Strategic Trust

Insights to Elevate Your Influence in a Shifting Policy Climate







Dear GBA Member,

U.S. skepticism toward globalization has reached levels not seen since the early 1990s. The current environment demands that your company take into account these views in developing the best way to communicate with policymakers and the American public. To support your efforts, GBA has completed comprehensive public opinion research and messaging analysis to produce *Strategic Trust*.

This report sheds light on the subtle factors shaping attitudes on key trade and investment policies. Resulting from focus groups with senior congressional and administration staff and a national survey of American voters, *Strategic Trust* offers an unmatched look into the widely-held misconceptions about globalization, trade and foreign direct investment and how international companies can best address them.

Strategic Trust is designed to provide valuable insights for your company to not only avoid the negative consequences of current populist policy, but to thrive by identifying unique advantages that can be leveraged to build stronger relationships with decision makers. Equip your executive team to:

Build Trust in Washington: Understand the key concerns of policymakers and how to address them, positioning your company as a reliable and essential part of the U.S. policy landscape.

Showcase Your Company's Value: Articulate your contributions to American workers and local communities in a way that connects with policymakers and the public.

Proactively Define Key Issues: Take the lead in shaping discussions around political factors that directly impact your business rather than reacting to potentially unfavorable narratives that may arise from domestic competitors.

I hope you utilize *Strategic Trust* to enhance your engagement strategy and position your company for long-term success.

Best,

Nancy McLernon President & CEO

Global Business Alliance

CONTENTS

1	Critical Insights
2	Part 1: Globalization Skepticism - Driven by China Concerns - Is Deteriorating the Political Climate for International Companies
11	Part 2: Information Moves Perception: Business Community Must Engage
18	Part 3: Messengers and Credibility Matter Methodology

About the Global Business Alliance

As the premier advocacy resource for international companies in the United States, the Global Business Alliance (GBA) actively promotes and defends an open economy that welcomes international companies to invest in America. Our members are American companies with global heritage and an indispensable part of our nation's economic success. When America is open for business, we all benefit.

GBA was formed in 1990, at a time when international companies faced blatant discrimination in tax and trade policy at all levels of government. From its original 15 members, GBA has grown to represent 200 major international companies with significant U.S. operations. These international companies are part of a sector that provides eight million high-quality jobs that pay an average of seven percent higher compensation than the economy-wide average.

Critical Insights

- Globalization Skepticism Driven by China Concerns — Is Deteriorating the Political Climate for International Companies: Despite recognizing the benefits of global trade, concerns over national loyalty, technology theft and foreign influence contribute to heightened scrutiny. Public and political unease reflects a broader debate about the balance between global economic integration and protecting domestic interests, highlighting the need for nuanced trade policies and corporate transparency.
- 2. Information Moves Perception: Business Community Must Engage: The relationship between information and public perception is critical for international companies changing perceptions in the U.S. Transparent communication about their economic benefits can significantly improve public views. By showcasing their contributions around a few key themes, international companies can build trust and improve perceptions. Engaging openly and providing detailed, accessible information is key to fostering a favorable environment and lowering skepticism.
- 3. Messengers and Credibility Matter: How and with whom international companies share their stories is vital in shaping public perception and countering misperceptions. The choice of messengers who are credible and relatable further enhances the effectiveness of these messages. In an era where skepticism and misinformation can easily sway opinions, it is crucial for companies to strategically manage their narrative and ensure their message is targeted to the proper audiences.



Globalization Skepticism Driven by China Concerns - Is Deteriorating the Political Climate for International Companies

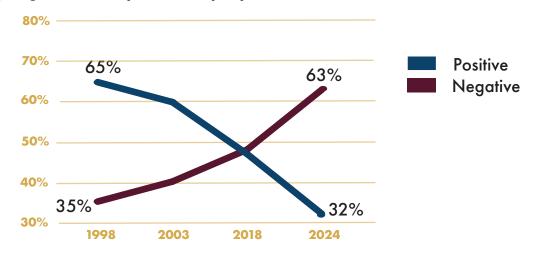
International companies should be aware that public opinion toward FDI in the U.S. has regressed to a more cautious stance reminiscent of the 1990s. This growing skepticism, fueled by exaggerated perceptions of Chinese investment and influence, presents challenges in an environment already marked by rising economic populism and geopolitical tensions. Failure to address these concerns could result in a less favorable business environment for international companies operating in the United States.

