

AMIDST CRISIS, WHAT AMERICANS WANT FROM CORPORATE AMERICA

JUST CAPITAL'S 2020 SURVEY RESULTS

October 2020



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EXECUTIVE SUMMARY

2020 has been a year like no other. Every aspect of society has been roiled by the global pandemic, the economic fallout, and the national reckoning with racial injustice. The country has been shaken to its core. As we rebuild toward a more just and equitable future, **it has never been more urgent or more important for corporate America to listen and respond** to what the American public prioritizes.

Since 2015, JUST Capital has surveyed more than 110,000 demographically diverse Americans, asking them to identify what they believe is most important when it comes to just business behavior. JUST has always endeavored to have a balanced view of the public's opinions. To wit: two-thirds of respondents self-identify as either moderate or conservative, one metric which is indicative of the care we take to maintain a representative sample of Americans in our polling work.

This initiative not only represents one of the most comprehensive, continual studies of public opinion of what Americans want from corporate America, it also provides a data-driven roadmap for how companies can better align their business with the public's priorities.

The goal? To mobilize the private sector in support of solving the country's most pressing societal challenges, and restore faith in business.

In the midst of massive intersecting health, economic, and social crises, the **key takeaway** emerging from both our annual survey and our ongoing polling initiatives conducted throughout this year is that the public is increasingly looking to corporate America to take action as trust in government wanes.

From our ongoing [COVID-19 polling](#), we found that a majority of survey respondents (58%) believe America's largest companies have demonstrated leadership throughout the COVID-19 pandemic. And our partners at The Harris Poll recently found that [72% of Americans](#) "trust companies more than the Federal government to help find solutions to issues related to the COVID-19 pandemic and racial equality movement."

There is both a challenge and an opportunity in the survey data. A challenge because the public's perceptions are shifting, and expectations are growing around the role of business in society. But also an opportunity because Americans' views on business seem to be softening. 80% of Americans believe that companies can be a force for positive societal change. And 87% of Americans believe that they can shape the future course of business through their collective actions.

WHAT'S IN THIS REPORT

A Look Back, summarizing some of the most important insights from surveys conducted throughout 2020 with our partner, The Harris Poll.

A Roadmap for Stakeholder Capitalism, reflecting the People's Priorities and the specific just business behaviors that matter most in 2020.

Americans' Views on Business, probing how the American public views the overall impact of business on society this year.

Why It Matters, summarizing how to use the report to align business practices with the values and priorities of the American people.

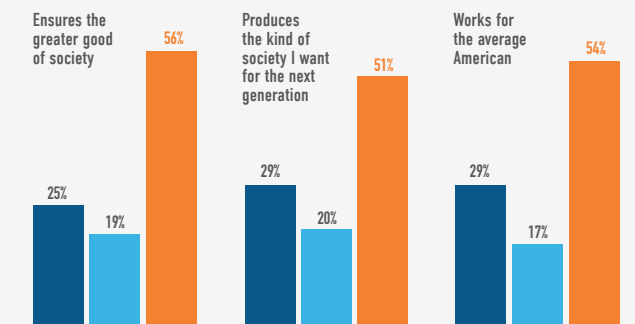


2020: A LOOK BACK

Before we dive into the insights from this year's core survey work, let's look back at some of the most important takeaways from **nine surveys conducted throughout 2020** with our partners, The Harris Poll.

WHAT COMES CLOSEST TO YOUR VIEWS ON AMERICAN CAPITALISM?

- Our current form of capitalism achieves this.
- No form of capitalism can achieve this.
- We need a more evolved form of capitalism to achieve this.



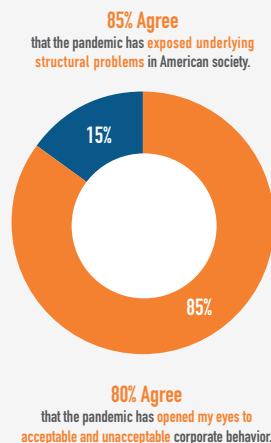
COMPANIES & CAPITALISM: MISSING THE MARK

Only about 25% of Americans think capitalism is working for society today. **But nearly 90% believe that large companies are in a position to hit "reset" and create an economy that serves all stakeholders.**¹

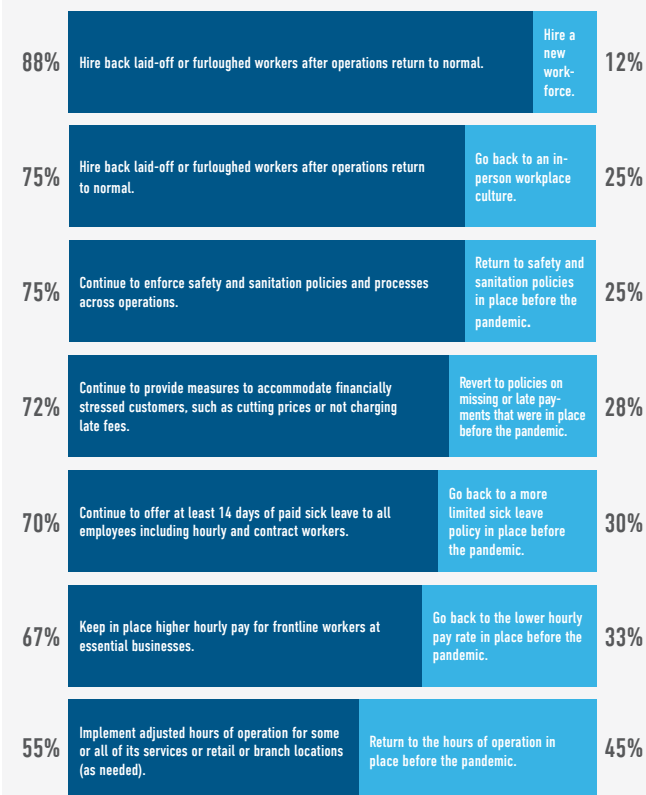
STRUCTURAL PROBLEMS & CORPORATE BEHAVIOR

REBUILDING FROM COVID-19

About four in five Americans agree **the pandemic has exposed underlying structural problems in our society and opened their eyes to acceptable and unacceptable corporate behavior.** These are the key issues Americans want companies to prioritize as they rebuild from the crisis.



TWELVE MONTHS FROM NOW, COMPANIES SHOULD...

