Organization Name: International Living Future Institute and Cascadia
Organization Type: Charitable Organization
Headquarters: Seattle, Washington
Satellite Facilities: Portland, OR, Vancouver, BC
Number of Employees: 23

Social Justice and Equity Indicators:

**Diversity**
- [ ] Non-Discrimination
- [ ] Gender Diversity
- [ ] Ethnic Diversity

**Equity**
- [ ] Full Time Employment
- [ ] Pay-Scale Equity
- [ ] Living Wage
- [ ] Gender Pay Equity
- [ ] Family Friendly

**Safety**
- [ ] Occupational Safety
- [ ] Hazardous Chemicals

**Worker Benefit**
- [ ] Worker Happiness
- [ ] Employee Health Care
- [ ] Continuing Education

**Local Benefit**
- [ ] Local Control
- [ ] Local Sourcing

**Stewardship**
- [ ] Responsible Investing
- [ ] Community Volunteering
- [ ] Positive Products
- [ ] Charitable Giving
- [ ] Animal Welfare
- [ ] Transparency

THE SOCIAL JUSTICE LABEL
INTERNATIONAL LIVING FUTURE INSTITUTE™
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Social justice and equity have been issues of interest and discussion for many years, yet very little has been done to move these issues forward with greater clarity and focus.

In 2009, the Living Building Challenge (LBC) launched its Equity Petal, the first time a green building program explicitly addressed social justice, let alone made it a core part of a program. While Equity began to be addressed in relation to some of its aspects—in particular, to equal access, and accessibility and rights to nature, the focus of the program did not go far enough to address the numerous and varied impacts on communities of people.

We believe that a true living future—a world of living buildings and living communities—can only be achieved through equally powerful and transformative programs that make the world more equitable and just. We believe that it is impossible to have an “unjust” living building.

In 2012, the International Living Future Institute (ILFI) launched its Declare program, a transparency platform for manufacturers to disclose their product’s ingredients. Declare encourages the elimination of Red List chemicals and materials in building products. The Institute strongly believes in the power of transparency and the power of the market to transform society into a future that is socially just, culturally rich and ecologically restorative. Even as a nascent program, Declare is creating an impact—convincing manufacturers to reformulate their products and to seek competitive advantage by showcasing that their products are free of Red List chemicals. Emboldened by this success, we have launched JUST to further harness the power of transparency and gain traction in market forces to create social change.

The goals of the JUST program are simple yet profound:

1. to elevate the discussion around social justice in all organizations,
2. to create a common language for social justice issues,
3. to elevate the causes of those individuals who lead these issues,
4. to change the policies and practices of thousands of organizations worldwide,
5. to make life better for people from all walks of life.
In order to accomplish these goals, the Institute calls for all organizations, whether part of the building industry or not, to accept social responsibility and to become truly transformative and transparent by publicly declaring and showcasing their social justice and equity policies and practices. JUST is, quite simply, a call to social justice action.

The International Living Future Institute’s JUST program is a voluntary disclosure tool for all organizations, including, but not limited to: for-profit businesses; non-profits; government agencies; publicly and privately traded companies; trade unions; and family-owned businesses anywhere the world. It is not a verification or certification program. JUST provides an innovative social justice transparency platform for organizations to disclose their operations, including how they treat their employees and where they make financial and community investments. The JUST label is outlined by twenty-two specific social and equity indicators that are housed within the six general categories: diversity, equity, safety, worker benefit, local benefit and stewardship. These categories and indicators provide a common tool and language for organizational comparison.

Similar to the Living Building Challenge’s Declare program, the JUST program serves as a “nutrition label” for socially just and equitable organizations. This nutrition label approach requires reporting on the following indicators: gender and ethnic diversity; gender pay and pay-scale equity; living wage and full-time employment; occupational safety; employee benefits and worker happiness; local control and sourcing; responsible investing; charitable giving; community volunteering; and transparency. Each indicator metrics outlines measurable accountabilities in order for the organization to be recognized at a one-, two-, or three-star level, which is summarized elegantly on the label. Organizations can use the label on their website or marketing material to demonstrate their commitments to these issues. The Institute posts detailed information on our publicly viewable database so individuals can dig deeper into an organization’s practices.

With this approach, organizations can test how they are really doing in reference to these social justice metrics and, as a result, may choose to work towards greater social justice and worker rights.
The Institute recognizes that not all organizations will display the JUST program publicly, some may still use it privately as a roadmap to improve their social equity policies and programs until they are ready to share their JUST scores with the public. On the other hand, there will be many organizations that are willingly transparent because they already score at an exemplary level and are proud of how they measure up on the JUST indicators. They will be the early adopters and proponents of the JUST program.

For organizations that participate in the Declare program, there will be a seamless disclosure option so that they can simultaneously provide information about their products and their people.

The International Living Future Institute also recognizes that it is possible for organizations to make deceptive, inaccurate, or false disclosures about the status of their social justice and equity indicators. Nevertheless, the Institute believes that the vast majority of organizations have honorable and ethical leaders who will insure that the information submitted to JUST is a true representation of their individual organizations. We are also assuaged by the new culture of information oversight that now exists—close scrutiny from employees, consumers, and corporate watch groups that flows from publicly posted information helps insure that organizations will be called and judged on their true merits. The Institute will not serve as a watchdog or auditor, monitoring organization behavior in this regard. Its intent is to offer a common self-assessment and disclosure tool and platform for organizations to improve themselves and to let the market self-regulate. The JUST label does not constitute an endorsement, verification, or certification from the Institute. Instead, the information provided reflects the integrity of the specific organization as signed off by one of the organization’s senior leaders. The Institute reserves the right to revoke the use of the JUST label by any organization, and typically allows use of the JUST label if an organization’s submitted information meets the program’s established criteria. The Institute accepts their integrity because our collective success in creating a world that is socially just, culturally rich and ecologically restorative depends on mutual trust. Transparent and open communication and honest information sharing are fundamental to a Living Future.
JUST marks the beginning of a new era of corporate transparency. The Institute invites organizations everywhere to evaluate their practices through this social justice and equity lens to become a JUST organization. With support and advocacy from participating organizations, JUST will help create a better, more socially just and equitable world.

**IMAGINE FOR A MOMENT.**
Imagine how your organization can contribute in a powerful way to the creation of a better, more socially just and equitable world.
Imagine making life better for people from all walks of life.
Imagine giving a voice to those people whose voices are rarely heard.
Imagine every architecture, engineering, and construction firm needing a JUST label to compete for work.
Imagine manufacturers changing their policies and improving their social behavior in order to be recognized as a JUST organization.
Imagine how JUST could change who does business with whom.
Imagine how JUST could realign government procurement.
Imagine how JUST could change entire supply chains and accelerate local and regional economies.
Imagine how JUST could elevate unrepresented issues and result in new policies for greater social justice and worker rights using market forces rather than regulations.
Imagine how JUST could well serve your organization.
Imagine all sorts of positive outcomes for a Living Future.

**Imagine JUST!**
It is time to make social justice your business.
It is time to be a JUST organization.
PROGRAM DETAILS
1. **WHO OWNS AND OPERATES THE JUST™ PROGRAM?**

The JUST program is a program of the International Living Future Institute (ILFI) a leading global think-tank dedicated to the transformation of society to a world that is socially just, culturally rich and ecologically restorative.

2. **WHO CAN PARTICIPATE IN THE JUST PROGRAM?**

The program is open to all types and sizes of organizations anywhere in the world, including, but not limited to, for-profit businesses and non-profits, government agencies, public and privately traded companies, trade unions and family-owned businesses. If an organization has employees—it should have a JUST label.

3. **WHO CAN I CONTACT TO DISCUSS THE JUST PROGRAM?**

Use the contact form on the JUST website and a staff member will get back to you as soon as possible.

4. **WHAT IS THE JUST PROGRAM?**

The JUST Program is a voluntary disclosure program and tool providing an innovative social justice transparency platform for organizations to reveal much about their operations, including how they treat their employees and where they make financial and community investments. The JUST Program allows organizations to demonstrate their leadership in many areas of corporate social responsibility including the equitable treatment of employees, diversity and inclusion, local sourcing and purchasing, worker benefits, workplace safety and community stewardship.

5. **WHAT ARE THE GOALS OF THE JUST PROGRAM?**

The JUST goals are:
- To elevate the discussion around social justice in all organizations,
- To create a common language for social justice issues,
- To elevate the causes of those individuals who lead these issues,
- To change the policies and practices of thousands of organizations worldwide, and
- To make life better for people from all walks of life.
6. HOW DOES JUST RELATE TO THE LIVING BUILDING CHALLENGE?
The JUST Program integrates with the Equity Petal of the Living Building Challenge 3.1. Imperative 18 within the Equity Petal states that at least one of the main project team members must have a JUST label for their organization and that project teams are required to send JUST Program information to at least 10 project consultants, sub-contractors and product suppliers as part of ongoing advocacy.

7. WHAT IS THE COST TO REGISTER FOR THE JUST PROGRAM?
There is an initial $100 USD fee to register your organization on the JUST website. Once your organization has submitted the registration fee, you will be able to begin uploading policies and data for each of the indicators. Once your organization has completed the data submission process and wish to receive the JUST Label, the JUST Program Fee is due. The Program Fee is based on number of full time employees. The JUST Label will expire two years after date of publication. Organizations can update and renew their JUST Label fee at any time up to the expiration date at a renewal fee which is set at 50% of the JUST Program Fee. The updated JUST Label will also expire two years from date of re-issuance.

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8. WHAT IS THE MINIMUM NUMBER OF CATEGORIES AND INDICATORS THAT AN ORGANIZATION MUST PROVIDE INFORMATION ABOUT IN ORDER TO RECEIVE A JUST LABEL?

An organization must provide information on at least 19 of the 22 specific indicators across the six general categories. Within each of the six general categories, an organization can opt to withhold information for only one of the indicators in that category. In order to comply with the spirit and intent of the JUST Program, we highly encourage all organizations to supply policies and data for all 22 indicators. When an organization elects to not provide documentation for one or more indicators, that indicator will be labelled with an asterisk so that it is transparent that the organization is not currently addressing that specific criteria. A JUST label will not be issued without complete information for a minimum 19 indicators.

9. WHY SHOULD AN ORGANIZATION REGISTER FOR THE JUST PROGRAM?

The JUST Program demonstrates an organization’s commitment to social justice and equity issues referenced by the information provided for every category and indicator in the JUST metrics. The JUST Label can be used by an organization on their website, internal communications, annual reports, corporate social responsibility reports, posters and in marketing materials to show commitment and public transparency on these issues. The JUST Program is also a requirement of the Equity Petal within the Living Building Challenge 3.1 Standard.

10. WHEN DOES AN ORGANIZATION BECOME CERTIFIED AS A JUST ORGANIZATION?

The JUST Label does not constitute an endorsement, verification or certification from the International LIVING FUTURE Institute. Instead, the JUST Label is granted solely through our permission and reflects the integrity and transparency of the organization that submitted its information on the social justice indicators. Organizations may not use the JUST label without registering and posting all information in our publicly viewable database.
11. WHEN CAN AN ORGANIZATION USE THE JUST LABEL?
An organization can use the JUST Label after it provides all of the required information for the JUST Program, pays the registration and program fee and receives confirmation of use from the Institute.

12. WHEN CAN AN ORGANIZATION UPDATE ITS JUST PROGRAM INFORMATION?
An organization can and should update any of its information with the JUST Program on an ongoing basis so it is current and accurately reflects its involvement in the JUST Label social justice and equity indicators. An organization must pay a renewal fee when the JUST Label has been updated to reflect current policies and organizational data. The JUST Label must be updated at a minimum of two years from the date of initial publication.

13. WHERE IS AN ORGANIZATION’S JUST PROGRAM INFORMATION KEPT?
All of an organization’s submitted information is maintained in the JUST Program’s publicly viewable database. It is important to understand that the label is merely the summary of performance. In the spirit of transparency all submitted information is posted in viewable but non-editable format. Because the JUST website is viewable by all, organizations are asked not to submit any confidential or sensitive information.

14. ARE YOU REQUIRED TO DISCLOSE PERSONAL INFORMATION OR SPECIFIC FINANCIAL DETAILS?
No, the JUST Program does not require disclosure of specific financial details of individuals or pay classes. Rather, you will be asked to reveal ratios and percentages, such as the ratio of highest to lowest compensated employee or the percentage pay difference between genders within a pay class.
15. WHEN CAN JUST BE REVOKED?
Use of the JUST label can be revoked for any reason and at any time by ILFI. That said, ILFI does not intend to revoke labels unless there are substantive reasons to do so. Typically they include:
   a) Discovery that information provided is patently false or inaccurate.
   b) Use of the JUST Label that is in conflict with our branding and marketing guidelines for fair use of the label.

16. IF ONE OFFICE OF A NATIONAL OR GLOBAL ORGANIZATION WISHES TO PARTICIPATE IN THE JUST PROGRAM, IS THIS PERMISSIBLE?
For national or global organizations that employ a minimum 100 people over multiple locations, we will allow a single office to participate in JUST if the participating office or region represents at least 10% of the organizations’ total employment. The JUST Label will be published in a format to note that label applies only to a specific office or region of the participating organization.

REGISTRATION PROCEDURES:
An organization wishing to participate in the JUST Program must:

1. Create a new account with User Name, Email and Password.
2. Activate your account by linking to site provided by the Institute via a confirmation email.
3. Accept the terms and conditions of the JUST Program.

Once you have completed the registration process, you can begin to upload your organizational profile and preview the JUST website. Once you are ready to begin uploading data to the JUST website, you will need to submit a $100 USD registration fee. Upon request, the registration fee for non-profit organizations may be waived.

DOCUMENTATION PROCESS:
1. Once officially registered, the organization can upload to the JUST Program all of the required information for each category and each indicator. The required information is referenced in the JUST Manual and on this website. Information must be complete in order to receive a label.

2. The Institute will permit organizations to opt out of a maximum of three indicators but only one indicator per category.