Drastic Pessimism Over Globalization

In 1998, a majority of voters (65 percent) believed that the global economy benefited the American people. Today, in stark contrast, 63 percent of voters hold the view that globalization has a negative impact on the United States.

This striking shift in public perception should serve as an alarm for the international business community to aggressively share real-world examples of how international companies are strengthening America's workforce, reinvesting profits back into their U.S. operations and building a stronger U.S. economy.

Generally speaking, do you believe the global economy has positive or negative consequences for people in the United States?

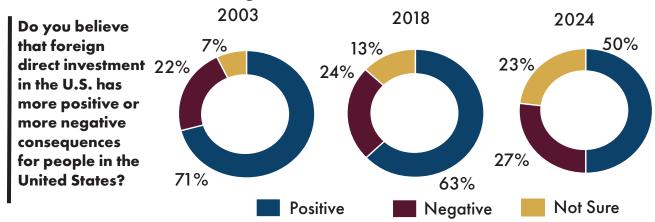


Public Opinion on FDI Met With Caution

Over the past two and a half decades, views toward FDI have experienced notable fluctuations. In the late 1990s, 53 percent of Americans viewed FDI favorably, while 38 percent were opposed. At the time, many Americans were concerned about the "buying up of America" by Japanese investors.

The favorability of FDI peaked in 2003 when 71 percent of respondents had a favorable view of FDI, and only 22 percent held a negative view. By 2018, this sentiment had declined somewhat to 63 percent positive and 24 percent negative, reflecting growing skepticism amidst trade tensions and populist movements. In 2024, attitudes shifted even further, with only 50 percent holding a positive view and 27 percent expressing negativity.

There is a notable increase in respondents indicating they are not sure whether FDI has positive or negative consequences. In 2003, just seven percent of respondents said they were "not sure." Today, 23 percent – or nearly one-quarter of respondents – were unsure whether the consequences of FDI were positive or negative, more than triple the number from two decades ago.

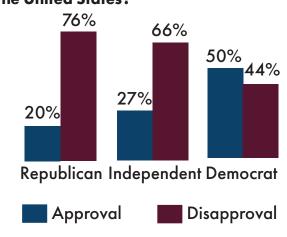


Evident Partisan Differences

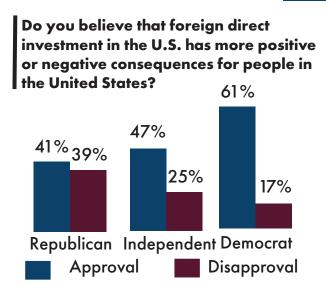
How globalization and FDI impact the U.S. economy are clearly viewed differently by political parties.

The **global economy** is overwhelmingly viewed as negatively impacting the American people by 76 percent of Republicans, with only 20 percent holding a positive view. Independents believe comparably to the Republicans, with 66 percent holding negative views and 27 percent reacting positively. Among Democrats, the impressions are fairly even, with 50 percent holding positive views and 44 percent expressing negative.

Generally speaking, do you believe the global economy has positive or negative consequences for people in the United States?



Perception of FDI to uninformed voters is relatively split, with 41 percent of Republican voters holding a favorable view and 39 percent a negative one. Democrats, on the other hand, responded more favorably, with 61 percent expressing a positive impression compared to only 17 percent with a negative outlook. Independents, often serving as a bellwether, lean toward positive views of FDI, with 47 percent expressing approval and 25 percent disapproving.



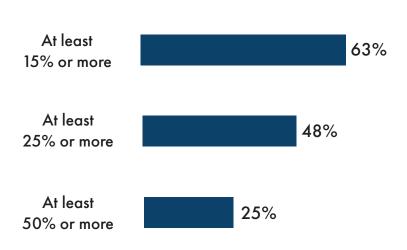
Lawmakers' Perspectives on FDI

Congressional staffers believe that many lawmakers may not fully grasp the complexities of the FDI landscape. They observed that legislators often respond to constituent concerns and media portrayals, which amplify perceived risks associated with foreign investment while neglecting its benefits. This reactionary approach leads to a skewed understanding of FDI.