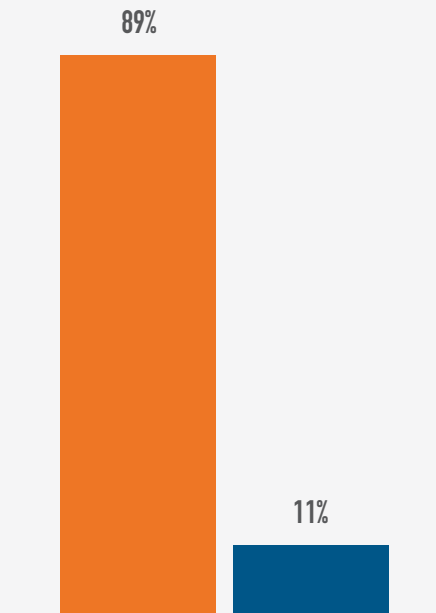


¹ Source: JUST Capital via The Harris Poll, "What Americans Want from Corporate America During the Response, Reopening, and Reset Phases of the Coronavirus Crisis," May 7-11, 2020 and based on 1,005 online interviews with a sample of national online adults age 18+.

2020: A LOOK BACK

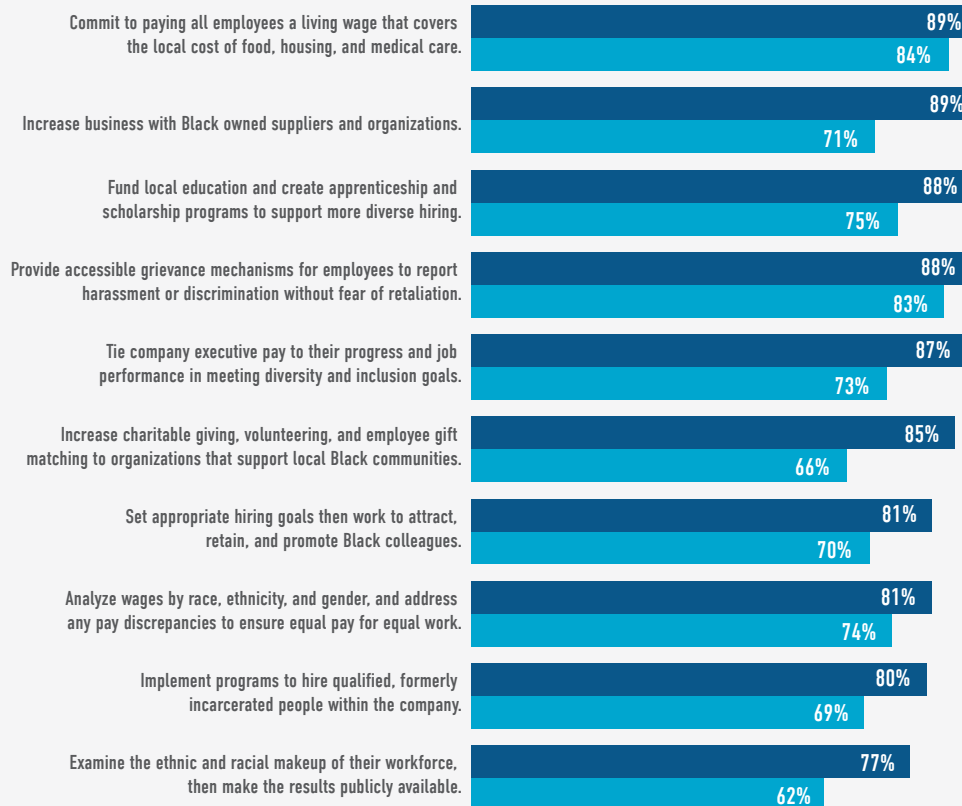
THIS IS AN OPPORTUNITY FOR LARGE COMPANIES TO HIT “RESET” AND FOCUS ON DOING RIGHT BY THEIR WORKERS, CUSTOMERS, COMMUNITIES, AND THE ENVIRONMENT

Agree Disagree



WHAT ACTIONS ARE IMPORTANT TO PROMOTING RACIAL EQUITY IN THE WORKPLACE?

Black Respondents Total Respondents



ECONOMIC JUSTICE = RACIAL JUSTICE

When it comes to responding to the recent national reckoning with racial injustice, **actions speak louder than words**. The action that Americans, especially Black Americans, most want companies to take to advance racial equity in the workplace is to pay a living wage.¹

¹ Source: JUST Capital via The Harris Poll, Wave 6 Omnibus, June 25–29, 2020, and based on 2,000 online interviews with a sample of national online adults age 18+.

A ROADMAP FOR STAKEHOLDER CAPITALISM

In August of 2019, 181 CEOs of the Business Roundtable challenged Milton Friedman's shareholder primacy doctrine and redefined the purpose of a corporation to promote "an economy that serves all Americans," committing to lead their companies for the benefit of all stakeholders. Corporations now face complex and urgent questions around how exactly they can support and deliver value to all their stakeholders. Our survey research has identified five distinct stakeholders the public wants business to serve, including how a company:



1

Invests in its
workers.



2

Respects its
customers.



3

Supports communities,
including its international
supply chain.



4

Impacts the
environment.



5

Serves shareholders
through leadership
and good governance.

THE PEOPLE'S PRIORITIES

In this year's survey, we aim yet again to get to the heart of what Issues matter most today when it comes to what the public deems just business behavior – and to provide specific guidance to companies looking to improve stakeholder performance. To do this, we employ a mix of qualitative and quantitative research approaches, which you can read about in detail in our 2020 Polling Methodology on pages 18-22.

THE KEY TAKEAWAY?

Across many demographics – liberal, conservative, high-income, low-income, men, women, millennials, and boomers – Americans want companies to put workers at the heart of just business practices.