3. All information must be given in a non-personal format without directly identifying individuals and sensitive information and thereby respecting privacy and confidentiality.

4. The Institute will confirm if the submitted information merits a JUST Label and at what scores and will inform the organization accordingly. The organization may still choose to opt out at this point although registration fees are not refundable.

POSTING PROTOCOLS:
1. All information will be publicly viewable in non-editable format as a component of the JUST Program. Each JUST organization will have a listing on our database.

2. Prior to its posting on the JUST website, the organization will have the right to verify and sign off on the accuracy of the information.

3. Once the organization verifies the information, the Institute will post the organization’s JUST Label and complete information on its publicly viewable database.

JUST LABEL USE:
1. The JUST Label does not constitute an endorsement, verification, or certification from the Institute and cannot be marketed or communicated as such.

2. Organizations can use the JUST Label on their website or marketing materials to demonstrate their commitment to these issues. The organization may not in any way modify the label provided – changing information or proportions.

3. ILFI reserves the right to revoke the posting or use of the JUST Label by any organization at any time for any reason.
DIVERSITY
The JUST label calls for organizations to demonstrate a commitment to the creation and maintenance of an equitable workplace.

Discrimination is the harmful treatment of an individual or group based on certain real or perceived characteristics. JUST label organizations must not violate any federal, state, provincial or municipal laws related to discrimination of their employees, customers, vendors or suppliers. Organizations must not discriminate on the basis of an individual’s race, religion, color, sex, national or ethnic origin, citizenship status, age, marital status, veteran status, family status, physical or mental disability, sexual orientation or gender identity, or other such characteristics.

I. Non-Discrimination:

The JUST label calls for organizations to demonstrate a commitment to the creation and maintenance of an equitable workplace.

II. Indicator Metric:

Discrimination is the harmful treatment of an individual or group based on certain real or perceived characteristics. JUST label organizations must not violate any federal, state, provincial or municipal laws related to discrimination of their employees, customers, vendors or suppliers. Organizations must not discriminate on the basis of an individual’s race, religion, color, sex, national or ethnic origin, citizenship status, age, marital status, veteran status, family status, physical or mental disability, sexual orientation or gender identity, or other such characteristics.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy on non-discrimination.
2. Organization has experienced a minimum of 12 consecutive months prior to its JUST label application where there have been no complaints of discrimination against the organization, or, where complaints have been filed with local, state or federal agencies that deal with discrimination, the third-party adjudication results in findings of no evidence to support the complaint.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on non-discrimination.
2. Organization has experienced a minimum of 24 consecutive months prior to its JUST label application where there have been no complaints of discrimination against the organization, or, where complaints have been filed with local, state or federal agencies that deal with discrimination, the third-party adjudication results in findings of no evidence to support the complaint.
THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on non-discrimination.
2. Organization has experienced a minimum of 36 consecutive months prior to its JUST label application where there have been no complaints of discrimination against the organization, or, where complaints have been filed with local, state or federal agencies that deal with discrimination, the third-party adjudication results in findings of no evidence to support the complaint.

III. Rationale for Metric:
Organizations have a corporate responsibility to create and maintain workplaces that are free of discrimination. Complaints of discrimination against organizations that result in third-party adjudications that find evidence to support the complaints are important indicators that organizations have not reached the JUST label goal of discrimination-free work environments.

IV. Documentation Requirement:
Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s written and publicly posted policy on non-discrimination.
2. Submission to the online webform attesting to the fact that no complaints of discrimination against the organization have been filed in the calendar years identified or summary documents of all complaints filed with local, state or federal agencies that deal with discrimination, and the third-party adjudicated findings, excluding only personal information of complainants and respondents.
V. Organizations of Repute:

Office for Civil Rights (OCR), Department of Health and Human Services (HHR)
U.S. Equal Employment Opportunity Commission (EEOC)
American Civil Liberties Union (ACLU)
Canadian Human Rights Commission (CHRC)
Canadian Coalition of Municipalities Against Racism

VI. Background Facts of Note:

Discrimination against employees may occur at all stages of an employee’s career within organizations in areas such as recruitment, remuneration, entitlements, hours of work, paid holidays, maternity protection, job security, job assignments, performance assessment and promotion, training opportunities and termination.

VII. Bibliography:
I. Gender Diversity:

The JUST label calls on organizations to ensure gender diversity and inclusiveness within their workforce. The overall goal is to have a society that treats men and women equally in all aspects of life and work. More specifically, the goal is for organizations to have a workforce that is gender balanced in all job classifications and at all levels, with women being given the same opportunities for recruitment, hiring, training, promotion and leadership positions as are presented to men. Gender diversity (and gender equality) refers not only to having relatively equal numbers of employees of both genders in the organization but, most importantly, to having women, as well as men, in senior leadership, executive and board positions.

II. Indicator Metric:

Within the JUST label, organizations must demonstrate their workforce gender diversity throughout all job classifications. For the purposes of this metric, a gender-balanced workforce means that the workforce is comprised of 50% men and 50% women. The one-, two- and three-star levels recognize gender diversity attainment within organizations.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on gender diversity within its workforce.
2. Organization has a workforce with a maximum 15% deviation from a gender-balanced workforce.
3. Organization has a maximum 20% deviation from a gender-balanced management and senior leadership staff.

**TWO-STAR LEVEL**
1. Organization has a written and publicly posted policy on gender diversity within its workforce.
2. Organization has a workforce with a maximum 10% deviation from a gender-balanced workforce.
3. Organization has a maximum 15% deviation from a gender-balanced management and senior leadership staff.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on gender diversity within its workforce.
2. Organization has a workforce with a maximum 5% deviation from a gender-balanced workforce.
3. Organization has a maximum 10% deviation from a gender-balanced management and senior leadership staff.

III. Rationale for Metric:
Ensuring full gender diversity and inclusiveness within organizations is the JUST label goal. This goal means that there should be no discrimination on the basis of gender for qualified individuals and no gap between an organization’s stated policy commitment to gender diversity and the organization’s performance with initiatives and practices that advance and maintain a gender balance at all job classifications and levels.

IV. Documentation Requirement:
Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels.

1. A copy of the organization’s policies stating its commitment to gender diversity (and equality) within and throughout its workforce.
2. Statistical data (annual) submitted to the online webform that shows current information on the organization’s total number of male and female employees, the number of males and females in each job classification including managers, senior executives and, if applicable, board members. These data must demonstrate the extent to which the organization is meeting gender diversity in its workforce.
Catalyst
InterOrganization Network (ION)
Academy of Management (AOM) –Gender Diversity in Organizations Division
Status of Women Canada

V. Organizations of Repute:

VI. Background Facts of Note:

Women make up 47% of the workforce in the United States. However, they are significantly underrepresented at positions in the upper levels of organizations.

Although they hold almost 52 percent of all professional-level jobs, American women lag substantially behind men when it comes to their representation in leadership positions. They are only 14.6 percent of executive officers, 8.1 percent of top earners, and 4.6 percent of Fortune 500 CEOs. They hold just 16.9 percent of Fortune 500 board seats.

In the financial services industry, they make up 54.2 percent of the labor force, but are only 12.4 percent of executive officers, and 18.3 percent of board directors. None are CEOs.

In the health care and social services industry, they account for 78.4 percent of the labor force but only 14.6 percent of executive officers and 12.4 percent of board directors. None, again, are CEOs.

In the legal field, they are 45.4 percent of associates—but only 25 percent of nonequity partners and 15 percent of equity partners.

In information technology, they hold only 9 percent of management positions and account for only 14 percent of senior management positions at Silicon Valley startups.
The JUST Label calls on organizations to ensure ethnic and racial diversity and inclusiveness within their workforce. The goal is for organizations to have a workforce that is as ethnically and racially diverse as the community, region or state in which it is located.

Within the JUST label, organizations must demonstrate their workforce ethnic and racial diversity. The one-, two- and three-star levels recognize diversity attainment within organizations.

**I. Ethnic Diversity:**

The JUST Label calls on organizations to ensure ethnic and racial diversity and inclusiveness within their workforce. The goal is for organizations to have a workforce that is as ethnically and racially diverse as the community, region or state in which it is located.

**II. Indicator Metric:**

Within the JUST label, organizations must demonstrate their workforce ethnic and racial diversity. The one-, two- and three-star levels recognize diversity attainment within organizations.

**ONE STAR LEVEL**

1. Organization has a written and publicly posted policy on ethnic and racial diversity within their workforce.

2. Organization has a workforce with a maximum 25% deviation from the current state census data on aggregated Caucasian and non-Caucasian ethnicity and racial demographics.

**TWO STAR LEVEL**

1. Organization has a written and publicly posted policy on ethnic and racial diversity within their workforce.

2. Organization has a workforce with a maximum 20% deviation from the current state census data on aggregated Caucasian and non-Caucasian demographics.

**THREE STAR LEVEL**

1. Organization has a written and publicly posted policy on ethnic and racial diversity within their workforce.
2. Organization has a workforce with a maximum 10% deviation from the current state census data on aggregated Caucasian and non-Caucasian demographics.

III. Rationale for Metric:

Ensuring full ethnic and racial diversity and inclusiveness within organizations is the JUST label goal. This goal means that there should be no gap between an organization’s stated policy commitment to diversity and the organization’s performance with initiatives and practices that advance and maintain a diverse and inclusive work environment.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels.

1. A copy of the organization’s policy stating its commitment to ethnic and racial diversity and inclusiveness within its workforce.

2. Statistical data (annual) submitted to the online webform that shows current census information on the aggregated Caucasian and non-Caucasian makeup for the community, region, or the state in which the organization is located.

3. Statistical data (annual) submitted to the online webform that shows current information on the organization’s total number of employees and their aggregated Caucasian and non-Caucasian makeup.
V. Organizations of Repute:

American Bar Association Center for Racial and Ethnic Diversity
National Organization for Women (NOW)
National Urban Fellows
Catalyst
InterOrganization Network (ION)
Status of Women Canada

VI. Background Facts of Note:

The term diversity refers to the representation of different social categories of people, typically based on ethnicity and race, in an organization.

The United States, Canada and many other developed economies have grown increasingly ethnically and racially diverse over the past few decades but many employers do not give people with an ethnic or racial background the same work opportunities as they give to the majority or dominant white Caucasian group. Providing equal opportunity for all people regardless of their ethnicity or race is both a legal and a moral responsibility for organizations.
EQUITY
I. Full-Time Employment:

The JUST label calls for organizations to commit to and demonstrate that the hiring of full-time employees is the primary basis of their workforce and that the majority of their workforce consists of full-time employees.

For the JUST label, full-time employment for an individual is defined at a minimum of 30 hours per week.

II. Indicator Metric:

JUST label organizations must not violate any federal, state, provincial, or municipal legislation related to employment. The one-, two- and three-star levels recognize differences in the full-time employment status of organizations’ workforces.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on full-time employment as the primary basis of its workforce.
2. Organization has a minimum of 70% of its total workforce meeting the full-time employment definition.

**TWO-STAR LEVEL**
1. Organization has a written and publicly posted policy on full-time employment as the basis of its workforce.
2. Organization has a minimum of 80% of its total workforce meeting the full-time employment definition.

**THREE-STAR LEVEL**
1. Organization has a written and publicly posted policy on full-time employment as the basis of its workforce.
2. Organization has a minimum of 85% of its total workforce meeting the full-time employment definition.
III. Rationale for Metric:

Full-time employment of at least 30 hours with the appropriate pay and benefits, including medical benefits, is a necessity for individuals and families to have a measure of stability and predictability regarding their personal and financial well-being. Individuals with full-time employment, with appropriate pay and benefits, do not have to work several jobs to make a decent income.

Full-time employment demonstrates an organization’s commitment to its employees and to the value they bring to the organization. Full-time employment contributes significantly to the welfare and future well-being of individuals, families and communities as well as to the organizations that hire and commit to full-time employees.

The JUST label recognizes that some people are only able to or only want to work part-time and that some organizations may need a number of part-time employees for operational imperatives. Therefore, recognizing that 100% full-time employment status for any given organization is not always the ideal, the JUST label does not demand or reward 100% full-time employment.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy stating its commitment to full-time employment as the primary basis of its workforce.
2. Statistical data submitted to the online webform that demonstrates the number and percentage of full-time employees within the organization compared to the total number of employees.
V. Organizations of Repute:

American Federation of Labor
Ontario Provincial Government
Canadian Federal Government
Canadian Union of Public Employee

VI. Background Facts of Note:

There are no standard definitions for full-time employment or part-time employment in the United States or Canada. Both full-time employment status and part-time employment status vary within state, provincial and federal jurisdictions of both countries. For full-time employment, an individual works and receives compensation and benefits for a minimum number of hours as determined by relevant local, state or federal legislation and/or by the employer as constituting full-time hours in line with industry standards. The typical range for full-time work hours is 30 to 40 hours of work per week with 30 hours per week as the cut-off between full-time and part-time employment.

Part-time employment consists of any number of hours of work in a week that is less than the established full-time hours for a particular employer. Typically, part-time employees work considerably less than 30 hours per week and often receive less compensation and benefits than full-time employees.

Contract workers, who perform work on a contractual basis that specifies timeframes and deliverables, are considered to be self-employed and are not considered as employees of the hiring organization. Contract workers receive compensation as agreed to in the terms of the contract and receive no other benefits.
I. Compensation (Pay) Scale Equity:

The JUST label calls for organizations to commit to and demonstrate that they have a compensation scale equity program for all of their employees across all job classifications and pay-scale gradients from the lowest job classification employee to the highest job classification employee. Organizations must ensure that compensation scales for their most senior executives are reasonable, justifiable, equitable and in line with the rest of the corporate compensation structure.

