

# CORPORATE EQUALITY INDEX 2015

Rating American Workplaces on Lesbian,  
Gay, Bisexual and Transgender Equality



HUMAN  
RIGHTS  
CAMPAIGN  
FOUNDATION

**781** Of the Nation's Largest Businesses Demonstrated  
Their Commitment to LGBT Equality and Inclusion



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**While many Americans are getting to know the transgender community for the first time, Corporate America has long been a leader in the fight for transgender inclusion.**

This year marks the 13th edition of the Human Rights Campaign Foundation's Corporate Equality Index. After a historic year of progress for the equal rights of lesbian, gay, bisexual and transgender Americans, we are experiencing a culture shift as well. Now more than ever, we are in the midst of greater visibility and understanding of the transgender community than ever before.

From hit TV shows, to documentaries, authors, and advocates in the news, transgender Americans are being given the opportunity to share their stories. This is not only a great step forward for the LGBT movement, but for the entire nation. The more we can do to lift up the stories of transgender people, the more progress we will all see.

While many Americans are getting to know the transgender community for the first time, Corporate America has long been a leader in the fight for transgender inclusion.

Since the CEI's inception in 2002, America's largest employers embrace LGBT-inclusion as a best business practice, and protections for employees on the basis of gender identity as a non-negotiable. In this year's national benchmarking report, an all-time record of 366 major businesses — spanning nearly every industry and geography — earned a top score of 100 percent and the coveted distinction of "Best Places to Work for LGBT Equality." This designation reflects true inclusion of the transgender workforce, from non-discrimination protections to inclusive benefits and diversity practices to respectful gender transition guidelines, allowing employees to self-identity based on gender identity, and engaging the broader transgender community. Wherever these 366 companies are doing business, transgender-inclusion is a priority.

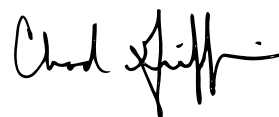
An impressive group of 418 CEI participants now have transgender-inclusive health care coverage. Nearly 300 have adopted supportive gender transition guidelines, to ensure that employees experience a safe, respectful, successful transition in the workplace. Eight in ten employers in the CEI provide LGBT-inclusive diversity training. The most successful businesses have fully embraced transgender-inclusion as a top priority to support their workforce, their families and the bottom line.

Even with overall increased visibility and the universal progress we have seen among fair-minded employers, we must remember that our work is not done.

Despite 66% of all Fortune 500 companies now including gender identity in the employment protections, we know that this does not always translate into everyday inclusion of the transgender community. While many companies are leading the way, our nation's federal non-discrimination protections are lagging behind. Critical cultural shifts need to take place to foster greater inclusion. In this case, our elected leaders should be looking to corporate America for a sterling example of how progress is achieved.

We have so much more work left to do. For the first time, next year's CEI will take into account companies' LGBT inclusion in their global operations, because LGBT rights must be treated as human rights around the world. Yet we know our progress will continue. Thanks to the private sector successes documented in the Corporate Equality Index, we have a roadmap to achieve even greater equality. Together, the LGBT community and our 781 CEI corporate partners will keep moving forward every day.

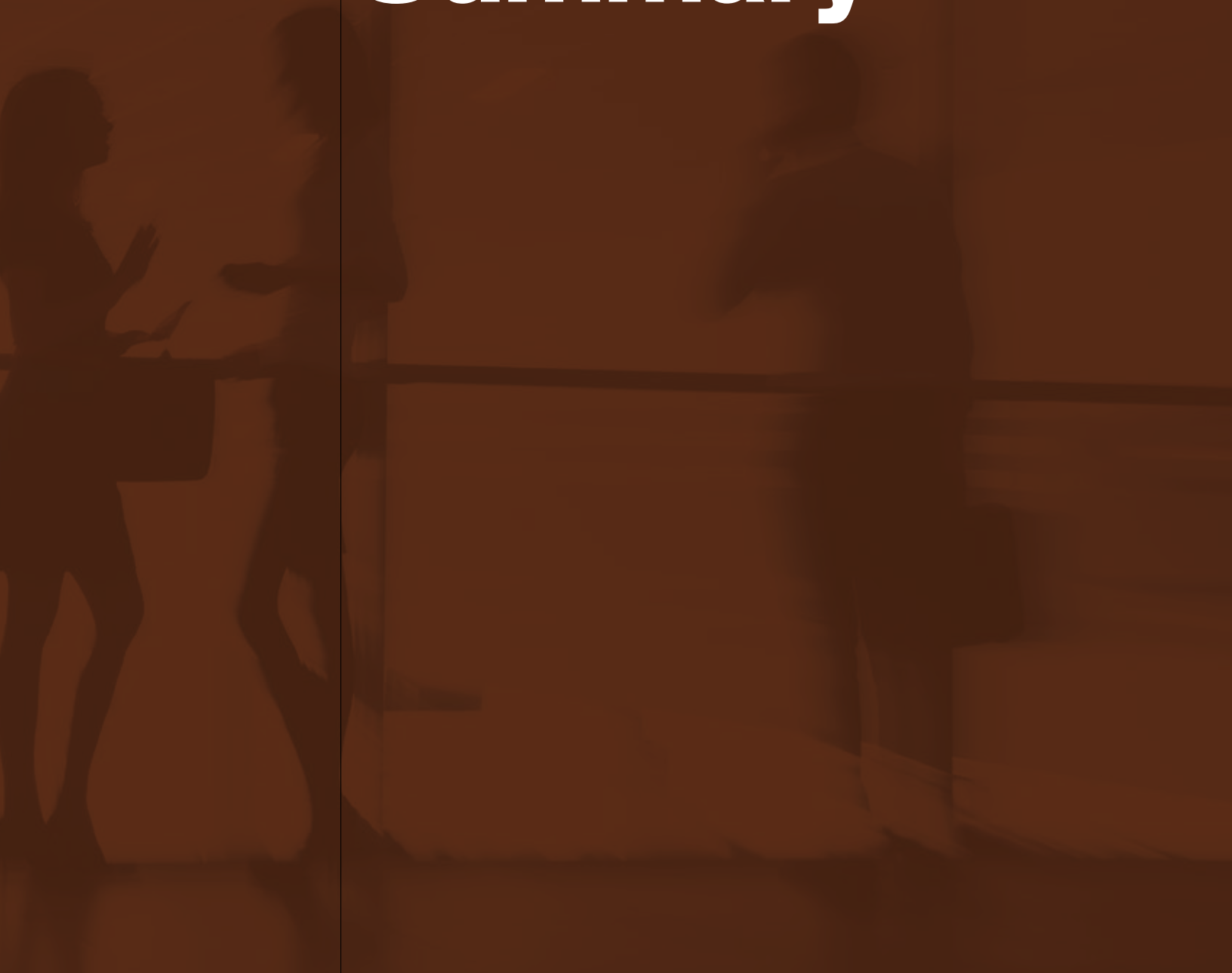
Sincerely,



Chad Griffin, President  
Human Rights Campaign Foundation



# Executive Summary



# Corporate Equality Index 2015

## A New Standard of Equality Emerges from Corporate America

**Even after two significant revisions resulting in more stringent criteria, this is the highest number of 100 percent-rated businesses in the entire history of the CEI.**

In this 13th edition of the Human Rights Campaign Foundation's Corporate Equality Index, a record 366 businesses achieved a top rating of 100 percent. Even after two significant revisions resulting in more stringent criteria, this is the highest number of 100 percent-rated businesses in the entire history of the CEI.

In the first year of the CEI a decade ago, 13 businesses achieved a top score of 100 percent and in the 2012 CEI, the year of the most recent scorecard updates, just 189 businesses earned top marks.

Highly rated businesses span nearly every industry and major geography of the United States. In addition, more and more businesses are going global with their LGBT initiatives.

This year marks another set of records with regard to comprehensive transgender inclusion initiatives:

- Two-thirds of the Fortune 500 and 89 percent of the entire CEI universe of businesses offer explicit gender identity non-discrimination protections;
- One-third of the Fortune 500 and over half of the CEI universe of businesses offer transgender-inclusive health care coverage, up from 0 in 2002 and nearly ten times as many businesses as five years ago;
- A majority of CEI-rated businesses (eight in ten) offer education and training programs

that specifically include definitions and/ or scenarios on gender identity in the workplace; and,

- Hundreds of major businesses have adopted gender transition guidelines for employees and their teams to establish best practices in transgender inclusion.

The policies, benefits and practices businesses must implement to earn a perfect score are best-in-class demonstrations of corporate commitments to LGBT workers and the broader community at-large.

In addition to the depth of investment the top-rated businesses have made in the name of equality, the 2015 CEI shows an unprecedented breadth of brand new businesses. This year's CEI contains an impressive 48 new businesses that opted into the survey.

A grand total of 4,446 major brands fall under rated CEI businesses.

The following report is reflective of primarily verified data submitted to the HRC Foundation as well as independent research on non-responding businesses. Wherever credit can be verified, all ranked businesses will receive it, irrespective of their participation in the CEI survey.

The HRC Foundation has worked with hundreds of businesses to promote workplace equality for LGBT workers.

Fortune 500	2002	2008	2013	2014	2015
<b>Sexual Orientation in Non-Discrimination Policy</b>	<b>61%</b>	<b>88%</b>	<b>88%</b>	<b>91%</b>	<b>89%</b>
<b>Gender Identity in Non-Discrimination Policy</b>	<b>3%</b>	<b>25%</b>	<b>57%</b>	<b>61%</b>	<b>66%</b>



## CEI 2015

This year, a record  
366 businesses  
achieved a  
top rating of  
100 percent.

In the first year of  
the CEI a decade  
ago, 13 businesses  
achieved a top score  
of 100 percent.

2002	2008	2013	2014	2015	100% by Industry
	30	71	81	89	Law Firms
1	32	33	36	49	Banking and Financial Services
1	13	19	20	26	Retail and Consumer Products
	14	12	16	21	Food, Beverages and Groceries
	10	14	16	20	Insurance
	8	14	17	19	Consulting and Business Services
	9	8	10	12	Healthcare
	7	8	11	12	Hotels, Resorts and Casinos
	3	7	9	11	Manufacturing
1	3	7	9	10	Advertising and Marketing
	5	6	9	10	Pharmaceuticals
	1	5	8	9	Computer Software
	3	4	6	9	Entertainment and Electronic Media
4	7	5	6	7	Automotive
	6	5	8	7	Telecommunications
	6	5	6	6	Chemicals and Biotechnology
2	6	4	4	6	Computer Hardware and Office Equipment
	2	4	5	6	Energy and Utilities
1	5	4	4	6	High-Tech/Photo/Science Equip.
		3	4	6	Internet Services and Retailing
1	2	2	2	5	Airlines
	3	4	5	5	Computer and Data Services
	4	2	3	4	Aerospace and Defense
1	8	2	2	2	Apparel, Fashion, Textiles, Dept. Stores
	2		1	2	Real Estate, Commercial
		1	1	1	Home Furnishing
	1		1	1	Mining and Metals
		1	1	1	Oil and Gas
	2	1	1	1	Publishing and Printing
			1	1	Transportation and Travel
		1	1	1	Miscellaneous

## Equality at the Fortune-Ranked Companies

A record 306 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to 301 last year), with an average rating of 86. The Fortune 500 list has been invited each year since 2002.

150 of the Fortune 500-ranked businesses achieved a 100 percent rating, with 14 of the top 20 Fortune-ranked businesses at this top score. Eighty-nine percent of the Fortune 500 include “sexual orientation” in their nondiscrimination policies and 66 percent include “gender identity.” The majority of the total Fortune 500 – 66 percent – offer equivalent medical benefits between spouses and partners and 34 percent offer transgender-inclusive health care benefits, including surgical procedures.

Fortune 1000 list of the largest publicly traded companies was invited to take part in the Corporate Equality Index survey for the seventh year in a row.

**14 of the  
Top 20  
Fortune-Ranked  
Companies  
Received  
100% Ratings**

	Fortune1000	2015 CEI Score
Wal-Mart Stores Inc.	1	90
Exxon Mobil Corp.	2	-25
<b>Chevron Corp.</b>	<b>3</b>	<b>100</b>
Phillips 66	4	15
Berkshire Hathaway Inc.	5	0
<b>Apple Inc.</b>	<b>6</b>	<b>100</b>
<b>General Motors Co.</b>	<b>7</b>	<b>100</b>
<b>General Electric Co.</b>	<b>8</b>	<b>100</b>
Valero Energy Corp.	9	15
<b>Ford Motor Co.</b>	<b>10</b>	<b>100</b>
<b>AT&amp;T Inc.</b>	<b>11</b>	<b>100</b>
<b>Federal National Mortgage Association (Fannie Mae)</b>	<b>12</b>	<b>100</b>
<b>CVS Caremark Corp.</b>	<b>13</b>	<b>100</b>
<b>McKesson Corp.</b>	<b>14</b>	<b>100</b>
<b>Hewlett-Packard Co.</b>	<b>15</b>	<b>100</b>
Verizon Communications Inc.	16	90
<b>UnitedHealth Group Inc.</b>	<b>17</b>	<b>100</b>
<b>JPMorgan Chase &amp; Co.</b>	<b>18</b>	<b>100</b>
<b>Cardinal Health Inc.</b>	<b>19</b>	<b>100</b>
<b>International Business Machines Corp. (IBM)</b>	<b>20</b>	<b>100</b>

**Businesses'  
Commitment  
to LGBT  
Employees**

	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in Non-Discrimination Policy	<b>89%</b>	<b>98%</b>	<b>75%</b>
Gender Identity in Non-Discrimination Policy	<b>66%</b>	<b>90%</b>	<b>26%</b>
Domestic Partner Health Benefits	<b>66%</b>	<b>95%</b>	<b>18%</b>
Transgender-Inclusive Benefits	<b>34%</b>	<b>55%</b>	<b>0%</b>
Organizational Competency Practices	<b>48%</b>	<b>78%</b>	<b>0%</b>
Public Commitment to the LGBT Community	<b>51%</b>	<b>83%</b>	<b>0%</b>
<b>Average Score</b>	<b>45</b>	<b>86</b>	<b>12</b>





## Equality at the American Lawyer-Ranked Firms

The country's most prominent law firms as ranked by American Lawyer continue to occupy the top spot in terms of industry representation amongst 100 percent-rated employers in the CEI.

**The following law firms make up 89 of the 366 employers with top ratings.**

Akerman LLP  
 Akin, Gump, Strauss, Hauer & Feld LLP  
 Alston & Bird LLP  
 Arent Fox LLP  
 Arnold & Porter LLP  
 Baker & McKenzie LLP  
 Bingham McCutchen LLP  
 Brown Rudnick LLP  
 Bryan Cave LLP  
 Cadwalader, Wickersham & Taft LLP  
 Carlton Fields Jordan Burt  
 Chapman and Cutler LLP  
 Choate, Hall & Stewart LLP  
 Cleary Gottlieb Steen & Hamilton LLP  
 Clifford Chance US LLP  
 Covington & Burling LLP  
 Crowell & Moring LLP  
 Davis Wright Tremaine LLP  
 Debevoise & Plimpton LLP  
 Dechert LLP  
 Dentons US LLP  
 DLA Piper  
 Dorsey & Whitney LLP  
 Dykema Gossett PLLC  
 Edwards Wildman Palmer LLP  
 Faegre Baker Daniels  
 Fenwick & West LLP  
 Finnegan, Henderson, Farabow, Garrett & Dunner LLP  
 Fish & Richardson PC  
 Foley & Lardner LLP  
 Foley Hoag LLP  
 Fried, Frank, Harris, Shriver & Jacobson LLP  
 Frost Brown Todd LLC  
 Gibson, Dunn & Crutcher LLP  
 Goodwin Procter LLP  
 Hinshaw & Culbertson LLP  
 Hogan Lovells US LLP  
 Holland & Knight LLP  
 Hunton & Williams LLP  
 Jenner & Block LLP  
 K&L Gates LLP  
 Katten Muchin Rosenman LLP  
 King & Spalding LLP  
 Kirkland & Ellis LLP  
 Kramer Levin Naftalis & Frankel LLP  
 Latham & Watkins LLP  
 Lindquist & Vennum LLP  
 Littler Mendelson PC  
 Mayer Brown LLP  
 McDermott Will & Emery LLP  
 Milbank, Tweed, Hadley & McCloy LLP  
 Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC  
 Morgan Lewis & Bockius LLP  
 Morrison & Foerster LLP  
 Nixon Peabody LLP  
 O'Melveny & Myers LLP  
 Orrick, Herrington & Sutcliffe LLP  
 Patterson Belknap Webb & Tyler LLP  
 Paul Hastings LLP  
 Paul, Weiss, Rifkind, Wharton & Garrison LLP  
 Pepper Hamilton LLP  
 Perkins Coie LLP  
 Pillsbury Winthrop Shaw Pittman LLP  
 Quarles & Brady LLP  
 Reed Smith LLP  
 Robins, Kaplan, Miller & Ciresi LLP  
 Ropes & Gray LLP  
 Schiff Hardin LLP  
 Sedgwick LLP  
 Seyfarth Shaw LLP  
 Shearman & Sterling LLP  
 Sheppard, Mullin, Richter & Hampton LLP  
 Shook, Hardy & Bacon LLP  
 Sidley Austin LLP  
 Simpson, Thacher & Bartlett LLP  
 Skadden, Arps, Slate, Meagher & Flom LLP  
 Squire Patton Boggs  
 Stoel Rives LLP  
 Sutherland Asbill & Brennan LLP  
 Thompson Coburn LLP  
 Thompson Hine LLP  
 Troutman Sanders LLP  
 Vinson & Elkins LLP  
 Wachtell, Lipton, Rosen & Katz  
 Weil, Gotshal & Manges LLP  
 White & Case LLP  
 Wilmer Cutler Pickering Hale & Dorr LLP  
 Winston & Strawn LLP  
 Womble Carlyle Sandridge & Rice, LLP

## 2015 Corporate Equality Index Rating System and Methodology

The HRC Foundation Corporate Equality Index criteria serve as a road map for major U.S. businesses' adoption of inclusive policies, practices and benefits for LGBT employees. Launched in 2002, the CEI is the nationally recognized benchmarking report for businesses to gauge their level of LGBT workplace inclusion against competitors.

In addition to growing the number of highly-rated employers, the CEI has seen success in the reach of the survey. **The number of employers rated from the first CEI to the present has expanded from 319 to 781**, encompassing all major industry sectors and geographic regions of the U.S.

### What Businesses Are Rated

The largest and most successful U.S. employers are invited to participate in the CEI and are identified through the following lists:

- Fortune magazine's 1,000 largest publicly traded businesses (2013 Fortune 1000) and
- American Lawyer magazine's top 200 revenue-grossing law firms (2013 AmLaw 200).

Additionally, any private-sector, for-profit employer with 500 or more full-time U.S. employees can request to participate.

### How Ratings Are Used

The CEI is the primary source of data for two key HRC Foundation resources aimed at LGBT and allied consumers, employees, shareholders and prospective employees. They are:



- **HRC Foundation Employer Search**, a free online database of thousands of private and public sector U.S. employers available at [www.hrc.org/employersearch](http://www.hrc.org/employersearch).
- **Buying for Workplace Equality 2015**, a consumer-oriented guide based on CEI ratings, available at [www.hrc.org/buyersguide](http://www.hrc.org/buyersguide). Coinciding with the start of the winter holiday and shopping season, the guide is distributed via print, online and smartphone applications to thousands of LGBT consumers – estimated to have a cumulative spending power of \$830 billion, according to Witeck Communications market research. This accessible reference has given over 1 million consumers easy access to the CEI ratings corresponding to recognizable consumer brands. ▶

### 'BEST PLACES TO WORK'

Businesses that achieve a rating of 100 percent in this report are recognized as "Best Places to Work for LGBT Equality" and are welcome to use this distinction in their recruitment and marketing efforts.



The total buying power of the LGBT adult population for 2015 is projected to be \$830 billion

Witeck Communications



## The Evolution of the Criteria

**The HRC Foundation is committed to maintaining a rigorous, fair, attainable and transparent CEI rating system.** Apart from the survey process itself, HRC Foundation staff work year-round to develop tools for employers to meet the criteria through online resources and direct consultation. Resources for each of the criteria are available at [www.hrc.org/workplace](http://www.hrc.org/workplace).

The HRC Foundation continually examines the criteria and gathers input to guide the future of the criteria. Changes to the CEI criteria are necessary to account for:

1. **The changing landscape of legal protections for LGBT employees and their families, both federally and from state to state, and**
2. **Emerging best practices to meet the needs of LGBT employees and ensure that LGBT employees are treated fairly in the workplace.**

The HRC Foundation is committed to providing at least 12 months' advance notice of any criteria changes.

### Criteria Evolution Timeline

#### 2002

The first CEI rated employers strictly on seven criteria that remain the basis for today's scoring system. The original criteria were guided in part by the Equality Principles, 10 touch points for businesses demonstrating their commitment to equal treatment of employees, consumers and investors, irrespective of their sexual orientation and gender identity or expression.



#### 2004

The HRC Foundation released the second version of the criteria, with greater weight given to comprehensive domestic partner benefits and to transgender-inclusive health care coverage options. **These criteria went into effect in 2006 and remained in effect through 2010** (for the CEI 2011 report).



#### 2009

The HRC Foundation announced the third version of the criteria, with comprehensive requirements for partner benefits, transgender-inclusive benefits, organizational competency on LGBT issues and employers' public commitment to equality for the broader LGBT community. **These criteria went into effect in 2011** (for the CEI 2012 report). 2009



#### 2014

The HRC Foundation announces new criteria requirements in place for the 2016 CEI. All of the changes stem from one guiding principle: that discrimination has no place in a top-rated CEI business. For a 100% in the 2016 Corporate Equality Index report, businesses must:

- Have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations.
- Require U.S. contractors to abide by companies' existing inclusive non-discrimination policy.
- Implement internal requirements prohibiting company/ law firm philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and/ or gender identity.



(See [www.hrc.org/2016cei](http://www.hrc.org/2016cei) for more detail)



## Criteria

There were **four main objectives of the criteria** changes that first went into effect in the 2012 CEI:

- **Provide equal benefits for same-sex partners and spouses**
- **End benefits discrimination for transgender employees and dependents**
- **Demonstrate firm-wide organizational competency on LGBT issues**
- **Demonstrate firm-wide public commitment to the LGBT community**

<b>Criteria 1</b>	<b>Equal employment opportunity policy includes:</b>	
	a. Sexual orientation	15 points
	b. Gender identity or expression	15 points

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<b>Criteria 2</b>	<b>Employment benefits</b>	
	a. Equivalent spousal and partner benefits	
	<ul style="list-style-type: none"> <li>● Equivalent medical benefits                             <ul style="list-style-type: none"> <li>○ Includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: <i>COBRA; dental; vision; legal dependent coverage</i></li> </ul> </li> </ul>	<b>15 points</b>
	b. Other “soft” benefits – includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: <i>bereavement leave; employer-provided supplemental life insurance for a partner; relocation/travel assistance; adoption assistance; qualified joint and survivor annuity for partners; qualified pre-retirement survivor annuity for partners; cash balance; rollover and hardship options; retiree health care benefits; and employee discounts</i>	<b>10 points</b>
	c. <b>Transgender-inclusive health insurance coverage</b>	<b>10 points</b>
	Equal health coverage for transgender individuals without exclusion for medically necessary care	
	<ul style="list-style-type: none"> <li>● Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage</li> <li>● Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care</li> </ul>	



Criteria continues on next two pages ►

- Plan documentation must be readily available to employees and must clearly communicate inclusive insurance options to employees and their eligible dependents.
- Benefits available to other employees must extend to transgender individuals. The following benefits should extend to transgender individuals, including for services related to gender transition (e.g., medically necessary services related to sex affirmation/ reassignment):
  - Short-term medical leave
  - Mental health benefits
  - Pharmaceutical coverage (e.g., for hormone replacement therapies)
  - Coverage for medical visits or laboratory services
  - Coverage for reconstructive surgical procedures related to sex reassignment
  - Coverage of routine, chronic or urgent non-transition services
  - Plan language ensuring “adequacy of network” or access to specialists should extend to transition-related care (including provisions for travel or other expense reimbursements)
- Dollar maximums on this area of coverage must meet or exceed \$75,000.