China's Misconceived Investment Power

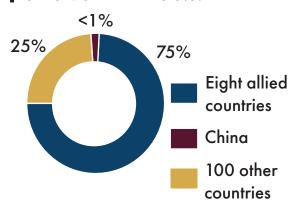
A significant portion of Americans have inflated perceptions of Chinese trade with and investment in the United States. Over 60 percent of Americans believe that at least 15 percent of FDI originates from China, with approximately (48 percent) estimating China to be a quarter or more, and 25 percent assuming it accounts for more than half.

And, what percent of foreign direct investment in the U.S. do you believe comes from China?



Even when informed that China's actual investment is less than one percent of total FDI, and that the vast majority of FDI comes from companies with headquarters in friendly and allied countries, 52 percent of respondents were unmoved in their perception of FDI. One- third said it had a positive impact.

Fact: Eight countries account for 75% of FDI in the U.S.



Knowledge on this point within the congressional focus groups was equally lacking. More telling was the reaction from the Republican focus group when presented with U.S. government statistics showing how little China is invested in the U.S. They were quite vocal in dismissing the statistics as inaccurate - believing that Chinese investment in the U.S. is "cloak and dagger," with its presence being felt in a wide array of sectors not captured by official reports. This visceral response showcases how deeply Americans and GOP voters in particular—distrust Chinese actors and the importance of separating your company from those concerns.

As one staffer noted, "I think that China gets used, sometimes appropriately and sometimes as kind of a buzzword, you know, in terms of national security and in other contexts for competition."

A conservative staffer emphasized this point, saying, "China is using Italian

companies as a front. And I feel like there are hostile actors that invest into countries, like a secondary country, and then use that as the gateway into the United States. And that's a problem and we saw that with COVID."

Democratic staffers warned that this misperception could lead to misguided policies that might deter valuable investments from allied countries without effectively addressing genuine national security issues. They advocate for a more nuanced understanding of FDI to ensure that policies are both effective in safeguarding national interests and supportive of beneficial investments from trusted partners.

Trade Policy: Strategic Leverage or Industry Protector?

Tariffs are widely accepted public policy across the political spectrum. Republican and Democratic staffers agreed on the importance of shielding American workers and key industries from what they see as unfair foreign competition. While the Democratic staff interviewed generally thought of tariffs as an economic tool, Republican members also saw it as a weapon for strategic diplomacy. Several indicated that even if tariffs caused some economic harm for U.S. consumers and businesses, it was a necessary cost for exacting diplomatic leverage with trading partners.

Although some recognized that free trade still offers overall benefits to the country, Democratic staffers expressed concerns about its adverse effects, especially on American workers and manufacturing sectors. They asserted the view that trade agreements like NAFTA led to job offshoring and a decline in domestic manufacturing.

There were also worries about potential unfair trade practices by countries like China, with suggestions that China might be circumventing existing trade agreements by moving operations to countries like Mexico.

Several Democratic staffers also stressed the need for strong labor protections in trade agreements. They argued that previous deals often prioritized corporate interests over worker rights, resulting in weakened union influence and deteriorating wages and working conditions. They advocated for future trade agreements to include enforceable labor standards and protections for workers' rights to organize, both in the U.S. and in trading partner countries.

Free Trade Is a Political No-Go on Capitol Hill

Hill staffers recognize the complex political challenges of trade policy and the need to balance potential economic benefits against concerns for American workers and industries. Republican and Democratic staffers say that advocating for free trade agreements has become increasingly challenging politically in Congress, as many constituents view such deals as harmful to American workers and industries.

In Their Own Words:

"I don't want tariffs in the context of trade necessarily, but in the context of global leverage, I think tariffs are very helpful."

"I'm just going to say it, there's no will for those to do trade policy, trade has become a dirty word."

"I worry about how hard it would be to put together an actual major trade legislation at this point that can bring together every sector."

"I don't think any Republican wants to champion trade."

"Trade is associated in the public arena with job loss and low wages."