II. Indicator Metric:

Within the JUST label, organizations must have a compensation scale equity program that, for each star level, shows the ratio of compensation between the lowest-compensated employee and the highest-compensated employee. In the ratio, the 1 represents the compensation of the lowest-compensated full-time employee and the maximum number (30, 20, or 15) represents the compensation of the highest-compensated employee.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy on compensation (pay) scale equity.
2. Organization has a maximum compensation scale ratio of 1:30, where 1 represents the compensation of the lowest-compensated full-time employee and 30 represents the compensation of the highest-compensated employee/senior executive.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on compensation (pay) scale equity.
2. Organization has a maximum compensation scale ratio of 1:20, where 1 represents the compensation of the lowest-compensated full-time employee and 20 represents the compensation of the highest-compensated employee/senior executive.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on compensation (pay) scale equity.
2. Organization has a maximum compensation scale ratio of 1:15, where 1 represents the compensation of the lowest-compensated full-time employee and 15 represents the compensation of the highest-compensated employee/senior executive.

III. Rationale for Metric:

Compensation scale equity addresses salary, wage and benefits inequities within organizations. The goal of a compensation equity program is to reduce the huge discrepancies in employee compensation that relate to the traditional overvaluation of work performed by senior executives and the undervaluation of work performed by employees in the lowest job classifications. The JUST label compensation scale ratio recognizes that there are real and merited differences in employee compensation scales within each organization’s equitable compensation program, but it puts a realistic and equitable maximum limit on the differences in this compensation.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels.

1. A copy of the organization’s policies on compensation scale equity.
2. Statistical data (annual) submitted to the online webform that shows the compensation scale ratio between the lowest-compensated full-time employee and the highest-compensated employee/senior executive.

V. Organizations of Repute:

The Ethics Resource Center (ERC)
Ethics World
Institute for Policy Studies (IPS)
Canadian Institute of Policy Studies (CIPS)
AFL-CIO---Executive PayWatch
CorpWatch

VI. Background Facts of Note:

There is a large disparity between the compensation given to many senior executives, such as CEOs, and the compensation given to other workers in the same organization. The overcompensation of these senior executives has been increasing significantly over the last 40 years. Chief executives of companies in the Standard & Poor’s 500-stock index made an average $11.7 million last year. The average production and nonsupervisory worker: $35,239. That means CEOs are paid 331 times the average worker, according to a report released by the AFL-CIO, a federation of trade unions.

Organizations need to set compensation for these individuals that is more consistent with the rest of the corporate compensation structure and to ensure that executive compensation does not dwarf compensation given to the rest of the employees.

Total compensation involves salary and non-salary elements. Salary elements include base salary and performance awards, while non-salary elements include hours of work, holidays, vacations, personal leaves, sick leaves with pay, family-related leaves, compassionate leaves, bereavement leaves, education leaves, relocation pay, severance pay and other like benefits.
I. Union Friendly:

The JUST label calls for organizations to commit to and demonstrate that they actively support the right of employees to self-organize, and if desired, to join or form a union to represent the employees in collective bargaining. Organizations must not, in any way, resist or campaign against unions or take action against employees for involvement or membership in a union or informal self-organization. The organization needs to have established protocols to address collective bargaining issues and to resolve employee concerns. In particular, it is necessary for management to meet with employee group representatives to discuss and resolve items of importance to employees that are not otherwise covered in collective bargaining agreements or established individual performance management protocols.

II. Indicator Metric:

The one-, two- and three-star metrics acknowledge organizations that demonstrate their current level of engagement in being union friendly and encourages them to do more in this area of employee relations.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy on employee self-organization, unionization, union membership and employee relations.
2. Organization demonstrates passive acceptance of employee self-organization and/or unionization for collective bargaining purposes; organization does not resist self-organization or take action against union members or has fewer than 40 full- and part-time employees.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on employee self-organization, unionization, union membership and employee relations.
2. Organization demonstrates active support of employee self-organization and/or unionization for collective bargaining purposes; organization has established protocols to address union issues and to resolve employee
concerns; organization has an effective employer-employee relations committee or has fewer than 30 full- and part-time employees.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on employee self-organization, unionization, union membership and employee relations.
2. Organization demonstrates active support of employee self-organization and/or unionization for collective bargaining purposes; organization has established protocols to address union issues and to resolve employee concerns; organization has an effective employer-employee relations committee or has fewer than 20 full- and part-time employees.
3. Organization demonstrates advocacy of employee self-organization and/or unionization for collective bargaining purposes; organization recommends and speaks in favor of self-organization, unionization, and union membership; organization is proactive in initiating programs and actions beneficial to employees and union members.

III. Rationale for Metric:

Employee self-organization groups and unions, through collective bargaining with employers, have helped employees in many ways, such as the protection of employee rights, improvement of working conditions, and increased pay, compensation and benefits. However, employer opposition and resistance to, and interference with, employee self-organization groups and employee unions is on the rise, in both private and public sector organizations. A variety of union-busting tactics are being used to try to prevent workers from organizing or joining a union, largely based on the premise that unionization is too expensive for the employer.

The JUST label is meant to encourage organizations to be employee and union friendly, to protect the rights of workers and to recognize all of the positive benefits that accrue to organizations as a result.
IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the Indicator Metrics for the one-, two- or three-star levels.

1. A copy of the organization’s written policies and procedures that deal with employee self-organization and unionization, union membership and employee relations.

2. For three-star level consideration, the organization must also submit a letter of support from the local union or representative employee group.

V. Organizations of Repute:

Canadian Union of Public Employees (CUPE)
Canadian Labour Congress (CLC)
Canadian Auto Workers (CAW)
United Auto Workers (UAW)
American Federation of Labor (AFL)
American Civil Liberties Union (ACLU)

VI. Background Facts of Note:

In the United States and Canada, it is illegal for employers to interfere with, discriminate against, or terminate employees on the basis of them seeking to establish a union or being a member of a union that represents them in collective bargaining. Employers must engage in collective bargaining with the union that represents their employees.

Properly certified unions represent the employee membership and negotiate contracts with management regarding conditions of employment, such as wages, hours of work, benefits, and other terms of employment.
In Canada today, approximately one in three workers is unionized; 31% in 2013, down from 38% typical in the 1980s. However, about 71% of public sector employees are union members.

Today, in the United States, union membership rates are declining, and they are lower than in Canada. In 2013, the percentage of workers belonging to a union in the United States was 11.3%, compared to 20.1% in 1983. In the private sector, union rates have fallen to under 7%. In the United States, unionized workers average between 10% and 30% higher pay than non-unionized workers.

In Germany today, union members represent 18.6% of the workforce, while in Finland and Sweden, 70% of workers are unionized.
The JUST label calls for organizations to commit to and demonstrate that they provide a minimum of a living wage for all of their employees. A living wage is defined as financial compensation that reflects what individuals need to support themselves and their families above the poverty line, based on the actual costs of living in any specific community. A living wage helps with the essential costs of living and an improved standard of living for low-wage individuals and families. It does not, however, reflect a middle-class standard of living.

The JUST label has selected the Poverty in America: Living Wage Calculator (livingwage.mit.edu) as the basic tool for organizations to use in determining the minimum living wage they need to pay their employees. As noted in this calculator, “The living wage shown is the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year).” This living wage calculator provides links to counties and places in all of the states in America, and organizations can find the completed calculations for several family configurations based on the number of adults and the number of children living within these identified jurisdictions. The JUST label has set the two adults configuration (one working) as its standard for determining the living wage that employers must pay their employees.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on its living wage commitment.
2. Organization supports and is paying the living wage for two adults (one working) as identified in the aforementioned living wage Calculator (most current) to all of its employees. Newly hired entry-level positions may be excluded from the calculation in the first six months of employment.
TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on its living wage commitment.
2. Organization is paying a living wage for a two adults (one working)/one child family that is a minimum of 10% higher than the identified living wage in the one-star level. Newly hired entry-level positions may be excluded from the calculation in the first six months of employment.
3. Organization must also advocate the benefits and payment of a living wage to other organizations, such as its in-country business associates and suppliers.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on its living wage commitment.
2. Organization is paying a living wage for a two adult (one working)/two child family that is a minimum of 20% higher than the identified living wage in the one-star level. Newly hired entry-level positions may be excluded from the calculation in the first six months of employment.
3. Organization must also advocate the benefits and payment of a living wage to other organizations, such as its in-country associates and suppliers.

III. Rationale for Metric:

Minimum hourly wage legislation is a first step in helping families to cope financially with the necessities of life. However, minimum wages no longer address the real financial costs of living faced by individuals and families within their community of residence and force many people to live below the poverty line. These people are the working poor.

A living wage, on the other hand, accounts for and is reflective of the actual costs of basic goods and services such as food, housing and basic health care, typically based on a family of two adults and two children. A living wage is meant to help with the essential costs of living and to provide for an adequate standard of living. A realistic living wage is needed to help raise families out of
poverty and contribute to their physical, social and financial well-being and to that of the communities in which these people live. Compared to a legislated minimum wage, a living wage is a higher standard for employers to meet in reference to compensation for their employees.

The Living Wage Metric encourages organizations to initiate and/or sustain the payment of a living wage for all of their employees and to find meaningful opportunities to improve, through increased wages and benefits, the lives of their employees.

While other living wage calculators exist, for consistency of application across the United States, the JUST label has selected the Poverty in America: Living Wage Calculator (online) as the approved tool for organizations to use in determining the minimum living wage they need to pay their employees. As noted in this calculator, organizations really need to consider the minimum cost thresholds only as benchmarks, and they can add specific local data to provide even more realism to the higher living wage they will pay their employees. For organizations located outside the United States, we will consider equivalent living wage calculators and frameworks.

IV. Documentation Requirement:

1. A copy of the organization’s policy on its commitment to being a living wage employer that cares about their employees and the community in which the organization is located.

2. Statistical data submitted to the online webform that demonstrates the organization has instituted a living wage program and, for the one-star level, pays its employees the living wage identified in the approved calculator. An organization seeking recognition for a two-star level or a three-star level must provide documentation of the additional specified requirements. For example, organizations need to show the various hourly rates they pay employees (without divulging personal information) and demonstrate how these rates compare to the minimum rates determined for their community by the living wage calculator.
In the United States, organizations should use the Poverty in America online Living Wage Calculator that provides calculations for jurisdictions within each state. In the United Kingdom, organizations should use the living wage calculated by the Living Wage Foundation. In addition, each organization must show the results of an annual cost-of-living review for its community in order to update the living wage it pays to its employees when the cost of living changes.

V. Organizations of Repute:

Massachusetts Institute of Technology (Poverty in America: Living Wage Calculator)
UC Berkeley Labor Center
Living Wage Action Coalition
Canadian Centre for Policy Alternatives
American Federation of Labor – Congress of Industrial Organizations
Universal Living Wage organization
Living Wage Foundation

VI. Background Facts of Note:

Many working individuals and their families have a constant and losing struggle to pay for life essentials, such as basic food, housing and health care, because the wages they are paid by employers falls far short of what is needed. Many workers and their families live below the recognized poverty line for their community. While helpful to set minimum wage standards, minimum wage legislation sets the wage bar very low for employers and does not address the very real challenge of insufficient income faced by many of the lowest paid employees. Minimum wages are losing their
purchasing power, and people earning minimum wages continue to fall below the poverty line. A living wage helps to raise wages above the poverty line.

A living wage is different than a minimum wage, which is usually set in legislation by state, provincial or federal authorities. A living wage raises the bar for employers to be more responsible for, and make a critical investment in, the welfare of their employees and their communities. A living wage includes compensation in the form of wages and paid benefits relevant to individuals and families within specific communities where the real costs of the aforementioned life essentials is determined annually.
I. Gender Pay Equity:

The JUST label calls for organizations to commit to and demonstrate that they have a working gender equity pay scale program. Organizations must ensure that there is no gender-based wage discrimination in their organizations. Organizations must ensure that gender pay scales are established that meet or exceed applicable legislated wage requirements and industry standards and that compensate, on the same basis, all individuals performing the same or similar work or work of equal value.

II. Indicator Metric:

The JUST label goal is to have organizations achieve parity in their pay scales for their male and female employees. The variance allowance recognizes and accounts for differences in employee experience and length of service that may be built into a pay scale that is not gender based.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy on gender equity pay scales.
2. Organization must have a gender equity pay scale with a maximum variance of 10% between what men and women are paid within each of the organization’s pay scale classes. Positions that have fewer than two people per category are exempt from calculation.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on gender equity pay scales.
2. Organization must have a gender equity pay scale with a maximum variance of 7% between men and women within each of the organization’s pay scale classes. Positions that have fewer than two people per category are exempt from calculation.
THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on gender equity pay scales.
2. Organization must have a gender equity pay scale with a maximum variance of 5% between men and women within each of the organization’s pay scale classes. Positions that have fewer than two people per category are exempt from calculation.

III. Rationale for Metric:
Gender pay scale equity addresses wage and benefits discrimination within organizations based on gender. The goal of gender equity pay scale programs is to eliminate systemic bias and discrimination that relates to the undervaluation of work traditionally performed by women and to ensure that women are treated on the same basis with men in terms of compensation for the work they perform.

Full gender equity in pay scales has not yet been achieved. Today, in many organizations, a significant gender gap remains in pay scale and compensation. Women’s work is still undervalued in terms of the compensation women receive as compared to men doing the same or similar work or work of equal value. The JUST label metrics are intended to encourage organizations to advance their pay scale gender equity, leading to wage parity in the near future.

IV. Documentation Requirement:
Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels.

1. A copy of the organization’s policies on gender equity pay scales.
2. Summary data (annual) that shows all of the pay scale classes in the organization, including minimum salaries or wages.
in each class.

3. Summary data that shows the number and percentage of male and female employees in each pay scale class for full-time employees.

4. Summary data that shows the aggregated salaries or wages for female employees as percentage of the aggregated salaries or wages for male employees in each pay scale class for full-time employees.¹

5. Summary data that shows the aggregated salaries or wages for male employees and for female employees in combined total of all pay scale classes for full-time employees.