*To secure full credit for benefits criteria, each benefit must be available to all benefits-eligible U.S. employees. In areas where more than one health insurance plan is available, at least one inclusive plan must be available.*

**Criteria 3 Organizational LGBT competency**

- |           |  |                  |
|-----------|--|------------------|
| <b>a.</b> | <b>Competency training, resources or accountability measures</b><br>Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements: <ul style="list-style-type: none"> <li>● New hire training clearly states that the nondiscrimination policy includes sexual orientation and gender identity and provides definitions or scenarios illustrating the policy for each</li> <li>● Supervisors undergo training that includes sexual orientation and gender identity as discrete topics (may be part of a broader training), and provides definitions or scenarios illustrating the policy for each</li> <li>● Integration of sexual orientation and gender identity in professional development, skills-based or other leadership training that includes elements of diversity and/or cultural competency</li> <li>● Senior management/executive performance measures include LGBT diversity metrics</li> <li>● Gender transition guidelines with supportive restroom/ facilities, dress code and documentation guidance</li> <li>● Anonymous employee engagement or climate surveys conducted on an annual or biennial basis allow employees the option to identify as LGBT</li> <li>● Data collection forms that include employee race, ethnicity, gender, military and disability status – typically recorded as part of employee records – include optional questions on sexual orientation and gender identity</li> </ul> | <b>10 points</b> |
| <b>b.</b> | <b>Employee group –or– Diversity council</b>   | <b>10 points</b> |

**Criteria 4 Public commitment**

**15 points**

LGBT-specific efforts, including **at least three of the following: recruiting, supplier diversity**, marketing or advertising, philanthropy or **public support for LGBT equality under the law**. Businesses must demonstrate ongoing LGBT-specific engagement that extends across the firm, including at least three of the following:

- LGBT employee recruitment efforts
- Supplier diversity program with demonstrated effort to include certified LGBT suppliers
- Marketing or advertising to LGBT consumers (e.g., advertising with LGBT content, advertising in LGBT media or sponsoring LGBT organizations and events)
- Philanthropic support of at least one LGBT organization or event (e.g., financial, in-kind or pro bono support)
- Demonstrated public support for LGBT equality under the law through local, state or federal legislation or initiatives

**Criteria 5 Responsible citizenship**

**-25 points**

No known activity that would undermine LGBT equality

- Employers will have 25 points deducted from their score for a large-scale official or public anti-LGBT blemish on their recent records. Scores on this criterion are based on information that has come to the HRC Foundation's attention related to topics including but not limited to: undue influence by a significant shareholder calculated to undermine a business' employment policies or practices related to its LGBT employees; directing corporate charitable contributions to organizations whose primary mission includes advocacy against LGBT equality; opposing shareholder resolutions reasonably aimed at encouraging the adoption of inclusive workplace policies; revoking inclusive LGBT policies or practices; or engaging in proven practices that are contrary to the business's written LGBT employment policies

*If at any time after losing points on this criterion an employer changes course and satisfies the HRC Foundation's noted concerns, it will re-evaluate the criterion for that employer. The rating change may not be reflected until the following year's CEI report, depending on the situation.*

---

**CEI 2015 Perfect Score**

**100 points**



## How We Obtain the Information The Corporate Equality Index Survey

The primary source of information for the Corporate Equality Index rating each business receives is the CEI survey sent every year to previous and prospective respondents.

Invitations for the CEI 2015 survey were mailed in late March 2014 and due back August 2014. If a business had not previously participated in the CEI, surveys were sent to the chief executive officer or managing partner of the firm, as well as the highest-level executive responsible for human resources or diversity when it was possible to obtain their contact information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for prior submissions.

The web-based survey included links to sample policies and other guidance on the HRC Foundation website. While many questions on the survey are required for participation in the CEI, others are informational questions that gauge trends and best practices among all businesses or particular industries. HRC Foundation staff provided additional assistance and advice throughout the process and reviewed submitted documentation for appropriate language and consistency with survey answers. Businesses were able to check their preliminary ratings as they progressed through the online survey and were invited to provide HRC Foundation staff with any additional information or updates before this report went to print.

The information required to generate CEI ratings for businesses is largely considered proprietary and is difficult to ascertain from public records alone. In addition to the self-reporting provided through the CEI survey, the HRC Foundation employs several methods to assess business practices. A team of researchers investigates and cross-checks the policies and practices of the rated businesses and the implications of those policies and practices for LGBT workers, including any connections with organizations that engage in anti-LGBT activities. Employers are not rated until all appropriate information has been gathered and verified to the extent possible.

In total, the sources used include:

- **The HRC Foundation's CEI survey;**
- **Securities and Exchange Commission filings to track connections between public companies' significant shareholders and any organizations or activities that engage in anti-LGBT activities (such connections are footnoted in this report, but do not necessarily change a business's rating);**
- **Internal Revenue Service 990 tax filings for business foundations' gifts to anti-LGBT groups;**
- **Case law and news accounts for allegations of discrimination on the basis of sexual orientation and/or gender identity or expression that have been brought against any of these businesses;**
- **Individuals or unofficial LGBT employee groups that report information to the HRC Foundation; and**
- **The HRC Foundation Workplace Project, which since 1995 has collected information on U.S. employers and today maintains the most accurate and extensive database of business policies that affect LGBT workers and their families.**



If a business was found to have a connection with an anti-LGBT organization or activity, the HRC Foundation contacted the business and provided an opportunity to respond and ensure, to the best of its ability, that no such action would occur in the future. Businesses unwilling to do so are penalized 25 points from their overall rating through Criterion 5.

**Non-Responders:  
Official and  
Unofficial Ratings**

The HRC Foundation may rate businesses that have not submitted a survey this year if the business had submitted a survey in previous years and the information is determined to be accurate, or if the HRC Foundation has obtained sufficient information to provide an individual rating. In both cases, the HRC Foundation notifies the business of the rating and asks for any updates or clarification.

A total of 1,889 received invitations to take part in the survey.

- Of that number, 606 submitted surveys, and **781 were officially rated**. Last year, a total of 1,923 businesses were sent invitations, 574 submitted surveys and 734 were rated.
- **Forty-eight businesses participated for the first time this year**, increasing the total number of rated businesses.

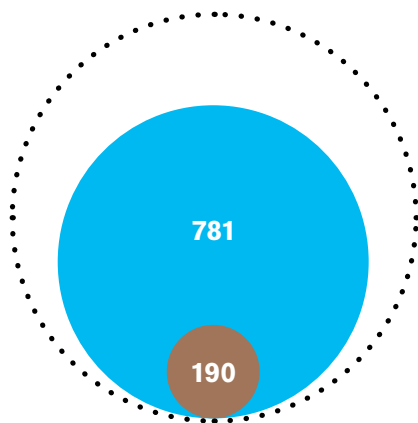
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 190 Fortune 500 companies are noted in gray in Appendix B and C along with unofficial CEI ratings.**

HRC Foundation commends those employers that have committed to work toward equality through the public and transparent process of the CEI survey and we invite these 190 companies to do the same.

In total, the CEI 2015 officially rates **306** Fortune 500 businesses, **86** Fortune 1000 businesses, **149** law firms and **240** additional major businesses.

An additional **190** Fortune 500 businesses have unofficial ratings, bringing the total to **971** rated businesses.

Findings in the following sections are based on the **781 officially rated businesses**.



**80%** Percentage of the 971 rated employers participating in the CEI (781)

**20%** Percentage of the 971 rated employers who are non-responders, with unofficial ratings (190)

# Findings

## Non-Discrimination Policies

The most foundational element of equality in the workplace is the implementation of an affirmative equal opportunity/ non-discrimination policy that specifically covers sexual orientation and gender identity as protected characteristics with regard to employment decisions, namely hiring, firing and promotional practices. Federal laws clearly and consistently afford protections from workplace discrimination on the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability and genetic information but do not afford these same protections on the basis of sexual orientation or gender identity.

Currently, the Federal Equal Employment Opportunity Commission is accepting complaints of gender identity discrimination in employment based on Title VII's prohibition against sex discrimination. In addition, some states have passed laws and ordinances to establish workplace protections for lesbian, gay, bisexual and transgender employees, but it remains legal in 29 states to discriminate against job applicants and employees because of their sexual orientation, and in 32 states because of their gender identity.

Despite this patchwork of state laws and federal guidance, private sector employers have far outpaced lawmakers in the implementation of fully inclusive non-discrimination policies. **Even as the legal landscape is tending towards greater progress, the CEI continues to prioritize the implementation of inclusive non-discrimination policies for both the material protections they offer workers and the signal of LGBT inclusion, the specific protections offer. In other words, the CEI is not just a measure of what is legally required, but a benchmark of a private sector employer's own adoption of LGBT-inclusive policies, benefits and practices.**

## Sexual Orientation Protections

### Criterion 1a Businesses That Prohibit Discrimination Based on Sexual Orientation

**98%** of CEI-rated employers provide employment protections on the basis of sexual orientation.

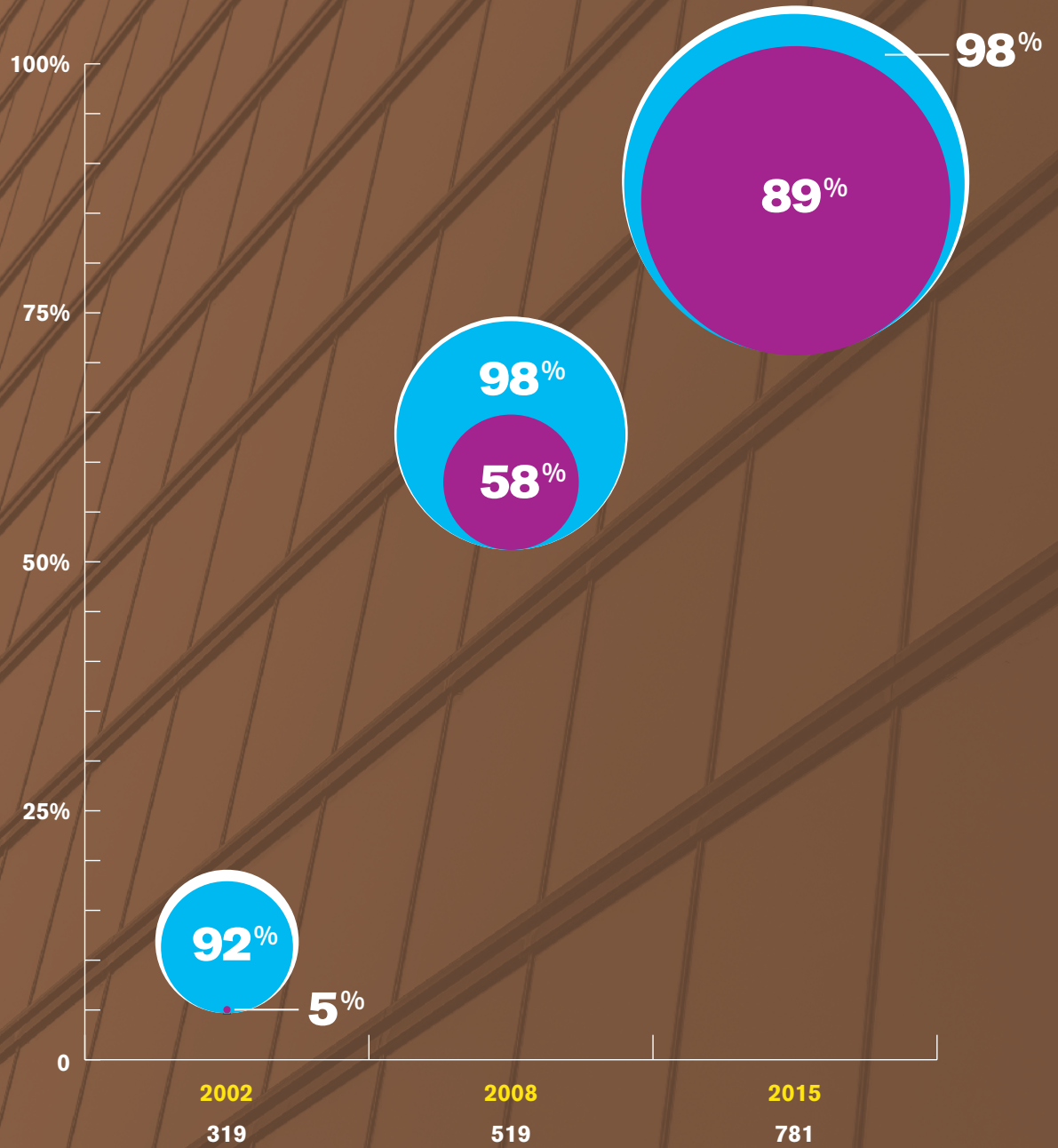
## Gender Identity Protections

### Criterion 1b Businesses That Prohibit Discrimination Based on Gender Identity

**89%** of CEI-rated employers provide employment protections on the basis of gender identity, the highest figure to date and an increase of 2 percentage points from last year.

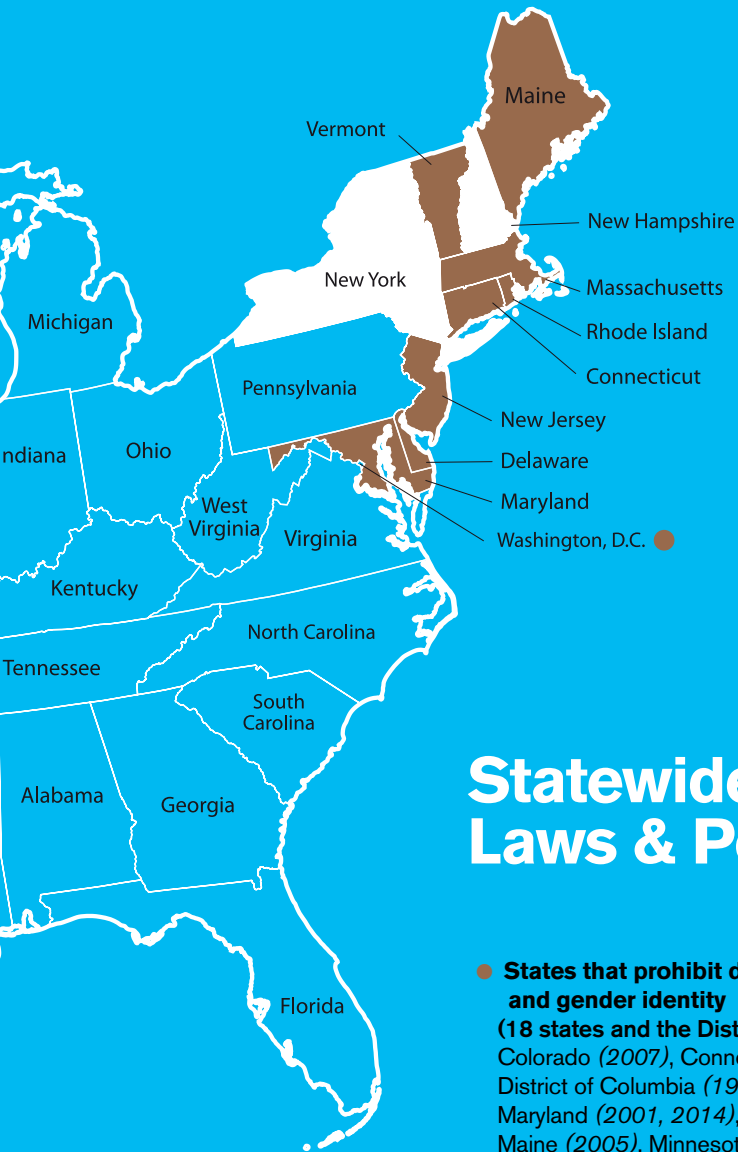
This criterion has seen the most rapid growth of any other element of the CEI. In 2002, just 5 percent of the rated businesses included gender identity in their non-discrimination policies and every year that figure has climbed to today's strong majority with these protections in place. Also of note is the record low in the gap – less than ten percent - between sexual orientation protections and gender identity protections.

- Total Number of CEI Participants
- Percentage with Sexual Orientation in their Non-Discrimination Policy
- Percentage with Gender Identity in their Non-Discrimination Policy









## Statewide Employment Laws & Policies

- **States that prohibit discrimination based on sexual orientation and gender identity (18 states and the District of Columbia)** California (1992, 2003), Colorado (2007), Connecticut (1991, 2011), Delaware (2009, 2013), District of Columbia (1977, 2006), Illinois (2006), Iowa (2007), Maryland (2001, 2014), Massachusetts (1989, effective July 1, 2012), Maine (2005), Minnesota (1993), New Jersey (1992, 2007), New Mexico (2003), Nevada (1999, 2011), Oregon (2008), Rhode Island (1995, 2001), Vermont (1991, 2007), and Washington (2006)
- **States that prohibit discrimination based on sexual orientation (21 states and the District of Columbia)** In addition to the states above: New Hampshire (1998), New York (2003) and Wisconsin (1982)

## Equal Benefits

From health care coverage to retirement investments to leave policies and more, employer-provided benefits' packages are significant incentives for attracting and retaining talent. Ensuring LGBT-inclusive benefits to employees and their families is an overall low-cost, high-return proposition for businesses to remain competitive for talent and broader corporate reputations within their industries. Most employers report an overall increase of less than 1 percent of total benefits costs when they implement partner benefits and marginal increases related to transgender-inclusive health care coverage (i.e. a fraction of a decimal point of cost calculations). Fundamentally offering equal benefits is part of a core principle of equal pay for equal work across a diverse workforce. Apart from actual wages paid, **benefits account on average for roughly 20 percent of employees' overall compensation.** Therefore, employers have amended many benefits structures to ensure that this valuable bundle of benefits is equitably extended to their workforce, irrespective of sexual orientation and gender identity.

**Partner Benefits: Aimed at LGBT Employees, but Expanding to Entire Workforce**

When denied equal benefits coverage, the cost to LGBT workers and their families is profound. The HRC Foundation rates and gives guidance on two key components of equal health insurance benefits:

- **Parity between benefits for different-sex spouses and same-sex partners and**
- **Transgender-inclusive health insurance coverage of medically necessary treatment and care.**

In addition, employers are rated on having full parity across their entire suite of benefits - including non-healthcare benefits such as leave, retirement and others - between different-sex spouses and same-sex partners/spouses.

Businesses meeting the partner benefits and transgender-inclusive health care coverage criteria have done so in the spirit of parity. In its CEI scoring, the HRC Foundation does not penalize an employer if a particular benefit is not offered to

any employees, but holds employers accountable to provide equitable benefits to LGBT employees and their families across the complete package of benefits offered, not just basic health care coverage.

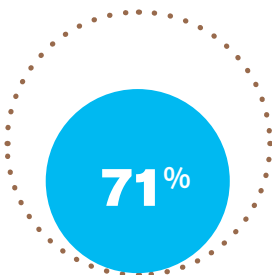
In other words, all of the benefits extended to employees with a partner or spouse of a different sex are equally extended to same-sex partners and spouses. Similarly where routine care, hormone therapies and medically necessary surgeries and procedures are available to cis-gender (people who are not transgender), these same health care benefits are equally extended to transgender plan enrollees. Many employers have begun to comprehensively address health insurance coverage for transgender individuals, and most have experienced little to no premium increases as a result.

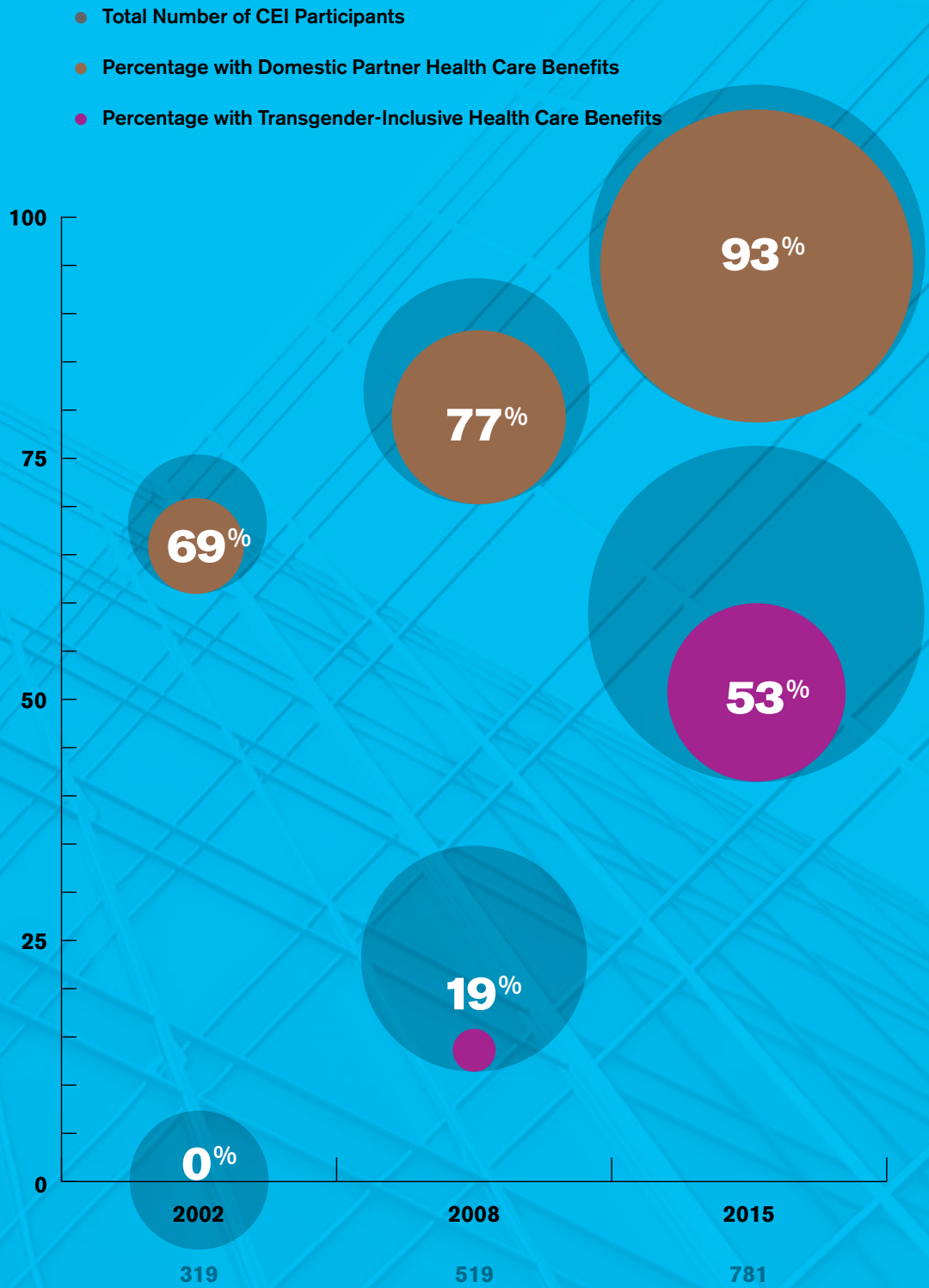
The HRC Foundation provides extensive resources relating to LGBT-inclusive benefits on its website at [www.hrc.org/benefits](http://www.hrc.org/benefits).