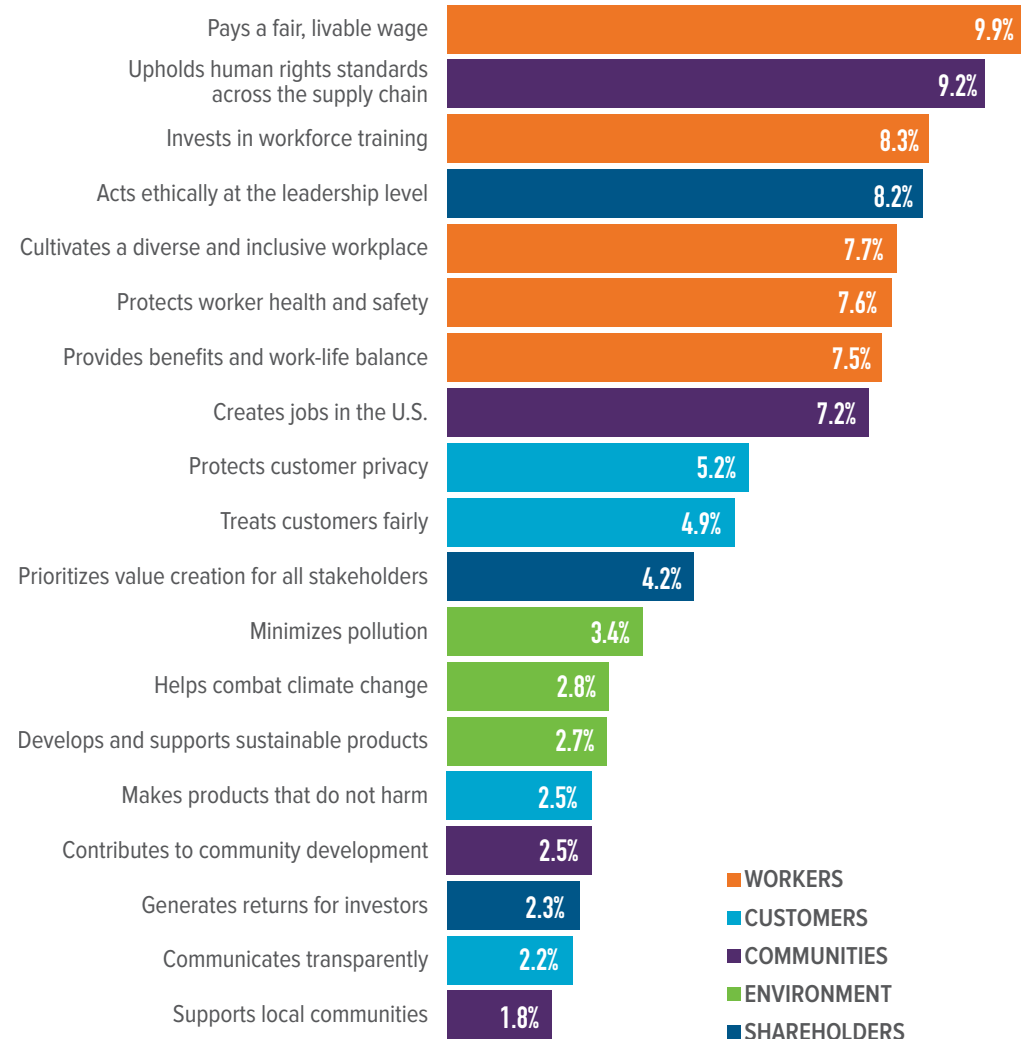
Here are the 19 Issues we polled Americans on in 2020. The results provide a compelling roadmap for where companies should focus their efforts to create a more just and inclusive economy today.¹

¹ Q. The following questions contain a series of statements describing the activities and behaviors of large companies. For each question, we'd like your opinion as to which statement is most important and which statement is least important to you in defining a company as just. BASE: Respondents exposed to 20 issues (N = 2,795), MOE +/-1.83 percentage points. Note: Numbers might not sum to 100% due to rounding.

Definition: A just company operates in a way that not only serves its shareholders, but supports its workers, customers, the environment, and the communities it impacts both locally and globally, even if it comes at a cost.

While we reference the prioritization of several Issues in this report, it is important to note that the relative importance between many of these Issues varies by a fraction of a percentage point. Each Issue is color-coded by the stakeholder it most impacts, and prioritized in order of importance. The percentages reflect the average relative importance to just business behavior for each Issue, compared to all other Issues. Numbers might not sum to 100% due to rounding.

2020 ISSUES



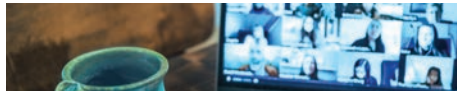
THE PEOPLE'S PRIORITIES: KEY ISSUE INSIGHTS & ACTIONS



PAY A FAIR, LIVABLE WAGE

It is not surprising that during a year in which the integrated health, economic, and social crises have exposed long-standing inequities in our economy,

this issue rose to the top. It received a 9.9%, meaning there is a roughly one in 10 chance that a respondent chosen at random will identify this Issue as most important in defining a just company. Even more pressing, 68% of Americans said that this issue is more important this year than last.



INVEST IN YOUR WORKERS

Workers is once again prioritized as the most important stakeholder by a significant margin, with each of the five underlying Issues – regarding pay, training, safety, equity, and benefits – among the top seven overall priorities of the public. The pandemic, its economic toll, and our national reckoning with racial injustice have all cast an extraordinary focus on worker issues this year, and these results provide an undeniable argument for why creating a more just and inclusive economy starts with companies investing in their most important asset, their workers.



PROTECT YOUR WORKERS

The COVID-19 pandemic has shone a spotlight on the health and safety of workers; in particular, frontline and essential workers. We see its magnified importance reflected in the public's response – “Protects the health, safety, and well-being of workers” jumps to #6 this year, from #20 in 2019. Additionally, 83% of Americans said that this issue is more important this year than last, the highest percentage across all Issues.



UPHOLD HUMAN RIGHTS

“Guaranteeing the basic human rights of workers across the firm’s supply chain” emerges as the second most important Issue this year. Last year, this concept was captured by two Issue statements: “Avoids working with countries known for human rights abuses,” and “Respects the dignity of its workforce and holds its suppliers to the same standards of basic human rights.” While combining these two Issues into one may have resulted in a higher overall prioritization, the Issue’s relative weight can also be illustrative of the public’s increased focus on human rights, as amplified through the lens of the crises of 2020.

THE PEOPLE'S PRIORITIES: KEY ISSUE INSIGHTS & ACTIONS



LEAD WITH INTEGRITY

Leadership issues continued to rise in prominence this year, as expectations from the public grew around businesses' role in solving some of our most pressing issues.

Our partners at The Harris Poll recently found that 72% of Americans “trust companies more than the Federal government to help find solutions to issues related to the COVID-19 pandemic and racial equality movement.”

The public continues to demand integrity and ethical behavior at the leadership level as the fourth most important issue this year.