V. Organizations of Repute:

The American Association of University Women (AAUW)
National Committee on Pay Equity (NCPE)
Center for American Progress
Government of Canada—Human Resources and Skills Development Canada
Government of Ontario—Pay Equity Commission
Ontario Equal Pay Coalition

VI. Background Facts of Note:

Historically, the work of women has been undervalued as compared to the work of men, and women have been under-compensated in terms of pay and other forms of remuneration. The systemic bias and discrimination against women in terms of compensation still exists today in many organizations and needs to be addressed.

Gender pay equity includes all forms of remuneration such as salary, commissions, vacation pay, severance pay, and bonuses. It also includes employer contributions to pensions, short-and long-term disability plans, and all forms of health care and health insurance.

¹ Singular positions such as CEO, COO, Executive Director, etc., can be excluded. Pay classes with no employees of the opposite sex can also be excluded.
Five factors that are typically used to assess the value of work for comparison purposes and pay scales are knowledge, skill, effort, responsibility and working conditions.

U.S. government data show that the gender wage gap (the gap between men's wages and women's wages) is 23% for full-time workers. Statistics Canada data shows the gender wage gap is 30% for full-time workers. The OECD reports that the average gender pay gap for member countries is 18%.
The JUST Label calls for organizations to demonstrate that they are family friendly from both a policy and a practice perspective. Family-friendly organizations are those that have policies that make it possible for employees to have a more balanced family life and work life while fulfilling the responsibilities of each one.

Family-friendly policies and practices instituted by employers for the benefit of their employees typically focus on the needs of their employees that are related to the issues of everyday family life such as childbirths, adoptions, maternity and paternity leaves, caring for a sick child or an aging parent, medical appointments and school emergencies. In recognizing the importance of a solid and healthy family life for their employees and their communities, organizations need to institute a number of supportive, family-friendly policies. These policies should include, but not be limited to, opportunities for employees to opt for employee and family health benefits, employee assistance programs, flexible work arrangements, compressed workweek, job sharing, working away from the worksite, telecommuting, access to child care, as well as maternity/paternity leaves, parental leaves, family medical leaves and emergency leaves.

The one-, two- and three-star metrics recognize the extent to which organizations are family friendly in their policies and practices based on the employee benefits identified for this indicator, namely, maternity, paternity and parental leaves, and flexible work arrangements.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on its family-friendly benefits.
2. Maternity, Paternity and Parental Leaves: organization provides a minimum of 12 weeks of employment-protected maternity leave; a minimum of 2 weeks of employment-protected paternity leave; a minimum of 10 weeks of employment-protected parental leave.
3. Flexible Work Arrangements: organization allows positive (employee requested) scheduled work flextime (non-standard hours).

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on its family-friendly benefits.
2. Maternity, Paternity, and Parental Leaves: organization provides a minimum of 12 weeks of paid and employment-protected maternity leave; a minimum of 3 weeks of employment-protected paternity leave; a minimum of 12 weeks of employment-protected parental leave.
3. Flexible Work Arrangements: organization allows positive (employee requested) scheduled work flextime (non-standard hours); allows for negotiated compressed workweek.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on its family-friendly benefits.
2. Maternity, Paternity and Parental Leaves: organization provides a minimum of 24 weeks of paid and employment-protected maternity leave; a minimum of 4 weeks of employment-protected paternity leave; a minimum of 12 weeks of employment-protected parental leave.
3. Flexible Work Arrangements: organization allows positive (employee requested) scheduled work flextime (non-standard hours), allows for negotiated compressed workweek as well as negotiated telecommuting (working at home).

III. Rationale for Metric:

The JUST Label is selecting a number of the most employee-requested family friendly benefits than organizations can provide for their employees. The maternity, paternity, and parental leaves must, at a minimum, be employment-protected. When required to meet a star level, employee paid leaves may be realized through government funding and/or employer funding. Positive flexible work arrangements are focused on the employee being able to request, and working with the employer, to adjust the start and end time of the regular work day by up to two hours to accommodate family situations while still working the normal number of hours.
IV. Documentation Requirement:
Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on family-friendly employee benefits.
2. Statistical data to the online webform that demonstrates compliance with the one-, two- or three-star level requirements of the maternity, paternity and parental leaves and the flextime work arrangements.

V. Organizations of Repute:
United States Department of Labor
UC Berkeley – Labor Centre
The Community Toolbox
Canada’s Top 100 Employers
The Organization for Economic Co-operation and Development
International Labor Organization

VI. Background Facts of Note:
Reconciliation of work and family life is an important issue as working parents face conflicting demands and resources at work and in their family circumstances. Various policy options are considered to be family friendly if they protect family well-being and permit a sufficient achievement of work-family care balance. The Organization for Economic Co-operation and Development (OECD), a 34-country membership organization based in Paris, notes that workplace practices are key determinants of families’ ability to reconcile work and family life.

In the United States and Canada, various federal and state/provincial legislations set a number of minimum standards such as entitlements for maternity and paternity leaves that impact positively on families. In the United States, the federal Family and Medical Leave Act (FMLA) guarantees 12
weeks of unpaid maternity leave for eligible employees working for Covered Employers, as well as leave for personal or family medical reasons. Under these leaves, employees enjoy job and seniority protection. It is estimated that only about 60% of working mothers in the United States can qualify for 12 weeks of unpaid job-protected leave offered through the Family and Medical Leave Act—but any wage replacement for the time off is at the discretion of their employers.

In Canada, federal law guarantees 15 to 18 weeks of maternity leave (varies by province but most are 17 weeks) and 35 weeks of parental leave (shared with father) with a minimum of 55% of the individual’s average weekly earnings paid to the individual (weekly maximum of $524) through the government’s employment insurance. Individuals also have job and seniority protection while on leave. In Canada, a new mom would be entitled to a maximum of 50 weeks of paid and employment protected leave (with father opting not to choose paternity leave).

In at least 178 countries around the world, paid leave is guaranteed for working mothers, while more than 50 countries provide paid leave for fathers, according to the International Labor Organization. These countries recognize the many benefits of offering paid parental leave, from increased breastfeeding rates and better child health outcomes to greater paternal involvement in a child’s life when leave is offered for men. Another well-documented effect of paid maternity leave is higher maternal employment. When women have access to paid leave after the birth of a new child, they are more likely to return to work than women who do not have access to paid leave. As a result, there is a strong relationship between maternal employment and women’s access to paid maternity leave.

Sweden, Denmark, France, Finland, and the Netherlands are regarded as highly family-friendly countries, where family-friendly state legislation helps set the framework for organizations to meet and exceed these standards. On average, these five countries allow for 32 weeks of paid maternity leave. Further, and by way of example of the broader support for family-friendly practices, in its 2012 report, OCED emphasizes that almost all of its member countries (except the United States) have public income support payments for maternity, paternity and parental leaves.
SAFETY
I. Occupational Health and Safety:

The JUST label calls for organizations to provide safe and healthy work environments for all of their employees and to foster and advance safety and health management systems for the benefit of employees.

II. Indicator Metric:

To meet the criteria for a JUST label, organizations must meet or exceed all government rules and regulations regarding workplace health and safety and have a positive track record of safety. Policies and procedures for maintaining a safe work environment must be in place and verified for compliance.

Service organizations are exempt from participating in the OSHA (or Canadian equivalent) voluntary protection program.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy on occupational health and safety.
2. Organization is in compliance with all OSHA (or Canadian equivalent) employer responsibilities.
3. Organization has no OSHA (or Canadian equivalent) reportable accidents, illnesses or hospitalizations in the preceding 12-month period.
4. Organization has no OSHA (or Canadian equivalent) reportable fatal accidents in the preceding 36-month period.
5. Organization has no OSHA (or Canadian equivalent) violations in the preceding 36-month period.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on occupational health and safety.
2. Organization is in compliance with all OSHA (or Canadian equivalent) employer responsibilities.
3. Organization has no OSHA (or Canadian equivalent) reportable accidents,
illnesses or hospitalizations in the preceding 24-month period.
4. Organization has no OSHA (or Canadian equivalent) reportable fatal accidents in the preceding 48-month period.
5. Organization has no OSHA (or Canadian equivalent) violations in the preceding 48-month period.
6. Organization has received Merit recognition in the OSHA’s Voluntary Protection Program (VPP) or Canadian equivalent.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on occupational health and safety.
2. Organization is in compliance with all OSHA (or Canadian equivalent) employer responsibilities.
3. Organization has no OSHA (or Canadian equivalent) reportable accidents, illnesses or hospitalizations in the preceding 36-month period.
4. Organization has no OSHA (or Canadian equivalent) reportable fatal accidents in the preceding 60-month period.
5. Organization has no OSHA (or Canadian equivalent) violations in the preceding 60-month period.
6. Organization has received Star recognition in the OSHA’s Voluntary Protection Programs (VPP) or Canadian equivalent.

III. Rationale for Metric:
The JUST label’s goal is to encourage organizations to have work environments that are safe and healthy for everyone, where there is full compliance with OSHA requirements, and where there are no accidents, fatalities or illnesses caused by the workplace. The JUST label’s one-, two- and three-star metrics recognize that organizations may be in various stages in the development and strengthening of their safety and health management systems, and they promote continuous improvements in this regard.
IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on occupational health and safety.
2. A official statement from the organization’s co-chairs (employer and employee) of the joint safety and health committee attesting that the organization is in compliance with all OSHA (or Canadian equivalent) requirements.
3. A copy of the organization’s safety and health annual reports required by OSHA (or Canadian equivalent) for the time periods identified in each Star level being considered.
4. If applicable, a copy of the Star recognition in the OSHA’s Voluntary Protection Programs (VPP) or a Canadian equivalent.

V. Organizations of Repute:

United States Department of Labor
Occupational Safety and Health Administration (OSHA)
National Institute for Occupational Safety and Health (NIOSH)
Canadian Centre for Occupational Health and Safety (CCOHS)
Government of Canada-Ministry of Labour (MOL)
Government of Canada-Human Resources and Skills Development Canada
CSA Group -Canada

VI. Background Facts of Note:

Under the federal Occupational Safety and Health Act (OSHA), employers and employees have a number of specific legal responsibilities for workplace safety with the law holding employers particularly responsible for providing and ensuring a safe workplace. For example, employers must keep detailed, up-to-date records of all work-related illnesses, injuries, hospitalizations and
fatalities, and they must submit detailed reports of these incidents to OSHA and/or the responsible state agency.

As part of its legislated mandate, OHS can conduct inspections of workplaces and issue citations and penalties for violations of the act or its regulations. These violations and penalties are grouped under seven general headings: willful violations, serious violations, repeated violations, other than serious violations, falsifying records, reports or applications, posting requirement violations, and assaulting, resisting or interfering with a compliance officer.

OSHA also has developed the Voluntary Protection Programs (VPP) to advance effective safety and health management systems in workplaces that already have comprehensive programs and systems in place. The VPP, through its in-depth verification process, recognizes organizations that voluntarily apply for consideration and that meet its performance-based criteria. Recognition is granted to one of three programs—Star, Merit, or Demonstration.

Workplace Hazardous Materials Information Services (WHMIS) is a key part of Canada’s workplace hazards communication system. The WHMIS classification identifies the regulated hazards of a chemical (e.g. acute toxicity, carcinogenicity, dangerously active).

The American and Canadian federal governments use the Material Safety Data Sheet (MSDS) to help maintain safety from chemical hazards in the workplace.

The United States Occupational Safety and Health Administration (OSHA) and the Canadian Centre for Occupational Health and Safety (CCOHS) each set out a number of employer responsibilities pertaining to workplace health and safety, including the establishment and maintenance of a joint employer-employee health and safety committee, the maintenance of a safe workplace, employee training on hazards and safety, provision of personal protection equipment and the appointment of competent supervisors.

In Canada, federal legislation (Bill-C-45) under the Canada Criminal Code
“imposes a legal duty on employers and those who direct work to take reasonable measures to protect employers and public safety. If this duty is ‘wantonly’ or recklessly disregarded and bodily harm or death results, an organization or individual could be charged with criminal negligence.”
The JUST label calls for organizations to provide safe and healthy work environments for all of their employees and to foster and advance hazardous materials and chemicals management systems for the benefit of employees. The management of hazardous materials and chemicals in the workplace is a corporate responsibility that is necessary to safeguard the health and safety of employees and the public.

To meet the criteria for a JUST label, organizations must meet or exceed all government rules and regulations regarding hazardous materials and chemicals in the workplace and have a positive track record of safety. Policies and procedures for maintaining a work environment safe from hazardous materials and chemicals must be in place and verified for compliance.

**I. Hazardous Materials and Chemicals:**

The JUST label calls for organizations to provide safe and healthy work environments for all of their employees and to foster and advance hazardous materials and chemicals management systems for the benefit of employees. The management of hazardous materials and chemicals in the workplace is a corporate responsibility that is necessary to safeguard the health and safety of employees and the public.

**II. Indicator Metric:**

To meet the criteria for a JUST label, organizations must meet or exceed all government rules and regulations regarding hazardous materials and chemicals in the workplace and have a positive track record of safety. Policies and procedures for maintaining a work environment safe from hazardous materials and chemicals must be in place and verified for compliance.

**ONE STAR LEVEL**
1. Organization has a written and publicly posted policy on occupational health and safety, including its approach to hazardous materials and chemicals.
2. Organization is in compliance with all OSHA (or Canadian equivalent) employer responsibilities.
3. Organization has no OSHA (or Canadian equivalent) reportable accidents, illnesses or hospitalizations in the preceding 12-month period.
4. Organization has no OSHA (or Canadian equivalent) reportable fatal accidents in the preceding 36-month period.
5. Organization has no OSHA (or Canadian equivalent) violations in the preceding 36-month period.

**TWO STAR LEVEL**
1. Organization has a written and publicly posted policy on occupational health and safety, including its approach to hazardous materials and chemicals.
2. Organization is in compliance with all OSHA (or Canadian equivalent) employer responsibilities.
3. Organization has no OSHA (or Canadian equivalent) reportable accidents, illnesses or hospitalizations in the preceding 24-month period.
4. Organization has no OSHA (or Canadian equivalent) reportable fatal accidents in the preceding 48-month period.
5. Organization has no OSHA (or Canadian equivalent) violations in the preceding 48-month period.
6. Organization has received Merit recognition in the OSHA’s Voluntary Protection Program (VPP) or Canadian equivalent.