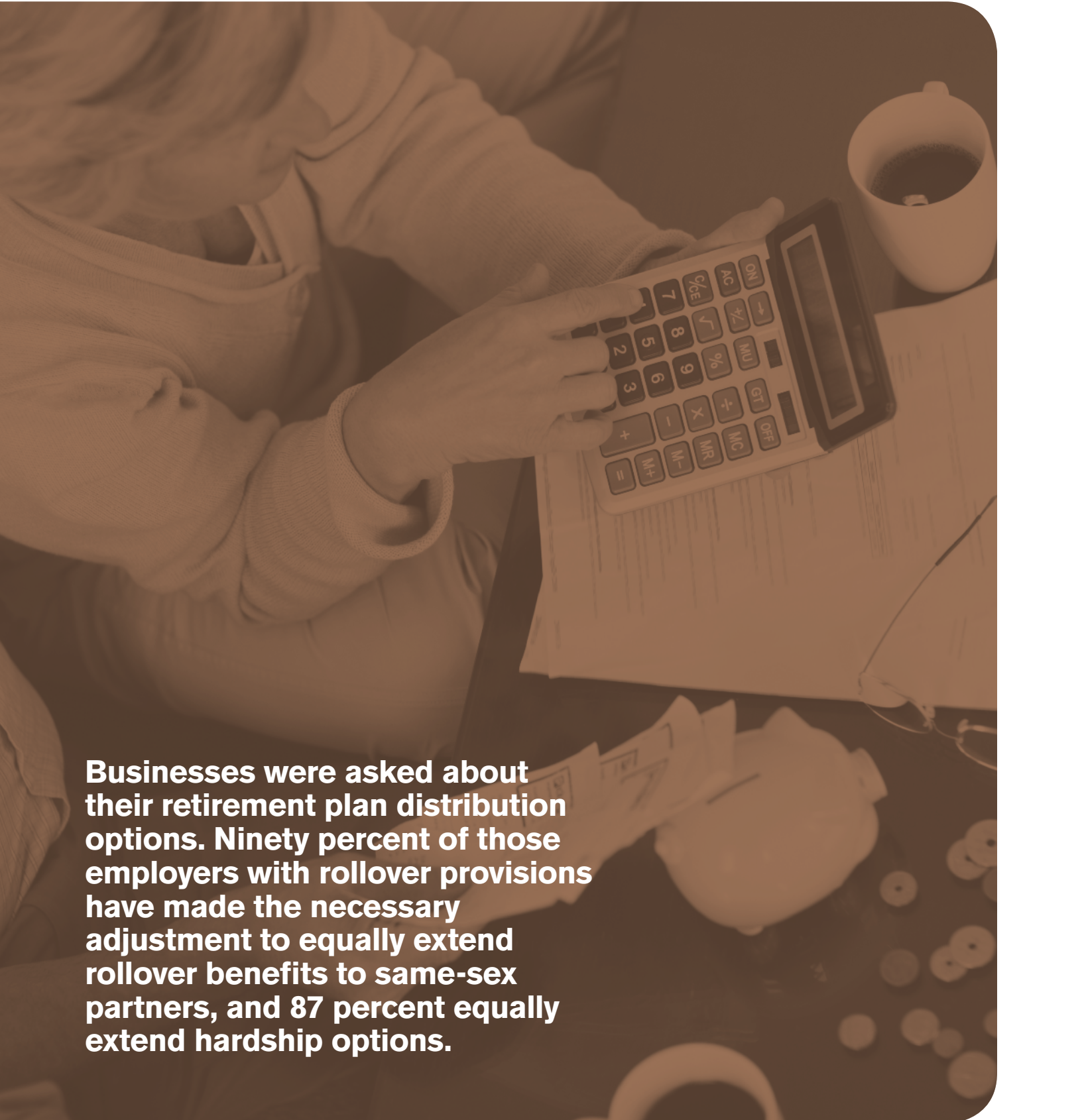
### Criterion 2a **Businesses That Offer Domestic Partner Health Insurance**

**93%** CEI-rated employers provide medical and comprehensive health benefits such as dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-equivalent continuation coverage.

While not a mandate of the CEI criteria, of the employers providing partner health insurance, **71 percent** provide them to both same- and different sex partners of employees. What began as a comprehensive effort within Corporate America to address legal and financial inequities faced by the LGBT community soon is growing to reflect changing expectations and needs of an evolving workforce wanting health care coverage for diverse families.





A photograph of a person's hands using a calculator on a desk. The scene is dimly lit with a warm, brownish tint. In the background, there is a white coffee cup, some papers, and a pair of glasses. The person is wearing a light-colored sweater.

**Businesses were asked about their retirement plan distribution options. Ninety percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 87 percent equally extend hardship options.**

Findings

Equal Benefits

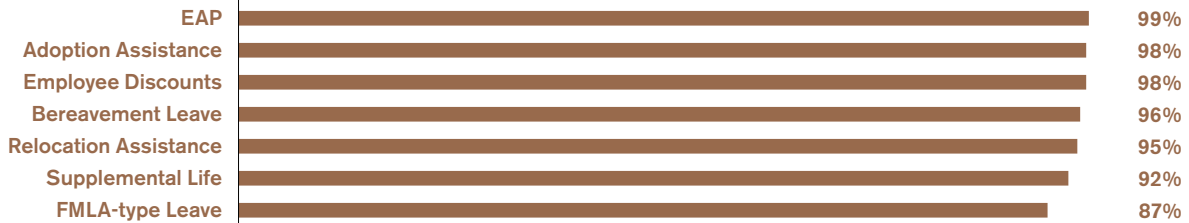
Criterion 2b

Parity Across All “Soft” Benefits for Domestic Partners

74%

of CEI-rated employers have complete parity in spousal and partner access to “soft” benefits (when such benefits are offered at all) such as bereavement leave, employee assistance programs, employee discounts and relocation assistance.

Those individual benefits with the highest rates of parity include:



Retirement Benefits: In Focus for Employers and Employees Alike

In the year following the landmark Supreme Court decisions of United States v. Windsor and Hollingsworth v. Perry, businesses have in some circumstances been legally compelled to extend retirement benefits to same-sex spouses of employees. Prior to these rulings, the HRC Foundation worked with hundreds of businesses to make LGBT employees retirement benefits available to their surviving family members as they would be to other workers.

In 2011, the first Baby Boomers turned 65. According to the Pew Research Center, since January 1, 2011 and every day for the next 19 years, 10,000 Baby Boomers will reach age 65, the traditional retirement age.

The retiring population of LGBT workers is no different from their peers in wanting to ensure continued access to health care coverage as well as accrued financial benefits to their families.

Retirement Financial Benefits

Since the passage of the 2006 Pension Protection Act, the HRC Foundation worked to ensure CEI-rated employers both understood and followed the changes that went into effect under this law. As a pre-cursor to the last year’s legal changes post-Supreme Court rulings on same-sex marriage, the PPA opened up a significant opportunity for employers to extend retirement benefits to non-spouse (according to then federal definitions that excluded same-sex spouses) beneficiaries.

The PPA allows non-spouse beneficiaries, including employees’ partners, to roll their inherited retirement benefits directly to an individual retirement account or annuity (an “IRA”). The Worker, Retiree and Employer Recovery Act of 2008 contained technical corrections to the PPA – as a result, all qualifying retirement plans were required to implement the non-spouse rollover provision as of Jan. 1, 2010. The PPA also allows for hardship withdrawals from a retirement plan for any designated beneficiary of the participant’s plan, such as a domestic partner, parent or sibling.

Businesses were asked about their retirement plan distribution options. Ninety percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 87 percent equally extend hardship options.



## Findings

## Equal Benefits

### Classic Pensions: Making Defined Benefit Plans More Equal

Even though employers have been steadily cutting defined benefit plans (pensions), the HRC Foundation continued to survey employers with such plans still active on whether they provided survivor options for domestic partners of employees, either in the form of Qualified Joint and Survivor Annuities or Qualified Pre-retirement Survivor Annuities.

A total of 59 percent of participating employers indicated that they offer defined benefits to their employees; 80 percent of those with pensions offer QJSAs to their employees' domestic partners, while 79 percent offer QPSAs.

Of those employers offering cash balance pension plans, 87 percent extend the benefit equally to spouses and partners.

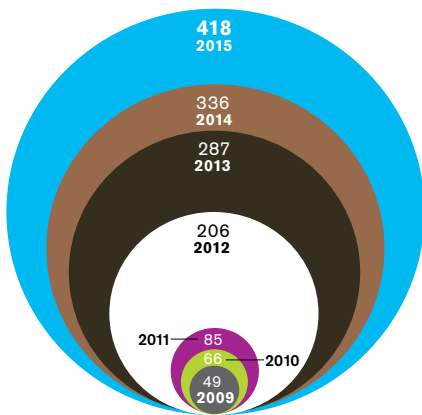
### Transgender-Inclusive Health Care Benefits

The HRC Foundation has, in partnership with hundreds of major businesses taking part in the CEI, led great change in employer-provided health insurance coverage for transgender people. Today, for the first time in history, a majority of CEI-rated businesses offer this coverage.

Since 2004, the CEI has identified transgender-inclusive health care coverage as an area of educational outreach and criteria inclusion.

From 2006 through the 2011 CEI, to earn top rating businesses needed to mitigate at least one exclusion for transgender health care found in the vast majority of insurance plans restricting medically necessary health care coverage for transition-related care as well as routine and chronic care for transgender individuals. Two years prior to the 2012 CEI, the HRC Foundation announced a major change to what would be the 2012 CEI criteria: to earn a top rating of 100 percent, a business needed to not just mitigate one or more exclusions, but address the root problem of transgender exclusion in coverage and fully affirm health care coverage for medically necessary transition-related care and other routine and chronic conditions.

Through the intensive educational and consultative efforts to address health care and insurance disparities for the transgender population and their families, including: outreach to leading health insurance companies direct consultation with both fully and self-insured employers to modify their health care plans and collection and dissemination of cost and utilization data from leading businesses, the HRC Foundation led an increase in the number of major U.S. employers affording transgender-inclusive health care coverage, from 0 in 2002 to 49 in the 2009 CEI to 278 in the 2013 CEI to 336 in 2014 and a record 418 in this year's 2015 CEI.



The number of major employers offering transgender-inclusive health care coverage

## Criterion 2c

### Businesses That Offer at Least One Transgender-Inclusive Health Care Coverage Plan

**53%** of this year's rated businesses afford transgender-inclusive health care coverage options through at least one firm-wide plan. This coverage includes:

- short-term leave,
- counseling by a mental health professional,
- hormone therapy,
- medical visits to monitor hormone therapy and
- surgical procedures

These benefits are critical for the health and well-being of individual transgender people. According to businesses reporting to the HRC Foundation, making these benefits accessible comes at an overall negligible cost to the employers' overall health insurance plans. This holds true across industries.



# 418 Businesses That Offer at Least One Transgender-Inclusive Health Care Coverage Plan

- 3M Co.
- A.T. Kearney Inc.
- AbbVie Inc.
- Abercrombie & Fitch Co.
- Accenture
- Adobe Systems Inc.
- Aetna Inc.
- AIG
- Air Products & Chemicals Inc.
- Akerman LLP
- Akin, Gump, Strauss, Hauer & Feld LLP
- Alaska Air Group Inc.
- Alcatel-Lucent
- Alcoa Inc.
- Alston & Bird LLP
- Altria Group Inc.
- AMC Entertainment Inc.
- American Airlines
- American Eagle Outfitters Inc.
- American Express Co.
- American Family Insurance Group
- Ameriprise Financial Inc.
- Anheuser-Busch Companies Inc.
- AOL
- Aon Corp.
- Apple Inc.
- Aramark Corp.
- Arent Fox LLP
- Arnold & Porter LLP
- Astellas Pharma US Inc.
- AstraZeneca PLC
- AT&T Inc.
- Automatic Data Processing Inc.
- Avaya Inc.
- Avnet Inc.
- Avon Products Inc.
- AXA
- AX Armani Exchange
- Aéropostale Inc.
- BAE Systems Inc.
- Bain & Co. Inc./ Bridgespan Group
- Baker & McKenzie LLP
- Bank of America Corp.
- Bank of New York Mellon Corp., The
- Barclays
- Barilla America Inc.
- Barnes & Noble Inc.
- BASF Corp.
- Best Buy Co. Inc.
- Bingham McCutchen LLP
- Biogen Idec Inc.
- BlackRock
- Blue Cross & Blue Shield of Rhode Island
- Blue Cross Blue Shield of Florida Inc.
- Blue Cross Blue Shield of Michigan
- Blue Cross Blue Shield of Minnesota
- Blue Cross Blue Shield of North Carolina
- BMO Bankcorp Inc.
- BNP Paribas
- Boehringer Ingelheim USA Corp.
- Boeing Co.
- Booz Allen Hamilton Inc.
- Boston Consulting Group
- Boston Scientific Corp.
- Brinker International Inc.
- Bristol-Myers Squibb Co.
- Broadridge Financial Solutions Inc.
- Brown Rudnick LLP
- Brown Shoe Company, Inc.
- Brown-Forman Corp.
- Bryan Cave LLP
- CA Technologies Inc.
- Cadwalader, Wickersham & Taft LLP
- Caesars Entertainment Corp.
- Campbell Soup Co.
- Capital Markets Company NV, The
- Capital One Financial Corp.
- Cardinal Health Inc.
- CareFusion Corp.
- Cargill Inc.
- Carlton Fields Jordan Burt
- CBRE, Inc.
- CBS Corp.
- Chapman and Cutler LLP
- Charles Schwab Corp., The
- Chevron Corp.
- Choate, Hall & Stewart LLP
- Choice Hotels International Inc.
- Chrysler Group LLC
- Chubb Corp.
- CIGNA Corp.
- Cisco Systems Inc.
- Citigroup Inc.
- Cleary Gottlieb Steen & Hamilton LLP
- Clifford Chance US LLP
- Clorox Co.
- Coach Inc.
- Coca-Cola Co., The
- Comcast Corp.
- Comerica Inc.
- ConAgra Foods Inc.
- Consolidated Edison Co.
- Convergys Corp.
- Cooley LLP
- Corning Inc.
- Covington & Burling LLP
- Credit Suisse USA Inc.
- Crowell & Moring LLP
- CSAA Insurance Group
- Cummins Inc.
- CVS Health Corp.
- Danaher Corp.
- Darden Restaurants Inc.
- Davis Wright Tremaine LLP
- Debevoise & Plimpton LLP
- Dechert LLP
- Delhaize America Inc.
- Dell Inc.
- Deloitte LLP
- Dentons US LLP
- Depository Trust & Clearing Corp., The
- Deutsche Bank
- Diageo North America
- Dickstein Shapiro LLP
- DigitasLBi
- DIRECTV
- Discover Financial Services
- DLA Piper
- Dorsey & Whitney LLP
- Dow Chemical Co., The
- Dykema Gossett PLLC
- E&J Gallo Winery
- E. I. du Pont de Nemours and Co. (DuPont)
- Eastern Bank Corp.
- Eastman Kodak Co.
- eBay Inc.
- Ecolab Inc.
- Edwards Wildman Palmer LLP
- Electronic Arts Inc.
- Eli Lilly & Co.
- EMC Corp.
- Erie Insurance Group
- Ernst & Young LLP
- Estée Lauder Companies Inc., The
- Excellus Health Plan Inc.
- Exelon Corp.
- Facebook Inc.
- Faegre Baker Daniels
- Federal Home Loan Mortgage Corp. (Freddie Mac)
- Federal National Mortgage Association (Fannie Mae)
- Federal Reserve Bank of Atlanta
- Federal Reserve Bank of Boston
- Federal Reserve Bank of Cleveland
- Federal Reserve Bank of Richmond
- Fenwick & West LLP
- Finnegan, Henderson, Farabow, Garrett & Dunner LLP
- First Data Corp.
- Fish & Richardson PC
- Foley & Lardner LLP
- Foley Hoag LLP
- Ford Motor Co.
- Fried, Frank, Harris, Shriver & Jacobson LLP
- Frost Brown Todd LLC
- GameStop Corp.
- Gap Inc.
- Genentech Inc.
- General Electric Co.
- General Mills Inc.
- General Motors Co.
- Genworth Financial Inc.
- Gibson, Dunn & Crutcher LLP
- GlaxoSmithKline LLC
- Goldman Sachs Group Inc., The
- Goodwin Procter LLP
- Google Inc.
- Group Health Cooperative
- Group Health Permanente
- Groupon Inc.
- H&M Hennes & Mauritz AB
- H.J. Heinz Co.
- Hanesbrands Inc.
- Harris Corp.
- Hartford Financial Services Group Inc., The
- Harvard Pilgrim Health Care Inc.
- HERE North America LLC
- Herman Miller Inc.
- Hershey Co., The
- Hewlett-Packard Co.
- Hilton Worldwide Inc.
- Hinshaw & Culbertson LLP
- Hogan Lovells US LLP
- Holland & Knight LLP
- HSBC USA
- Humana Inc.
- Huntington Bancshares Inc.
- Hunton & Williams LLP
- Huron Consulting Group Inc.
- Hyatt Hotels Corp.
- Hyundai Motor America
- Intel Corp.
- InterContinental Hotels Group Americas
- International Business Machines Corp. (IBM)
- Interpublic Group of Companies Inc.
- Intuit Inc.
- Invesco Ltd.
- J.C. Penney Co. Inc.
- Jarden Corp.
- Jenner & Block LLP
- JetBlue Airways Corp.
- JLL
- John Hancock Financial Services Inc.
- Johnson & Johnson
- JPMorgan Chase & Co.
- K&L Gates LLP
- Kaiser Permanente
- Katten Muchin Rosenman LLP
- Kelley Drye & Warren LLP
- Kellogg Co.
- KeyCorp
- Kimpton Hotel & Restaurant Group Inc.
- King & Spalding LLP
- Kirkland & Ellis LLP
- KPMG LLP
- Kraft Foods Group Inc.
- Kramer Levin Naftalis & Frankel LLP
- L Brands Inc.
- Land O'Lakes Inc.
- Latham & Watkins LLP
- Leo Burnett Company Inc.
- Levi Strauss & Co.
- Lexmark International Inc.
- Lindquist & Vennum LLP
- Littler Mendelson PC
- Lockheed Martin Corp.
- Macy's Inc.
- Marriott International Inc.
- Marsh & McLennan Companies Inc.
- Massachusetts Mutual Life Insurance Co.
- MasterCard Inc.
- Mattel Inc.
- Mayer Brown LLP
- McDermott Will & Emery LLP
- McKesson Corp.
- McKinsey & Co. Inc.
- Medtronic Inc.
- Mejier Inc.
- Merck & Co. Inc.
- MetLife Inc.
- MGM Resorts International
- Microsoft Corp.
- Milbank, Tweed, Hadley & McCloy LLP
- MillerCoors LLC
- Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC
- Mitchell Gold + Bob Williams
- Mondelez International Inc.
- Monsanto Co.
- Moody's Corp.
- Morgan Lewis & Bockius LLP
- Morgan Stanley
- Morrison & Foerster LLP
- Mosaic Co.
- MSLGROUP Americas
- Nationwide
- Navigant Consulting Inc.
- NCR Corp.
- Nestlé Purina PetCare Co.
- NetApp Inc.
- Netflix Inc.
- New York Life Insurance Co.
- Newell Rubbermaid Inc.
- Nielsen Co., The
- Nike Inc.
- Nissan North America Inc.
- Nixon Peabody LLP
- Nordstrom Inc.
- Northern Trust Corp.
- Northrop Grumman Corp.
- Northwestern Mutual Life Insurance
- Novartis Pharmaceuticals Corp.
- NVIDIA Corp.
- O'Melveny & Myers LLP
- Office Depot Inc.
- Ogilvy Group Inc., The
- Oracle Corp.
- Orbitz Worldwide Inc.
- Orrick, Herrington & Sutcliffe LLP
- Outerwall Inc.
- Owens Corning
- Patterson Belknap Webb & Tyler LLP
- Paul Hastings LLP
- Paul, Weiss, Rifkind, Wharton & Garrison LLP
- Pearson Inc.
- Pepper Hamilton LLP
- PepsiCo Inc.
- Perkins Coie LLP
- Pernod Ricard USA LLC
- Pfizer Inc.
- PG&E Corp.
- Pillsbury Winthrop Shaw Pittman LLP
- Pitney Bowes Inc.
- PNC Financial Services Group Inc., The
- Portland General Electric Co.
- PricewaterhouseCoopers LLP
- Procter & Gamble Co.
- Progressive Corp., The
- Prudential Financial Inc.
- Publicis Healthcare Communications
- Publicis Inc.
- QUALCOMM Inc.
- Quarles & Brady LLP
- Raytheon Co.
- Razorfish
- RBC Capital Markets LLC
- RBC Wealth Management
- Re:Sources USA Inc.
- Recreational Equipment Inc.
- Reed Smith LLP
- Replacements, Ltd.
- Robert W. Baird & Co. Incorporated
- Robins, Kaplan, Miller & Ciresi LLP
- Rockwell Automation Inc.
- Rockwell Collins Inc.
- Ropes & Gray LLP
- S.C. Johnson & Son Inc.
- Safeway Inc.
- salesforce.com Inc.
- SAP America Inc.
- Schiff Hardin LLP
- Sears Holdings Corp.
- Sedgwick LLP
- Sempra Energy
- Seyfarth Shaw LLP
- Shearman & Sterling LLP
- Shell Oil Co.
- Sheppard, Mullin, Richter & Hampton LLP
- Shook, Hardy & Bacon LLP
- Sidley Austin LLP
- Simpson, Thacher & Bartlett LLP
- SIRIUS XM Radio Inc.
- Skadden, Arps, Slate, Meagher & Flom LLP
- Slalom Consulting
- Sodexo Inc.
- Sony Computer Entertainment America LLC
- Sony Electronics Inc.
- Sony Pictures Entertainment Inc.
- Southern California Edison Co.
- Sprint Nextel Corp.
- Squire Patton Boggs
- St. Jude Medical Inc.
- Staples Inc.
- Starbucks Corp.
- Starcom MediaVest Group
- Starwood Hotels & Resorts Worldwide
- State Farm Group
- State Street Corp.
- Steelcase Inc.
- Steptoe & Johnson LLP
- Stoel Rives LLP
- Sun Life Financial Inc. (U.S.)
- SunPower Corp.
- SunTrust Banks Inc.
- Supervalu Inc.
- Sutherland Asbill & Brennan LLP
- Symantec Corp.
- T-Mobile USA Inc.
- T. Rowe Price Associates Inc.
- Target Corp.
- TD Bank, N.A.
- Teachers Insurance and Annuity Association - College Retirement Equities Fund
- Tech Data Corp.
- Tesla Motors Inc.
- The Cosmopolitan of Las Vegas
- Thermo Fisher Scientific Inc.
- Thompson Coburn LLP
- Thompson Hine LLP
- Thomson Reuters
- Tiffany & Co.
- Time Warner Cable Inc.
- Time Warner Inc.
- TJX Companies Inc., The
- Towers Watson & Co.
- Toyota Financial Services
- Toyota Motor Sales USA Inc.
- Troutman Sanders LLP
- U.S. Bancorp
- UBS AG
- Unilever
- Union Bank
- United Airlines
- United Technologies Corp.
- UnitedHealth Group Inc.
- US Foods Inc.
- Vanguard Group Inc.
- Viacom Inc.
- Vinson & Elkins LLP
- Virgin America
- Visa
- Visteon Corp.
- Volkswagen Group of America Inc.
- Voya Financial
- W.W. Grainger Inc.
- Wachtell, Lipton, Rosen & Katz
- Walgreen Co.
- Walt Disney Co., The
- Weil, Gotshal & Manges LLP
- WellPoint Inc.
- Wells Fargo & Co.
- Whirlpool Corp.
- White & Case LLP
- Wilmer Cutler Pickering Hale & Dorr LLP
- Winston & Strawn LLP
- Womble Carlyle Sandridge & Rice, LLP
- Wyndham Worldwide Corp.
- Wynn Resorts Ltd.
- Xerox Corp.
- Yahoo! Inc.
- Yelp Inc.
- ZenithOptimedia

## Organizational Competency in LGBT Inclusion

### Criterion 3a Competency Training, Metrics, Resources or Accountability Measures

# 74%

**of CEI-rated employers offer a robust set of practices (at least three efforts) to support organizational LGBT diversity competency.**

The rates at which major businesses have laid a foundation of equal policies and benefits for LGBT workers have necessitated further expansion of internal diversity and inclusion efforts to better ensure that LGBT inclusion is woven into the daily culture and employee engagement programming within the business.

Even with critical changes to policies, employers have recognized that additional programming and educational efforts are necessary to make these policies part of the business's competency portfolio across all employee tiers. No business wants to inadvertently lose its momentum towards greater inclusion, retention and productivity of talent because of a lack of comprehensive educational efforts.