ADVANCE RACIAL EQUITY

The issues of racial justice and inclusion continue to be at the forefront of the minds of Americans, as witnessed by the Worker Issue, “Cultivates a diverse and inclusive workplace with equal opportunity for hiring, advancement, and pay without discrimination,” claiming the fifth-highest priority slot over the past three years. Clearly, Americans believe that an increased focus on racial equity should be a significant part of defining what just business behavior looks like in 2020 and beyond.



PROTECT THE ENVIRONMENT

The coronavirus crisis has impacted the urgency with which we address other critical social issues – including environmental impact. In a December 2019 survey conducted by The Harris Poll, Americans said climate change was the number one issue facing society. Their July poll found that the environment – along with almost every other issue – had taken a back seat to COVID-19. We’ve seen this in our own polling, with environmental issues comprising just 9% of our model this year. As we write this, however, wildfires burn throughout the West and another hurricane stalls over the Southeast, so while social issues have taken immediate priority, these events underscore the need for companies to remain committed to addressing climate change.

THE PEOPLE'S PRIORITIES

PRIORITIZING STAKEHOLDERS

A commitment to stakeholder capitalism represents a new north star for business leaders today. To provide further clarity around how to better balance stakeholder interests, we classified each Issue by the stakeholder it most impacts. The percentages below indicate the sum of the underlying Issues associated with each stakeholder.

Workers: 41%

Includes Issues like paying a fair and a livable wage, investing in workforce training, protecting worker safety, cultivating a diverse workplace, and providing benefits and work-life balance.

Communities: 21%

Includes Issues like upholding human rights standards in the supply chain, creating jobs in the U.S., supporting local communities, and contributing to community development.

Customers: 15%

Includes Issues like protecting customer privacy, treating customers fairly, making products that do not harm, and communicating transparently.

Shareholders: 15%

Includes Issues like acting ethically and with integrity at the leadership level, prioritizing value creation for all stakeholders, and generating returns for investors.

Environment: 9%

Includes Issues like minimizing pollution, helping to combat climate change, and developing sustainable products.

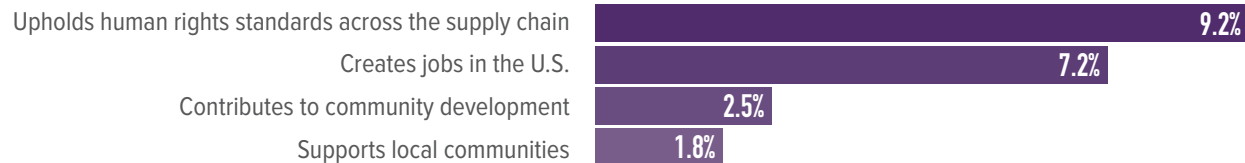


THE PEOPLE'S PRIORITIES: STAKEHOLDERS & ISSUES

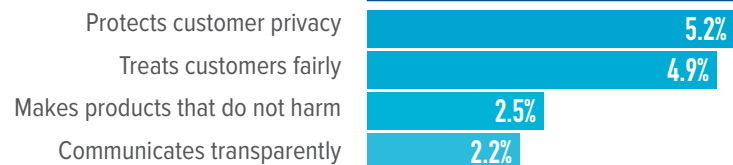
WORKERS (41%)



COMMUNITIES (21%)



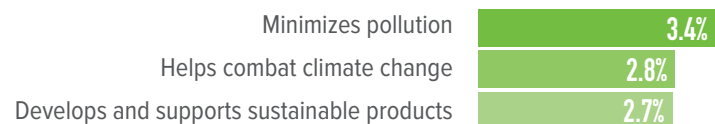
CUSTOMERS (15%)



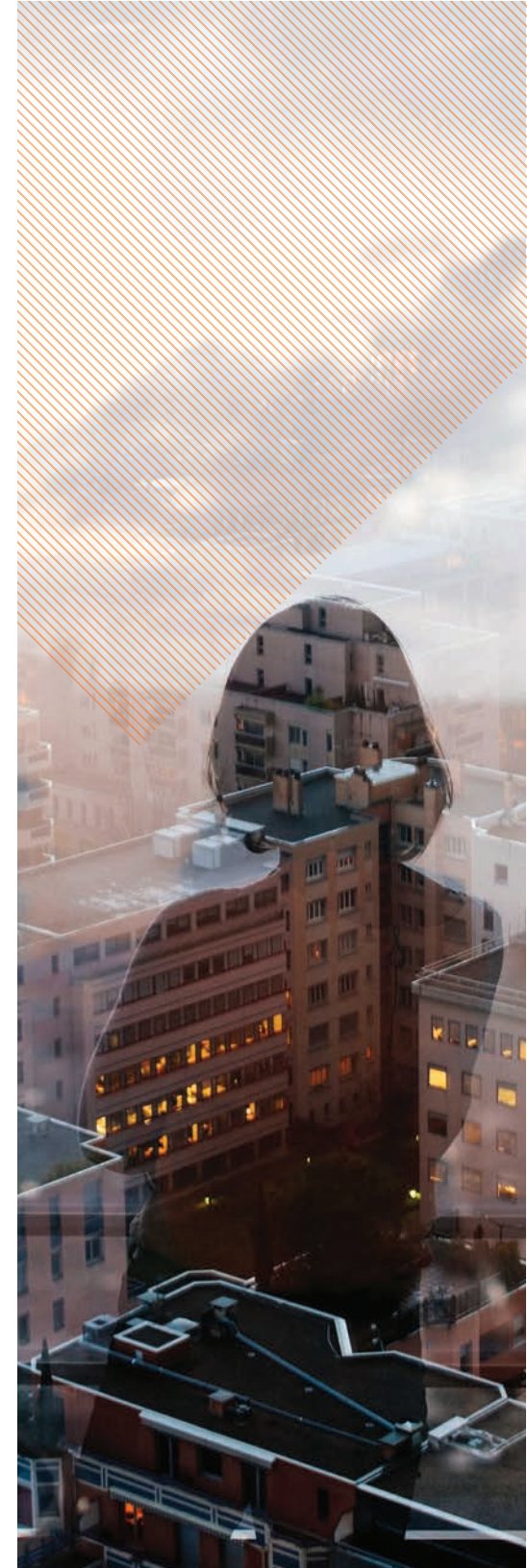
SHAREHOLDERS (15%)



ENVIRONMENT (9%)



Note: Percentages indicate the proportion of times an Issue is selected as most important.



AMERICANS' VIEWS ON BUSINESS

WE ASKED: IS THE ECONOMY CURRENTLY SERVING ALL AMERICANS?