"My boss used to represent an agricultureheavy district. We benefited enormously from trade and would have benefited from more trade, and he would not even mention that at all."

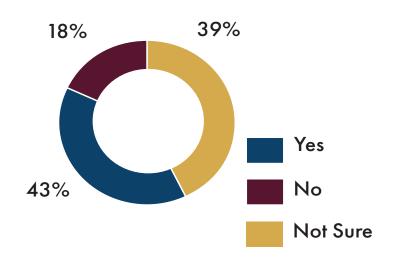
Redefine Trade as Supply Chain Resilience

While Members of Congress and their staff are wary of championing free trade, voters are generally supportive of the U.S. pursuing more trade agreements to enhance global competitiveness, with 43 percent responding yes and only 18 percent responding no; however, 39 percent responded that they were not sure, reflecting uncertainty regarding the positive impact of trade agreements.

There are two trade-adjacent topics that garner a much more positive reaction from voters and policymakers: Supply chain resiliency and "friendshoring." By framing the discussion around trade in terms of achieving better supply chain resiliency and explaining how connections with our allies enhance our supply chains, companies can avoid invoking negative opinions of trade and still drive a message that emphasizes keeping America's economy open and fair for international companies. Focus group participants agreed with the statement that strengthening our trading relationship with allied nations is a good way to achieve better supply chain resiliency, with Republicans responding slightly more positively than Democrats to that point.

By reframing the discussion in this manner, companies can drive many of the same policy goals without the perceived risks of discussing trade more generally.

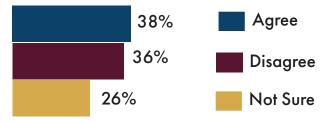
Do you believe that the U.S. should pursue more free trade agreements to enhance global competitiveness?



Voters Uncertain if International Companies Fulfill Tax Obligations

When voters were asked if they believe that international companies pay their fair share in taxes, the responses were relatively split. Thirty-eight percent agreed with that statement, while 36 percent disagreed, and 26 percent were unsure. This indicates that a majority of voters are skeptical about how much international companies pay in U.S. taxes.





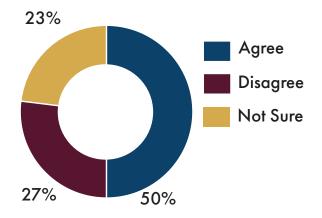
Misconception of International Companies Stealing U.S. Technology

There is a notable concern among 50 percent of respondents who believe that international companies steal U.S. technology and transfer it back to their home countries. In contrast, 27 percent disagree with this notion, and 23 percent are unsure.

This sentiment was echoed in the focus groups, where staffers from both parties expressed concerns about technology theft by international companies.

One Democratic staffer remarked, "I think no matter which company it is, they're definitely doing that. Every single company." Nonetheless, other participants suggested that technology may be acquired legally through mergers or licensing agreements, indicating a nuanced view on the issue.

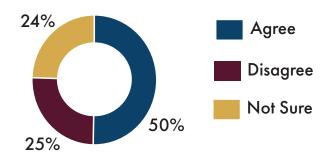
Indicate whether you agree or disagree with the following statement: "International companies operating here in the U.S. steal U.S. technology and bring it back to home country."



Voters Believe International Companies Influence U.S. Elections

Voter opinions on the influence of international companies over U.S. elections are notably divided. Half of those surveyed (50 percent) believe these companies do have an impact, while 25 percent disagree, and 24 percent remain uncertain.

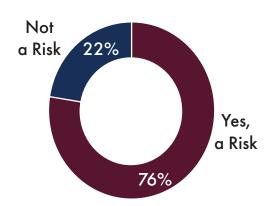
Indicate whether you agree or disagree with the following statement: "International companies have foreign influence over U.S. elections."



International Companies Are Initially Viewed as Security Threats

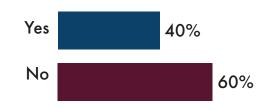
While Americans generally agree that international companies have a positive impact on the U.S. economy, they also perceive them as a potential national security risk. Seventy-six percent of Americans believe that international companies, including those from China, threaten U.S. security. This belief persists even after respondents learn about regulatory safeguards, like the Committee on Foreign Investment in the United States (CFIUS), which reviews foreign investments for such risks.