Some of the most common forms of LGBT inclusion efforts are: diversity training programs, LGBT metrics and evaluation mechanisms and gender transition guidelines. Many employers integrate these educational programs into already existing diversity and inclusion programs. To obtain full credit in this criterion, employers must show at least three types of organizational competency programming. This comprehensive metric is provided as accountability for employers to devote resources to creating and maintaining a climate of inclusion.

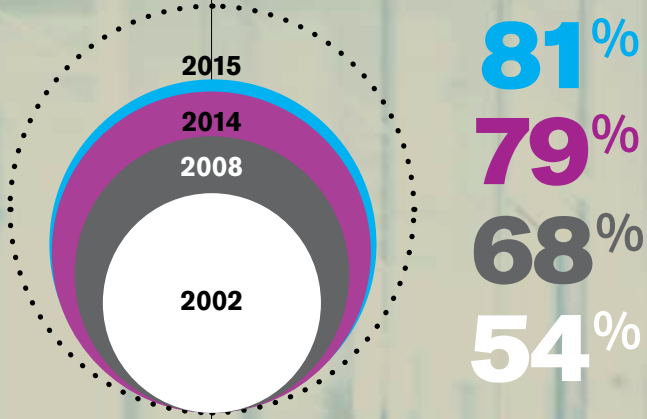
In light of policy and benefits expansion, the HRC Foundation has rolled out a number of studies and resources aimed at making the policies and benefits part of an everyday workplace practice of LGBT inclusion. These can be found at [www.hrc.org/workplaceclimate](http://www.hrc.org/workplaceclimate)

#### Diversity Training and Educational Programs

Diversity training and educational programs are often essential to employee onboarding processes as well as managerial and leadership trainings. Simply put, "sexual orientation" and "gender identity" workplace protections are not self-evident in concept and do not enjoy a history of federal guidance as other categories do. Most employees need some direction as to what these policies mean in their workplaces with regard to employee expectations. In addition, diversity training and educational programs are key platforms for the employer to show alignment in their business values around inclusion with broader business objectives such as solidifying diverse market shares, attracting talent and more.

Trainings may be in-person or web-based modules; credit is given to employers that include definitions or scenarios of how "sexual orientation" and "gender identity or expression" are included in the employer's non-discrimination policy as discrete subjects within broader trainings or as standalone trainings.

While some employers meet this requirement with basic new-hire training (74 percent of all employers), others have developed fully integrated diversity and inclusion programs that combine lessons on diversity with other trainings that are skills or policy-based. For example, a training focused on the professional development of new managers may cover a range of topics including job-related software skills, ethics training, and organizational values with respect to promoting diversity and inclusion. Sixty percent of this year's rated businesses indicated that they offer such integrated training programs.



**Businesses with Inclusive Diversity Training**

**Findings**

**Organizational Competency in LGBT Inclusion**

**46%**

**of CEI-rated employers offer employees question options to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.**

**Counting  
LGBT Employees:  
Optional  
Self-Identification  
Questions**

Unlike other diversity categories such as race and gender, employers are not required by law to collect data on the LGBT people they employ. However, many employers have implemented optional self-identification questions for LGBT employees to answer alongside other standard demographic questions.

These data collection efforts are aimed at quantifying the extent to which businesses' LGBT inclusion efforts have yielded positive results in terms of the recruitment and retention of LGBT talent. In addition, many employers have anonymous workplace climate surveys and the LGBT data provides valuable information on broader engagement measures of this workforce segment. As the business maxim states: "If you can't measure it, you can't manage it" and so hundreds of businesses have started to count their LGBT employees.

Currently, forty-six percent of CEI participants allow employees to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential Human Resource records.

**Senior Leadership  
Metrics of Inclusion**

Now an emerging trend, some employers define a set of annual diversity and inclusion goals and hold their senior leaders accountable for the accomplishment of these goals through senior leadership performance evaluations. Thirty-eight percent of CEI-rated employers allow senior leaders to submit LGBT-focused diversity efforts as part of their annual review of overall leadership on diversity and inclusion goals.

**Gender Transition  
Guidelines**

The proliferation of comprehensive transgender-inclusive health care benefits and gender identity workplace protections has catalyzed more and more businesses to work with the HRC Foundation to implement guidelines on the transition process. The guidelines are aimed at establishing common reference points and expectations for all involved, including the transitioning employee, HR, management and work groups, to further everyone's goal of a respectful transition process that retains the employee and individual engagement.

A record 291 major employers submitted gender transition guidelines – the vast majority of which were adopted from the HRC Foundation's template guidelines (available at [www.hrc.org/workplace](http://www.hrc.org/workplace)).

From suggestions on how to have respectful and informative conversations about the topic of transgender inclusion in the workplace to the administrative changes to one's personnel and workplace documents, these guidelines clearly delineate responsibilities and expectations of transitioning employees, their supervisors, colleagues and other staff.

**The number of  
major employers  
with gender  
transition guidelines**



**Findings** **Organizational Competency in LGBT Inclusion**

**Criterion 3b** **LGBT/Allies Employee Groups and Diversity Councils**

**84%** of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues. Sixty-seven percent of rated employers have employee groups, 77 percent have diversity councils and 61 percent of rated employers have both.

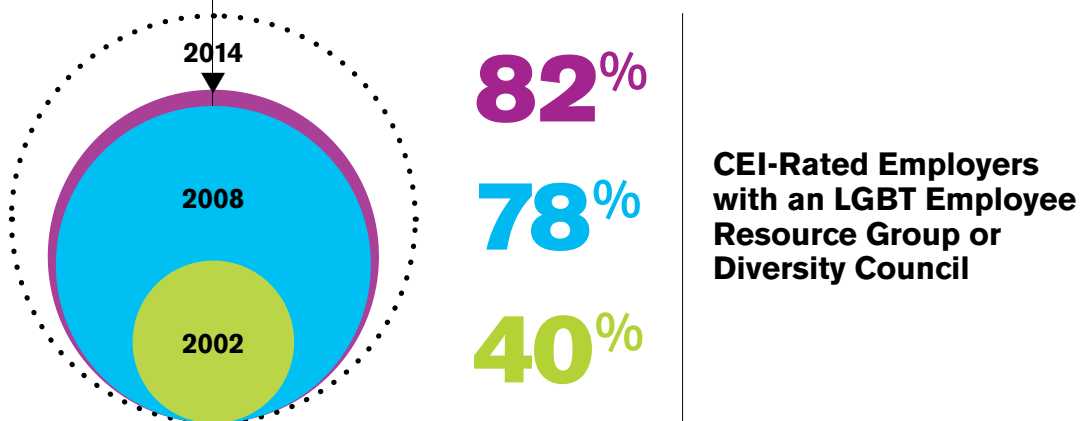
Many large employers have formally recognized employee resource groups (also known as an employee network groups or affinity groups) for diverse populations of their workforce, including women, people of color, people of varied abilities and LGBT/allied people. These groups' purpose is two-fold:

- To foster a sense of community within a business and
- To leverage each unique populations' networks and skills to help accomplish business goals such as market innovation, recruitment and retention of talent.

ERGs are great platforms for leadership opportunities for LGBT and allied employees to better their own work environments. In addition, the reach of many ERGs extends beyond the everyday affairs of an employer to policymaking, representing the employer at professional events and external activities, participating in prospective employee recruitment efforts, mentoring, and other retention-focused programming.

Employers usually provide these groups with a budget and access to resources such as meeting rooms and e-mail networks. The groups provide a clear line of communication between employees and management. LGBT/A ERGs empower employees as change agents, and also help to provide a sense of safety and acceptance for LGBT employees within the workplace.

Recognizing the differences in businesses rated in the CEI, Criterion 3b can also be met with an organization-wide diversity council or working group with a mission that specifically includes LGBT diversity and inclusion.



### The Role of Allies

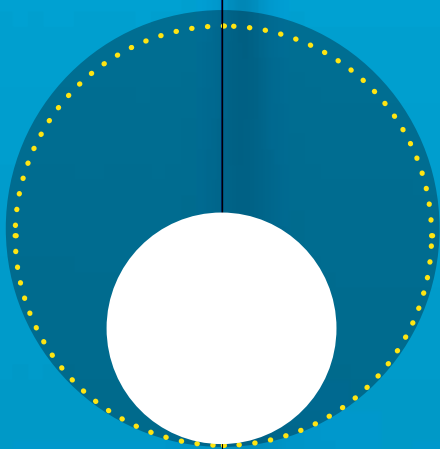
Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join as membership is not limited to those who are LGBT but open to all supporters of equality. Of those companies with an officially recognized LGBT employee group, 91 percent (a 5 point jump from last year) reported being expressly for LGBT and allied employees. ERGs have embraced allies as members of the full LGBT community, as allies bring their own unique voice and vantage point to workplace equality.

### Executive Champions

The profile and impact of an employee resource groups is greatly enhanced by an active executive champion for the group. Ninety-seven percent of employee groups rated in the CEI are sponsored by an executive champion.

A majority (55 percent) of executive champions identify as allies, while 37 percent reported being openly LGBT.





**97%** CEI-Rated Employee groups are sponsored by an Executive Champion

**55%** of those Executive Champions identify as Allies

## Public Commitment

### Criterion 4 **Businesses That Positively Engage the External LGBT Community**

**79%** of CEI-rated businesses report implementing at least three efforts of public engagement with the LGBT community, namely through marketing, advertising and recruitment efforts, philanthropic contributions to LGBT organizations, LGBT diverse supplier initiatives and public policy weigh-in.

**Promoting Business Growth Through Visibility - Respectful Advertising & Talent Recruiting**

Businesses are touting their credentials as LGBT-inclusive employers by investing in talent recruitment efforts at LGBT-focused job fairs as well as communicating inclusion to the community at large through advertising and sponsorship.

Professional events such as the annual Out & Equal Workplace Summit, Lavender Law conference and Reaching Out MBA career expo are filled with highly rated CEI employers looking to attract diverse employees. Employers' presence at these and other events sends a clear message to potential employees that LGBT diversity is part of company culture, and that LGBT candidates are valued as the best and the brightest across industries, geographies and trades.

Ad campaigns and sponsorships further this message of company values to the public. Increasingly, ads with authentic images of LGBT people are featured in both LGBT media outlets and general press alike.

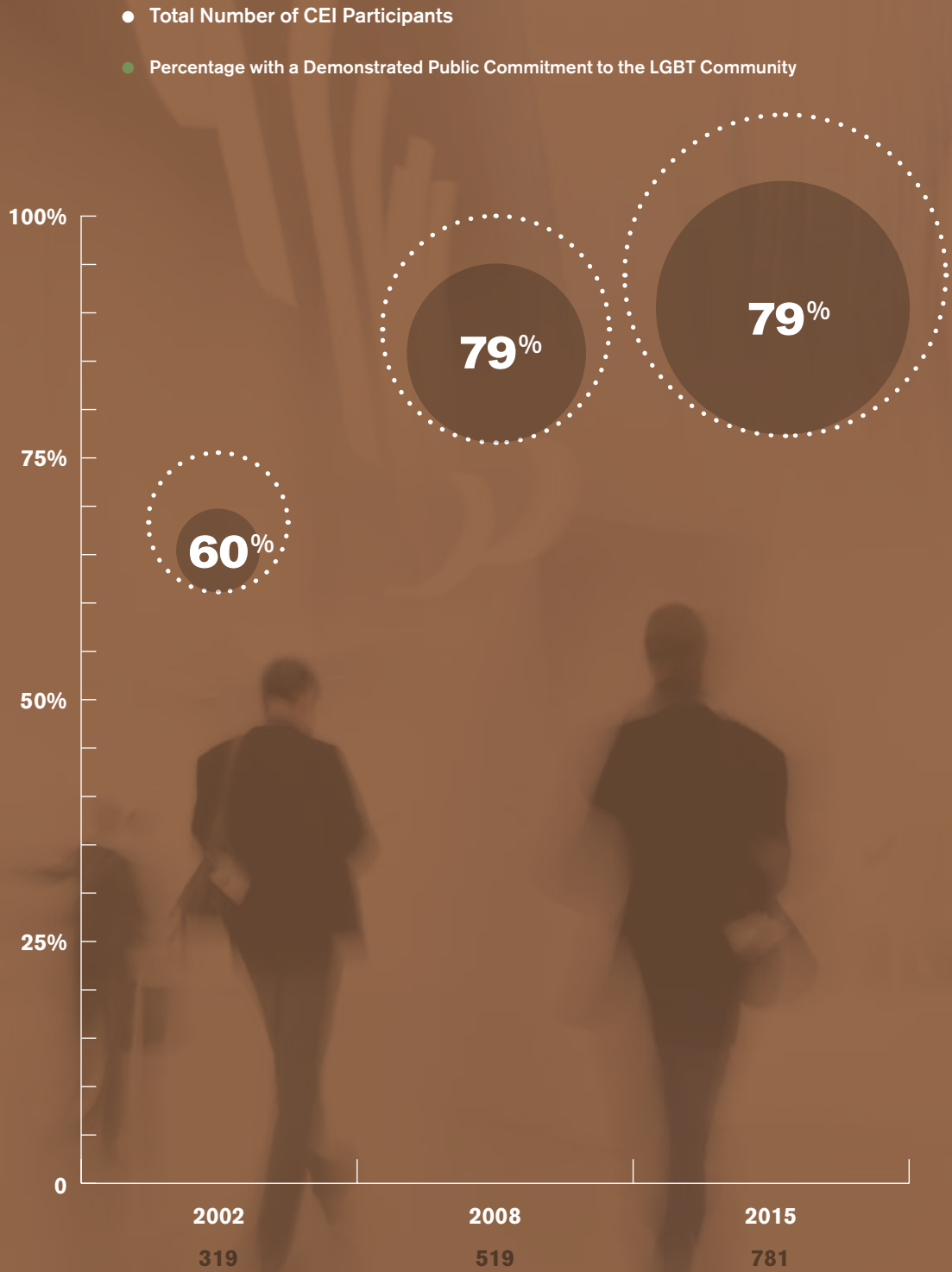
**Supporting the Community - Philanthropy**

Corporate philanthropic activities ranging from financial support to in-kind donations of products or services can bolster a business's profile in the LGBT community. Corporate giving to organizations promoting LGBT health, education or political efforts further demonstrates this commitment to broader LGBT equality. Typically, these efforts have a strategic connection to the core mission of a business, such as a law firm's pro bono legal support of organizations tasked with direct legal representation of LGBT individuals.

**Supplier Chain Management - Promoting Effective Business and Inclusion**

Supplier diversity programs ensure that the procurement process includes specific opportunities for minority-owned businesses, including women-owned, veteran-owned and, more recently, LGBT-owned businesses. Supplier diversity initiatives have existed in the business community for at least three decades, going back to the inception of such groups as the National Association of Women Business Owners and the National Minority Business Council, both founded in the early 1970s to promote the inclusion of these under-utilized entrepreneurial groups. Furthermore, there are federal initiatives such as the Center for Veterans Enterprise that is designed to assist U.S. veterans in launching and thriving in private business. These initiatives intend to give more equitable opportunities to those would-be small business owners who are more likely to face social and practical barriers to success.

The National Gay and Lesbian Chamber of Commerce began certifying LGBT-owned small businesses in 2002, a process that requires substantiation of majority LGBT ownership in a business and verification of a business' good standing in the community. Supplier



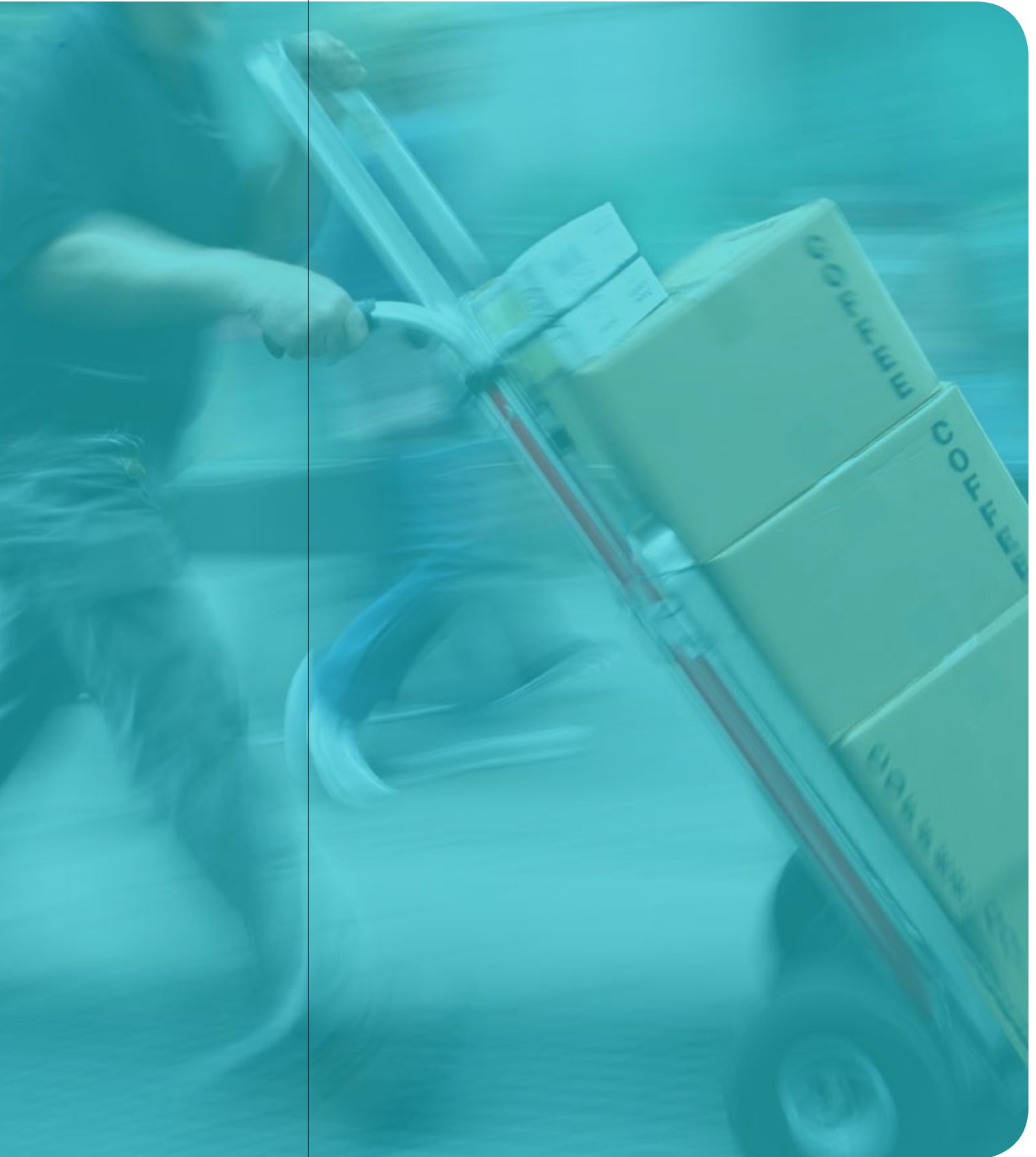
diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, one-fifth of this year's rated companies and law firms demonstrated their commitment to LGBT inclusion and now reap the benefits of working with businesses in the diverse communities in which they operate.

A majority of businesses are responsibly engaging suppliers and vendors to ensure that their own standards for diversity and inclusion are upheld in all business-to-business operations. Sixty-one percent of CEI participants noted that they require suppliers to prohibit discrimination based on the protections in their own inclusive non-discrimination policy. Requiring suppliers' adherence to established nondiscrimination policies provides an engagement opportunity for businesses that typically rely on other businesses for goods or services, rather than consumers, to demonstrate their overarching commitment to the LGBT community.

**Business for  
Equality in  
Public Policy –  
Efforts to  
Support LGBT  
Legal Equality**

Over the last five years, the rates of corporate engagement on matters of LGBT-relevant public policy and legal matters have skyrocketed. Since 2008's Prop 8 campaign for marriage equality, hundreds of businesses signed on to amicus briefs challenging the Defense of Marriage Act and dozens more lent their corporate names and resources to the fights for marriage equality in the states. HRC's Business Coalition for Workplace Fairness is a group of leading U.S. employers that support federal workplace protections on the basis of sexual orientation and gender identity, going on record that equality is good for business.







## 360 Degrees of Equality: CEI 2016 Standards

The cornerstone of the Corporate Equality Index has always been a principle of non-discrimination with respect to sexual orientation and gender identity. This ethos underpins all of the criteria to-date, from equal benefits to equal visibility and engagement with LGBT employees and the community at-large.

In the 2013 CEI, the HRC Foundation noted an important trend emerging from both top rated and other businesses across the CEI spectrum: the principles of non-discrimination were being extended and codified into policies for global operations, supplier standards and corporate philanthropy.

Announced spring 2013 and set for scoring in the 2016 CEI, the following standards must be met by each employer for a 100 percent rating:

- Have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the US and global operations.
- Require U.S. contractors to abide by companies' existing inclusive non-discrimination policy.
- Implement internal requirements prohibiting company/ law firm philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and/ or gender identity.

A strong majority of businesses are on a path to meeting these standards in time for next year's CEI.

### Global Non-Discrimination Policies and Codes of Conduct

The majority of businesses surveyed in the CEI – 64 percent – has operations outside of the U.S. and in some cases are headquartered abroad. For the ninth year in a row, the CEI included questions on global employers' levels of LGBT inclusive policies and practices both within the U.S. and outside the country.

Eighty-five percent of employers report that their non-discrimination policies apply across all of their global operations, and 54 percent have distinct global codes of conduct that specify expectations on workplace inclusion and non-discrimination standards along the lines of sexual orientation and gender identity.

### Contractor and Vendor Standards

Most businesses rely on other businesses for goods and services. In order to align suppliers' business practices with the contracting employer, a majority of businesses - 61 percent - has established supplier non-discrimination standards that include provisions on sexual orientation and gender identity.

### Corporate Giving Guidelines

The CEI has long incorporated employers' philanthropic giving through the systematic review of tax forms to evaluate the flow of money from businesses' coffers to organizations with a specific aim of undermining LGBT equality (e.g. organizations set up to implement state level bans on same-sex marriage, adoption prohibitions, etc.). From 2002 to present, a company would be contacted, and potentially receive a 25 point deduction, if HRC found instances of foundational corporate giving to any organization whose explicit mission included efforts to undermine LGBT equality. This framework is being widened to hold companies accountable for any giving to a non-religious organization with an explicit policy of discrimination against LGBT people (e.g. The Boy Scouts of America).

In order to align corporate values and corporate philanthropy, dozens of businesses have long maintained responsible giving guidelines to ensure that organizations they fund do not discriminate on the basis of sexual orientation and gender identity. Fifteen percent of this year's CEI employers reported having these guidelines in place.