THREE STAR LEVEL
1. Organization has a written and publicly posted policy on occupational health and safety, including its approach to hazardous materials and chemicals.
2. Organization is in compliance with all OSHA (or Canadian equivalent) employer responsibilities.
3. Organization has no OSHA (or Canadian equivalent) reportable accidents, illnesses or hospitalizations in the preceding 36-month period.
4. Organization has no OSHA (or Canadian equivalent) reportable fatal accidents in the preceding 48-month period.
5. Organization has no OSHA (or Canadian equivalent) violations in the preceding 48-month period.
6. Organization has received Star recognition in the OSHA’s Voluntary Protection Programs (VPP) or Canadian equivalent.

III. Rationale for Metric:

The JUST label's goal is to encourage organizations to have work environments that are safe and healthy for everyone, where there is full compliance with OSHA requirements, and where there are no accidents, fatalities or illnesses caused by the workplace. The JUST label's one-, two- and three-star metrics recognize that organizations may be in various stages in the development and strengthening of their safety and health management systems, and they promote continuous improvements in this regard.
IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on occupational health and safety, including its approach to hazardous materials and chemicals.
2. An official statement from the organization’s co-chairs (employer and employee) of the joint safety and health committee attesting that the organization is in compliance with all OSHA (or Canadian equivalent), and Workplace Hazardous Materials Information Services (WHMIS) requirements.
3. A copy of the organization’s safety and health annual reports, including hazardous materials and chemicals reporting required by OSHA (or Canadian equivalent) for the time periods identified in each star level being considered.
4. If applicable, a copy of the Star recognition in the OSHA’s Voluntary Protection Programs (VPP) or a Canadian equivalent.
5. A senior executive member or the manager of human resources must sign the written documentation and the organization’s application for a star-level consideration.

V. Organizations of Repute:

United States Department of Labor--Occupational Safety and Health Administration (OSHA)
National Institute for Occupational Safety and Health (NIOSH)
Canadian Centre for Occupational Health and Safety (CCOHS)
Government of Canada—Ministry of Labour (MOL)
Government of Canada—Human Resources and Skills Development
International Labor Organization (ILO)
VI. Background Facts of Note:

Under the U.S. federal Occupational Safety and Health Act (OSHA), employers and employees have a number of specific legal responsibilities for workplace safety with the law holding employers particularly responsible for providing and ensuring a safe workplace. For example, employers must keep detailed, up-to-date records of all work-related illnesses, injuries, hospitalizations and fatalities and they must submit detailed reports of these incidents to OSHA and/or the responsible state agency.

As part of its legislated mandate, OHS can conduct inspections of workplaces and issue citations and penalties for violations of the act or its regulations. These violations and penalties are grouped under seven general headings: willful violations, serious violations, repeated violations, other than serious violations, falsifying records, reports or applications, posting requirement violations and assaulting, resisting or interfering with a compliance officer.

OSHA also has developed the Voluntary Protection Programs (VPP) to advance effective safety and health management systems in workplaces that already have comprehensive programs and systems in place. The VPP, through its in-depth verification process, recognizes organizations that voluntarily apply for consideration and that meet its performance-based criteria. Recognition is granted to one of three programs—Star, Merit, or Demonstration.

The Workplace Hazardous Materials Information Services (WHMIS) is a key part of the U.S. and Canadian workplace hazards communication system. The WHMIS classification identifies the regulated hazards of a chemical (e.g. acute toxicity, carcinogenicity, dangerously active). The key elements of WHMIS include correct labeling of containers, providing material and chemical safety data sheets (MSDS) and employee education and training programs. In workplaces where there are products that have WHMIS symbols or labels, and also when consumer products with hazard symbols are in the workplace, WHMIS applies and employers have a legal responsibility to provide information and training to their employees.
The Canadian federal government’s Hazardous Products Act and its associated Controlled Products Regulations are administrated by Health Canada, through the National Office of WHMIS. The American and Canadian federal governments both use the Material Safety Data Sheet (MSDS) to help maintain safety from chemical hazards in the workplace. The Ingredient Disclosure List identifies chemicals that must be noted on these materials safety data sheets.

The United States Occupational Safety and Health Administration (OSHA) and the Canadian Centre for Occupational Health and Safety (CCOHS) each sets out a number of employer responsibilities pertaining to workplace health and safety including the establishment and maintenance of a joint employer-employee health and safety committee, the maintenance of a safe workplace, employee training on hazards and safety, provision of personal protection equipment, and the appointment of competent supervisors.

In Canada, federal legislation (Bill-C-45) under the Canada Criminal Code, “imposes a legal duty on employers and those who direct work to take reasonable measures to protect employers and public safety. If this duty is ‘wantonly’ or recklessly disregarded and bodily harm or death results, an organization or individual could be charged with criminal negligence.”

The management of hazardous materials and chemicals in organizations requires a corporate program that is comprehensive and inclusive and needs to address areas such as: policy and overall strategies, criteria for selecting and procuring chemicals, registry of chemicals and safety data sheets, labeling and warning signage, transportation and storage, risk assessment and control, safety procedures and personal protection equipment, workplace monitoring and employee medical evaluations in high risk environments, employee information and training programs, emergency planning and first aid protocols, waste disposal, hazardous materials, and chemicals management program reviews, audits and records.
WORKER BENEFIT
The JUST label calls for organizations to demonstrate their support and concern for worker happiness by creating and maintaining work environments conducive to this happiness. Organizations that are progressive in employee relations and are really concerned about their employees and their families need to create an appropriate work-life balance and provide workplaces where their employees are happy. Employers need to assess how well they are doing in this regard and then address any shortcomings.

The JUST label is using a simple yet effective, two-question survey method to measure employee happiness. This survey method is based on the principle that satisfaction at work and willingness to recommend the organization as a good place to work both correlate highly with worker happiness. When tabulated, responses to the two questions provide a worker happiness score for the organization. The Worker Happiness Scale questions are:

1. “Considering all aspects of your job, how satisfied are you with your organization?”
   In this 11-choice scale, the number 10 represents “extremely satisfied” while the number 0 represents “not at all satisfied.”
   Rating Scale: 10 9 8 7 6 5 4 3 2 1 0

2. “How likely is it that you would recommend your organization as a good place to work?”
   In this 11-choice scale, the number 10 represents “extremely likely” while the number 0 represents “not at all likely.”
   Rating Scale: 10 9 8 7 6 5 4 3 2 1 0

Aggregated ratings determine the applicable JUST label star level recognition.
One-Star Level
1. Organization has a written and publicly posted policy on Worker Happiness.
2. Organization receives a minimum score of 6.0 on the annual aggregated worker happiness rating scale.

Two-Star Level
1. Organization has a written and publicly posted policy on Worker Happiness.
2. Organization receives a minimum score of 7.0 on the annual aggregated worker happiness rating scale.

Three-Star Level
1. Organization has a written and publicly posted policy on Worker Happiness.
2. Organization receives a minimum score of 8.0 on the annual aggregated worker happiness rating scale.

III. Rationale for Metric:

The happiness of employees at work affects their personal well-being as well as that of their family, colleagues and organization. The metric indicates how well the organization is doing in creating a positive work environment that supports their people and, ultimately, their community.

Each organization must conduct the Worker Happiness Survey annually and have a minimum of 70% of its full-time and part-time employees who have been with the organization for at least six months complete the survey. The organization submits the aggregated survey findings for JUST label review and determination of the applicable star level recognition.
IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on worker happiness.
2. Statistical data submitted to the online webform that show the results of its annual Worker Happiness Surveys, with each survey being completed by a minimum of 70% of the full-time and part-time employees (numerical data only).

V. Organizations of Repute:

The Happiness Initiative (USA)
Gross National Happiness USA (GNHUSA)
Delivering Happiness (USA)
Partnership for Public Service (USA)

VI. Background Facts of Note:

Over the past decade, the issue of worker happiness has been recognized as being extremely important to the well-being of individual employees and organizations as a whole. It has now become commonplace for many organizations to invest significant time and resources on making the work environment a happy place for their employees. These organizations have accepted their responsibility to be “good” employers in this aspect of work-life balance that brings important social, psychological, societal and productivity benefits.

The Office of Personnel Management (OPM) of the US federal government conducts a federal employee viewpoint survey (The Global Satisfaction Index) in order to provide an indicator of employees’ overall work satisfaction. The
index combines assessment of employees’ satisfaction with their job, their pay and their organization, plus their willingness to recommend their organization as a good place to work.

Research at Harvard University and other academic institutions suggests that happy workers:
- work better with others;
- fix problems instead of complaining about them;
- have more energy,
- are more creative, optimistic, motivated, and healthy
- worry less about making mistakes (and then actually make fewer mistakes);
- learn faster; and
- make better decisions.
I. Employee Benefits:

The JUST Label calls for organizations to provide a comprehensive employee benefits plan for their employees and their families that includes comprehensive health care insurance coverage (medical, dental, vision), a retirement plan and life insurance. An organization that is genuinely concerned with health care for its employees and their family members pays for all or a significant percentage of the comprehensive group health insurance premiums.

II. Indicator Metric:

To meet the criteria for a JUST Label, organizations must meet and exceed all government rules and regulations regarding the provision of health care insurance for their employees and their families. The one-, two- and three-star levels recognize different levels of employer support for health care insurance and the provision of other key employee benefits.

ONE-STAR LEVEL
1. Organization has a written, publicly posted policy on employee benefits program.
2. Organization pays a minimum of 50% of comprehensive (medical, dental, vision) health insurance premiums for employees and their families, and the employees pay a maximum of 50%.

TWO-STAR LEVEL
1. Organization has a written, publicly posted policy on employee benefits program.
2. Organization pays a minimum of 75% of comprehensive (medical, dental, vision) health insurance premiums for employees and their families, and the employees pay a maximum of 25%.
3. Organization offers employees a Retirement Plan (no employer match or contribution) and a Group Life Insurance Plan.
THREE-STAR LEVEL
1. Organization has a written, publicly posted policy on employee benefits program.
2. Organization pays a minimum of 100% of comprehensive (medical, dental, vision) health insurance premiums for employees and their families.
3. Organization offers employees a Retirement Plan (with employer match or contribution) and a Group Life Insurance Plan.

III. Rationale for Metric:
The JUST Label encourages organizations to take responsibility for the provision and payment of a comprehensive benefits package for their employees and their families. The one-, two- and three-star levels recognize differences in organizations’ ability to financially support a higher percentage of health care insurance costs and the provision of financial incentives for employees to save for their retirement years.

IV. Documentation Requirement:
Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the Indicator Metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on health care insurance for its employees and their families.
2. A copy of the organization’s health insurance plan that clearly shows the comprehensive (medical, dental, vision) coverage for employees and their families.
3. A copy of the organization’s policy on retirement and life insurance benefits.
4. Statistical data submitted to the online webform that show the health insurance plan premiums paid by the organization and by the employees as a percentage analysis of premium payment.
The Agency for Healthcare Research and Quality (AHRA) reports that approximately 66% of the population under the age of 65 is covered by employer-based health insurance. According to the Employee Benefit Research Institute (EBRI), employer-based health insurance coverage represents the largest source of health insurance with approximately 57% of employees getting their health insurance through their employers. Unfortunately, many employers have raised the percentage of health insurance premiums paid by their employees. As well, many employers have adopted insurance plans that carry larger deductibles and larger co-payments for their employees, which are cost-shifting strategies for employers.

The United States also has federal and state sponsored Medicare and Medicaid health insurance programs for identified groups such as people over the age of sixty-five and low income individuals. These programs cover only about 5% of the workforce.

In 2010, the United States government passed the Patient Protection and Affordable Care Act (PPACA). This legislation represents the most significant regulatory overhaul of the U.S. healthcare system since passage of Medicare and Medicaid in 1965. Under PPACA, organizations with 50 or more employees, including for-profit and not-for-profit entity employers, must provide health insurance coverage for their full-time employees, or they are subject to financial penalties. The PPACA also stipulates that organizations with more

V. Organizations of Repute:
The Agency for Healthcare Research and Quality (AHRA)
The Institute for Healthcare Improvement (IHI)
The Employee Benefit Research Institute (EBRI)

VI. Background Facts of Note:
The United States does not have universal health coverage. The Agency for Healthcare Research and Quality (AHRA) reports that approximately 66% of the population under the age of 65 is covered by employer-based health insurance. According to the Employee Benefit Research Institute (EBRI), employer-based health insurance coverage represents the largest source of health insurance with approximately 57% of employees getting their health insurance through their employers. Unfortunately, many employers have raised the percentage of health insurance premiums paid by their employees. As well, many employers have adopted insurance plans that carry larger deductibles and larger co-payments for their employees, which are cost-shifting strategies for employers.

The United States also has federal and state sponsored Medicare and Medicaid health insurance programs for identified groups such as people over the age of sixty-five and low income individuals. These programs cover only about 5% of the workforce.

In 2010, the United States government passed the Patient Protection and Affordable Care Act (PPACA). This legislation represents the most significant regulatory overhaul of the U.S. healthcare system since passage of Medicare and Medicaid in 1965. Under PPACA, organizations with 50 or more employees, including for-profit and not-for-profit entity employers, must provide health insurance coverage for their full-time employees, or they are subject to financial penalties. The PPACA also stipulates that organizations with more
than 200 employees must enroll their employees into health insurance plans offered by the employer. Employees can opt out of this coverage if they wish.

According to the National Conference of State Legislatures, small businesses usually pay more (about 18%) for employee health insurance than large firms, and this discrepancy results in inequities of coverage and costs for employees and employers. Under the new PPACA, small businesses and small tax-exempt organizations are now eligible for health care tax credits to help offset the higher costs of their health insurance.
The JUST label calls for organizations, as a corporate social responsibility, to support, sponsor and contribute financially to continuing education and training opportunities for their employees. Continuing education includes all education and training activities that are relevant to an employee’s professional knowledge and skills and to the specific needs of his or her job. Organizations need to provide supported access to both general and technical knowledge and leadership development as well as to specific technical knowledge for their employees.

