Score 2</th>
<th>Score 3</th>
<th>Score 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Paid Parental Leave for Primary Caregivers</td>
<td>No disclosure</td>
<td>Provides fewer than 12 weeks</td>
<td>Provides between 12 and 24 weeks</td>
<td>Provides at or above 24 weeks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Paid Parental Leave for Secondary Caregivers</td>
<td>No disclosure</td>
<td>Provides fewer than 12 weeks</td>
<td>Provides between 12 and 24 weeks</td>
<td>Provides at or above 24 weeks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Parity in Parental Leave</td>
<td>No disclosure</td>
<td>Does not provide equal weeks of leave for all caregivers</td>
<td></td>
<td>Provides equal weeks of leave for all caregivers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Hiring

- **Internal Hiring Rate**
  - No disclosure
  - Discloses internal hiring rate

- **Fair Chance Policy**
  - No disclosure
  - Discloses fair chance program or policy for hiring individuals with an arrest or criminal conviction record

- **Veteran Hiring Policy**
  - No disclosure
  - Discloses policy to hire veterans

## Health & Safety

- **Health & Safety Management Systems**
  - No disclosure
  - Discloses certified health and safety management system

- **Total Recordable Incident Rate (TRIR)**
  - No disclosure
  - Reports TRIR greater than 5
  - Reports TRIR between 2.9 and 5
  - Reports TRIR below 2.9

## Stability & Hours

- **Flexible Working Hours Policy**
  - No disclosure
  - Offers flexible working hours

- **Retention Rate**
  - No disclosure
  - Discloses retention rate

- **Stable Scheduling Policy**
  - No disclosure
  - Practices one or more stable scheduling policies

## Training & Development

- **Apprenticeship Programs**
  - No disclosure
  - Offers apprenticeship program

- **Average Hours of Training or Career Development per Employee**
  - No disclosure
  - Averages fewer than 15 hours per employee
  - Averages between 15 and 30 hours per employee
  - Averages at or above 30 hours per employee

- **Tuition Reimbursement**
  - No disclosure
  - Offers tuition reimbursement or educational assistance
<table>
<thead>
<tr>
<th>Score</th>
<th>Wages &amp; Compensation</th>
<th>Workforce Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pay Equity Analyses</strong></td>
<td>No disclosure</td>
<td>Conducts gender, race/ethnicity, or other pay equity analysis</td>
</tr>
<tr>
<td><strong>Race/Ethnicity Pay Equity Ratio</strong></td>
<td>No disclosure</td>
<td>Discloses race/ethnicity pay ratio</td>
</tr>
<tr>
<td><strong>Diversity and Opportunity Targets</strong></td>
<td>No disclosure</td>
<td>Sets diversity targets</td>
</tr>
<tr>
<td><strong>Gender Diversity Targets</strong></td>
<td>No disclosure</td>
<td>Sets gender diversity targets for workforce or management</td>
</tr>
<tr>
<td><strong>Race/Ethnicity Diversity Targets</strong></td>
<td>No disclosure</td>
<td>Sets race/ethnicity diversity targets for workforce or management</td>
</tr>
<tr>
<td><strong>Workforce Gender Diversity Data</strong></td>
<td>No disclosure</td>
<td>Discloses workforce gender diversity data</td>
</tr>
<tr>
<td><strong>Workforce Race/Ethnicity Diversity Data</strong></td>
<td>No disclosure</td>
<td>Discloses an EEO-1 Report or intersectional data by gender, race/ethnicity, and job category</td>
</tr>
</tbody>
</table>

- **Gender Pay Equity Ratio**
  - Score 0: No disclosure
  - Score 1: Discloses gender pay ratio

- **Minimum Wage Disclosure**
  - Score 0: No disclosure
  - Score 1: Discloses average minimum wage
  - Score 2: Discloses minimum or lowest wage

- **Minimum Wage**
  - Score 0: No disclosure
  - Score 1: Minimum wage is less than $15
  - Score 2: Pay is below the living wage threshold for a single worker
  - Score 3: Pays a living wage for a single worker, but not enough for a family of two workers and two children
  - Score 4: Pays a living wage for a family of two workers and two children

- **Race/Ethnicity Pay Equity Ratio**
  - Score 0: No disclosure
  - Score 1: Discloses race/ethnicity pay ratio

- **Diversity and Opportunity Targets**
  - Score 0: No disclosure

- **Gender Diversity Targets**
  - Score 0: No disclosure

- **Race/Ethnicity Diversity Targets**
  - Score 0: No disclosure

- **Workforce Gender Diversity Data**
  - Score 0: No disclosure

- **Workforce Race/Ethnicity Diversity Data**
  - Score 0: No disclosure
  - Score 1: Discloses the number or percentage of people of color
  - Score 2: Discloses the number or percentage of employees by detailed race/ethnicity groups

- **Minimum Wage**
  - Score 0: No disclosure
  - Score 1: Minimum wage is less than $15
  - Score 2: Pay is below the living wage threshold for a single worker
  - Score 3: Pays a living wage for a single worker, but not enough for a family of two workers and two children
  - Score 4: Pays a living wage for a family of two workers and two children
It is important to note that, unlike our 2023 Rankings, which assess a company’s performance relative to other companies, the Scorecard provides an individual measure of a company’s current standing on job quality disclosure and performance relative to minimum, common, and leading practice standards. These standards, or thresholds, were identified through a rigorous process of reviewing existing research on each of the Scorecard’s data points, current understanding of leading practices in disclosure and performance, and feedback from academic and industry issue experts. This work, coupled with our own insights from years of data collection, informed the designation of buckets for each of the 28 data points and what cut-off values, or thresholds, separate these buckets.