**For case study example and more information on all of the above standards, please see [www.hrc.org/2016cei](http://www.hrc.org/2016cei)**



# Appendices

## Appendix A

# Employers With Ratings of 100 Percent

### Corporate Equality Index Rating Criteria

- 1a Prohibits Discrimination Based on Sexual Orientation (15 points)
- 1b Prohibits Discrimination Based on Gender Identity or Expression (15 points)
- 2a Offers Partner Health/Medical Insurance (15 points)
- 2b Has Parity Across Other "Soft" Benefits for Partners (10 points)  
(half credit for parity across some, but not all benefits)
- 2c Offers Transgender-Inclusive Health Insurance Coverage (10 points)
- 3a Firm-wide Organizational Competency Programs (10 points)
- 3b Has Employer-Supported Employee Resource Group  
OR Firm-Wide Diversity Council (10 points)  
Would Support ERG if Employees Express Interest (half credit)
- 4 Positively Engages the External LGBT Community (15 points)  
(partial credit of 5 points given for less than 3 efforts)
- 5 Responsible Citizenship Employers will have 25 points deducted from their score for a large-scale official or public anti-LGBT blemish on their recent records (-25 points)

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	101
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
AjX Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	529
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	90	540
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	84
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	38
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	90	515
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	128
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
AMC Entertainment Inc.	Leewood, KS	●	●	●	●	●	●	●	●	●	●	100	100	787
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	100	121
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	642
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	90
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	263
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	90	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	100	6
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	90	205
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	55	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	11
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	100	255
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	252
AXA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	180
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	●	100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	360
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	100	100	61
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Biogen Idec Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	100	100	454
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	286
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	100	85	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	100	100	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	30
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	436
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Boston Scientific Corp.	Marlborough, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	65	357	
Bristol-Myers Squibb Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	158	
Broadridge Financial Solutions Inc.	Lake Success, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	857	
Brown Rudnick LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Brown Shoe Company, Inc.	St. Louis, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	788	
Brown-Forman Corp.	Louisville, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	767	
Bryan Cave LLP	Saint Louis, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
CA Technologies Inc.	Islandia, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	499	
Cadwalader, Wickersham & Taft LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Caesars Entertainment Corp.	Las Vegas, NV	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	300	
Campbell Soup Co.	Camden, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	338	
Capital Markets Company NV, The	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100			
Capital One Financial Corp.	McLean, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	127	
Cardinal Health Inc.	Dublin, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	19	
CareFusion Corp.	San Diego, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	622	
Cargill Inc.	Wayzata, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Carlton Fields Jordan Burt	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
CBRE, Inc.	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	387	
CBS Corp.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	186	
Chapman and Cutler LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Charles Schwab Corp., The	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	488	
Chevron Corp.	San Ramon, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	3	
Choate, Hall & Stewart LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Choice Hotels International Inc.	Rockville, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Chrysler Group LLC	Auburn Hills, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Chubb Corp.	Warren, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	202	
CIGNA Corp.	Bloomfield, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	103	
Cisco Systems Inc.	San Jose, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	60	
Citigroup Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	26	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Clifford Chance US LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Clorox Co.	Oakland, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	461	
Coach Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	75	504	
Coca-Cola Co., The	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	57	
Comcast Corp.	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	46	
Comerica Inc.	Dallas, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	772	
ConAgra Foods Inc.	Omaha, NE	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	95	209	
Consolidated Edison Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	226	
Corning Inc.	Corning, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	326	
Covington & Burling LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Credit Suisse USA Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Crowell & Moring LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
CSAA Insurance Group	Walnut Creek, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Cummins Inc.	Columbus, IN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	160	
CVS Health Corp.	Woonsocket, RI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	85	13	
Danaher Corp.	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	152	
Darden Restaurants Inc.	Orlando, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	328	
Davis Wright Tremaine LLP	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Debevoise & Plimpton LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Dechert LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Delhaize America Inc.	Salisbury, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Dell Inc.	Round Rock, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	51	



Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	
DigitasLBI	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	100	95	102
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	100	100	294
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	100	52
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	100	100	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	72
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	562
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	196
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	229
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	565
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	130
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	133
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	80	
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	129
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100		482
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	80	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	45	254
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	10
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100	298
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	179
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	8
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	169
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	7
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
GilaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	68
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	55

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Group Health Cooperative	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Groupon Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	851
Hartford Financial Services Group Inc., The	Hartford, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	112
Harvard Pilgrim Health Care Inc.	Wellesley, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
HERE North America LLC	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Herman Miller Inc.	Zeeland, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Hershey Co., The	Hershey, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	384
Hewlett-Packard Co.	Palo Alto, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	15
Hilton Worldwide Inc.	McLean, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Hinshaw & Culbertson LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Hogan Lovells US LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Holland & Knight LLP	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
HSBC USA	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Humana Inc.	Louisville, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	73
Huntington Bancshares Inc.	Columbus, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	707
Hurton & Williams LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Huron Consulting Group Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Hyatt Hotels Corp.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	593
Intel Corp.	Santa Clara, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	95	54
InterContinental Hotels Group Americas	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
International Business Machines Corp. (IBM)	Armonk, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	20
Interpublic Group of Companies Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	366
Intuit Inc.	Mountain View, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	558
Jenner & Block LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
JetBlue Airways Corp.	Long Island City, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	495
JLL	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	596
John Hancock Financial Services Inc.	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	85	
Johnson & Johnson	New Brunswick, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	41
JPMorgan Chase & Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	18
K&L Gates LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Kaiser Permanente	Oakland, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Kellogg Co.	Battle Creek, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	192
KeyCorp	Cleveland, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	510
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
King & Spalding LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Kirkland & Ellis LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
KPMG LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Kraft Foods Group Inc.	Northfield, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	151
Kramer Levin Naftalis & Frankel LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
L Brands Inc.	Columbus, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	258
Land O'Lakes Inc.	Arden Hills, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	194
Latham & Watkins LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Leo Burnett Company Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Levi Strauss & Co.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	520
Lexmark International Inc.	Lexington, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	609
Lindquist & Vennum LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	95	
Littler Mendelson PC	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Lockheed Martin Corp.	Bethesda, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	59
Macy's Inc.	Cincinnati, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	109
Marriott International Inc.	Bethesda, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	230
Marsh & McLennan Companies Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	228

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	100	100	94
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	348
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	14
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	172
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	100	100	58
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	40
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	292
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	35
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Mondelez International Inc.	East Hanover, nj	●	●	●	●	●	●	●	●	●	●	100		88
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	206
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	765
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	96
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	100
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	90	441
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	90	408
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	89
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	85	433
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	126
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	227
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	561
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	100	95	120
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	114
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	253
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	80
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	476
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	90	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	48

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
PG&E Corp.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	●	100	100	183	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	170	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	100	100		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100	28	
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	100	100	166	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	100	100	29	
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	149	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	90		
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	100	124	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	100	90		
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100		
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	100	100		
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	90		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	403	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	100	90		
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	100	100	62	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	702	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	100	100		
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	100	100	71	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	281	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	100		
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	652	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	100	90		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	100	100		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	100	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	100	100		
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	100	100	87	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100		
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	85	457	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	122	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	90	208	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100	400	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	90	268	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	100	90	758	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	100	100		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
SunTrust Banks Inc.	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	239	
Sutherland Asbill & Brennan LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Symantec Corp.	Mountain View, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	379	
T. Rowe Price Associates Inc.	Baltimore, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	709	
Target Corp.	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	36	
TD Bank, N.A.	Wilmington, DE	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	97	
Tech Data Corp.	Clearwater, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	119	
Tesla Motors Inc.	Palo Alto, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
The Cosmopolitan of Las Vegas	Las Vegas, NV	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Thompson Coburn LLP	Saint Louis, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Thompson Hine LLP	Cleveland, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Thomson Reuters	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Time Warner Cable Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	134	
Time Warner Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	105	
TJX Companies Inc., The	Framingham, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	95	115	
T-Mobile USA Inc.	Bellevue, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Towers Watson & Co.	Arlington, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100		649	
Toyota Financial Services	Torrance, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Toyota Motor Sales USA Inc.	Torrance, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Troutman Sanders LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
U.S. Bancorp	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	132	
UBS AG	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Unilever	Englewood Cliffs, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Union Bank	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
United Airlines	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	79	
United Technologies Corp.	Hartford, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	50	
UnitedHealth Group Inc.	Minnetonka, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	17	
Viacom Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	198	
Vinson & Elkins LLP	Houston, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Virgin America	Burlingame, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Visa	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	260	
Volkswagen Group of America Inc.	Herndon, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Voya Financial	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
W.W. Grainger Inc.	Lake Forest, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	30	295	
Wachtell, Lipton, Rosen & Katz	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Walgreen Co.	Deerfield, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	37	
Walt Disney Co., The	Burbank, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	66	
Weil, Gotshal & Manges LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
WellPoint Inc.	Indianapolis, IN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	47	
Wells Fargo & Co.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	25	
Whirlpool Corp.	Benton Harbor, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	154	
White & Case LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Winston & Strawn LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Wyndham Worldwide Corp.	Parsippany, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	528	
Wynn Resorts Ltd.	Las Vegas, NV	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	478	
Xerox Corp.	Norwalk, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	131	
Yahoo! Inc.	Sunnyvale, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	494	
Yelp Inc.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
ZenithOptimedia	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		

## Appendix B

### Ratings and Criteria Breakdowns

#### Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation **(15 points)**
- 1b** Prohibits Discrimination Based on Gender Identity or Expression **(15 points)**
- 2a** Offers Partner Health/Medical Insurance **(15 points)**
- 2b** Has Parity Across Other “Soft” Benefits for Partners **(10 points)**  
**(half credit for parity across some, but not all benefits)**
- 2c** Offers Transgender-Inclusive Health Insurance Coverage **(10 points)**
- 3a** Firm-wide Organizational Competency Programs **(10 points)**
- 3b** Has Employer-Supported Employee Resource Group  
OR Firm-Wide Diversity Council **(10 points)**  
Would Support ERG if Employees Express Interest **(half credit)**
- 4** Positively Engages the External LGBT Community **(15 points)**  
**(partial credit of 5 points given for less than 3 efforts)**
- 5** Responsible Citizenship Employers will have 25 points deducted  
from their score for a large-scale official or public anti-LGBT blemish  
on their recent records **(-25 points)**

#### Ratings in Gray

Unofficial ratings of the Fortune 500 companies that have not responded to repeated invitations to the CEI survey. These ratings are based on publicly available information as well as information submitted to HRC from unofficial LGBT employee groups or individual employees.



Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	101
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Abbott Laboratories	Abbott Park, IL	●	●	●	▶				●	●	●	75	60	70
AbbVie Inc.	North Chicago, IL	●	●	●	▶	●	●	●	●	●	●	95		
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	529
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Acer Inc.	Irvine, CA	●		●	▶							35	35	
Actavis Inc.	Parsippany, NJ	●	●									30		432
Adecco North America LLC	Jacksonville, FL	●	●	●	●			●	●	●	●	90	90	
Adidas America	Portland, OR	●	●	●	●				●	●	●	80	15	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	90	540
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●									30	30	409
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●				▶	●	●	75	65	464
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●			●	●	●	●	90	90	320
Aéropostale Inc.	New York, NY	●	●	●	●	●			▶	●	●	85	85	839
AES Corp., The	Arlington, VA											0	15	153
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	84
AFLAC Inc.	Columbus, GA	●	●	●	▶			●	●	●	●	85	75	118
Agco	Duluth, GA	●										15	15	272
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●			●	●	●	●	90	90	371
Ahold USA Inc.	Quincy, MA	●	●	●	▶				▶			55	55	
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	38
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	▶	●	●	●	●	●	●	95	85	273
AK Steel Holding Corp.	West Chester, OH	●	●									30	30	430
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	90	515
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	128
Allegheny Energy Inc.	Greensburg, PA	●										15	15	
Allegheny Technologies Inc.	Pittsburgh, PA	●	●									30	30	490
Allergan Inc.	Irvine, CA	●										15	15	440
AllianceBernstein	New York, NY	●	●	●	●				●	●	●	80		
Alliant Energy Corp.	Madison, WI	●	●	●	▶			●	●	●	●	85	85	655
Alliant Techsystems Inc.	Arlington, VA	●	●	●	▶							50	50	519
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●			●	●	●	●	90	60	
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●			▶				▶	▶	▶	30	30	
Allstate Corp., The	Northbrook, IL	●	●	●	▶			●	●	●	●	85	85	92
Ally Financial Inc.	Detroit, MI	●										15	15	221
Alpha Natural Resources Inc.	Bristol, VA											0	0	365
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Altria Group Inc.	Richmond, VA	●	●	●	●	●			●	●	●	90	80	159
Amazon.com Inc.	Seattle, WA	●	●	●	●			●	●	●	●	90	90	49

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
AMC Entertainment Inc.	Leewood , KS	●	●	●	●	●	●	●	●	●	●	100	100	787
Ameren Corp.	St. Louis, MO	●	●	●	▶		●	●	●	●		85	85	373
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	100	121
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	642
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●			●	●	●	●	80	80	185
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	90
American Family Insurance Group	Madison, WI	●	●	●	▶	●		●	●	●		85	55	393
American Financial Group	Cincinnati, OH											0	0	485
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	263
AmerisourceBergen Corp.	Chesterbrook, PA	●		●	●							40	55	32
Amgen Inc.	Thousand Oaks, CA	●	●	●	●				●	●		80	60	162
Anadarko Petroleum	The Woodlands, TX	●	●									30	15	207
Andersons Inc., The	Maumee, OH	●	●									30		472
Andrews Kurth LLP	Houston, TX	●	●	●	●			●	●	●		90	90	
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	90	
Anixter International Inc.	Glenview, IL	●	●									30	30	405
AOL	New York, NY	●	●	●	●	●		●	●	●		90	90	880
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Apache Corp.	Houston, TX	●	●									30	30	167
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●		100	100	6
Applied Materials Inc.	Santa Clara, CA	●	●	●	▶		●	●	●	▶		75	85	302
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	90	205
Archer Daniels Midland Co.	Decatur, IL			●	▶							20	35	27
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Arrow Electronics	Englewood, CO	●										15	15	141
Ashland Inc.	Covington, KY	●										15	15	321
Assurant	New York, NY	●	●	●	●		●	●	●	●		90	85	309
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●		100	55	
AstraZeneca PLC	Wilmington, DE	●	●	●	▶	●		●	●	●		85	85	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	100	11
Austin Radiological Assn.	Austin, TX	●		●	▶				▶			40	40	
Autoliv Inc.	Auburn Hills, MI	●	●									30	15	317
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●		100	100	255
AutoNation Inc.	Fort Lauderdale, FL	●										15	15	177
Auto-Owners Insurance Group	Lansing, MI											0	0	443
AutoZone Inc.	Memphis, TN	●										15	15	306
Avaya Inc.	Santa Clara , CA	●	●	●	●	●		▶	▶			75	80	477
Avery Dennison	Pasadena, CA	●										15	15	375
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	▶		●	●	▶	▶		75	75	350
Avnet Inc.	Phoenix, AZ	●	●	●	▶	●	●	▶	▶			80	70	117
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	252
AXA	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
B J's Wholesale Club	Westborough, MA	●	●		▶							35	35	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
BAE Systems Inc.	Arlington, VA	●	●	●	●	●		●		●	●		90	85	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●		●	●	●	●		100	100	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●			●	●	●	●		90	90	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●		●	●	●	●		100	100	
Baker Botts LLP	Houston, TX	●	●	●	●			●	●	●	●		90	90	
Baker Hughes Inc.	Houston, TX	●											15	15	135
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	▶			●	●	●			85	85	
Baldor Electric Co.	Fort Smith, AR	●			▶						▶		25	25	
Ball Corp.	Broomfield, CO	●	●	●	▶			●	●	●			85	85	301
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●			●	●	●	●		90	90	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●		●	●	●	●		100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●		●	●	●	●		100	100	180
Barclays	New York, NY	●	●	●	●	●		●	●	●	●		100	100	
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●		●	●	●	●		100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●		●	●	●	●		100	100	360
BASF Corp.	Florham Park, NJ	●	●	●	●	●		●	●	●	●		100	100	
Bausch & Lomb Inc.	Rochester, NY	●	●	●	▶			●	●	▶			75	75	
Baxter International Inc.	Deerfield, IL	●	●	●	●			●	●	●	●		90	90	193
Bayer Corp.	Pittsburgh, PA	●	●	●	●				●	●	●		80	80	
BB&T Corp.	Winston-Salem, NC	●	●	●	▶			●	▶	●			80	80	251
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●										30	30	332
Bed Bath & Beyond Inc.	Union, NJ	●	●										30	30	285
Bemis Co. Inc.	Neenah, WI	●											15	15	479
Berkshire Hathaway Inc.	Omaha, NE												0	0	5
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●		●	●	●	●		100	100	61
Big Lots	Columbus, OH	●	●										30	15	466
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●		●	●	●	●		100	100	
Biogen Idec Inc.	Cambridge, MA	●	●	●	●	●		●	●	●	●		100	100	454
Black & Veatch Corp.	Overland Park, KS	●	●	●	●				▶	▶			65	65	
BlackRock	New York, NY	●	●	●	●	●		●	●	●	●		100	100	286
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●			●	▶				70	70	590
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●		●	●	●	●		100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●		●	●	●	●		100	100	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●		●	●		●	●	●	●		85	85	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●		●	●	●	●		100	100	
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●		●	●	●	●		100	85	
BMC HealthNet Plan	Boston, MA	●	●		▶				●	●			60	60	
BMC Software Inc.	Houston, TX	●	●	●	●					▶			70	80	890
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●		●	●	●	●		100	100	
BNP Paribas	New York, NY	●	●	●	●	●		●	●	●	●		100	100	
Bob Evans Farms Inc.	New Albany, OH			●	▶				●	●			45	75	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●		●	●	●	●		100	100	
Boeing Co.	Chicago, IL	●	●	●	●	●		●	●	●	●		100	100	30
Bon-Ton Stores, Inc.	York, PA	●	●	●	●				●	●	●		90	90	719

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	436
BorgWarner Inc.	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	15	30	358
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	●	100	65	357
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	●	70	70	
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	90	90	
Brightpoint, Inc	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	30	30	
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	70	70	744
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	158
Broadcom Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	20	20	327
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	100	100	857
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	65	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	788
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	767
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	80	55	952
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	20	20	
Burlington Store, Inc.	Burlington, NJ	●	●	●	●	●	●	●	●	●	●	60	60	577
C&S Wholesale Grocers Inc.	Keene, NH	●	●	●	●	●	●	●	●	●	●	30	30	
C. H. Robinson Worldwide	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	15	15	237
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	●	100	100	499
Cablevision Systems Corp.	Bethpage, NY	●	●	●	●	●	●	●	●	●	●	15	15	382
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	300
Calpine Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	40	40	459
Cameron International Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	30	0	310
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	100	338
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	●	70	70	
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	127
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	19
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	622
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	60	55	
Carlson, Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	85	85	
Carlton Fields Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	70	85	259
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	85	
Casey's General Stores, Inc.	Ankeny, IA	●	●	●	●	●	●	●	●	●	●	0	0	392
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●	●	90	90	42

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	387
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	186
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●				▶	●		75	75	407
CDW Corp.	Vernon Hills, IL	●	●	●	●			●	●	●	●	90	90	267
Celanese Corp.	Irving, TX	●	●	●	●				●	●	●	80	15	396
Celgene Corp.	Summit, NJ	●	●									30	30	456
Centene Corp.	St. Louis, MO											0	0	303
CenterPoint Energy Inc.	Houston, TX	●										15	15	344
CenturyLink Inc.	Monroe, LA	●	●	●	●				●	●	●	80	60	150
Cerner Corp.	North Kansas City, MO	●	●	●	●			●	●	●	●	90	90	774
CF Industries Holdings, Inc.	Deerfield, IL											0	0	419
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●			●	●	●	●	90	90	415
Chadbourne & Parke LLP	New York, NY	●	●	●	●			●	●	●	●	90	90	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	▶				▶			40	40	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	488
Charter Communications	Stamford, CT	●										15	15	340
Chesapeake Energy Corp.	Oklahoma City, OK	●										15	15	223
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3
CHG Healthcare Services, Inc.	Salt Lake City, UT	●	●	●	●				●	●	●	80		
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●				▶	●	●	75	75	763
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	100	100	
CHS Inc.	Inver Grove Heights, MN											0	0	69
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	100	202
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	103
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	60
CIT Group Inc.	New York, NY	●										15	15	589
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	26
Classified Ventures LLC	Chicago, IL	●	●	●	●			●	●	●	●	90	90	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Cleveland-Cliffs Inc.	Cleveland, OH	●										15	30	424
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	461
CMS Energy Services	Jackson, MI	●						●	▶	▶		35	35	406
CNA Insurance	Chicago, IL	●	●	●	▶			●	●	●	●	85	85	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	75	504
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	57
Cognizant Technology Solutions Corp.	Teaneck, NJ	●										15	15	352
Colgate-Palmolive Co.	New York, NY	●	●	●	●			●	●	●	●	90	90	165
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	46
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	90	772
Commercial Metals	Irving, TX	●	●									30	30	335

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Community Health Systems Inc.	Franklin, TN	●	●										30	30	184
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	▶						●		65	65	
Compass Group USA Inc.	Charlotte, NC	●		●	●						●	●	65	65	
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	▶			●	●	●	●		85	85	176
Compuware Corp.	Detroit, MI	●	●	●	▶				▶	▶			60	60	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●		●	●	●	●		100	95	209
ConocoPhillips	Houston, TX	●	●	●	▶			●	●	▶			75	55	45
Consol Energy, Inc.	Canonsburg, PA	●											15	15	463
Consolidated Edison Co.	New York, NY	●	●	●	●	●		●	●	●	●		100	90	226
Constellation Brands Inc.	Victor, NY			●	●				●	●	●		50	0	779
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●			●	●	●	●		90	90	
Convergys Corp.	Cincinnati, OH	●		●	▶	●			▶	▶			55	35	906
Con-way Inc.	Ann Arbor, MI	●	●										30	30	450
Cooley LLP	Palo Alto, CA	●	●	●	●	●			●	●	●		90	90	
Cooper Tire & Rubber Co.	Findlay, OH		●		▶				▶				25	25	560
Corbis Corp.	Seattle, WA	●	●	●	▶								50	50	
CoreLogic	Santa Ana, CA	●	●	●	●			●	●	●			90	90	
Core-Mark Holding Company Inc.	South San Francisco, CA												0	0	368
Corning Inc.	Corning, NY	●	●	●	●	●		●	●	●	●		100	100	326
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●			●	●	●	●		90	90	22
Coventry Health Care	Bethesda, MD												0	15	195
Covington & Burling LLP	Washington, DC	●	●	●	●	●		●	●	●	●		100	100	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●			●	●	●	●		90	90	
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			▶				●	●	●		45	45	793
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●			●	●	●	●		90	90	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●			●	●	●	●		90	90	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●		●	●	●	●		100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●		●	●	●	●		100	100	
Crown Holdings	Philadelphia, PA	●											15	15	312
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●		●	●	●	●		100	100	
CSX Corp.	Jacksonville, FL	●	●		▶			●	●	●	●		70	85	231
Cummins Inc.	Columbus, IN	●	●	●	●	●		●	●	●	●		100	100	160
CUNA Mutual Insurance Group	Madison, WI	●		●	●			●	●				50	30	693
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●		●	●	●	●		100	85	13
Dana Holding Corp.	Maumee, OH			●	▶				▶	▶			30	45	356
Danaher Corp.	Washington, DC	●	●	●	●	●		●	●	●	●		100	100	152
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●		●	●	●	●		100	100	328
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●			●	●	●	●		90	75	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●		●	●	●	●		100	100	
DaVita Inc.	Denver, CO	●											15	15	311
Day Pitney LLP	Hartford, CT	●	●	●	●			●	●	●	●		90	80	
Dean Foods Co.	Dallas, TX	●	●	●	▶				▶				55	40	217
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●		●	●	●	●		100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	●		100	100	



## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Deere & Co.	Moline, IL	●		●	●				●	●		65	65	85
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●		100	100	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●		100	100	51
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●		●	●	●	●		90	90	83
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Devon Energy Corp.	Oklahoma City, OK	●	●									30	30	284
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●		100	100	
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●									30	15	437
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●		95	100	
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Dillard's Inc.	Little Rock, AR	●	●									30	30	378
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●		100	95	102
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●		100	100	294
DISH Network Corp.	Englewood, CO											0	0	189
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●		100	100	
Dole Food Co. Inc.	Westlake Village, CA			●								15	30	372
Dollar General Corp.	Goodlettsville, TN	●	●		●		●	●	●	●		70	70	175
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●		●	●	●	●		70	70	
Dollar Tree Stores Inc.	Chesapeake, VA	●	●									30	30	346
Dominion Resources Inc.	Richmond, VA	●	●	●	●		●	●	●	●		85	85	210
Domino's Pizza Inc.	Ann Arbor, MI	●			●			●	●	●		35	35	
Domtar Corp.	Fort Mill, SC	●										15	15	458
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
Dover Corp.	Downers Grove, IL	●										15	15	308
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●		100	100	52
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●				●	●		70	70	427
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●		●	●	●	●		90	90	
DTE Energy Co.	Detroit, MI	●			●			●	●	●		35	35	299
Duane Morris LLP	Philadelphia, PA	●	●	●	●		●	●	●	●		90	85	
Duke Energy Corp.	Charlotte, NC	●	●	●	●		●	●	●	●		90	90	145
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●								30	30	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●		100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●		100	100	
E*TRADE Financial Corp.	New York, NY	●	●	●	●				●			55	55	883
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●		100	100	72
EarthLink Inc.	Atlanta, GA	●	●	●	●				●			55	55	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Eastman Chemical Co.	Kingsport, TN	●										15	15	324
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	100	562
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	100	196
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●		100	100	229