Generally speaking, do you believe that international companies pose a national security risk to the U.S.?



A troubling 60 percent of voters who believe international companies pose a national security risk reported that their views did not change even after being informed of these protections. This highlights many Americans' deeply entrenched suspicion toward China's role in global economics and U.S. national security.

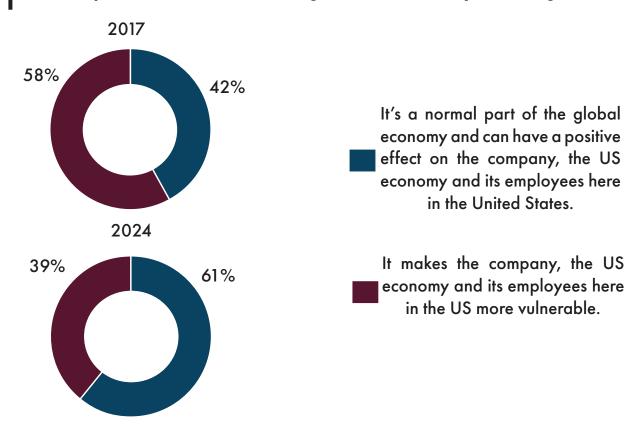
As you may know, there is currently a federal government review process for cross-border investments to ensure there are no national security threats. Does this change your opinion on if international companies pose a risk to the country's national security?



M&A Momentum: Voters' Attitudes Have Evolved

When assessing international companies acquiring local businesses, voters are particularly swayed by factors like competitive employee wages and benefits, the size and stability of the workforce and robust relationships with local suppliers. Engagement with the local community and adherence to safety and environmental standards also weigh heavily in their evaluations.

As you may know, in today's economy, companies regularly merge with or acquire other companies. Which of the following two statements do you most agree with:



Staffers across the board acknowledge that the global economy's interconnectedness has grown, with businesses and nations increasingly reliant on one another for goods, services and financial transactions. This evolving perspective reflects a broader recognition of the benefits and complexities of cross-border deals.

When an international company is undergoing an M&A transaction, the key is to be open and transparent. Be specific about what the merger will mean for the workforce, local community and U.S. economy.

Information Moves Perception: Business Community Must Engage

Remaining silent is no longer a winning strategy. International companies must proactively communicate about their global roots and contributions to the U.S. economy. By clearly articulating the positive impacts on the U.S.—such as job creation, reinvestment in the U.S., and innovation—these companies can effectively counter skepticism and build trust with policymakers and the public. This is crucial in the current geopolitical climate, where misperceptions can lead to unfavorable policy decisions that could harm their operations.

Information Improves Perception

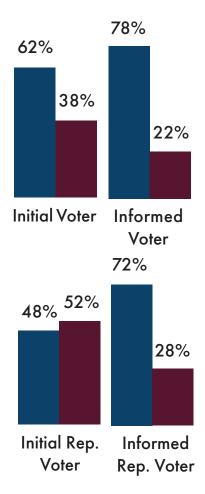
Sharing the economic contributions of international companies significantly changes the impressions of voters. These messages make the voters' image of international companies more positive.

After learning of the economic benefits, 78 percent of all voters hold a positive view of these companies, compared to their initial view of 62 percent.

More significant is the increase in attitude change among informed Republican voters. Initially, 48 percent of them had a favorable impression but after learning the information, 72 percent of Republicans express a positive opinion.

While concerns over international companies persist, strategic communication can effectively highlight the value these companies bring, thereby enhancing their reputation among the general public.

Now that you have a little more information about international companies operating here in the U.S., do you have a favorable or unfavorable impression of them?



Address the China Concern Directly Whenever Possible

While bipartisan apprehension persists, effective communication can shift perceptions. Being transparent about your company's global roots and demonstrating your commitment to the American workforce is key. By proactively sharing your story and engaging openly, international companies can counteract skepticism and highlight their positive contributions to the U.S. economy.