**TOPIC SCORES**

After companies are scored on each of the 28 data points (described above), topic scores for each of the seven JUST Jobs topics are calculated by taking a simple average of the scores of all data points within a given topic. For each of the seven topics, a company will receive a topic score between zero and four. These topic scores represent performance within a given topic at the aggregate level, and aim to provide a higher level insight into company performance in each of the areas of job quality and to highlight strengths and areas for improvement.

**OVERALL JUST JOBS SCORE**

In addition to the topic scores, each company also receives an overall Scorecard score, reflective of performance on job quality as a whole. To calculate the overall scores, we use a simple average again, where we take the average of all 28 individual data points’ scores. Companies’ topic scores are not used in the calculation of overall scores, which ensures that each data point is weighted equally across the entire Scorecard. Unlike our 2023 Rankings, which are based on the relative performance of companies compared to each other, the Scorecard is meant to be an individual measure of where a company currently stands on job quality issues relative to minimum, common, and leading practice standards.

**INTERPRETING CORPORATE SCORECARD PERFORMANCE**

The range from 0 to 4 of the possible score for each data point, as well as the calculated topic area and overall scores, provide company representatives with a means of understanding their current performance and the clear next steps that can be taken to further disclosure and/or improve performance to achieve a higher score.

As noted, companies receive a 0 for no disclosure. On data points, topic area, and overall scores, companies receiving a 0 currently lack transparency on key job quality metrics.

Companies receive a 4 for leading practice in disclosure or performance. Leading practice should be understood as the best-in-class disclosure or practice, as designated through the research currently available to us. Companies at or approaching a 4 on any data point, topic area, or overall score are setting the standard for job quality on the metrics captured within this Scorecard.

Companies receive a 1 on a data point when they have disclosed information that meets the data collection criteria, but their policy or practice is fair and has room for improvement. Companies receiving at or near a 1 on a topic area or overall score have begun to disclose job quality metrics, but have room for improvement.
Companies receive a 2 or 3 on a data point when they have disclosed information that meets the data collection criteria and exceeds a baseline level of disclosure or performance, moving instead towards a solid foundation from which to continue to improve. Companies receiving between a 2 and 3.5 on a topic area or overall score exhibit key efforts on job quality disclosure and performance and are poised to become emerging leaders in this area.

Finally, the “Top in Industry” designation is applied when a company has earned the highest overall and/or topic area score in their industry. Multiple companies within the same industry may earn Top in Industry designation if they receive the same score. Top in Industry should not be confused with leading practice, which is indicated through a score of 4; instead, Top in Industry indicates the current highest overall and topic area scores for that industry. Because some industries score low both overall and within topic areas, there is a floor set for Top in Industry designation at 2.00, the score that can be interpreted as a solid foundation from which to progress toward leading practice.

The performance captured in this Scorecard generally reflects disclosure and practice applicable to companies’ headquarter and/or full-time employees, and may not capture job quality data – including benefits and protections – offered to other types of workers. Notably, the Scorecard results for platform economy companies Uber, Lyft, and DoorDash do not apply to their app-based workers, who comprise the majority of their workforces.

**LOOKING AHEAD**

As the Scorecard is utilized by company representatives and additional consensus on standardized, meaningful job quality disclosure emerges, the Scorecard will evolve to remain a useful tool for driving corporate disclosure and improved performance. The JUST Capital team is engaged in exploratory research on further job quality data points for inclusion in the Scorecard’s next update, such as financial wellness, among other human capital metrics. We are also conducting qualitative interviews with corporate users to identify how the Scorecard best meets the needs of company leaders looking to champion job quality within their organization.

The JUST Jobs Scorecard offers a starting point for companies to understand where they stand on job quality disclosure and performance. Company representatives interested in taking the next step toward improvement can be connected with the tools, resources, communities of practice, and expert insight most relevant to their priority areas by reaching out to our Corporate Impact team at corporateimpact@justcapital.com.
ABOUT

The mission of JUST Capital, an independent nonprofit, is to build an economy that works for all Americans by helping companies improve how they serve all their stakeholders – workers, customers, communities, the environment, and shareholders. We believe that business and markets can and must be a greater force for good, and that by shifting the resources of the $19 trillion private sector, we can address systemic issues at scale, including income inequality and lack of opportunity. Guided by the priorities of the public, our research, rankings, indexes, and data-driven tools help measure and improve corporate performance in the stakeholder economy. To learn more about how data-driven insights are creating a more just future for capitalism, visit: www.JUSTCapital.com.