THE TAKEAWAY: NO, BUT IT'S NEVER BEEN MORE IMPORTANT THAT IT DOES.

One year after the Business Roundtable redefined the purpose of a corporation to promote “an economy that serves all Americans” and committed to lead their companies for the benefit of all stakeholders, we again asked the public how well they believe companies are actually delivering on this vision. While **92%** of Americans agree that it's important for large companies to promote an economy that serves all Americans, only **50%** say that large companies are doing well on follow-through – a modest five percentage point increase from this time last year.²

92% of Americans agree that it's important for large companies to promote an economy that serves all Americans.

50% of Americans think large companies are doing well in promoting an economy that serves all Americans.

² Q. In your opinion, how well are today's large companies doing on each of the following: Building an economy that allows each person to succeed through hard work and creativity. Building an economy that allows each person to lead a life of meaning and dignity. Very well, somewhat well, not very well, or not well at all? BASE: Total Respondents (N = 4,469), MOE +/- 1.9 percentage points.



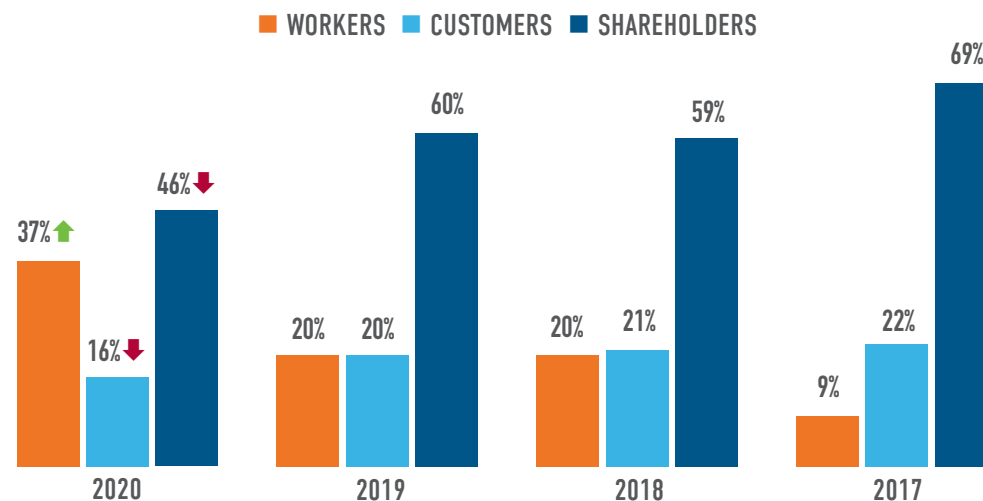
AMERICANS' VIEWS ON BUSINESS

WE ASKED: WHICH STAKEHOLDER IS THE TOP PRIORITY FOR BUSINESS?

THE TAKEAWAY: SHAREHOLDERS STILL RULE, BUT WORKERS ARE GAINING.

Against the backdrop of the pandemic, Americans think companies are prioritizing their workers more than ever before. When we asked Americans if they think the top priority for companies in this country right now is their shareholders, their employees, or their customers,³ **37% of Americans believe that employees are most important, a 17 percentage point increase over last year. 46% of Americans still believe shareholders continue to be the priority**, but that perception dropped from 69% in 2017 down to 46% this year.

WHICH STAKEHOLDER IS THE TOP PRIORITY FOR COMPANIES



³ Q. Do you think the top priority for large companies in this country right now is their shareholders, their employees, or their customers? BASE: Total Respondents (N = 4,469), MOE +/- 1.9 percentage points.



AMERICANS' VIEWS ON BUSINESS

WE ASKED: DO CEOs HAVE A RESPONSIBILITY TO TAKE A STAND ON SOCIAL ISSUES?



THE TAKEAWAY: YES, NOW MORE THAN EVER.

Since 2018, we've been asking Americans every year whether they believe that CEOs of large companies have a responsibility to take a stand on important social issues.⁴ In 2020, **68% agreed that they do, a significant jump from 59%** in 2019. What is more, of those who say that CEOs do have a responsibility, two-thirds believe they should do so regardless of the issue,⁵ and that they should not necessarily focus on those issues that directly impact their business. This is a significant increase from a roughly 50/50 split on this opinion just one year ago.

CEOs' RESPONSIBILITY TO TAKE A STAND ON SOCIAL ISSUES

Do have a responsibility to take a stand

Do not have a responsibility to take a stand

	2020	2019	2018
Do have a responsibility to take a stand	68% 	59%	63%
Do not have a responsibility to take a stand	32% 	40%	36%


WE ASKED: ARE COMPANIES MAKING A POSITIVE IMPACT ON SOCIETY?

THE TAKEAWAY: THEY CAN DO A LOT MORE; EXPECTATIONS ARE HIGH.

80% of Americans agree that business has the potential to be a force for positive change,⁶ yet the question remains whether companies truly have a positive impact on society. For the past three years, we've asked the public this question,⁷ and in 2020 we saw overall perceptions increase from the previous year, but not quite at the high of 58% we saw in 2018.

BUSINESSES' IMPACT ON SOCIETY

Companies have a positive impact on society.

	2020	2019	2018
Companies have a positive impact on society.	52% 	48%	58%

4 Q. Which one of these two perspectives comes closest to your opinion? CEOs of large companies do have a responsibility to take a stand on important social issues. // CEOs of large companies do not have a responsibility to take a stand on important social issues. (2018/2019): 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 (N = 4,469), MOE +/- 1.9 percentage points.

5 Q. Which one of these two perspectives comes closest to your opinion? CEOs of large companies should take a stand on important social issues – no matter what the issue. CEOs of large companies should take a stand on important social issues – but only if the issues are related to their business.) BASE: Respondents who answered “do have a responsibility to take a stand” in previous question. (N=3,038), MOE +/- 2.1 percentage points.

6 Q. Please tell us the extent to which you agree or disagree with the following statements: Business can be a force for positive change. BASE: Total Respondents (N = 4,469), MOE +/- 1.9 percentage points.

7 Q. Overall, 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: Total Respondents (N = 4,469), MOE +/- 1.9 percentage points.

AMERICANS' VIEWS ON BUSINESS

WE ASKED: ARE COMPANIES HAVING A POSITIVE IMPACT ON STAKEHOLDERS?

THE TAKEAWAY: SHAREHOLDERS, YES, THE FINANCIAL WELL-BEING OF WORKERS, NO.