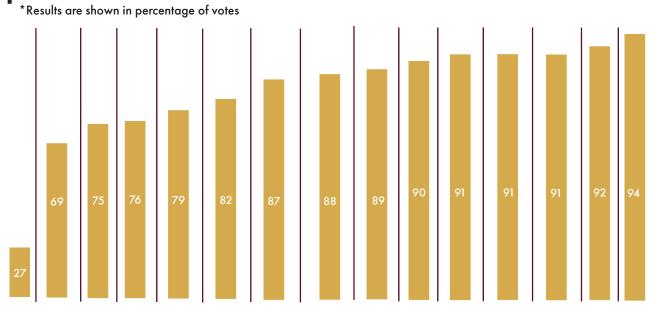
Embrace the Goodwill Most Americans Have for Your Company's Global Heritage

Based on the responses by both voters and policymakers, it is also clear that there is a fundamental misunderstanding of the facts and data around trade policy, with both groups considering China to be a much bigger investor in the United States than the numbers indicate. This challenge will not be solved overnight. Instead, companies can find different ways to discuss many of the same issues by reframing them in a light that is well-received by all audiences.

There is an appreciation – particularly among congressional staff – for the importance of allies and friendly nations and the benefits of deepening economic relationships with companies headquartered in those nations. Companies should emphasize their identity as a company headquartered in a friendly or allied country and discuss how their investment deepens the relationship between the two countries and enhances supply chain resilience in both nations.

By identifying yourself as an international company headquartered in an allied country, you not only build credibility, you mitigate concerns about China and tap into the natural goodwill Americans hold for these allies.

Below is a list of countries around the world. For each one, please indicate whether you consider them friends and allies.



China South India Japan Taiwan Germany Switzerland Netherlands Sweden Spain Ireland Australia Canada France UK Korea

Apprehension to Foreign Political Influence

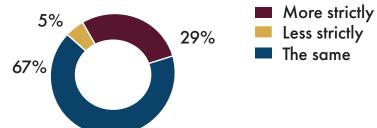
Staffers from both parties agreed that lobbyists for international companies should disclose their foreign ownership when meeting with policymakers, emphasizing the importance of transparency in establishing trust and assess potential conflicts. Democratic staffers highlighted the need for detailed information about a company's local presence, job creation, wage levels, and community investment to ensure informed decision-making that balances economic benefits with potential concerns.

There is also a general worry among Republican staffers about foreign entities, especially those perceived as potential adversaries, using various means, including lobbying and investments through third-party nations, to influence U.S. policy. While public scrutiny of international companies operating in the United States is intensifying, particularly regarding their adherence to national treatment, voters seem to be particularly keen in supporting policy issues that promote a level playing field.

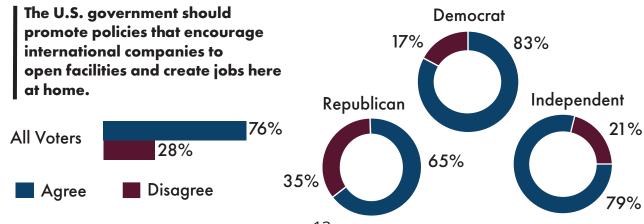
Everyone Supports Fairness

A majority of voters (67 percent) believe international companies should be regulated the same as U.S. based companies. While 29 percent believe that tax and trade laws should be stricter on international companies, and only five percent expressed that international companies should be regulated less strictly.

Generally speaking, do you believe that the laws applying to trade and taxes for international companies operating in the US should be regulated:



There is overwhelming support that the U.S. should "promote policies that encourage companies to open facilities and create jobs here at home." Seventy-six percent of voters agree, the same percentage as 20 years ago.



Transparency on Reinvestment Enhances Favorability

When voters were informed that international companies reinvest \$223 billion of their profits annually into their U.S. operations, public opinion shifted significantly. Seventy percent expressed a more favorable view overall. This indicates that increased messaging about reinvestment of U.S. profits can substantially improve public perceptions of international companies.