Organizations typically provide some combination of financial and work-time support for continuing education programs. These various combinations include paying all or part of the associated costs (tuition, fees, books, travel, and so on), either directly or through employee reimbursement schedules as well as providing for paid work-time attendance. To these ends, organizations are required to have dedicated funds set aside annually to support employee continuing education. This fund is based on a set amount for each full-time equivalent (FTE) employee count. (The FTE is determined by the number of full-time employees plus the number of part-time employees who, when their work hours are totaled, would be equal to some number of full-time employees).

The JUST label expects organizations to demonstrate significant financial and work-time support for employee continuing education. The one-, two- and three-star levels recognize different levels of corporate support in this endeavor.

II. Indicator Metric:

The JUST label expects organizations to demonstrate significant financial and work-time support for employee continuing education. The one-, two- and three-star levels recognize different levels of corporate support in this endeavor.

**ONE-STAR LEVEL**
1. Organization has an annual dedicated fund for continuing education based on a minimum of $250 for each full-time equivalent (FTE) employee count.
2. Organization pays a minimum of 50% of the associated costs for approved continuing education (employee pays remainder) and allows employee to attend sessions during paid work time.

TWO-STAR LEVEL
1. Organization has an annual dedicated fund for continuing education based on a minimum of $500 for each full-time equivalent (FTE) employee count.
2. Organization pays a minimum of 75% of the associated costs for approved continuing education (employee pays remainder) and allows employee to attend sessions during paid work time.

THREE-STAR LEVEL
1. Organization has an annual dedicated fund for continuing education based on a minimum of $750 for each full-time equivalent (FTE) employee count.
2. Organization pays 100% of the associated costs for approved continuing education and allows employee to attend sessions during paid work time.

III. Rationale for Metric:

Organizations can have a number of policies and programs that address the need for continuing education for their employees. The one-, two- and three-star levels recognize the various support initiatives in place. Having a set, dedicated continuing education fund based on an organization’s FTE employee count demonstrates commitment in tangible terms and facilitates organizational planning for how best to distribute these funds to employees for continuing education purposes.

The FTE count is determined as illustrated in the following example. If an organization had 500 full-time employees and 90 part-time employees each working one-third of the hours of a full-time employee, the total FTE would be 530 (500 plus 30) employees.
The fund is based on a set amount (e.g. $500) for each FTE. In this example, the fund would be $26,500 ($500 X 530), but this does not mean that each employee is automatically entitled to these dollars. There is always an employee application and an employer management approval process wherein some people will be approved and others will not. The ones who are approved may be granted any amount up to some pre-determined dollar amount for any one individual (e.g. $4000). This approved amount could include payment for any or all tuition, fees, books and travel (e.g., airfare, hotel, meals) to a one-, two- or three-week session. The employer would pay the employee while he or she is taking the approved course.

Organizations that support continuing education for their employees use some combination of financial and work-time considerations to ascertain their policy support of continuing education. These combinations typically include:

1) Organization pays for all of the associated costs and employee attends educational sessions during paid work time
2) Organization pays for all of the associated costs and employee attends sessions during non-work time
3) Organization and employee each pay for some of the associated costs and employee attends sessions during paid work time
4) Organization and employee each pay for some of the associated costs and employee attends sessions during non-work time

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s written and publicly posted policy on continuing education for its employees.
2. Statistical data that shows the total dollar value allocated to each FTE and the percentage of the associated costs paid by the employer.
V. Organizations of Repute:

American Council on Education (ACE)
National Center for the Study of Adult Learning and Literacy
The Office of Vocational and Adult Education (OVAE)
Canadian Policy Research Networks—Canadian Council on Learning (CCL)

VI. Background Facts of Note:

Continuing education is an all-encompassing term that includes a myriad of formal and informal, broad-based general and focused education, skills training, as well as leadership and professional development. Organizations typically institute corporate policies and practices pertaining to continuing education for their employees. Increasing numbers of organizations are recognizing the value and importance of ongoing in-service and external programs, courses, workshops, seminars, conferences, membership in professional associations and so on that benefit their employees and the organization as a whole.

According to the US Department of Education, demand for continuing education for adults aged 35 or older should grow by 7% until 2016.

* Source: Education Corner
LOCAL BENEFIT
The JUST Label calls for organizations to have a direct relationship to the communities that they serve and the accountability that comes when senior leadership and stakeholders reside in the places they impact. For the JUST Label, the goal is to have the organization’s owners and senior decision-makers live within the communities where the business and its activities are located and not to be absentee owners who are not personally connected to or vested in the community and the environment within which the organization operates. Local control refers to owners, investors, senior executives, and shareholders who are accountable for the business and make important decisions affecting its sustainability as well as the ongoing economic well-being of their employees and the communities in which their businesses are located. The one-, two- and three-star levels recognize several scenarios where the organization’s owner and senior leadership and management may live in relation to the location of the business. The star levels encourage increased local control of the business through residency of its decision-makers.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on local ownership and local control.
2. Organization owners or board members live a maximum of 250 miles from where business is located.
3. Organization has a senior manager, who is not the owner, who lives in the local community where the business is located.
4. Organization has a minimum of 50% of its senior leadership team resident within 75 miles of the business location.
5. Organization pays its corporate taxes in the local community where the business is located.
TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on local ownership and local control.
2. Organization owners or board members lives a maximum of 100 miles from the community where the business is located.
3. Organization has a senior manager, who is not the owner, who lives in the local community where the business is located.
4. Organization has a minimum of 70% of its senior leadership team resident within 60 miles of the business location.
5. Organization pays its corporate taxes in the local community where the business is located.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on local ownership and local control.
2. Organization owners or board members lives a maximum of 25 miles from the community where the business is located.
3. Organization has a senior manager, who is not the owner, who lives in the local community where the business is located.
4. Organization has a minimum of 90% of its senior leadership team resident within 50 miles of the business location.
5. Organization pays its corporate taxes in the local community where the business is located.

III. Rationale for Metric:

The JUST Label embraces the expansion and diversification of local ownership in businesses that are beneficial to local economies and communities. The JUST Label recognizes that there are several types of business ownership models that meet, in part or in whole, the JUST local ownership and local control goal. The one-, two- and three-star metrics account for these variations or stages of goal fulfillment.
IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator Metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on local ownership and local control and a copy of its organizational chart.
2. Submission to the online webform confirming the distance the owners lives from the community in which they are located, and that the organization has a senior manager besides the owner who lives in the local community where the business is located.
3. Submission to the online webform stating the distance from the residence of the senior leadership team to the business location.
4. Submission to the online webform confirming that the organization pays taxes in the local community.

V. Organizations of Repute:

- Business Alliance for Local Living Economies (BALLE)
- ESOP Association
- The National Center for Employee Ownership (NCEO)
- Tellus Institute
- Localize (Canadian)

VI. Background Facts of Note:

Local control has to do with where the ownership of an organization is located as compared to where the organization conducts its business. That is, when an organization makes products or provides services in a community, the leaders who are responsible and accountable for the major decisions regarding the business should live in that same community. Otherwise, there is a disconnect.
tion from the employees and the community and the impacts of organization decisions.

When an organization or business has local ownership and local control, there is much more likelihood that the owners, in their business decision-making will consider the needs of, and the benefits to, the local people and the local community because the owners are a part of that community.
LOCAL SOURCING

I. Local Sourcing:
The JUST Label calls for organizations to commit to and demonstrate their support of local businesses and economies through local sourcing. Organizations and their employees operate within communities, and they need to be active participants in ensuring the health and vibrancy of local economies and communities.

II. Indicator Metric:
Local sourcing or buying local is an important component of healthy and sustainable communities and economies. Local sourcing represents an opportunity for organizations to ensure a sustainable supply of goods and services while building a more locally based, self-sustaining economy and strengthening the social health of communities. The one-, two- and three-star levels recognize that organizations may not be able to purchase or secure all of their needed goods and services locally, so regional sourcing is recognized as another tier while still encouraging organizations to more thoroughly search out or create local sourcing opportunities. The JUST Label recognizes a 300-mile radius from the organization’s home or business community as its geographic component of local sourcing and a 600-mile radius for regional sourcing.

Calculations apply only to purchased goods and services.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy in support of local sourcing.
2. Organization is an advocate and an active member of a local sourcing/shop local group.
3. Organization has, in the prior 12-month period, purchased locally a minimum of 10% of its goods and services, as determined by total dollars spent, from independent, locally owned and operated...
businesses that are not part of a national or an international chain or internet-based.

4. Organization has, in the prior 12-month period, purchased regionally a minimum of 10% of its goods and services, as determined by total dollars spent, from independent, locally owned and operated businesses that are not part of a national or an international chain or internet-based.

5. Organization is a member of the Business Alliance for Local Living Economies (BALLE) or equivalent organization.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy in support of local sourcing.

2. Organization is an advocate and an active member of a local sourcing/shop local group.

3. Organization has, in the prior 12-month period, purchased locally a minimum of 15% of its goods and services from independent, locally owned and operated businesses that are not part of a national or an international chain or internet-based.

4. Organization has, in the prior 12-month period, purchased regionally a minimum of 15% of its goods and services from independent, locally owned and operated businesses that are not part of a national or an international chain or internet-based.

5. Organization is a member of the Business Alliance for Local Living Economies (BALLE) or equivalent organization.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy in support of local sourcing.

2. Organization is an advocate and an active member of a local sourcing/shop local group.

3. Organization has, in the prior 12-month period, purchased locally a minimum of 20% of its goods and services from independent, locally owned and operated businesses that are not part of a national or an international chain or internet-based.
4. Organization has, in the prior 12-month period, purchased regionally a minimum of 20% of its goods and services from independent, locally owned and operated businesses that are not part of a national or an international chain or internet-based.
5. Organization is a member of the Business Alliance for Local Living Economies (BALLE) or equivalent organization.

### III. Rationale for Metric:

JUST Label organizations need to champion local and regional sourcing and become active participants in groups or alliances acting in support of sourcing from independent, locally owned and operated businesses that are not part of a national or an international chain or internet-based. The metrics recognize different levels of local and regional sourcing efforts by organizations.

### IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the Indicator Metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on local and regional sourcing.
2. A copy of the letter or certificate showing membership in BALLE.
3. Summary data and documents submitted to the online webform that show the organization’s total dollar value of purchased goods and services in the prior 12-month period from all sources and the total dollar value of these purchases obtained locally and regionally from independent, locally owned and operated businesses. This summary data must include the calculation for the percentage of the total acquisitions that were locally sourced and regionally sourced. Whenever an organization has offices
or business sites in multiple locations (e.g., different cities), each of these locations is considered separately for the purpose of local and regional sourcing requirements.

V. Organizations of Repute:

Business Alliance for Local Living Economies (BALLE)
Independent We Stand
Institute for Local Self-Reliance (ILSR)
American Independent Business Alliance (AMIBA)

VI. Background Facts of Note:

Local sourcing involves the support of the local economy through the acquisition and use of local materials, supplies and services, locally manufactured products and locally grown food rather than importing them from far distances. With local or regional sourcing, supply chains are usually shorter, more predictable and certain in regard to product delivery times.

Local or regional sourcing is not just about geographic distance—it has to do with scale and ownership and how these elements impact positively on local community business, economic and job creation opportunities. Further when organizations proactively seek to purchase from local women and minority owned small businesses, this often provides a significant boost to job creation in traditionally underserved and impoverished communities.

There is no set definition or agreement of what constitutes “local” or “regional” in terms of geographic distance from a supplier to a market. Organizations in support of local sourcing use different distance criteria, typically choosing radius factors such as 100, 200, 300, or 400 miles. For example, a national food retailer in the U.S. defines “local” as a distance that can be driven in less than eight hours to reach a store. Regional sourcing distances are greater, although again with few radius markers agreed upon. The local and regional sourcing distance often depends on the type and nature of the goods or services that an organization requires from suppliers.
Local sourcing is a growing trend and approach to business and community well-being in the United States and Canada with increasing numbers of individuals, consumer groups and retail merchant associations as advocates. Various conferences, seminars, workshops and webinars focused on the concept, benefits and challenges of local sourcing are on the rise.

The Business Alliance for Local Living Economies (BALLE) is a non-profit organization that acts as a center point for a growing network of local businesses and local funders. BALLE focuses its work in eight core areas:

1. Local First - means increasing demand for locally owned, made and grown businesses, goods and services.
2. Shared Ownership - cultivating democratic economic models like worker ownership, land trusts, protection of public assets, and the commons.
3. Opportunity For All - working to eliminate systemic barriers, invest in good jobs, assert the rights of labor to be on par with that of capital, and build opportunity within communities that have been historically oppressed.
4. Innovation For Good - success comes from investing in backbone organizations that are convening and strengthening community entrepreneurs around real prosperity.
5. Soil and Nature - making the choice to divest from fossil fuels and investing instead in soil and nature-based industries, energy and infrastructure.
6. Community Capital - divesting from Wall Street and invest in community businesses and social enterprise.
7. Localist Policies - advocating for and implementing policy, a broad cross-section of entrepreneurs, policymakers, economic development professionals and community members are transforming the legal structures that undergird the economy.
8. Magic and Soul - universally, we feel well when we are connected to each other, connected to the natural world, connected to our purpose, and when we’ve been generous.
STEWARDSHIP
RESPONSIBLE INVESTING

I. Responsible Investing:

The JUST label calls for organizations to demonstrate the extent of their socially responsible investing (SRI) and advocacy. Responsible investing, or SRI investing, is an investment in people, community, environment and country, as well as in the prosperity of the specific organization. It asks organizations to invest only in ethical businesses that have positive benefits, treat their employees fairly and with respect, and do not condone, support, or participate in practices, products or services such as alcohol, tobacco, and gambling that are harmful to society or the environment.