80% of Americans agree that large, public companies have a responsibility to consider their impact on all their stakeholders.⁸ However, the public is less confident that companies are actively demonstrating a positive impact across key stakeholders and issues. The chart below shows that Americans believe **companies are almost twice as likely to have a positive impact on their shareholders than on the financial well-being of their lowest-paid workers.**⁹

ARE COMPANIES HAVING A POSITIVE IMPACT ON:



⁸ Q. In your opinion, how much responsibility do large, public companies have to behave in ways that consider their impact on each of the following groups? Scale: A great deal, Some responsibility, A little responsibility, No responsibility.
Source: JUST/Harris Index W2, August 2020, based on 2,000 online interviews with a sample of national online adults age 18+.

⁹ See footnote 7.

AMERICANS' VIEWS ON BUSINESS

WE ASKED: WOULD AMERICANS SUPPORT COMPANIES THAT SHARED MORE PROFITS WITH WORKERS?

THE TAKEAWAY: ABSOLUTELY.

To probe further into the prioritization of the financial well-being of workers, we asked Americans: “If you found out a company began to share a percentage of their corporate profits with their workforce, how likely would you be to do each of the following?”¹⁰ Nearly four in five say they are likely to have a more favorable view of the company, buy a product or service, or recommend the company to others.

Percentage of Americans who are very or somewhat likely to do each of the following if a company shared more profits with their workforce:



81% Have a more favorable view of the company

80% Buy a product or service from the company

79% Recommend the company to others

67% Want to invest in the company

66% Want to work for the company

¹⁰ Q: If you found out a company began to share a percentage of their corporate profits with their workforce, how likely would you be to do each of the following? Source: JUST/Harris Index W2, August 2020, based on 2,000 online interviews with a sample of national online adults age 18+.



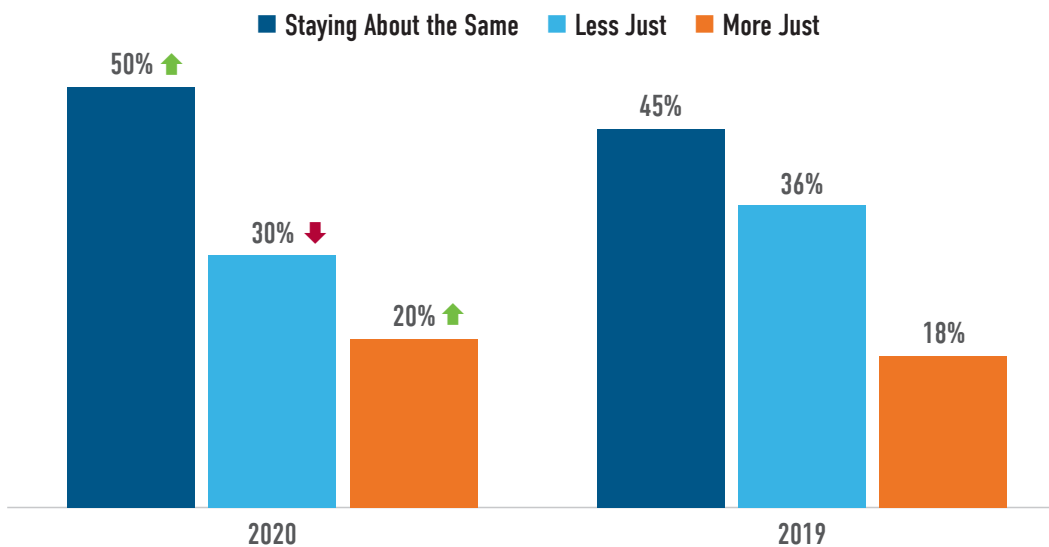
AMERICANS' VIEWS ON BUSINESS

WE ASKED: IS TRUST GROWING? ARE COMPANIES BECOMING MORE JUST?

THE TAKEAWAY: PERCEPTIONS ARE MIDLING.

Trust in corporations has stayed relatively flat year-over-year – 46% this year vs. 48% in 2019.¹¹ Perceptions around justness were similarly middling. When we asked Americans if they thought most large U.S. companies are currently just, 4% said companies were very just, 54% somewhat just, 35% not very just, and 7% not just at all, nearly the exact same results from last year. Yet when we asked if companies are becoming more or less just, we saw some modest gains in 2020.

DO YOU THINK MOST LARGE U.S. COMPANIES ARE BECOMING MORE JUST, LESS JUST, OR STAYING ABOUT THE SAME?



¹¹ Q. How much do you trust or distrust large companies: trust a great deal, trust somewhat, distrust somewhat, or distrust a great deal? BASE: Total Respondents (N = 4,469), MOE +/- 1.9 percentage points.



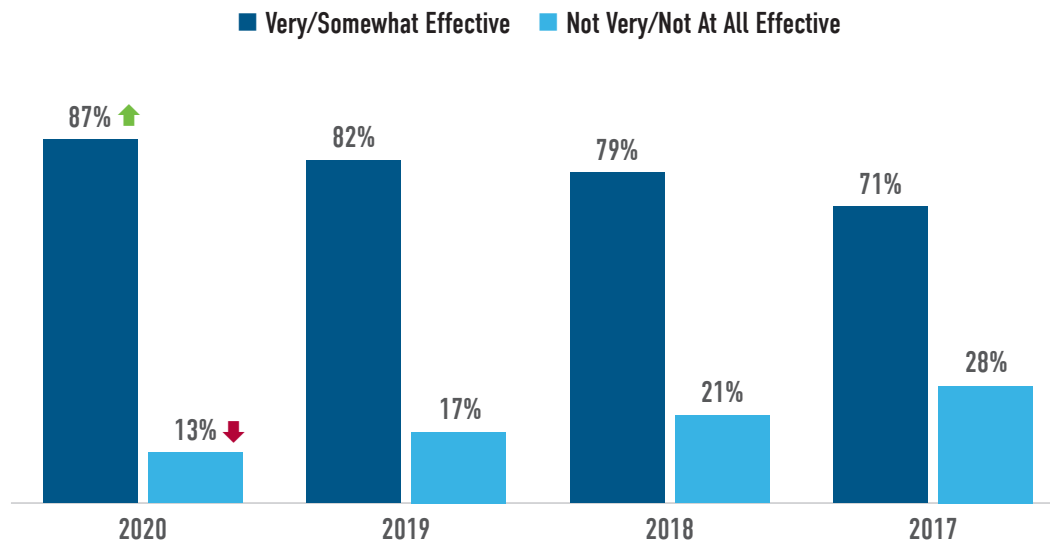
AMERICANS' VIEWS ON BUSINESS

WE ASKED: CAN PEOPLE BE EFFECTIVE IN CHANGING COMPANIES' BEHAVIORS?