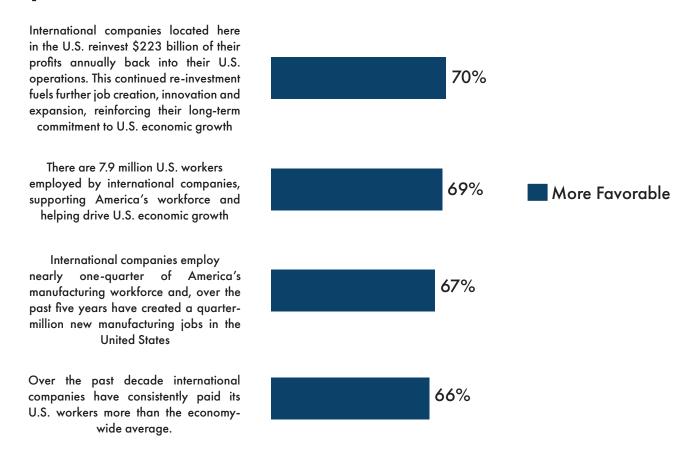
Winning Messages: Jobs, Reinvestment, and Making Things Here

In order to effectively change the perception of policymakers and the general public, knowing your audience is key to delivering the right message.

It is very clear what both sides of the aisle want to hear about: **JOBS AND REINVESTMENT**.

Tailor the messaging to detail where your company is globally headquartered, your commitment to America's workforce, and how you are directly impacting their constituents via jobs, workforce development or community involvement.

Now, please read the following statements about international companies that are operating here in the US, and please indicate where each statement gives you a more favorable or a less favorable impression of these companies:



When Communicating with Republicans

An overwhelming majority of Republicans believe the global economy negatively impacts U.S. workers and their local communities. The major concerns are inflation, cost of living, decreased wages, job losses and that trade agreements disproportionately benefit foreign countries at the expense of American workers and local communities.

1. Reinvesting Profits Back into the U.S.

Republicans became more favorable towards international companies after learning that they reinvest \$223 billion of their profits annually back into their U.S. operations. When communicating with a Republican audience, be sure to highlight that this re-investment fuels further job creation, innovation and expansion. Focus on your company's commitment to the U.S. economy. When sharing your company's reinvestment of profits data, be sure to put it into to context, such as, "our company reinvested 20% of our net revenue back is not our U.S. operation last year."

2. Being a Major U.S. Employer

Hearing that international companies employ 7.9 million Americans positively shifts Republican voters' impression. These voters are skeptical of an international company's commitment to the U.S., so highlighting how your company is growing the economy and creating jobs is an effective strategy to shifting their perception. Highlight how many U.S. jobs you have created, your company's employee benefits, and workforce development initiatives. This will help defeat the misconception that international companies do not pay or treat their employees as fairly as U.S. headquartered companies.

3. Making Things Here at Home

Republicans tend to have a more nationalistic view when it comes to economic policies. They want jobs to stay here and have things "Made in the USA." It may be no surprise that the third top message to positively resonate with Republicans is that international companies employ nearly one-quarter of America's manufacturing workforce and, over the past five years, have created a quarter-million new manufacturing jobs in the U.S. Effectively communicate the ways that your company is improving America's manufacturing sector and emphasize that employees like yours are producing goods right here at home.

In Their Own Words:

Republican voter from Georgia:

"Foreign direct investment helps create jobs, push innovation, and stimulates the economy. I think overall it helps our nation get back on its feet and gets people to work."

Republican voter from Pennsylvania:

"Foreign investment builds factories here in the U.S., creating much needed jobs that local manufacturing has failed to do in recent years. Putting Americans to work is the best possible result."

Republican voter from North Carolina:

"Our country's needs get to back to 'Made in America.'"

When communicating with Democrats

Democratic voters hold a slightly better view of globalization, with 50 percent of voters believing it has a positive impact on the U.S. economy. These voters say it leads to job creation and more economic benefits for those in the U.S. In their words, they believe the global economy has helped generate jobs and economic opportunities that benefit their local communities. They feel their community is "doing great" with global help and "it affects the economy everywhere."

1. Being a Major U.S. Employer

The number of U.S. jobs international companies create is the biggest winning message for this audience. Be sure to communicate that international companies employ millions of American workers all across the country. Detail the number of jobs you create and how many employees you have and what benefits and workforce trainings you offer them. Among this group, if your employees happen to be unionized, highlight this as well. It is important to Democrats that companies have unionized workers.