Responsible investing means organizations only invest in businesses that are human rights compliant and that support and protect employees and their families. It means investing in businesses that follow progressive, sustainable practices that contribute to sustainable economies, communities, and societies.

As part of this indicator, organizations are recognized for investing in their local communities, with community banks and credit unions. In the United States, community banks are independent, locally owned and operated banks or savings institutions that offer credit, capital, and financial services to individuals and organizations. Credit unions are not-for-profit cooperative, tax-exempt organizations that may be federal or state chartered entities.

Socially Responsible Investing (SRI) requires organizations to study the social and environmental implications of the investments they are considering and then to make their investment decisions based on those findings.

II. Indicator Metric:

The one-, two- and three-star levels provide recognition for organizations as they become more involved in socially responsible investing for the benefit of communities and society.
Charitable organizations (501c3), charitable foundations and government entities get three stars automatically.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on responsible investing.
2. Organization has a minimum of 50% of its investment portfolio as SRI investments; organization has a minimum of 5% of cash assets held in registered community banks or credit unions.

**TWO-STAR LEVEL**
1. Organization has a written and publicly posted policy on responsible investing.
2. Organization has a minimum of 75% of its investment portfolio as SRI investments; organization has a minimum of 10% of cash assets held in registered community banks or credit unions.

**THREE-STAR LEVEL**
1. Organization has a written and publicly posted policy on responsible investing.
2. Organization has 100% of its investment portfolio as SRI investments; organization has a minimum of 15% of cash assets held in registered community banks or credit unions.

**III. Rationale for Metric:**

The JUST label requires organizations to show their SRI investments as a percentage of their total investment portfolio. Through this type of investment, they demonstrate their commitment to socially responsible investing. Likewise, organizations need to show the percentage of their cash assets that they have deposited in registered community banks and credit unions. These deposit dollars help further community development and provide access to funds for non-profit organizations working to effect positive change that may not be available from the larger national banks.
IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on responsible investing.
2. Statistical data submitted to the online webform that demonstrates the organization meets the JUST label star level requirements.
3. Submission to the online webform confirming that the organization uses a community bank or credit union for at least a portion of its banking services.

V. Organizations of Repute:

Coalition for Environmentally Responsible Economies (Ceres)
The National Capital Institute (NCI)
International Standardization Organization (ISO)
Opportunity Finance Network (OFN)—United States
Social Investment Organization (SIO)—Canada

VI. Background Facts of Note:

Responsible investing is also known by other names, such as socially responsible, sustainable, socially conscious, green, or ethical investing. Responsible investing entails a decision-making process that considers positive social or environmental returns alongside competitive financial returns. The call for responsible investing is gaining strength as increasing numbers of organizations realize the positive financial and social outcomes that can be realized.

Socially Responsible Investing (SRI) has, in recent years, become a de facto standard for many organizations that have or want a good social reputation.
These organizations now seriously consider their investments in terms of how ethical they are and how they reduce negative impacts on people, communities, the economy and the environment.

Amy Domini of Domini Mutual Funds originally defined socially responsible investing in 1986 when she wrote “Ethical Investing.” According to Domini, socially responsible investing requires three things:

1) Selecting investments by applying standards that include impacts on people and the planet
2) Shareholder advocacy—engaging in issues through shareholder resolutions or through policy work
3) Adding investments into highly impactful entities such as community development loan funds that bring about positive change

Socially responsible investing involves three areas of analysis prior to any investment: a firm’s record on the environment (positive or negative impacts); social responsibility (social issues such as human rights, labor rights, “sin stock” like alcohol, tobacco, gambling); and corporate governance issues (ethical conduct, transparency, diversity).

The International Standardization Organization (ISO) has international standards in the areas of social and environmental performance based on the three main elements of sustainable development—the economy, the social sphere, and the environment.
The JUST label calls for organizations to commit to and demonstrate the nature and extent of their community volunteer involvement. Community volunteering is an investment in a community and its peoples. Volunteering provides valuable community services and strengthens a community in many ways such as supporting families, improving schools, supporting youth, and beautifying the community. Community volunteering is an important measure of the civic health of a community, a state, and a nation.

For the JUST label, volunteering is defined as a service only to recognized charitable, non-profit, community, local, state, or federal government, and religious organizations. JUST label volunteering is focused on services that provide benefits to the wider community and does not include services such as cleanups of the property of individual employees or corporations.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy in support of community volunteering.
2. Organization supports individual employee option to receive up to 16 hours of annual unpaid time off work to participate in volunteer activities.

**TWO-STAR LEVEL**
1. Organization has a written and publicly posted policy in support of community volunteering.
2. Organization supports individual employee option to receive up to 16 hours of annual paid time off work to participate in volunteer activities.
THREE-STAR LEVEL
1. Organization has a written and publicly posted policy in support of community volunteering.
2. Organization supports individual employee option to receive up to 32 hours of annual paid time off work to participate in volunteer activities.

III. Rationale for Metric:

It is important for organizations to demonstrate the extent of their civic engagement through support for, and involvement in, volunteer activities in their local, state, and broader communities. The JUST label wants to recognize, through its Indicator Metric, those organizations that are involved in the very important initiative that is community volunteering, and to encourage organizations to increase both corporate participation and corporate support of employee involvement. This volunteer involvement needs to focus on support offered to charitable, non-profit community organizations and to local, state or federal government agencies.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on community volunteering.
2. Statistical data submitted to the online webform that demonstrates the extent of its involvement in community volunteering and its employees’ participation to meet the requirements of the star levels.
The Corporation for National and Community Service (CNCS) is the federal agency that has a key role in support of the American culture of citizenship, service and responsibility. According to CNCS, in 2011, 64.3 million Americans volunteered in a formal organization, and this number represented an increase of 1.5 million from 2010. The most popular service activities were clustered in four areas—fundraising; collecting, preparing, distributing, or serving food; engaging in general labor or transportation; and tutoring or teaching.

Workplace volunteering encourages organizations to better their communities. Some organizations choose one-time or periodic events for their employees to become involved with as volunteers, while other organizations design ongoing local programs and causes for their employees to become engaged in. Many organizations give their employees paid time away from their usual work to participate in community volunteering. For example, Statistics Canada reports, “In 2010, 57% of employees in Canada who did volunteer reported that they had received one or more formal means of support to do so from their employers. This proportion was unchanged from 2004.” In order to help with community volunteering, employers did a number of things, such as approving changes to employee work hours, reducing their regular work activities and providing various forms of recognition to them.
I. Positive Products:

The JUST label calls for organizations to produce, be involved with, support, and invest only in positive products and services so that they contribute constructively—to their communities and society. The concept of positive products relates to doing social good through the making, provision, and support of products and services that contribute to the betterment of people, communities and the environment. Positive products also refers to the production, selling, and purchase of fair trade products and services that are environmentally friendly, people friendly, and animal friendly.

The JUST label defines positive products and services as those that contribute to the betterment of society and the environment. These positive products and services, either directly for the user, or indirectly to others beyond the immediate user, contribute to beneficial outcomes. These products and services positively address societal concerns such as: renewable energy; water services; public transportation; pollution and waste management; social and economic inequalities and inequities; discrimination; poverty and other social injustices; affordable housing; improvements in nutritional foods; health care and safety; advancements in education; animal welfare; promotion of the arts and sciences; and conservation and reclamation of the natural environment. Conversely, and of equal importance within the JUST label, the products and services that are considered to have significant negative societal and environmental outcomes are prohibited. These negative prohibitions include, but are not limited to: armaments and firearms; alcohol; tobacco; narcotics and other illicit drugs; gambling; pornography; prostitution; payday lending; organized crime; clear-cut logging; genetically-modified foods or patenting life; and non-nutritional (“junk”) foods and beverages.

II. Indicator Metric:

Being actively involved only in positive products and services and avoidance of negative products and services as described above is part of an organization’s corporate responsibility within the JUST label. This involvement covers
the complete life cycle of a product or service, from investment to design, manufacture, sale, use, reuse and so on. The one-, two- and three-star levels recognize each organization’s commitment to positive products and services that are beneficial to society and the environment and avoidance of negative products and services that are harmful to society and the environment.

The positive and negative products and services identified in the previous section (Positive Products) are not to be considered all-inclusive, but rather they serve as examples of the JUST label approach. The JUST label will review each organization’s products and services for star level consideration against its most current rating of products and services. In the one- and two-star levels that follow, the focus is on products and services that are considered harmful to society and the environment and which must be avoided in order to receive JUST label consideration. Star Level Three is centered on positive products and services.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy that addresses its commitment to and involvement only with products and services that have positive societal and environmental impacts, that improve the quality of human and animal life and that make a positive contribution to community and society. The organization’s policy identifies its screening and selection criteria for any type of involvement in any product or service.
2. Organization is not involved in the manufacture or provision of firearms and armaments, alcohol, tobacco, narcotics and other illicit drugs, pornography, fossil fuel extraction and refining, known or suspected carcinogens, (LBC) Red List materials and chemicals, or the nuclear industry.
3. Organization is not involved in prostitution, payday lending, gambling, genetically modified foods or patenting life.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy that addresses its commitment to and involvement only with products and services that have positive societal and environmental impacts, that improve the
quality of human and animal life and that make a positive contribution to community and society. The organization’s policy identifies its screening and selection criteria for any type of involvement in any product or service.

2. Organization is not involved in the manufacture or provision of firearms and armaments, alcohol, tobacco, narcotics and other illicit drugs, pornography, fossil fuel extraction and refining, known or suspected carcinogens, (LBC) Red List materials and chemicals, or the nuclear industry.

3. Organization is not involved in the manufacture of products made from petroleum byproducts, products that contain Red List chemicals, and non-nutritional (“junk”) foods and beverages.

4. Organization is not involved in any activity or service that supports businesses identified in the one-star level.

5. Organization is not involved in prostitution, payday lending, gambling, genetically modified foods or patenting life.

6. Organization does not manufacture anything that is a known or suspected carcinogen.

**THREE-STAR LEVEL**

1. Organization has a written and publicly posted policy that addresses its commitment to and involvement only with products and services that have positive societal and environmental impacts, that improve the quality of human and animal life and that make a positive contribution to community and society. The organization’s policy identifies its screening and selection criteria for any type of involvement in any product or service.

2. Organization is not involved in any product or service identified in the one- and two-star levels.

3. Organization is involved in products and services that support renewable energy, water purification, affordable housing, public transportation, pollution and waste management, health care and safety, improvements in nutritional foods, animal welfare, conservation and reclamation of the natural environment, advancements in education, promotion of the arts and sciences, and the elimination of discrimination, poverty and other social and economic inequalities and injustices.
4. Organization, if a producer or seller of products that are covered by Fairtrade International, is certified by Fairtrade USA (or Fairtrade Canada). Organization is a net-positive contributor to the environment and society, moving beyond simply reducing its negative impacts to a position where it restores and adds more back to the environment and society than it consumes in its operations.

III. Rationale for Metric:

The JUST label seeks to identify organizations that are involved with and support only products and services that are socially positive and beneficial for communities, society, the environment, people and other animals. In parallel, the JUST label will not recognize in its three star levels organizations that are involved with products and services that are considered to have negative effects on society and the environment.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on its approach to, and its involvement with, positive products and services.
2. A formal statement identifying and attesting to all of the products and services the organization is involved with, including those that may be deemed to be negative for society and the environment under the JUST label. This statement must identify the nature of its involvement(s) with the product or service, such as being an investor, a designer, a manufacturer, a retailer, a user or a service provider.
3. If applicable, a completed Declare Product Declaration Form providing information about their business and their products.
4. If applicable, a copy of the organization’s Fairtrade certification.
V. Organizations of Repute:

The Healthy Building Network
Fairtrade International (FLO)
Fairtrade USA
Fairtrade Canada
Industry Canada—Government of Canada
Green America
B-Labs

VI. Background Facts of Note:

The proliferation of products and services that are deemed by many people to have a negative effect on people, animals, the environment, and society in general has spawned a movement to mitigate these social detriments. Organizations involved in products and services that are viewed as socially negative by a growing number of people are coming under greater scrutiny. The promotion of positive products and services as a corporate responsibility is gaining significant momentum.

Constituent materials in many products are harmful to the health of humans, animals, and the natural environment in both the short term and the long term. To increase awareness and understanding of health and toxicity concerns for certain materials, and products, two organizations, The Healthy Building Network and the International Living Future Institute (ILFI), have identified a number of materials, chemicals and products that are detrimental to health. The Healthy Building Network developed the Pharos Project to provide a comparison framework for evaluating and selecting materials for the building materials market. The ILFI, through The Living Building Challenge, has created a Red List of prohibited materials and chemicals that it says should be phased out of production and cannot be used for buildings seeking Living Building recognition.
Fairtrade International (FLO) and its member affiliates, Fairtrade USA and Fairtrade Canada, are non-profit organizations whose purpose is to change the terms of trade for the products consumers purchase. They want “to ensure the farmers and artisans behind those products get a better deal” and for consumers to have information on these products so that they can make informed and values-oriented purchases. The FLO has a Fair Trade certification system for both producers and sellers. According to Fairtrade International, “producers have to meet a variety of criteria that focus on a range of areas including labour standards, sustainable farming, governance, and democratic participation.” Similarly, FLO stipulates that businesses that purchase products from Fairtrade certified producer organizations must abide by their standards that focus on “the terms of trade.”
I. Charitable Giving:

The JUST label calls for organizations to have a corporate commitment to and be actively involved in charitable giving of finances to worthy causes within the communities where they are located or elsewhere. Charitable giving demonstrates an organization’s involvement in its community and enriches the lives of people who give as well as the lives of people who are the beneficiaries of the gifts. JUST label organizations need to be involved in charitable giving as corporate philanthropy. Charitable giving affords organizations opportunities to express their values by supporting causes important to them.

II. Indicator Metric:

Charitable organizations (501c3), charitable foundations and government entities get three stars automatically.