THE TAKEAWAY: ABSOLUTELY.

The good news: Americans increasingly believe that their actions can shape the future course of business. When asked “how effective do you think people can be when they act together to try to change companies’ behaviors?” an overwhelming **87% think their voice can be effective in driving change, a 16 percentage point increase over the last four years.**¹²

HOW EFFECTIVE CAN PEOPLE BE WHEN THEY ACT TOGETHER TO TRY TO CHANGE COMPANIES' BEHAVIORS?



¹² Q. How effective do you think people can be when they act together to try to change companies' behaviors: Very effective, Somewhat effective, Not very effective, Not effective at all?
BASE: Total Respondents (N = 4,469), MOE +/- 1.9 percentage points.



WHY IT ALL MATTERS

USING THE PUBLIC'S PRIORITIES AS THE ROADMAP TO STAKEHOLDER CAPITALISM

From where we stand today, the future – across nearly all facets of society – feels profoundly uncertain. But the roadmap to stakeholder capitalism remains clear and consistent. The past year has shown how strongly Americans want change, in their workplaces, in their communities, and around the world. And the role that companies can play in that change – from protecting their workers' financial and physical health to ensuring racial equity in the workplace to focusing on the impacts of climate change – is perhaps clearer than ever before.

What Americans want from companies is critical to the future of our country: to see corporate leaders shift from their long-time focus on shareholders toward supporting all the stakeholders impacted by their business – their workers, customers, communities, the environment, and their shareholders – both during this time of uncertainty and over the long term.

Most importantly, Americans want companies to prioritize their workers, with each of the five underlying Issues – regarding pay, training, safety, equity, and benefits – among the top seven overall priorities of the public, representing 41% of JUST's ranking model this year.

We hope you will use this report as guidance for how to reevaluate priorities and better align business practices with the values and priorities of the American people. It shines a clear, bright light on the specific actions companies can take today to rebuild trust in business and markets as a force for good. And as our [Chart of the Week series](#) has demonstrated this year, **businesses that serve all their stakeholders serve their shareholders too.**

.....
“COMPANIES THAT FULFILL THEIR
PURPOSE AND RESPONSIBILITIES
TO STAKEHOLDERS REAP
REWARDS OVER THE LONG TERM.
COMPANIES THAT IGNORE THEM
STUMBLE AND FAIL.”

LARRY FINK
CHAIRMAN & CEO BLACKROCK
.....



APPENDIX: 2020 POLLING METHODOLOGY

THE VOICE OF THE PUBLIC

Since 2015, JUST Capital has surveyed more than 110,000 Americans – representative of the U.S. adult population – asking them to define just business behavior. For the core of this year's survey, we again turned to NORC at the University of Chicago – in association with our research partners at The Harris Poll – to engage close to 4,500 respondents who reflect a cross section of America today. We captured perspectives across generational and ideological divides, varying income and education levels, race, gender, and more.

HOUSEHOLD INCOME

35%	Less than \$40,000
32%	\$40,000 to \$84,999
33%	\$85,000+

AGE

21%	18-29
26%	30-44
24%	45-59
30%	60+

REGION

17%	Northeast
21%	Midwest
38%	South
24%	West

EDUCATION

10%	Less than high school
28%	High school grad/equivalent
28%	Some college/Associate's degree
20%	Bachelor's degree
14%	Graduate degree

POLITICAL IDEOLOGY

37%	Conservative
31%	Moderate
33%	Liberal

RACE/ETHNICITY

4%	Asian/Non-Hispanic
12%	Black/Non-Hispanic
16%	Hispanic
63%	White/Non-Hispanic
4%	Other

EMPLOYMENT STATUS

58%	Working
7%	Not working/looking/temp lay-off
34%	Not working/retired/disabled/other

GENDER

52%	Female
48%	Male

PREVIOUSLY WORKED FOR LARGE COMPANY

46%	No
55%	Yes

DEFINING JUST

Our focus group participants and survey respondents were presented with the following definition:

A just company operates in a way that not only serves its shareholders, but supports its workers, customers, the environment, and the communities it impacts both locally and globally, even if it comes at a cost.

APPENDIX: 2020 POLLING METHODOLOGY

To learn more about how this survey data drives JUST Capital’s analysis and rankings of the largest publicly traded U.S. companies, please visit the [Methodology](#) section of our website.

Methodology Summary

This survey was conducted using NORC’s AmeriSpeak online panel, a nationally representative survey panel in which respondents are recruited using traditional probability methods. The full survey was conducted from July 21 to August 21, 2020 among a general population sample of 4,469 English- and Spanish-speaking U.S. adults ages 18 and older. Of this sample, 2,223 completed a Max-Diff exercise with 24 items. A subsequent Max-Diff exercise with 20 items was completed from September 3 to 9, 2020 with a separate general population sample of 2,795 English- and Spanish-speaking U.S. adults, 18+ years of age.

The margin of error is +/- 1.93 percentage points at the 95% confidence level. Results were weighted to U.S. Census parameters for age, gender, education, race/Hispanic ethnicity, and Census Division to ensure representativeness of the U.S. population. All margins of error include “design effects” to adjust for the effects of weighting.

A survey entitled “What Americans Want from Corporate America During the Response, Reopening, and Reset Phases of the Coronavirus Crisis” was conducted online within the United States by The Harris Poll in partnership with JUST Capital from May 7–11, 2020 among 1,005 U.S. adults ages 18 and older. The online survey is not based on a representative sample and therefore no estimate of theoretical sampling error can be calculated.

Our full body of survey work in 2020 also includes eight focus groups conducted in partnership with The Harris Poll and various online surveys of approximately 17,000 U.S. adults ages 18 and older. One survey, an online survey of 2,018 U.S. adults 18+ years, conducted by Qualtrics, 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.

Updates to the Issues

As with every year, our Issues – and the Stakeholders they correspond to – reflect our extensive qualitative and quantitative survey research. In 2020, we updated our polling methodology to create a more robust, reliable model that more accurately represents the true priorities of the American public. While our high-level approach is consistent with last year, our survey research signaled a subtle but important shift in the definition of “just” corporate behavior. One of the most important takeaways from this change is that, in the eyes of the public, truly just behavior is an outcome of concrete action above and beyond what may be required by law. To this end, we have combined and eliminated some business behaviors from our ranking methodology.