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Edison International	Rosemead, CA	●	●										30	30	212
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●		100	100	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●		100	100	565
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●		100	100	130
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●		100	100	133
EMCOR Group Inc	Norwalk, CT	●											15	15	399
Emerson Electric Co.	St. Louis, MO	●	●	●	●		●	●	●				80	60	123
Emmis Communications Corporation	Indianapolis, IN	●		●	●		●	●	●	●			75	75	
Enbridge Energy Partners	Houston, TX	●											15	15	381
Energy Future Holdings Corp	Dallas, TX	●											15	15	447
Energy Transfer Partners, L.P.	Dallas, TX												0	0	161
Entergy Corp.	New Orleans, LA	●	●	●	●		●	●	●	●			90	80	261
Enterprise Holdings Inc.	St. Louis, MO	●		●	●				●	●			65	65	
Enterprise Products Partners LP	Houston, TX												0	15	64
EOG Resources	Houston, TX	●											15	15	233
Epstein Becker & Green PC	New York, NY	●	●	●	●		●	●	●	●			90	90	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●			95	30	455
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●			95	95	279
Esurance Inc.	San Francisco, CA	●	●	●	●		●	●	●	●			90	90	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●			100	80	
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●			85		453
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	129
Expedia Inc.	Bellevue, WA	●	●	●	●		●	●	●	●			90	90	583
Expeditors International of Washington, Inc.	Seattle, WA	●											15	15	428
Express Scripts Inc.	St. Louis, MO	●	●	●	●				●	●			70	70	24
Exxon Mobil Corp.	Irving, TX										●		-25	-25	2
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●			100		482
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●		●	●	●	●			80	80	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	
Family Dollar Stores	Matthews, NC	●	●										30	30	287
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●			100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●			100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●			100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●			100	80	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●			90	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●			100	80	
FedEx Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●			85	85	63
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●			100	100	
Fidelity National Financial Corp.	Jacksonville, FL	●	●										30	30	353
Fidelity National Information Services Inc.	Jacksonville, FL	●											15	15	434
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●		●	●	●	●			85	85	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●		●	●	●	●			90	90	361
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●				●	●			90	90	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	45	254
First Horizon National Corp.	Memphis, TN	●	●		●			●	●	●		75	70	
FirstEnergy Corp.	Akron, OH											0	0	181
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●			●	●	●	●	80		
Fluor Corp.	Irving, TX	●	●	●	●				●	●	●	75	45	110
FMC Technologies Inc.	Houston, TX	●										15	15	417
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Foot Locker Inc.	New York, NY	●										15	15	413
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	10
Franklin Resources Inc.	San Mateo, CA	●	●	●	●				●	●	●	65	40	362
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ											0	0	156
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●				●	●	●	80	80	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Frontier Communications	Stamford, CT	●										15	15	492
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●			●	●	●	●	90	90	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100	298
Gannett Co. Inc.	McLean, VA	●		●	●				●	●	●	60	45	467
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	179
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●				●	●	●	60	70	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
General Cable Corp.	Highland Heights, KY	●										15	15	425
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	85	98
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	8
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	169
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	7
Genuine Parts Co.	Atlanta, GA	●										15	15	214
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●			●	●	●	90	65	271
Giant Eagle Inc.	Pittsburgh, PA	●	●		●			●	●	●	●	75		
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Gilead Sciences Inc	Foster City, CA											0	0	280
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Global Partners	Waltham, MA	●										15	0	157
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	68
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Goodyear Tire & Rubber Co.	Akron, OH	●										15	15	137
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	55
Gordon & Rees LLP	San Francisco, CA	●	●	●	●			●	●	●	●	90	90	
Goulston & Storrs	Boston, MA	●	●	●	●				●	●	●	80	80	
Grant Thornton LLP	Chicago, IL	●	●	●	●			●	●	●	●	90	90	
Graybar Electric Company, Inc.	St. Louis, MO	●										15	15	465

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●		●	▶	●			85	85	605
Greenberg Traurig LLP	New York, NY	●	●	●	●		●	●	●			90	90	
Group 1 Automotive	Houston, TX	●		●	●							40	15	343
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●			100	100	
Group Health Permanente	Seattle, WA		●	●	●	●	●	●	●			85	100	
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●			100	100	851
Guardian Life Insurance Co. of America, The	New York, NY	●		●	▶							35	35	238
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●			▶			70	70	
H&R Block Inc.	Kansas City, MO	●		●	▶							35	35	665
H.E. Butt Grocery Co.	San Antonio, TX	●		●				●				40	40	
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	▶	●			95	85	234
Hachette Book Group	New York, NY	●	●	●	●			▶	●			75	75	
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●			●	●	●		90	90	
Halliburton Co.	Houston, TX	●										15	15	106
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●		●	●	●			90	90	
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●			●			80	60	518
Hanover Direct Inc.	Weehawken, NJ	●	●	●	▶			▶				55	70	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	▶		●	▶	●			80	15	522
Harley-Davidson Inc.	Milwaukee, WI	●										15	15	449
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	▶			90	65	429
Harris Interactive Inc.	New York, NY	●	●	●	▶			▶	▶			60	70	
Harry & David Holdings Inc.	Medford, OR	●	●	●	▶			▶				55	70	
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●			100	100	112
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●			100	100	
Hasbro Inc.	Pawtucket, RI	●	●	●	▶			●	●	●		75	25	576
Haynes and Boone LLP	Dallas, TX	●	●	●	●			●	●	●		90	85	
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●			▶	●			75	30	82
HD Supply	Atlanta, GA	●	●									30		330
Health Care Service Corp.	Chicago, IL	●	●	●	▶			●	●	●		85	85	
Health Management Associates Inc.	Naples, FL	●	●									30	30	376
Health Net Inc.	Woodland Hills, CA	●	●	●	▶			●	▶	●		80	80	236
Henry Schein	Melville, NY	●										15	15	296
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●			100	100	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●			100	100	
Herrick Feinstein LLP	New York, NY	●	●	●	●			●	●	▶		80	80	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●			100	90	384
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	▶				▶			55	65	293
Hess Corp.	New York, NY	●		●	▶				▶			40	40	75
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●			100	100	15
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●			100	100	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●			100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●			100	100	
Holland & Hart LLP	Denver, CO	●	●	●	▶				▶			65	75	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●			100	90	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
HollyFrontier Corp.	Dallas, TX	●	●										30	0	143
Holme Roberts & Owen LLP	Denver, CO	●		●	▶				●				45	45	
Home Depot Inc., The	Atlanta, GA	●	●	●	●			●	●	●			90	90	34
Honeywell International Inc.	Morris Township, NJ	●	●	●	▶			●	●	▶			75	85	78
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●			●	●	▶			80	80	
Hormel Foods Corp.	Austin, MN	●	●		▶			●	●	●			70	85	319
Hospira Inc.	Lake Forest, IL	●	●	●	▶				●	▶			65	75	575
Host Hotels & Resorts Inc.	Bethesda, MD	●		●									30	15	469
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●			●	▶	●			85	75	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			▶				▶				25	25	
Howrey LLP	Washington, DC	●	●	●	▶			●	●				70	85	
HSBC USA	New York, NY	●	●	●	●	●		●	●	●			100	100	
HSN Inc.	St. Petersburg, FL	●	●	●	●			●	▶	●			85	85	666
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	▶			●	●	●			85	90	
Humana Inc.	Louisville, KY	●	●	●	●	●		●	●	●			100	100	73
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●		●	●	●			100	100	707
Huntington Ingalls Industries	Newport News, VA	●											15		380
Hunton & Williams LLP	Washington, DC	●	●	●	●	●		●	●	●			100	100	
Huntsman Corp.	Salt Lake City, UT	●	●		▶					▶			40	40	241
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●		●	●	●			100	100	
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●			●	●	●			90	90	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●		●	●	●			100	100	593
Hyundai Motor America	Fountain Valley, CA	●	●	●	▶	●			●	▶			75		
Icahn Enterprises LP	New York, NY												0	0	178
IKEA (U.S.)	Conshohocken, PA	●	●	●	●			●	●	●			90	30	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	▶				▶	▶			60	60	155
Imation Corp.	Oakdale, MN	●	●	●	▶				▶	▶			60	70	
Infosys Limited Inc.	Plano, TX	●	●	●	●				●	▶			70	70	
Ingram Micro	Santa Ana, CA	●	●	●	●			●	●	●			90	90	76
Ingredion Inc.	Westchester, IL												0	15	386
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●			●	▶				70	0	470
Intel Corp.	Santa Clara, CA	●	●	●	●	●		●	●	●			100	95	54
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●		●	●	●			100	90	
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●		●	●	●			100	100	20
International Paper Co.	Memphis, TN			●	▶				●				30	45	107
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●		●	●	●			100	100	366
INTL FCStone Inc.	New York, NY												0	0	39
Intuit Inc.	Mountain View, CA	●	●	●	●	●		●	●	●			100	100	558
Invesco Ltd.	Atlanta, GA	●	●	●	●	●			▶				70	15	
ITT Corp.	White Plains, NY	●	●	●	▶				●	▶			65	75	861
J. B. Hunt Transport Services, Inc.	Lowell, AR												0		486
J. M. Smucker Co.	Orrville, OH	●	●	●	●				▶				60	60	452
J.C. Penney Co. Inc.	Plano, TX	●	●	●	▶	●		●	●	●			95	95	215
Jabil Circuit Inc.	St. Petersburg, FL	●											15	15	163

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	▶							50	50	249
Jarden Corp.	Boca Raton, FL	●	●	●	▶	●	●	▶	●			90	80	383
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●		100	90	495
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●		100	90	596
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●		100	85	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●		100	100	41
Johnson Controls Inc.	Milwaukee, WI	●		●	●				▶	▶		50	50	67
Jones Financial Companies LLLP	Des Peres, MO											0		491
Jones Group, The	New York, NY	●	●	●	▶				▶	▶		60	70	608
Joy Global Inc.	Milwaukee, WI	●										15		446
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	18
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Kaye Scholer LLP	New York, NY	●	●	●	●			●	●	●		90	90	
KB Home	Los Angeles, CA	●	●	●	▶							50	50	
KBR Inc.	Houston, TX	●	●									30	0	334
Keane Inc.	Boston, MA	●							●			25	25	
Kelley Drye & Warren LLP	New York, NY	●	●	●	▶	●	●	●	●	●		95	90	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●		100	100	192
Kelly Services Inc.	Troy, MI	●	●									30	30	462
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●			●	●	●		90	90	
Kenyon & Kenyon	New York, NY	●	●	●	●			●	●	●		90	85	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	510
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●			●	●	●		90	90	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●			●	●	●		90	90	136
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Kinder Morgan Inc.	Houston, TX	●										15	15	265
Kindred Healthcare	Louisville, KY	●										15	15	410
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
KKR & Co. LP	New York, NY	●										15	15	277
KLA-Tencor Corp.	Milpitas, CA	●		●					▶			35	35	681
Kohl's Corp.	Menomonee Falls, WI	●										15	15	148
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●		100	100	151
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Kroger Co., The	Cincinnati, OH	●	●	●	▶			●	●	●		85	85	23
Kutak Rock LLP	Omaha, NE	●	●	●	●			●	●	●		90	90	
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		100	100	258
L.L. Bean Inc.	Freeport, ME	●	●	●	▶			●	▶			65	65	
L-3 Communications Holdings	New York, NY	●	●									30	30	197
Laboratory Corporation of America Holdings	Burlington, NC	●										15	15	444



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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Laclede Group Inc., The	St. Louis, MO	●	●	●	●				●	●		80	80	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●		100	100	194
Las Vegas Sands Corp.	Las Vegas, NV	●										15	15	244
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Lear Corp.	Southfield, MI	●	●	●	●				●	●		75	15	187
Lend Lease Americas Inc.	New York, NY	●	●	●	●				●	●		70		
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Leucadia National Corporation	New York, NY											0		289
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●				●	●		75		398
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	520
LexisNexis Group	Miamisburg, OH	●	●	●	●				●	●		90	90	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●		100	100	609
Liberty Global Inc.	Englewood, CO	●										15	15	256
Liberty Interactive Corp.	Englewood, CO											0	0	270
Liberty Mutual Group	Boston, MA	●	●	●	●				●	●	●	85	60	81
Lincoln National Corp.	Radnor, PA	●	●	●	●				●	●	●	90	85	235
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	95	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●					●		70	70	439
Locke Lord LLP	Dallas, TX	●	●	●	●				●	●		80	45	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	59
Loeb & Loeb LLP	New York, NY	●	●	●	●				●	●		75	75	
Loews Corp.	New York, NY	●		●	●							35	35	188
L'Oréal USA Inc.	New York, NY	●	●	●	●				●	●	●	85	15	
Lowe's Companies Inc.	Mooreville, NC	●	●									30	30	56
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		●				●	●		55	70	
M&T Bank Corp.	Buffalo, NY	●	●		●				●	●	●	70	70	521
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	90	109
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●				●	●	●	90	90	
ManpowerGroup	Milwaukee, WI	●	●	●	●				●	●	●	85	90	140
Marathon Oil Corp.	Houston, TX	●	●	●	●				●	●		75	15	174
Marathon Petroleum Corp.	Findlay, OH	●										15	0	33
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	230
Mars Inc.	Mt. Olive, NJ	●	●	●	●					●	●	60	60	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	228
Masco Corp.	Taylor, MI	●										15	15	336
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●		100	100	94
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	348
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●		95	95	395
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Mayo Clinic	Rochester, MN	●	●	●	●				●	●	●	75	70	
McAfee Inc.	Santa Clara, CA	●			●					●		25	25	
McCarter & English LLP	Newark, NJ	●	●	●	●				●	●	●	90	90	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
McDonald's Corp.	Oak Brook, IL	●	●	●	●		●	●	●			90	90	111
McGraw Hill Financial	New York, NY	●	●	●	●		●	●	●			90	90	390
McGuireWoods LLP	Richmond, VA	●	●	●	●		●	●	●			90	90	
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●		●	●	●			90	80	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●			100	100	14
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●			100	100	
MeadWestvaco Corp.	Richmond, VA	●		●	▶				▶	▶		45	45	448
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●			100	100	172
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●				▶		70	25	
Men's Wearhouse Inc., The	Houston, TX	●	●									30	30	813
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●			100	100	58
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●			100	100	40
MetroPCS	Richardson, TX											0	0	481
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●			100	100	292
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	▶		●	●	●			85		
Micron Technology Inc.	Boise, ID	●										15	15	318
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●			100	100	35
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●			100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●			100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●			100	100	
Mirant Corp.	Atlanta, GA	●		●								30	30	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●			100	100	
Mohawk Industries Inc.	Calhoun, GA			●	▶							20	20	442
Molina Healthcare Inc.	Long Beach, CA											0	15	423
Mondelez International Inc.	East Hanover, nj	●	●	●	●	●	●	●	●			100		88
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●			100	100	206
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●			100	100	765
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	▶			●	●			75	75	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●			100	100	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●			100	100	96
Morningstar Inc.	Chicago, IL	●	●	●	●		●	●	●			90	90	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●			100	100	
Mosaic Co.	Plymouth, MN	●	●	●	●	●		▶	●			85	70	246
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●			90	90	304
MRC Global	Houston, TX	●										15		451
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●			100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●		●	●	●			90	60	
Murphy Oil	El Dorado, AR	●										15	15	104
Mutual of Omaha Insurance	Omaha, NE	●		●	●				●	▶		55	60	394
Mylan Laboratories Inc.	Canonsburg, PA											0	0	374
Nash Finch	Minneapolis, MN	●	●									30	30	500
National Grid USA	Brooklyn, NY	●	●	●	●		●	●	●			90	90	
National Oilwell Varco, Inc.	Houston, TX	●										15	15	144
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●			100	100	100

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Navistar International Corp.	Lisle, IL	●	●								●	40	40	216
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	90	441
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	▶					●	▶	50	60	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	▶	●	●	●	●	●	●	95	85	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	90	408
Netflix Inc.	Los Gatos, CA	●	●	●	▶	●			▶	●		80	80	629
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	89
New York Times Co.	New York, NY	●	●	●	▶					●	●	75	90	923
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	85	433
Newmont Mining Corporation	Greenwood Village, CO	●		●	▶			●	●	▶		60	60	274
News Corp.	New York, NY	●										15	15	91
NextEra Energy Inc.	Juno Beach, FL	●	●		▶			●	●	●		70	70	190
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	100	
NII Holdings	Reston, VA	●										15	0	421
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	126
NiSource Inc.	Merrillville, IN	●										15	15	480
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	227
Norfolk Southern Corp.	Norfolk, VA	●		●	●				▶	▶		50	50	247
Nortel Networks Corp.	Richardson, TX	●		●	▶				●	▶		50	50	
Northeast Utilities	Springfield, MA	●			▶				●			30	30	402
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	561
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	100	95	120
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	114
Norton Rose Fulbright	Houston, TX	●	●	●	●			●	●	●	●	90	90	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
NRG Energy Inc.	Princeton, NJ	●	●	●	▶			●	▶	▶		70	50	314
Nucor Corp.	Charlotte, NC	●										0	0	146
NuStar Energy LP	San Antonio, TX	●										15	15	389
NV Energy Inc.	Las Vegas, NV	●	●		▶			●	●	●		70	70	718
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●			●			75		553
NYSE Euronext Inc.	New York, NY	●			▶				●	●		45	45	616
Occidental Petroleum	Los Angeles, CA	●	●									30	30	125
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	253
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	▶				●	●		75	45	
Old Republic International	Chicago, IL	●										0		496
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Omnicare	Cincinnati, OH	●										15	15	416
Omnicom Group	New York, NY	●	●		●				●	●		65	80	191
ONEOK Inc.	Tulsa, OK	●	●	●	●				●	▶		70	30	219
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	80

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
O'Reilly Automotive Inc.	Springfield, MO	●	●									15	0	412
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Oshkosh Corp.	Oshkosh, WI	●	●									15	15	322
Outerwall Inc.	Bellevue, WA	●	●	●	●	●			●	●		90		
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●				●	●		80	70	
Owens & Minor Inc.	Mechanicsville, VA	●			▶					●		35	35	297
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●		100	100	476
Owens-Illinois Inc.	Perrysburg, OH	●										15	15	364
Paccar Inc.	Bellevue, WA	●										15	15	168
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●			●	▶	●		85	85	369
Pacific Medical Centers	Seattle, WA	●		●	●			●	▶	▶		60		
PacifiCorp	Portland, OR	●	●	●	▶			●	▶	▶		65	80	
Palm Management Corp.	Washington, DC	●		●	▶			●	▶	▶		55	65	
Pantry Inc., The	Cary, NC	●										15	15	347
Parker Hannifin Corp.	Cleveland, OH	●	●									30	15	211
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	▶				▶			55	60	636
Patton Boggs LLP	Washington, DC	●	●	●	●			●	●	●		90	90	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
PBF Energy	Parsippany, NJ											0		142
Peabody Energy Corp	St. Louis, MO	●										15	15	315
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●	●		100	100	
Penske Automotive Group	Bloomfield Hills, MI											0	0	203
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●				▶	▶		65	65	928
Pepco Holdings Inc.	Washington, DC	●	●	●	▶			●	●	●		85	85	483
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	90	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	43
Perkins + Will Inc.	Chicago, IL	●		●	▶				●			45	45	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●			●	●		90	75	
Peter Kiewit Sons' Inc.	Omaha, NE	●										15	15	243
PetSmart Inc.	Phoenix, AZ	●	●		●			●	●	●		75	75	377
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	48
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	183
Philip Morris International Inc.	New York, NY	●										15	0	99
Phillips 66	Houston, TX	●										15		4
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Pinnacle West Capital	Phoenix, AZ	●	●	●					●	▶		60	35	668
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●			▶		80	35	489
Plains All American Pipeline, L.P.	Houston, TX											0	0	77
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	170
PNM Resources Inc.	Albuquerque, NM	●	●							▶		35	35	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Polaroid Corp.	Waltham, MA	●			▶			●				30	30	
Polsinelli Shughart PC	Kansas City, MO	●	●	●	▶		●	●				70	85	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●			100	100	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	▶			●	●	●		75	75	182
PPL Corp.	Allentown, PA	●	●		●			●	●	●		65	65	224
Praxair Inc.	Danbury, CT	●		●	▶				●	▶		50	50	241
Precision Castparts Corp	Portland, OR	●	●									30	30	355
priceline.com Inc.	Norwalk, CT	●										15	15	473
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●		●	●	●	●		90	90	290
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	100	28
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●		100	100	166
Proskauer Rose LLP	New York, NY	●	●	●	●		●	●	●	●		90	90	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●		100	100	29
Public Service Enterprise Group	Newark, NJ	●	●	●	●		●	●	●	●		90	90	276
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Publix Super Markets	Lakeland, FL											0	0	108
PVH Corp.	New York, NY	●	●		▶			●	●	●		70	70	422
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●			●	●	●		65		
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	149
Quanta Services	Houston, TX	●										15		397
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	90	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●			●	●	●		90	65	341
Quinn Emanuel Urquhart & Sullivan LLP	Los Angeles, CA			●	●			●	●	●		60		
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●			●	●	●		90	90	264
RadioShack Corp.	Fort Worth, TX	●		●	●				▶			45	30	556
Ralph Lauren Corp.	New York, NY	●	●	●	●			●	●	●		90	90	370
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●			●	●	●		90	90	601
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●		100	100	124
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
RBS Securities Inc.	Stamford, CT	●	●		●			●	●	●		75	75	
Re:Sources USA Inc.	Long Island City, NY	●		●	●	●	●	●	●	●		85	100	
Realogy Holdings Corp.	Madison, NJ	●	●	●	●			●	●	●		90	90	512
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●		100	90	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	
Regal Entertainment Group	Knoxville, TN	●			▶			●		▶		35	35	742
Regions Financial Corp.	Birmingham, AL	●	●	●	▶			●	●	●		85	60	401
Reinsurance Group of America Inc.	Chesterfield, MO	●	●									30	15	275
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										15	15	313
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●		100	100	
Republic Services Inc.	Phoenix, AZ	●	●									30	15	323

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	▶	●		85	75	316	
Rite Aid Corp.	Camp Hill, PA			●	▶				●		30	60	113	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●		●	▶	●		85	85	571	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●		100	90		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		
Rock-Tenn Company	Norcross, GA										0	0	291	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●		100	100	403	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	▶	●	●	●	●		95	90	511	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Ross Stores Inc.	Dublin, CA	●	●	●	●		●		▶		70	0	278	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●		●		●		80	80		
RRI Energy Inc.	Houston, TX	●		●	▶				▶		50	50		
Ryder System Inc.	Miami, FL	●	●	●	▶		●	●	●		85	85	404	
Ryland Group Inc., The	Calabasas, CA	●			▶						20	20		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●		100	90		
Sabre Holdings Inc.	Southlake, TX	●	●	●	▶			●	▶		65	75		
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●		100	100	62	
SAIC Inc.	McLean, VA	●									15	15	240	
Saks Inc.	New York, NY	●	●	●	●		●	●	●		90	90	685	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	702	
SanDisk Corp.	Milpitas, CA	●	●								30	30	487	
Sanmina-SCI	San Jose, CA										0	0	420	
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●				●	▶		45	45		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●		100	100		
Sapient Corp.	Boston, MA	●	●	●	●			●	●		80	80		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	90		
Sbe	LA, CA	●	●	●	●		●	▶	●		85			
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Scholastic Corp.	New York, NY	●	●	●	●			▶	●		75	55	900	
Schulte, Roth & Zabel LLP	New York, NY	●		●	▶			●			45	45		
Seaboard Corp.	Shawnee Mission, KS										0	0	411	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	▶			●			60	45		
Sealed Air Corp.	Elmwood Park, NJ										0	0	333	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●		100	100	71	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Selective Insurance Group	Branchville, NJ	●	●	●	▶			●	▶		65	65		
Semptra Energy	San Diego, CA	●	●	●	●	●	●	●	●		100	100	281	
Seyern Trent Services Inc.	Fort Washington, PA	●	●	●	▶						50	50		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Shell Oil Co.	Houston, TX	●	●	●	▶	●	●	●	●		95	95		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100		
Sherwin-Williams Co., The	Cleveland, OH	●	●								30	15	282	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●		100	100		
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		



## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Simon Property Group Inc.	Indianapolis, IN	●											15		497
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	652
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	90	
SLM Corp. (Sallie Mae)	Newark, DE	●		●	▶					●			45	45	418
Smithfield Foods Inc.	Smithfield, VA	●											15	15	213
Snell & Wilmer	Phoenix, AZ	●	●	●	●			●	●	●	●		90	90	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	●	100	100	
Software AG USA Inc.	Reston, VA	●	●	●	●					●	▶		70	70	
Software House International	Somerset, NJ	●											15	15	
Sonic Automotive Inc.	Charlotte, NC												0	15	307
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●	●	●			85		
Sony Electronics Inc.	San Diego, CA	●	●	●	▶	●	●	●	●	●	●		95	100	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●		100	100	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●		100	100	
Southern Co.	Atlanta, GA	●	●		▶			●	●	●	●		70	45	171
Southwest Airlines Co.	Dallas, TX	●	●	●	●			●	●	●	●		90	90	164
Spectra Energy Corp	Houston, TX	●	●	●	●			●	●	●	●		90	85	475
Spectrum Group International Inc.	Irvine, CA												0	0	331
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●		100	100	87
SPX Corp.	Charlotte, NC												0	0	431
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	●		100	100	
SRA International Inc.	Fairfax, VA	●	●	●	●					●	●		80	80	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●		100	85	457
Standard Insurance Company	Portland, OR	●	●	●	▶					●	●		75	75	
Stanley Black & Decker Inc.	New Britain, CT	●			▶						▶		25	25	245
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●		100	100	122
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●		100	90	208
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●		100	100	
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●		100	100	400
State Farm Group	Bloomington, IL	●	●	●	▶	●	●	●	●	●	●		95	95	44
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●		100	90	268
Steel Dynamics, Inc.	Fort Wayne, IN	●	●										30	30	354
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●		100	90	758
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●		90	80	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●			●	●	●	●		90	90	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●		100	100	
Stryker Corp.	Kalamazoo, MI	●	●	●	▶					●	▶		65	15	305
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●			●	●	●	●		90	90	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●			●	●	●	●		90	90	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●		100	100	
SunPower Corp.	San Jose, CA	●	●	●	●	●	●		▶	▶			75	75	833
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●		100	100	239
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●		90	90	86

## Appendix B Ratings and Criteria Breakdowns

Teachers Insurance and Annuity Association - College Retirement Equities Fund

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Susser Holdings	Corpus Christi, TX											0	0	460
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	379
SYNNEX Corp.	Fremont, CA	●	●									30	0	262
SYSCO Corp.	Houston, TX	●										15	15	65
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	709
Targa Resources Corp.	Houston, TX	●										0	0	435
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	36
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	97
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	119
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●										15	15	468
Tenet Healthcare Corp.	Dallas, TX	●	●		●					●	●	60	45	269
Tenneco Inc.	Lake Forest, IL	●										15	15	349
Terex Corp.	Westport, CT	●	●	●	●							50	45	351
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100		
Tesoro Corp.	San Antonio, TX	●										15	15	95
Texas Instruments Inc.	Dallas, TX	●	●	●	●			●	●	●	●	90	90	218
Textron Inc.	Providence, RI	●		●	●				●	●	●	50	50	225
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	
The Shaw Group Inc.	Baton Rouge, LA	●										15	15	426
The Wendy's Co.	Dublin, OH	●	●	●	●	●			●			60	55	809
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●			●	●	●	85	50	220
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Thrivent Financial	Minneapolis, MN	●		●	●	●			●	●	●	45	15	325
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	95	95	611
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	134
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	105
Timken Co., The	Canton, OH	●	●									30	30	493
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	95	115
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100		649
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●				●	●	●	75	75	204
Transamerica Corp., The	Cedar Rapids, IA			●	●	●						20	20	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●			●	●			65	80	
TravelCenters of America	Westlake, OH	●										15	15	329
Travelers Companies Inc., The	New York, NY	●	●	●	●			●	●	●	●	90	90	116
Travelpart Ltd.	Parsippany, NJ	●	●	●	●				●	●	●	65	65	
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●			●	●	●	●	90	90	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
True Value Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	75	60	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
TRW Automotive Holdings Corp.	Livonia, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	10	10	173
Turner Construction Co.	New York, NY	●	●	●	●		●	●	●			90	90	
Tyson Foods Inc.	Springdale, AR	●	●									30	15	93
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	132
UBM plc	Manhasset, NY	●		●	●			●	●	●		50	60	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
UGI Corp.	King of Prussia, PA	●	●									30	30	388
Ultimate Software Group Inc., The	Weston, FL	●	●		●				●	●		65		
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●		100	100	
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Union Pacific Corp.	Omaha, NE	●	●		●			●	●	●		70	70	138
Unisys Corp.	Blue Bell, PA	●	●						●			40	40	621
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	79
United Natural Foods Inc.	Providence, RI											0		474
United Parcel Service	Atlanta, GA	●	●	●	●			●	●	●		90	90	53
United Services Automobile Association	San Antonio, TX											0	0	139
United States Steel Corp.	Pittsburgh, PA	●										15	0	147
United Stationers Inc.	Deerfield, IL	●										15	15	484
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●		100	100	50
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		100	100	17
Universal Health Services	King of Prussia, PA	●										15	15	337
Unum Group	Chattanooga, TN	●	●	●	●				●	●		60	60	257
URS Corp.	San Francisco, CA	●										15	15	248
US Airways Group Inc.	Tempe, AZ	●	●	●	●			●	●	●		90	90	199
US Foods Inc.	Rosemont, IL	●	●	●	●	●			●	●		75	75	
Valassis Communications Inc.	Livonia, MI	●	●		●			●	●	●		65	65	893
Valero Energy Corp.	San Antonio, TX	●										15	15	9
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●		95	95	
Vanguard Health Systems	Nashville, TN	●										15	0	391
Verizon Communications Inc.	New Jersey, NJ	●	●	●	●			●	●	●		90	100	16
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	198
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●		100	90	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●		100	90	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	90	260
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●		90	80	359
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●		100	100	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●				●	●		80	80	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
W.R. Berkley	Greenwich, CT	●										15	0	438
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●		100	30	295
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	●					●		65	40	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●		100	100	37
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●			●	●	●		90	80	1
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●		100	100	66

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Washington Post Co.	Washington, DC			●	▶								20	20	580
Waste Management Inc.	Houston, TX	●	●	●	●			●	●	●			90	90	200
Wawa Inc.	Wawa, PA	●	●	●	●				●				65	30	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●		●	●	●			100	100	
WellCare Health Plans, Inc.	Tampa, FL	●	●										30	15	345
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●		●	●	●			100	90	47
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●		●	●	●			100	100	25
WESCO International Inc.	Pittsburgh, PA	●											15	0	385
Western & Southern Financial Group	Cincinnati, OH												0	0	471
Western Digital Corp.	Irvine, CA	●	●										30	30	222
Western Refining Inc.	El Paso, TX	●											15	0	283
Western Union Co., The	Englewood, CO	●	●										30	30	445
Weyerhaeuser Co.	Federal Way, WA	●	●	●	▶			●	●	●			85	85	363
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●		●	●	●			100	100	154
White & Case LLP	New York, NY	●	●	●	●	●		●	●	●			100	100	
Whole Foods Market Inc.	Austin, TX	●	●		●			●	●	●			75	75	232
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			▶				●	▶			35	45	
Williams Companies Inc.	Tulsa, OK	●	●	●	▶			●	●	●			85	60	342
Williams Mullen PC	Richmond, VA	●	●	●	●			●	●	●			90	90	
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●			●	●	●			90	80	582
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	▶			●	●				70	85	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●		●	●	●			100	100	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	▶			●	●	●			85	85	
Windstream Corp.	Little Rock, AR	●											15		414
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	▶				●				45	45	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●		●	●	●			100	100	
Wisconsin Energy Corp.	Milwaukee, WI	●			▶				●	●			45	45	557
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	●	●	●	●	●		●	●	●			100	90	
World Fuel Services	Miami, FL	●	●										30	30	74
WPP Group USA	New York, NY	●	●	●	●			●	●	▶			80	80	
Wyeth	Madison, NJ	●		●	▶				●				45	45	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●		●	●	●			100	100	528
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●		●	●	●			100	100	478
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●			●	●	●			90	75	266
Xerox Corp.	Norwalk, CT	●	●	●	●	●		●	●	●			100	100	131
Xylem Inc.	White Plains, NY	●	●	●	●				▶	▶			65	65	612
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●		●	●	●			100	100	494
Yelp Inc.	San Francisco, CA	●	●	●	●	●		●	●	●			100		
Young's Market Co.	Tustin, CA	●	●		●				●	●			65	60	
YRC Worldwide Inc.	Overland Park, KS	●								▶			20	20	498
Yum! Brands Inc.	Louisville, KY	●	●	●	●				●	●			80	80	201
ZenithOptimedia	New York, NY	●	●	●	●	●		●	●	●			100	100	
Zurich North America	Schaumburg, IL	●	●	●	▶				●	▶			65	65	

## Appendix C

### Ratings by Industry, Descending Score

#### Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation **(15 points)**
- 1b** Prohibits Discrimination Based on Gender Identity or Expression **(15 points)**
- 2a** Offers Partner Health/Medical Insurance **(15 points)**
- 2b** Has Parity Across Other "Soft" Benefits for Partners **(10 points)**  
**(half credit for parity across some, but not all benefits)**
- 2c** Offers Transgender-Inclusive Health Insurance Coverage **(10 points)**
- 3a** Firm-wide Organizational Competency Programs **(10 points)**
- 3b** Has Employer-Supported Employee Resource Group  
OR Firm-Wide Diversity Council **(10 points)**  
Would Support ERG if Employees Express Interest **(half credit)**
- 4** Positively Engages the External LGBT Community **(15 points)**  
**(partial credit of 5 points given for less than 3 efforts)**
- 5** Responsible Citizenship Employers will have 25 points deducted  
from their score for a large-scale official or public anti-LGBT blemish  
on their recent records **(-25 points)**

#### Ratings in Gray

Unofficial ratings of the Fortune 500 companies that have not responded to repeated invitations to the CEI survey. These ratings are based on publicly available information as well as information submitted to HRC from unofficial LGBT employee groups or individual employees.

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000		
		1a	1b	2a	2b	2c	3a	3b	4	5						
<b>Advertising and Marketing</b>																
DigitasLBI	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	366
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	100	
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	80	●	
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	80	80	
Emmis Communications Corporation	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●	●	75	75	
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	65	80	191
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	●	●	●	65	65	893
<b>Aerospace and Defense</b>																
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	30
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	●	●	100	100	59
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	95	120
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	124
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	●	●	95	90	511
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	90	85	●
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	85	●	453
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	85	85	98
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	●	●	●	75	85	78
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	50	50	519
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●	50	50	225
L-3 Communications Holdings	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	30	30	197
Precision Castparts Corp	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	●	30	30	355
<b>Airlines</b>																
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	515
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	●	100	100	121
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90	495
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	79
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	●
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	83
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	90	90	164
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	●	●	90	90	199
<b>Apparel, Fashion, Textiles, Dept. Stores</b>																
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	520
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	●	100	90	109
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	●	●	100	100	126

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
<b>Kenneth Cole Productions Inc.</b>	New York, NY	●	●	●	●		●	●	●			90	90		
Ralph Lauren Corp.	New York, NY	●	●	●	●		●	●	●			90	90	370	
Aéropostale Inc.	New York, NY	●	●	●	●	●			●			85	85	839	
Adidas America	Portland, OR	●	●	●	●				●			80	15		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●						80	60	518	
PVH Corp.	New York, NY	●	●		●			●	●	●		70	70	422	
L.L. Bean Inc.	Freeport, ME	●	●	●	●			●	●			65	65		
Jones Group, The	New York, NY	●	●	●	●				●	●		60	70	608	
<b>Automotive</b>															
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●		100	100		
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●		100	100	10	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●		100	100	7	
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●		100	100		
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●		100			
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●		100	100		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●		100	100		
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●			●	●	●		90	90		
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●		90	80	359	
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●			●	●		75			
Lear Corp.	Southfield, MI	●	●	●	●				●	●		75	15	187	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		●			●	●	●		70	70		
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●					●		55	65	293	
Group 1 Automotive	Houston, TX	●		●	●							40	15	343	
Navistar International Corp.	Lisle, IL	●	●						●			40	40	216	
Autoliv Inc.	Auburn Hills, MI	●	●									30	15	317	
Dana Holding Corp.	Maumee, OH			●	●				●	●		30	45	356	
Cooper Tire & Rubber Co.	Findlay, OH		●		●				●			25	25	560	
AutoNation Inc.	Fort Lauderdale, FL	●										15	15	177	
BorgWarner Inc.	Auburn Hills, MI	●										15	30	358	
Goodyear Tire & Rubber Co.	Akron, OH	●										15	15	137	
Paccar Inc.	Bellevue, WA	●										15	15	168	
Tenneco Inc.	Lake Forest, IL	●										15	15	349	
TRW Automotive Holdings Corp.	Livonia, MI								●			10	10	173	
Penske Automotive Group	Bloomfield Hills, MI											0	0	203	
Sonic Automotive Inc.	Charlotte, NC											0	15	307	
<b>Banking and Financial Services</b>															
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	90	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	263	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●		100	100	21	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	180	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●		100	100	286	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●		100	100		



Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	127
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	488
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	26
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	90	772
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	100	100	294
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	80	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	45	254
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	68
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	707
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	18
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	510
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	348
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	765
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	96
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	561
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	170
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	29
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	90	268
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	239
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	709
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	97
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	132
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	90	260
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	25
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	95	95	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	90	80	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000		
		1a	1b	2a	2b	2c	3a	3b	4	5						
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●		●	●	●			90	90	361		
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●		●	●	●			90	90			
McGraw Hill Financial	New York, NY	●	●	●	●		●	●	●			90	90	390		
Morningstar Inc.	Chicago, IL	●	●	●	●		●	●	●			90	90			
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●		●	●	●			90	90	601		
Regions Financial Corp.	Birmingham, AL	●	●	●	▸		●	●	●			85	60	401		
AllianceBernstein	New York, NY	●	●	●	●			●	●			80				
BB&T Corp.	Winston-Salem, NC	●	●	●	▸		●	▸	●			80	80	251		
Brown Brothers Harriman & Co.	New York, NY	●	●	●	▸			●	●			75	65			
First Horizon National Corp.	Memphis, TN	●	●		●		●	●	●			75	70			
RBS Securities Inc.	Stamford, CT	●	●		●		●	●	●			75	75			
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	▸		●	●				70	70			
Invesco Ltd.	Atlanta, GA	●	●	●	●	●		▸				70	15			
M&T Bank Corp.	Buffalo, NY	●	●		▸		●	●	●			70	70	521		
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	▸				●			65	65			
Franklin Resources Inc.	San Mateo, CA	●	●	●	●			▸	▸			65	40	362		
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	▸				●			65	40			
E*TRADE Financial Corp.	New York, NY	●	●	●	▸			▸				55	55	883		
NYSE Euronext Inc.	New York, NY	●			▸			●	●			45	45	616		
SLM Corp. (Sallie Mae)	Newark, DE	●		●	▸			●				45	45	418		
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	▸			▸				40	40			
H&R Block Inc.	Kansas City, MO	●		●	▸							35	35	665		
Fidelity National Financial Corp.	Jacksonville, FL	●	●									30	30	353		
Western Union Co., The	Englewood, CO	●	●									30	30	445		
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●								30	30			
Ally Financial Inc.	Detroit, MI	●										15	15	221		
Fidelity National Information Services Inc.	Jacksonville, FL	●										15	15	434		
KKR & Co. LP	New York, NY	●										15	15	277		
CIT Group Inc.	New York, NY	●										15	15	589		
INTL FCStone Inc.	New York, NY											0	0	39		
Jones Financial Companies LLLP	Des Peres, MO											0		491		
Leucadia National Corporation	New York, NY											0		289		
<b>Chemicals and Biotechnology</b>																
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●		100	100			
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●		100	100	52		
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●		100	100	72		
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●		100	100	229		
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100			
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	206		
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	▸	●	●	●	●	●		95	85	273		
Bayer Corp.	Pittsburgh, PA	●	●	●	●			●	●	●		80	80			
Celanese Corp.	Irving, TX	●	●	●	●			●	●	●		80	15	396		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	▸			●	●	●		75	75	182		
Praxair Inc.	Danbury, CT	●		●	▸			●	▸			50	50	241		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Huntsman Corp.	Salt Lake City, UT	●	●		▶						▶		40	40	241
Sherwin-Williams Co., The	Cleveland, OH	●	●										30	15	282
Ashland Inc.	Covington, KY	●											15	15	321
Avery Dennison	Pasadena, CA	●											15	15	375
Eastman Chemical Co.	Kingsport, TN	●											15	15	324
CF Industries Holdings, Inc.	Deerfield, IL												0	0	419
<b>Computer and Data Services</b>															
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	255
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	857
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	133
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	15
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	●	100	100	119
LexisNexis Group	Miamisburg, OH	●	●	●	●			●	●	●	●	●	90	90	
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	▶			●	●	●	●	●	85	85	176
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●				●	●	●	●	80	80	
SRA International Inc.	Fairfax, VA	●	●	●	●				●	●	●	●	80	80	
Unisys Corp.	Blue Bell, PA	●	●							●			40	40	621
Keane Inc.	Boston, MA	●								●			25	25	
Cognizant Technology Solutions Corp.	Teaneck, NJ	●											15	15	352
SAIC Inc.	McLean, VA	●											15	15	240
<b>Computer Hardware and Office Equipment</b>															
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	6
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	●	100	100	51
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	●	100	100	609
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	●	100	90	441
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	100	90	408
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	●	100	100	131
CDW Corp.	Vernon Hills, IL	●	●	●	●			●	●	●	●	●	90	90	267
Ingram Micro	Santa Ana, CA	●	●	●	●			●	●	●	●	●	90	90	76
Avnet Inc.	Phoenix, AZ	●	●	●	▶	●	●	●	▶	▶			80	70	117
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●		▶			80	35	489
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●			●	▶				70	0	470
Seagate Technology LLC	Scotts Valley, CA	●	●	●	▶				●				60	45	
Acer Inc.	Irvine, CA	●		●	▶								35	35	
SYNNEX Corp.	Fremont, CA	●	●										30	0	262
Western Digital Corp.	Irvine, CA	●	●										30	30	222
Arrow Electronics	Englewood, CO	●											15	15	141
United Stationers Inc.	Deerfield, IL	●											15	15	484
Software House International	Somerset, NJ	●											15	15	
<b>Computer Software</b>															
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●	100	90	540
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	499
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	565

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	558	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	35	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	80	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	702	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	●	100	100		
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	379	
Avaya Inc.	Santa Clara , CA	●	●	●	●	●	●	●	●	●	●	75	80	477	
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	70	80	890	
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	70	70		
Ultimate Software Group Inc., The	Weston, FL	●	●	●	●	●	●	●	●	●	●	65			
Compuware Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	60	60		
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30	30		
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	25	25		
<b>Consulting and Business Services</b>															
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	90	205	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	436	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	20	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	228	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●	●	●	100	100		
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	100		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	90		
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100		649	
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	90	90		
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90		
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	85	90	140	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	85	85	571	
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	80		
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	70	70		
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	60	70		
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	55	35	906	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Kelly Services Inc.	Troy, MI	●	●										30	30	462
<b>Education and Child Care</b>															
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●			●	●	●			90	90	
<b>Energy and Utilities</b>															
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90	226
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	129
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	183
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	100	100	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	281
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●			●	●	●	●	●	90	90	
Duke Energy Corp.	Charlotte, NC	●	●	●	●			●	●	●	●	●	90	90	145
Entergy Corp.	New Orleans, LA	●	●	●	●			●	●	●	●	●	90	80	261
National Grid USA	Brooklyn, NY	●	●	●	●			●	●	●	●	●	90	90	
Public Service Enterprise Group	Newark, NJ	●	●	●	●			●	●	●	●	●	90	90	276
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●			●	●	●	●	●	90	75	266
Alliant Energy Corp.	Madison, WI	●	●	●	▸			●	●	●	●	●	85	85	655
Ameren Corp.	St. Louis, MO	●	●	●	▸			●	●	●	●	●	85	85	373
Dominion Resources Inc.	Richmond, VA	●	●	●	▸			●	●	●	●	●	85	85	210
Pepco Holdings Inc.	Washington, DC	●	●	●	▸			●	●	●	●	●	85	85	483
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●			●	●	●	●	●	80	80	185
Laclede Group Inc., The	St. Louis, MO	●	●	●	●				●	●	●	●	80	80	
SunPower Corp.	San Jose, CA	●	●	●	●	●			▸	▸	▸	▸	75	75	833
NextEra Energy Inc.	Juno Beach, FL	●	●		▸			●	●	●	●	●	70	70	190
NRG Energy Inc.	Princeton, NJ	●	●	●	▸			●	▸	▸	▸	▸	70	50	314
NV Energy Inc.	Las Vegas, NV	●	●		▸			●	●	●	●	●	70	70	718
ONEOK Inc.	Tulsa, OK	●	●	●	●				●	▸	▸	▸	70	30	219
Southern Co.	Atlanta, GA	●	●		▸			●	●	●	●	●	70	45	171
PacifiCorp	Portland, OR	●	●	●	▸			●	▸				65	80	
PPL Corp.	Allentown, PA	●	●		●				●	●	●	●	65	65	224
Pinnacle West Capital	Phoenix, AZ	●	●	●					●	▸	▸	▸	60	35	668
RRI Energy Inc.	Houston, TX	●		●	▸				●	▸	▸	▸	50	50	
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	▸								50	50	
Wisconsin Energy Corp.	Milwaukee, WI	●			▸				●	●	●	●	45	45	557
Calpine Corp.	Houston, TX	●		●	▸					▸	▸	▸	40	40	459
CMS Energy Services	Jackson, MI	●						●	▸	▸	▸	▸	35	35	406
DTE Energy Co.	Detroit, MI	●			▸				●	▸	▸	▸	35	35	299
PNM Resources Inc.	Albuquerque, NM	●	●							▸			35	35	
Edison International	Rosemead, CA	●	●										30	30	212
UGI Corp.	King of Prussia, PA	●	●										30	30	388
Mirant Corp.	Atlanta, GA	●		●									30	30	
Northeast Utilities	Springfield, MA	●			▸				●				30	30	402
CenterPoint Energy Inc.	Houston, TX	●											15	15	344
Energy Future Holdings Corp	Dallas, TX	●											15	15	447
Global Partners	Waltham, MA	●											15	0	157