ONE-STAR LEVEL
1. Organization has a written and publicly posted policy on charitable giving.
2. Organization donates a minimum of 1.0% of the organization’s before-tax profits to an IRS registered charitable or not-for-profit organization.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy on charitable giving.
2. Organization donates a minimum of 2.0% of the organization’s before-tax profits to an IRS registered charitable or not-for-profit organization.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy on charitable giving.
2. Organization donates a minimum of 3.0% of the organization’s before-tax profits to an IRS registered charitable or not-for-profit organization.
III. Rationale for Metric:

The JUST label wants the organization, as a corporate entity, involved in charitable giving as an important demonstration of corporate responsibility. The one-, two- and three-star levels recognize differences in charitable giving.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on charitable giving.
2. Statistical data that demonstrates the percentage of total profits that can be counted toward charitable giving.
3. The organization must provide an itemized list of all donations that includes the names of the charitable organizations, the dates of the contribution and the amount of those contributions.

V. Organizations of Repute:

National Committee for Responsive Philanthropy (NCRP)
The Giving Back Fund (a non-profit that tracks philanthropy worldwide)
CharityWatch (formerly, American Institute of Philanthropy [AIP])
Internal Revenue Service (IRS)

VI. Background Facts of Note:

Charitable giving is an opportunity for people and organizations with resources to share those resources with people in need. Giving to charities helps to make communities better places to live and giving helps to raise the standard
of living for those individuals and groups in need.

In the United States, charitable giving was over $298 billion in 2011, up 4% from 2010. Individuals gave 73% of the 2011 total amount, while corporate giving accounted for just 5% of the total giving in 2011. Giving USA 2012 data shows that total giving in 2011 was 11% below the amount given in 2007.

Charitable giving by Canadians as reported by Statistics Canada (April 16, 2012) shows that the donor rate of Canadian adults (aged 15 and over) is 84%, and Canadians annually donate about $10.6 billion, with an average donation of $446. Canadian corporations, on average, donate about 1.0% of their pre-tax profits to charitable causes.
I. Animal Welfare:

The JUST label calls for organizations to have a corporate commitment to support animal welfare and to demonstrate that they are not involved in the production, promotion or sale of goods and services that are antithetical to the well-being of animals.

II. Indicator Metric:

For the JUST label, animal welfare refers to the ethical, merciful, non-abusive and non-harmful treatment of animals and to the prevention of any distress and pain, so animals enjoy a dignified and humane quality of life. This perspective means that all animals must be humanely raised and cared for throughout their lives. When raised for food, animals must not be subject to factory farms or to gestation crating or other similar types of overtly restrictive confines, and they must be transported and humanely slaughtered in accordance with and beyond all state and federal laws, regulations and guidelines.

Factory farms, also known as animal feeding operations or industrial animal production, are essentially industrial operations where an extremely large number of animals are raised for food on minimal land and confined in crowded enclosures, and the operations require large amounts of feed, water and medications.

Family Farms refers to farms that are owned and operated by members of a family. These farms are for raising crops and/or domesticated animals. The United States Department of Agriculture (USDA) specifies “family farms exclude farms organized as nonfamily corporations or cooperatives, as well as farms with hired managers.”
ONE-STAR LEVEL
1. Organization has a written and publicly posted policy in support of and commitment to animal welfare.
2. Organization is not involved in any form of animal testing or experimentation.
3. Organization does not conduct business with factory farms.
4. Organization does not conduct business with enterprises that use gestation crating or other similar types of overtly restrictive confines.
5. Organization does not conduct business with slaughterhouses that are not USDA-Certified (or the equivalent in Canada).
6. Organizations that utilize or sell animal products (e.g., meat, dairy, eggs, furs, and leather) must ensure that the Animal Welfare Approved program standard has been met for all operations affecting the animals.

TWO-STAR LEVEL
1. Organization has a written and publicly posted policy in support of and commitment to animal welfare.
2. Organization is not involved in any form of animal testing or experimentation.
3. Organization does not conduct business with factory farms.
4. Organization does not conduct business with enterprises that use gestation crating or other similar types of overtly restrictive confines.
5. Organization does not conduct business with slaughterhouses that are not USDA certified (or the equivalent in Canada).
6. Organization that utilizes or sells animal products (e.g., meat, dairy, eggs, furs, leather) must ensure that the Animal Welfare Approved program standard has been met for all operations involving the animals.
7. Organization is certified by the Animal Welfare Institute’s Animal Welfare Approved program if it is a family farm involved in the use of animals for commercial food production.
8. Organization contributes a minimum of 0.25% of its annual profits to non-profit organizations working for the cause of animal welfare.

THREE-STAR LEVEL
1. Organization has a written and publicly posted policy in support of and commitment to animal welfare.
2. Organization is not involved in any form of animal testing or experimentation.
3. Organization does not conduct business with factory farms.
4. Organization does not conduct business with enterprises that use gestation crating or similar types of overtly restrictive confines.
5. Organization does not conduct business with slaughterhouses that are not USDA certified (or the equivalent in Canada).
6. Organization, if it utilizes or sells animal products (e.g., meat, dairy, eggs, furs, leather), must ensure that the Animal Welfare Approved program standard has been met for all operations involving the animals.
7. Organization is certified by the Animal Welfare Institute’s Animal Welfare Approved program if it is a family farm involved in the use of animals for commercial food production.
8. Organization contributes a minimum of 0.50% of its annual profits to non-profit organizations working for the cause of animal welfare.

III. Rationale for Metric:

The JUST label requires that organizations demonstrate their corporate commitment to animal welfare through policy and practice affirmation and financial contributions.

IV. Documentation Requirement:

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy in support of and commitment to animal welfare.
2. A signed statement of assurance verifying that the organization neither conducts nor is a party to any animal testing or experimentation; that it does not conduct business with factory farms; that it does not conduct business with enterprises that use gestation crating or similar types of overtly restrictive confines; that it does not conduct business with slaughter houses that are not USDA-Certified (or the equivalent in
Canada). The statement must also contain a pledge that it will not become involved with any of these activities in the future.

3. Organization, if it utilizes or sells animal products, must sign an affidavit attesting that the standards and criteria used by the Animal Welfare Approved program (or equivalent) has been met for all operations involving the animals.

4. If a family farm, organization must present a true copy of its certification from the Animal Welfare Approved program.

5. A verification copy of the annual financial contributions as a percentage of its annual profits given to non-profit organizations working for the cause of animal welfare.

6. A senior executive member or the manager of human resources must sign the written documentation and the organization’s application for star level consideration.

V. Organizations of Repute:

Animal Welfare Institute (AWI)
The American Society for the Prevention of Cruelty to Animals (ASPCA)
The Humane Society of the United States (HSUS)
International Fund for Animal Welfare (IFAW)
The Animal Welfare Foundation of Canada (AWFC)
World Society for the Protection of Animals (WSPA)
National Institute of Food and Agriculture (NIFA)
Canadians for Animal Welfare Reform (CFAWR)
United States Department of Agriculture (USDA)
Canadian Food Inspection Agency
U.K. Humane Slaughter Association
VI. Background Facts of Note:

The Animal Welfare Act (AWA) in the United States is the only federal law that regulates the treatment of animals in research, exhibition, transport and by dealers. This act provides a minimum acceptable standard for animal welfare and other state laws, policies and guidelines may exceed the AWA.

The Animal Welfare Institute (AWI) has a certification program, Animal Welfare Approved, that certifies family farms for being in compliance with its strict standards regarding the care and treatment of domesticated animals throughout their lives.

Factory farms, also known as Concentrated Animal Feeding Operations (CAFOs), are essentially industrial operations where extremely large numbers of animals are raised for food on minimal land and confined in crowded enclosures, and these operations require large amounts of feed, water and medications. These types of industrial farms are in sharp contrast to the much more animal friendly, free-range family farms. Family Farms refers to farms that are owned and operated by members of a family. These farms are for raising crops and/or domesticated animals. The United States Department of Agriculture (USDA) defines family farms as “any farm organized as a sole proprietorship, partnership, or family cooperative. Family farms exclude farms organized as nonfamily corporations or cooperatives, as well as farms with hired managers.”
I. Transparency:

The JUST label calls for organizations to be ethically transparent in all aspects of their enterprise. In the JUST label, transparency means that organizations formalize a voluntary, full-disclosure policy and provide ongoing open access and communication to internal and external audiences on important organizational information. This information includes the organization’s purpose, goals, governance structure, environmental impacts, ingredients used in manufacturing, and its involvement in social, political, and environmental causes.

II. Indicator Metric:

The one-, two- and three-star levels recognize differences in corporate acceptance and institution of complete and open transparency.

**ONE-STAR LEVEL**
1. Organization has a written and publicly posted policy on transparency.
2. Organization voluntarily and publicly discloses current information related to its purpose, goals, and governance structure.
4. Organization complies with all legislated reporting requirements (e.g. the Sarbanes-Oxley Act or Canadian equivalent).
5. Organization voluntarily and publicly discloses its involvement in social and environmental causes (e.g. Global Reporting Initiative) and the JUST label.

**TWO-STAR LEVEL**
1. Organization has a written and publicly posted policy on transparency.
2. Organization voluntarily and publicly discloses current information related to its purpose, goals, and governance structure.
3. Organization voluntarily and publicly discloses current non-financial information on its actions, products, services and supply chains.
4. Organization voluntarily and publicly discloses current non-financial information on its ownership, management, investors, shareholders, partners, and affiliates.

5. Organization complies with all legislated reporting requirements (e.g. the Sarbanes-Oxley Act or Canadian equivalent).

6. Organization voluntarily and publicly discloses its involvement in social and environmental causes (e.g. Global Reporting Initiative) and the JUST label.

7. Organization, if a publicly traded entity or an NGO, voluntarily and publicly discloses current financial information about its enterprise (e.g. non-profits IRS Federal Form 990 annual financial return).

THREE-STAR LEVEL

1. Organization has a written and publicly posted policy on transparency.

2. Organization voluntarily and publicly discloses current information related to its purpose, goals, governance and decision-making structure.

3. Organization voluntarily and publicly discloses current non-financial information on its actions, products, services and supply chains.

4. Organization voluntarily and publicly discloses current non-financial information on its ownership, management, investors, shareholders, partners, and affiliates.

5. Organization complies with all legislated reporting requirements (e.g. the Sarbanes-Oxley Act or Canadian equivalent).

6. Organization voluntarily and publicly discloses its involvement in social and environmental causes (e.g. Global Reporting Initiative) and the JUST Label.

7. Organization voluntarily and publicly discloses current financial information about its enterprise (e.g. non-profits IRS Federal Form 990 annual financial return).

8. Organization voluntarily and publicly discloses its investment portfolios.

9. Organization voluntarily and publicly discloses all ingredients and chemicals used in the manufacture of their products and the country where its products are manufactured.

10. Organization voluntarily and publicly discloses its environmental impacts as identified through an International Organization for Standardization (ISO) certification process.
The JUST label seeks to encourage all public and private, for-profit and non-profit organizations to be fully transparent about aspects of their enterprise that affect their employees and society at large such as their environmental impacts, product ingredients, and where they invest. Being transparent represents an organization’s willingness to publish timely and accurate key data about itself.

Organizations are required to submit, for JUST review, the following documentation that will demonstrate that they have satisfied the indicator metrics for the one-, two- or three-star levels:

1. A copy of the organization’s policy on, and an affirmation of, its commitment to transparency.
2. Links to the organization’s website that demonstrates its public transparency for each of the required metrics within each star level.
3. Where applicable, third-party verification of disclosures such as audited financial statements, IRS Form 990, GRI reporting, and social, political, and environmental involvement.

The Center for Association Leadership (ASAE)
Transparency International USA
Transparency International Canada INC.
Charity Navigator
GuideStar USA Inc.
Sunlight Foundation
Global Environmental Management Initiative (GEMI)
Global Reporting Initiative (GRI)
International Organization for Standardization (ISO)
The Health Product Declaration (HPD) Collaborative
International Living Future Institute (ILFI)—Declare Program
Coalition for Environmentally Responsible Economies (Ceres)

VI. Background Facts of Note:

Transparency is essential for organizations to engender the trust and confidence of their employees, stakeholders, investors and members of the general public. Organizations that are authentically transparent voluntarily provide open and easy access to data and information pertaining to all aspects of their operation, including corporate values, commitments and initiatives, as well as financial and non-financial performances. Transparency helps foster good governance and corporate accountability and helps reduce mismanagement and corruption within organizations.

Non-profits and publicly traded organizations are under increasing public and government pressure to be transparent in all of their dealings, especially in their financial transactions. The Sarbanes-Oxley Act (2000) requires American publicly traded companies to abide by strict standards in governance, particularly related to accountability and oversight of financial transactions and auditing procedures. This act has significantly increased the financial transparency of these companies, and many non-profit organizations are voluntarily following the same protocols in order to increase their transparency to their sponsors, supporters and the public. Further, other private and for-profit organizations are voluntarily increasing the nature and extent of their business disclosures, including non-financial and financial information in order to be more open and transparent.

GuideStar recently reported (2009) that although 93% of American non-profits have disclosed information about their programs and services on the Internet, only 43% posted their annual reports, and only 13% posted their financial audits.

The Global Reporting Initiative (GRI) provides sustainability reporting guidelines and a framework for organizations to measure and report “their econom-
ic, environmental, social and governance performance.” Organizations of all types and sizes use this reporting framework to show transparency.

The Global Environmental Management Initiative (GEMI) advocates for corporate transparency and has developed a useful tool, Transparency: A Path to Public Trust, for organizations to use in determining their approach to and elements of transparency.

The International Organization for Standardization (ISO), in its ISO 1400 Standards, addresses environment management and provides tools for organizations to identify, control and improve their environmental impact.

The Health Product Declaration (HPD)’s Open Standard provides manufacturers “a standardized format for disclosure of product contents, emissions, and health information,” and its purpose is to increase transparency by identifying hazardous materials and chemicals and providing a human health context for consumers.