A new set of 19 core Issues¹³ (down from 29 last year) have been carefully developed and tested through our survey research process for clarity and to ensure their centrality to Americans’ views on just business behavior. In order to determine how these 19 Issues are prioritized in order of preference and thus, importance, survey respondents complete a structured set of questions in a MaxDiff survey exercise. In this exercise, the Issues are evaluated head-to-head. This produces a more reliable comparison of Issues, which we then grouped into the five stakeholder categories. Following is an explanation of the MaxDiff process:

¹³ One core Issue – ‘Seeks to lead on broader social issues that go beyond its own business operations,’ that was tested in the Max-Diff exercise among both the A and B groups was removed post-hoc due to a lack of underlying data points to align to this statement in the overall ranking model. The remaining issue weights were renormalized.

Respondents are presented with a randomly selected set of four Issues (of 19 total) and are asked to identify which of the four they deem most important, as well as least important, for defining a just company. This is repeated for a total of 10 sets of four Issues per respondent, enabling estimation of Issue weights for each respondent. This survey includes more than 4,400 respondents, considerably more than needed for a nationally representative survey, enabling accurate assessment of population subgroups defined for example by demographics, including political orientation and race/ethnicity. Below you can see an illustration of a set of four Issues that were presented to online respondents, and on the following page are the full Issue names as presented to respondents, with their weights:

Please select the statement you think is most important for defining a just company, and the statement you think is least important for defining a just company. Select one statement in each column.

Most Important	Which statement is <u>most important</u> and which is <u>least important</u> ?	Least Important
<input type="radio"/>	Pays workers fairly and offers a livable wage that covers the local cost of basic needs.	<input type="radio"/>
<input type="radio"/>	Helps to combat climate change and reduces its own carbon emissions.	<input type="radio"/>
<input type="radio"/>	Contributes to community development and uses local products and resources where possible.	<input type="radio"/>
<input type="radio"/>	Invests in its workforce, supports job stability, and provides opportunities for training and skills development.	<input type="radio"/>

In order to identify the priorities of the public, we calculate for each Issue the probability that an individual would choose the Issue as most important to defining a just company using Sawtooth software. As such, there are 19 probabilities calculated from the 19 Issues. These probabilities can be referred to as weights as it is the relative importance of one Issue versus another. To illustrate more explicitly, the Issue “Pays workers fairly and offers a livable wage that covers the local cost of basic needs” was assigned a weight of 9.9% as there is a roughly one in 10 chance that a respondent chosen at random will identify this Issue as most important in defining a just company. By comparison, the weight assigned to “Contributes to community development and uses local products and resources where possible” is 2.5%.

For ease of communication, we then organized the 19 Issues into five Stakeholder groups: Workers, Customers, Communities, the Environment, and Shareholders. Specifically, we assign each of the 19 Issues to the one (and only one) stakeholder it most impacts. For example: “Pays workers fairly and offers a livable wage that covers the local cost of basic needs” is assigned to Workers; “Makes products or offers services that do minimal harm to society” was assigned to the Customers stakeholder.

The weight of each Stakeholder group is calculated by summing all of its associated Issue weights. To illustrate, the Environment includes the following three Issues: 1) Takes responsibility for minimizing pollution and using resources efficiently in its operations; 2) Helps to combat climate change and reduces its own carbon emissions; and 3) Develops and supports the use of clean, sustainable products and services. The weights assigned to each Issue are 3.4%, 2.8%, and 2.7% respectively. Thus, the weight assigned to the Environment stakeholder is 3.4%, 2.8%, and 2.7% = 9% (as seen in the chart on page 8).

APPENDIX: 2020 POLLING METHODOLOGY

Below are the complete Issue descriptions, as presented to the survey respondents with the final percentage weights and their assigned stakeholder:

Issue Statement	Weight	Issue Statement	Weight
Pays workers fairly and offers a livable wage that covers the local cost of basic needs.	9.9%	Executives and Boards of Directors prioritize the interests of all stakeholders (e.g. workers, customers, etc.) when creating value in the company.	4.2%
Guarantees the basic human rights of workers across the firm's supply chain and refrains from doing business with companies with abusive working conditions or in countries that violate those standards.	9.2%	Takes responsibility for minimizing pollution and using resources efficiently in its operations.	3.4%
Invests in its workforce, supports job stability, and provides opportunities for training and skills development.	8.3%	Helps to combat climate change and reduces its own carbon emissions.	2.8%
Acts ethically and with integrity at the leadership level and takes responsibility for wrongdoings.	8.2%	Develops and supports the use of clean, sustainable products and services.	2.7%
Cultivates a diverse and inclusive workplace with equal opportunity for hiring, advancement, and pay without discrimination.	7.7%	Makes products or offers services that do minimal harm to society.	2.5%
Protects the health, safety, and well-being of workers beyond what is required by law.	7.6%	Contributes to community development and uses local products and resources where possible.	2.5%
Offers a quality benefits package and supports good work-life balance for all employees.	7.5%	Focuses on generating profits, returns to investors, and strong financial performance over the long term.	2.3%
Creates jobs in the U.S. and where possible recruits from within the communities where it operates.	7.2%	Is transparent in communications about its products and services, beyond what is required by law.	2.2%
Protects the privacy of customers, including their data.	5.2%	Supports local communities with donations, volunteering, and community programs.	1.8%
Treats customers with respect and provides a positive customer experience.	4.9%	Weight	100%

KEY: ■ Workers | ■ Customers | ■ Communities | ■ Shareholders | ■ Environment

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



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ABOUT JUST CAPITAL

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.

ABOUT THE HARRIS POLL

JUST Capital enlisted The Harris Poll as the primary research partner for our suite of 2020 polling and survey work. The Harris Poll is a global consulting and market research firm that strives to reveal the authentic values of modern society to inspire leaders to create a better tomorrow. Harris works in three primary areas: Building twenty-first-century corporate reputation, crafting brand strategy and performance tracking, and earning organic media through public relations research. The Harris Poll leads one of the longest-running surveys in the U.S. tracking public opinion, motivations and social sentiment since 1963. The JUST Capital/Harris Poll partnership leverages Harris' market research expertise and JUST Capital's data, analysis, and tools to create a unique and powerful platform for measuring public opinion on corporate purpose and social impact, and helping companies improve performance on the issues that matter most in a stakeholder-driven economy.