2. Reinvesting Profits Back into the U.S.

Democrats responded favorably to the statistic that international companies reinvest \$223 billion of their profits into U.S. operations. When addressing this audience, it's crucial to highlight specific examples of how your company is contributing to this effect. Just as with the Republican audience, providing detailed context about your company's reinvestment efforts will help illustrate the tangible benefits of these investments. Emphasize how your reinvestments support local communities, create jobs and drive innovation, reinforcing the positive impact of global investment on the U.S. economy.

3. Spurring U.S. Innovation

Highlight your investments in R&D to showcase your company's commitment to innovation and technological advancement. Democratic voters are particularly impressed by the fact that American scientists and engineers employed by international companies are at the forefront of driving our nation's innovation advantage. It's important to remind this audience that international employers invest \$78 billion in R&D within the U.S., accounting for 13 percent of all R&D conducted by U.S. companies.

In Their Own Words:

Democratic voter from Texas:

"Countries working with our country to create, build or provide a service for the greater population is great for international affairs, creating jobs, careers and pensions for many, many people."

Democratic voter from California:

"If a foreign company shows constant dedication of investment into hiring workers in our country and pay fair wages and taxes, and follows the production, sustainability rules of our country's businesses, I consider this a positive."

Democratic voter from New Hampshire:

"When a new business or manufacturing facility is created, the entire economy benefits."

Messengers and Credibility Matter

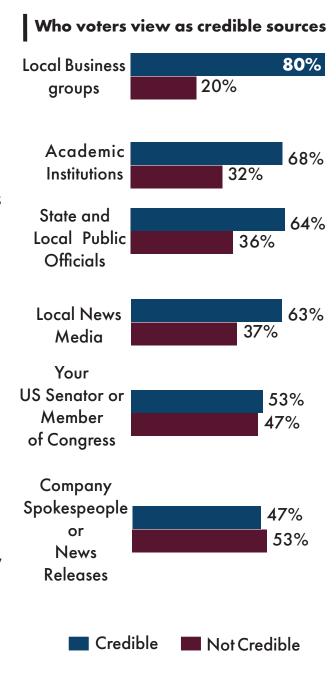
Forming and maintaining relationships with outside sources are an important and crucial way for international companies to amplify their story and positive impact on the communities they serve. Long gone are the days when a simple press release or social media post will suffice.

Local Business Groups & Associations

Relying on in-house communication avenues is a more challenging way to effectively deliver your message. Seek out business groups and like-minded associations to support your narrative. This could be useful during Congressional and state legislative testimony, grassroots campaigns, op-ed placements, news interviews, and digital advertisements. When compiling and creating company collateral for external audiences, cite and reference data and analysis from these types of groups as well. Intended audiences will find the work and resources more reliable and trustworthy.

Academic Institutions

Consider partnering with academic institutions. Utilize the academic institution's voice and reach to amplify your company's community involvement and contribution to closing the skills gap and building the American workforce. Federal, state and local policymakers may take notice of what your company and its presence are doing for their constituents.



State and Local Public Officials

State and local elected officials can be a effective surrogate to specific communities. These policymakers are often small business owners, teachers, doctors and neighbors to their constituents – the community trusts them. International companies should build strong relationships with local leaders to help secure community support. This presents an opportunity to highlight economic benefits, how your company creates jobs, stimulates local economies and supports community development projects.

International companies can align their goals with the interests of local officials who are keen to promote economic growth and enhance their constituents' well-being. By hosting events, participating in local fora and collaborating on public initiatives with local elected officials, the message of your company's positive impact can be amplified.

Methodology

National Voter Survey

On behalf of the Global Business Alliance, Public Opinion Strategies completed an online survey of 1,000 registered voters nationally with an oversample of 400 Republicans to reach a total of 709 Republicans interviewed.

The survey was conducted June 13-19, 2024, and has a credibility interval of +3.53% for the total sample and +4.20% for the Republican sample.

Focus Groups

On behalf of Global Business Alliance, Public Opinion Strategies completed two focus groups among current and former Democratic and Republican Capitol Hill staffers on August 6, 2024, in Arlington, Virginia. Each group lasted approximately two hours and included ten participants.