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
NiSource Inc.	Merrillville, IN	●											15	15	480
Allegheny Energy Inc.	Greensburg, PA	●											15	15	
AES Corp., The	Arlington, VA												0	15	153
Energy Transfer Partners, L.P.	Dallas, TX												0	0	161
FirstEnergy Corp.	Akron, OH												0	0	181
Targa Resources Corp.	Houston, TX												0	0	435
<b>Engineering and Construction</b>															
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●			●	●	●			90	90	320
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●			●	●	●			90	90	415
Turner Construction Co.	New York, NY	●	●	●	●			●	●	●			90	90	
Fluor Corp.	Irving, TX	●	●	●	▶				●	●			75	45	110
Black & Veatch Corp.	Overland Park, KS	●	●	●	●				▶	▶			65	65	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	▶								50	50	249
KB Home	Los Angeles, CA	●	●	●	▶								50	50	
Perkins + Will Inc.	Chicago, IL	●		●	▶				●				45	45	
KBR Inc.	Houston, TX	●	●										30	0	334
Ryland Group Inc., The	Calabasas, CA	●			▶								20	20	
EMCOR Group Inc	Norwalk, CT	●											15	15	399
Peter Kiewit Sons' Inc	Omaha, NE	●											15	15	243
Quanta Services	Houston, TX	●											15		397
The Shaw Group Inc.	Baton Rouge, LA	●											15	15	426
URS Corp.	San Francisco, CA	●											15	15	248
<b>Entertainment and Electronic Media</b>															
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	●	100	100	787
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90	186
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	46
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	●	100	95	102
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	652
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	105
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	198
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	66
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●			●	●	●	●		90	90	
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●	●				85		
Netflix Inc.	Los Gatos, CA	●	●	●	▶	●			▶	●			80	80	629
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●				▶	●			75	75	407
Live Nation Inc.	Beverly Hills, CA	●	●	●	●					●			70	70	439
Corbis Corp.	Seattle, WA	●	●	●	▶								50	50	
Regal Entertainment Group	Knoxville, TN	●			▶			●		▶			35	35	742
News Corp.	New York, NY	●											15	15	91
<b>Food, Beverages and Groceries</b>															
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	100	90	
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	●	●	100		
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	●	100	100	767

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	100	338
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	57
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	95	209
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	100	100	328
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	100	100	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	169
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	100	90	384
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	192
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	151
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	100	100	194
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100		88
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	●	100	100	62
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100	
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	95	85	234
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	90	90	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	90	90	111
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	75	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	90	90	86
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●	●	●	●	●	●	●	85	85	605
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	85	85	23
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	80	55	952
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	80	80	201
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	75	75	763
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	75		
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	75	75	
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	75	75	232
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	●	70	70	590
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	70	70	744
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	70	70	427
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	70	85	319
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	65	65	
Wawa Inc.	Wawa, PA	●	●	●	●	●	●	●	●	●	●	65	30	
Young's Market Co.	Tustin, CA	●	●	●	●	●	●	●	●	●	●	65	60	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	60	55	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	60	70	
J. M. Smucker Co.	Orrville, OH	●	●	●	●	●	●	●	●	●	●	60	60	452
The Wendy's Co.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	60	55	809
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	55	55	
Dean Foods Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	55	40	217



Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Palm Management Corp.	Washington, DC	●		●	▶		●	▶	▶			55	65		
Constellation Brands Inc.	Victor, NY			●	●				●	●		50	0	779	
Bob Evans Farms Inc.	New Albany, OH			●	▶				●	●		45	75		
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			▶				●	●		45	45	793	
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	▶				●			45	45		
H.E. Butt Grocery Co.	San Antonio, TX	●		●					●			40	40		
Domino's Pizza Inc.	Ann Arbor, MI	●			▶				●	▶		35	35		
Nash Finch	Minneapolis, MN	●	●									30	30	500	
Tyson Foods Inc.	Springdale, AR	●	●									30	15	93	
C&S Wholesale Grocers Inc.	Keene, NH	●		●								30	30		
Rite Aid Corp.	Camp Hill, PA			●	▶				●			30	60	113	
Archer Daniels Midland Co.	Decatur, IL			●	▶							20	35	27	
Smithfield Foods Inc.	Smithfield, VA	●										15	15	213	
SYSCO Corp.	Houston, TX	●										15	15	65	
Dole Food Co. Inc.	Westlake Village, CA			●								15	30	372	
CHS Inc.	Inver Grove Heights, MN											0	0	69	
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	368	
Ingredion Inc.	Westchester, IL											0	15	386	
Publix Super Markets	Lakeland, FL											0	0	108	
Seaboard Corp.	Shawnee Mission, KS											0	0	411	
United Natural Foods Inc.	Providence, RI											0		474	
<b>Forest and Paper Products</b>															
Weyerhaeuser Co.	Federal Way, WA	●	●	●	▶			●	●	●		85	85	363	
International Paper Co.	Memphis, TN			●	▶				●			30	45	107	
Domtar Corp.	Fort Mill, SC	●										15	15	458	
<b>Healthcare</b>															
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●		100	100	84	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●		100	100		
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●		100	65	357	
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	100	19	
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	622	
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●		100	85	13	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	80		
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100		
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	73	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100		
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	14	
UnitedHealth Group Inc.	Minnnetonka, MN	●	●	●	●	●	●	●	●	●		100	100	17	
Cerner Corp.	North Kansas City, MO	●	●	●	●			●	●	●		90	90	774	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●			●	●	●		90	65	341	
Group Health Permanente	Seattle, WA		●	●	●	●	●	●	●	●		85	100		
CHG Healthcare Services, Inc.	Salt Lake City, UT	●	●	●	●				●	●		80			
Health Net Inc.	Woodland Hills, CA	●	●	●	▶			●	▶	●		80	80	236	
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●			●	●	▶		80	80		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Abbott Laboratories	Abbott Park, IL	●	●	●	▶			●	●	●			75	60	70
Bausch & Lomb Inc.	Rochester, NY	●	●	●	▶			●	●	▶			75	75	
Mayo Clinic	Rochester, MN	●	●	●	▶			●	●	▶			75	70	
Express Scripts Inc.	St. Louis, MO	●	●	●	●				●	▶			70	70	24
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	▶					▶			55	60	636
AmerisourceBergen Corp.	Chesterbrook, PA	●		●	●								40	55	32
Austin Radiological Assn.	Austin, TX	●		●	▶					▶			40	40	
Owens & Minor Inc.	Mechanicsville, VA	●			▶					●			35	35	297
WellCare Health Plans, Inc.	Tampa, FL	●	●										30	15	345
Henry Schein	Melville, NY	●											15	15	296
Laboratory Corporation of America Holdings	Burlington, NC	●											15	15	444
Omnicare	Cincinnati, OH	●											15	15	416
Centene Corp.	St. Louis, MO												0	0	303
Coventry Health Care	Bethesda, MD												0	15	195
Molina Healthcare Inc.	Long Beach, CA												0	15	423
<b>Healthcare Medical Facilities</b>															
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●					▶	●		75	30	82
Pacific Medical Centers	Seattle, WA	●		●	●			●	▶	▶			60		
Tenet Healthcare Corp.	Dallas, TX	●	●		●				▶	●			60	45	269
Community Health Systems Inc.	Franklin, TN	●	●										30	30	184
Health Management Associates Inc.	Naples, FL	●	●										30	30	376
DaVita Inc.	Denver, CO	●											15	15	311
Kindred Healthcare	Louisville, KY	●											15	15	410
Universal Health Services	King of Prussia, PA	●											15	15	337
Vanguard Health Systems	Nashville, TN	●											15	0	391
<b>High-Tech/Photo/Science Equip.</b>															
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●		100	100	562
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●		100	100	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●		100	95	54
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●		100	100	172
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●		100	85	457
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●			●	●	●	●		90	90	371
Texas Instruments Inc.	Dallas, TX	●	●	●	●			●	●	●	●		90	90	218
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	▶	●			●	●	●		85	50	220
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●					▶	●		75	65	464
Applied Materials Inc.	Santa Clara, CA	●	●	●	▶			●	●	▶			75	85	302
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●			●				75		553
ITT Corp.	White Plains, NY	●	●	●	▶				●	▶			65	75	861
Terex Corp.	Westport, CT	●	●	●	●								50	45	351
KLA-Tencor Corp.	Milpitas, CA	●		●						▶			35	35	681
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●										30	30	332
Parker Hannifin Corp.	Cleveland, OH	●	●										30	15	211
SanDisk Corp.	Milpitas, CA	●	●										30	30	487
Timken Co., The	Canton, OH	●	●										30	30	493

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5				
Polaroid Corp.	Waltham, MA	●			▶							30	30	
Broadcom Corp.	Irvine, CA	●								▶		20	20	327
Agco	Duluth, GA	●										15	15	272
Dover Corp.	Downers Grove, IL	●										15	15	308
General Cable Corp.	Highland Heights, KY	●										15	15	425
Graybar Electric Company, Inc.	St. Louis, MO	●										15	15	465
Joy Global Inc.	Milwaukee, WI	●										15		446
Micron Technology Inc.	Boise, ID	●										15	15	318
WESCO International Inc.	Pittsburgh, PA	●										15	0	385
Sanmina-SCI	San Jose, CA											0	0	420
SPX Corp.	Charlotte, NC											0	0	431
<b>Home Furnishing</b>														
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●		100	100	
IKEA (U.S.)	Conshohocken, PA	●	●	●	●			●	●	●		90	30	
Masco Corp.	Taylor, MI	●										15	15	336
<b>Hotels, Resorts and Casinos</b>														
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	300
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●		100	100	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	593
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	90	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	230
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	292
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●		100	100	400
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●		100	100	528
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	478
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●			●	●	●		90	90	
Carlson, Inc.	Minnnetonka, MN	●	●	●	▶			●	●	●		85	85	
Sbe	LA, CA	●	●	●	●			●	▶	●		85		
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●				●	●		65		
Host Hotels & Resorts Inc.	Bethesda, MD	●		●								30	15	469
Las Vegas Sands Corp.	Las Vegas, NV	●										15	15	244
<b>Insurance</b>														
AIG	New York, NY	●	●	●	●	●	●	●	●	●		100	100	38
AXA	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●		100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●		100	100	
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●		100	85	
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●		100	100	202
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●		100	100	103
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●		100	100	
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●		100	100	112

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	85	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	100	100	94
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	40
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	100
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	89
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	114
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	100	100	166
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	90	47
Erie Insurance Group	Erie, PA	●	●	●	▸	●	●	●	●	●	●	95	30	455
State Farm Group	Bloomington, IL	●	●	●	▸	●	●	●	●	●	●	95	95	44
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	90	60	
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●	90	85	309
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	●	90	85	235
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	90	90	290
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	116
AFLAC Inc.	Columbus, GA	●	●	●	▸	●	●	●	●	●	●	85	75	118
Allstate Corp., The	Northbrook, IL	●	●	●	▸	●	●	●	●	●	●	85	85	92
American Family Insurance Group	Madison, WI	●	●	●	▸	●	●	●	●	●	●	85	55	393
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●	85	85	
CNA Insurance	Chicago, IL	●	●	●	▸	●	●	●	●	●	●	85	85	
Health Care Service Corp.	Chicago, IL	●	●	●	▸	●	●	●	●	●	●	85	85	
Liberty Mutual Group	Boston, MA	●	●	●	▸	●	●	●	●	●	●	85	60	81
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	▸	●	●	●	85	85	369
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	65	271
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	▸	●	●	▸	●	●	●	80	15	522
Standard Insurance Company	Portland, OR	●	●	●	▸	●	●	●	●	●	●	75	75	
Selective Insurance Group	Branchville, NJ	●	●	●	▸	●	●	●	▸	●	●	65	65	
Zurich North America	Schaumburg, IL	●	●	●	▸	●	●	●	▸	●	●	65	65	
BMC HealthNet Plan	Boston, MA	●	●	●	▸	●	●	●	●	●	●	60	60	
Unum Group	Chattanooga, TN	●	●	●	▸	●	●	▸	▸	●	●	60	60	257
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	▸	●	●	55	60	394
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	50	30	693
Thrivent Financial	Minneapolis, MN	●	●	●	▸	●	●	▸	▸	●	●	45	15	325
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	▸	●	●	●	●	●	●	35	35	238
Loews Corp.	New York, NY	●	●	●	▸	●	●	●	●	●	●	35	35	188
Reinsurance Group of America Inc.	Chesterfield, MO	●	●	●	●	●	●	●	●	●	●	30	15	275
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	▸	●	●	●	●	●	●	20	20	
W.R. Berkley	Greenwich, CT	●	●	●	●	●	●	●	●	●	●	15	0	438
American Financial Group	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	0	0	485
Auto-Owners Insurance Group	Lansing, MI	●	●	●	●	●	●	●	●	●	●	0	0	443
Berkshire Hathaway Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	0	0	5

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Old Republic International	Chicago, IL											0		496	
United Services Automobile Association	San Antonio, TX											0	0	139	
Western & Southern Financial Group	Cincinnati, OH											0	0	471	
<b>Internet Services and Retailing</b>															
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	196	
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100		482	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	55	
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	851	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	100	494	
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100			
Amazon.com Inc.	Seattle, WA	●	●	●	●		●	●	●	●	●	90	90	49	
AOL	New York, NY	●	●	●	●	●		●	●	●	●	90	90	880	
Classified Ventures LLC	Chicago, IL	●	●	●	●		●	●	●	●	●	90	90		
Expedia Inc.	Bellevue, WA	●	●	●	●		●	●	●	●	●	90	90	583	
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●			●	●	●	●	55	70		
Liberty Interactive Corp.	Englewood, CO											0	0	270	
<b>Law Firms</b>															
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100			
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100		
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100		
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Carlton Fields Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100		
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100		
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100		
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100		
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100		
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100		
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
Fish & Richardson PC	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Foley & Lardner LLP	Milwaukee, WI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Foley Hoag LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Frost Brown Todd LLC	Cincinnati, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Goodwin Procter LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Hinshaw & Culbertson LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Hogan Lovells US LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Holland & Knight LLP	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
Hunton & Williams LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Jenner & Block LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
K&L Gates LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
King & Spalding LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Kirkland & Ellis LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Kramer Levin Naftalis & Frankel LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Latham & Watkins LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Lindquist & Vennum LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	95	
Littler Mendelson PC	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Mayer Brown LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
McDermott Will & Emery LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Morgan Lewis & Bockius LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Morrison & Foerster LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Nixon Peabody LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
O'Melveny & Myers LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Patterson Belknap Webb & Tyler LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Paul Hastings LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Pepper Hamilton LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
Perkins Coie LLP	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Quarles & Brady LLP	Milwaukee, WI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	
Reed Smith LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Ropes & Gray LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Schiff Hardin LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Sedgwick LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Seyfarth Shaw LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	
Shearman & Sterling LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	90	
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	100	90	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	95	100	
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	95	90	
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	90	90	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	75	
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	90	80	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	85	
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90	90	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	85	
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	90	90	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Kenyon & Kenyon	New York, NY	●	●	●	●	●	●	●	●	●	●	90	85	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	90	90	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	90	90	
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	●	90	90	



Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
McGuireWoods LLP	Richmond, VA	●	●	●	●		●	●	●			90	90	
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●		●	●	●			90	80	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●		●	●	●			90	60	
Norton Rose Fulbright	Houston, TX	●	●	●	●		●	●	●			90	90	
Patton Boggs LLP	Washington, DC	●	●	●	●		●	●	●			90	90	
Proskauer Rose LLP	New York, NY	●	●	●	●		●	●	●			90	90	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●		●	●	●			90	90	
Snell & Wilmer	Phoenix, AZ	●	●	●	●		●	●	●			90	90	
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●		●	●			90	80	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●		●	●	●			90	90	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●		●	●	●			90	90	
Williams Mullen PC	Richmond, VA	●	●	●	●		●	●	●			90	90	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	▸		●	●	●			85	85	
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	▸		●	●	●			85	90	
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	▸		●	●	●			85		
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	▸		●	●	●			85	85	
Goulston & Storrs	Boston, MA	●	●	●	●			●	●			80	80	
Herrick Feinstein LLP	New York, NY	●	●	●	●		●	●	▸			80	80	
Locke Lord LLP	Dallas, TX	●	●	●	●			●	●			80	45	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●			●	●			80	80	
Loeb & Loeb LLP	New York, NY	●	●	●	▸			●	●			75	75	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	▸			●	●			75	75	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	▸			●	●			75	45	
Howrey LLP	Washington, DC	●	●	●	▸		●	●				70	85	
Polsinelli Shughart PC	Kansas City, MO	●	●	●	▸		●	●				70	85	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	▸		●	●				70	85	
Holland & Hart LLP	Denver, CO	●	●	●	▸			●	▸			65	75	
Quinn Emanuel Urquhart & Sullivan LLP	Los Angeles, CA			●	●		●	●	●			60		
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		▸		●	●				55	70	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	▸			●	▸			50	60	
Holme Roberts & Owen LLP	Denver, CO	●		●	▸			●				45	45	
Schulte, Roth & Zabel LLP	New York, NY	●		●	▸			●				45	45	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			▸			●	▸			35	45	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			▸				▸			25	25	
<b>Mail and Freight Delivery</b>														
United Parcel Service	Atlanta, GA	●	●	●	●			●	●	●		90	90	53
FedEx Corp.	Memphis, TN	●	●	●	▸			●	●	●		85	85	63
Union Pacific Corp.	Omaha, NE	●	●		▸			●	●	●		70	70	138
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●								▸		20	20	
YRC Worldwide Inc.	Overland Park, KS	●								▸		20	20	498
J. B. Hunt Transport Services, Inc.	Lowell, AR											0		486
<b>Manufacturing</b>														
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●		100	100	101
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●		100	100	326

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	100	160
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	152
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	8
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	476
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	403
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	100	90	758
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	50
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	100	154
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	▶	●	●	●	●	●	●	95	85	
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●	●	90	90	42
Jarden Corp.	Boca Raton, FL	●	●	●	▶	●	●	▶	●	●	●	90	80	383
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90	264
Ball Corp.	Broomfield, CO	●	●	●	▶	●	●	●	●	●	●	85	85	301
Emerson Electric Co.	St. Louis, MO	●	●	●	▶	●	●	▶	●	●	●	80	60	123
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	80	80	
Deere & Co.	Moline, IL	●	●	●	●	●	●	●	●	●	●	65	65	85
Stryker Corp.	Kalamazoo, MI	●	●	●	▶	●	●	●	▶	●	●	65	15	305
Xylem Inc.	White Plains, NY	●	●	●	●	●	●	▶	▶	●	●	65	65	612
Illinois Tool Works Inc.	Glenview, IL	●	●	●	▶	●	●	▶	▶	●	●	60	60	155
Mars Inc.	Mt. Olive, NJ	●	●	●	▶	●	●	▶	▶	●	●	60	60	
Johnson Controls Inc.	Milwaukee, WI	●	●	●	●	●	●	▶	▶	●	●	50	50	67
MeadWestvaco Corp.	Richmond, VA	●	●	●	▶	●	●	▶	▶	●	●	45	45	448
Baldor Electric Co.	Fort Smith, AR	●	●	●	▶	●	●	▶	▶	●	●	25	25	
Mohawk Industries Inc.	Calhoun, GA	●	●	●	▶	●	●	▶	▶	●	●	20	20	442
Huntington Ingalls Industries	Newport News, VA	●	●	●	●	●	●	●	●	●	●	15		380
Crown Holdings	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	15	15	312
Jabil Circuit Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	15	15	163
Oshkosh Corp.	Oshkosh, WI	●	●	●	●	●	●	●	●	●	●	15	15	322
Owens-Illinois Inc.	Perrysburg, OH	●	●	●	●	●	●	●	●	●	●	15	15	364
<b>Mining and Metals</b>														
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	128
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●	▶	●	●	●	85	70	246
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	▶	●	●	●	▶	●	●	60	60	274
AK Steel Holding Corp.	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	430
Allegheny Technologies Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	30	30	490
Anadarko Petroleum	The Woodlands, TX	●	●	●	●	●	●	●	●	●	●	30	15	207
Apache Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	30	30	167
Commercial Metals	Irving, TX	●	●	●	●	●	●	●	●	●	●	30	30	335
Devon Energy Corp.	Oklahoma City, OK	●	●	●	●	●	●	●	●	●	●	30	30	284
Occidental Petroleum	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	30	30	125
Steel Dynamics, Inc.	Fort Wayne, IN	●	●	●	●	●	●	●	●	●	●	30	30	354
Chesapeake Energy Corp.	Oklahoma City, OK	●	●	●	●	●	●	●	●	●	●	15	15	223
Cleveland-Cliffs Inc.	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	15	30	424

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Consol Energy, Inc.	Canonsburg, PA	●											15	15	463
EOG Resources	Houston, TX	●											15	15	233
Peabody Energy Corp	St. Louis, MO	●											15	15	315
Reliance Steel & Aluminum Co.	Los Angeles, CA	●											15	15	313
United States Steel Corp.	Pittsburgh, PA	●											15	0	147
Alpha Natural Resources Inc.	Bristol, VA												0	0	365
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ												0	0	156
Icahn Enterprises LP	New York, NY												0	0	178
Nucor Corp.	Charlotte, NC												0	0	146
<b>Miscellaneous</b>															
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	●	100	30	295
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	●	●	90	65	429
Imation Corp.	Oakdale, MN	●	●	●	●	●	●	●	●	●	●	●	60	70	
Anixter International Inc.	Glenview, IL	●	●										30	30	405
Bemis Co. Inc.	Neenah, WI	●											15	15	479
Genuine Parts Co.	Atlanta, GA	●											15	15	214
Rock-Tenn Company	Norcross, GA												0	0	291
Sealed Air Corp.	Elmwood Park, NJ												0	0	333
Spectrum Group International Inc.	Irvine, CA												0	0	331
<b>Oil and Gas</b>															
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	3
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	95	95	
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	90	90	
Spectra Energy Corp	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	90	85	475
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	●	85	60	342
ConocoPhillips	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	75	55	45
Marathon Oil Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	75	15	174
Hess Corp.	New York, NY	●		●	●	●	●	●	●	●	●	●	40	40	75
Cameron International Corp.	Houston, TX	●	●										30	0	310
HollyFrontier Corp.	Dallas, TX	●	●										30	0	143
World Fuel Services	Miami, FL	●	●										30	30	74
Baker Hughes Inc.	Houston, TX	●											15	15	135
Enbridge Energy Partners	Houston, TX	●											15	15	381
FMC Technologies Inc.	Houston, TX	●											15	15	417
Halliburton Co.	Houston, TX	●											15	15	106
Kinder Morgan Inc.	Houston, TX	●											15	15	265
Marathon Petroleum Corp.	Findlay, OH	●											15	0	33
MRC Global	Houston, TX	●											15		451
Murphy Oil	El Dorado, AR	●											15	15	104
National Oilwell Varco, Inc.	Houston, TX	●											15	15	144
NuStar Energy LP	San Antonio, TX	●											15	15	389
Phillips 66	Houston, TX	●											15		4
Tesoro Corp.	San Antonio, TX	●											15	15	95
Valero Energy Corp.	San Antonio, TX	●											15	15	9

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Western Refining Inc.	El Paso, TX	●											15	0	283
PBF Energy	Parsippany, NJ												0		142
Enterprise Products Partners LP	Houston, TX												0	15	64
Plains All American Pipeline, L.P.	Houston, TX												0	0	77
Exxon Mobil Corp.	Irving, TX											●	-25	-25	2
<b>Pharmaceuticals</b>															
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	●	100	55	
Biogen Idec Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	454
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	●	100	100	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	158
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●	100	100	130
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	41
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	58
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	48
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	95		
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	90	90	193
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	●	85	85	
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	●	●	80	60	162
Hospira Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	●	65	75	575
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●					●		●		45	45	
Wyeth	Madison, NJ	●		●	●				●				45	45	
Actavis Inc.	Parsippany, NJ	●	●										30		432
Celgene Corp.	Summit, NJ	●	●										30	30	456
Allergan Inc.	Irvine, CA	●											15	15	440
Gilead Sciences Inc	Foster City, CA												0	0	280
Mylan Laboratories Inc.	Canonsburg, PA												0	0	374
<b>Publishing and Printing</b>															
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●			●	●	●	●	●	85	75	
Hachette Book Group	New York, NY	●	●	●	●				●	●	●	●	75	75	
New York Times Co.	New York, NY	●	●	●	●	●	●		●	●	●	●	75	90	923
Scholastic Corp.	New York, NY	●	●	●	●				●	●	●	●	75	55	900
Gannett Co. Inc.	McLean, VA	●		●	●				●	●	●	●	60	45	467
UBM plc	Manhasset, NY	●		●	●				●	●	●	●	50	60	
Washington Post Co.	Washington, DC			●	●								20	20	580
<b>Real Estate, Commercial</b>															
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	387
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	90	596
Lend Lease Americas Inc.	New York, NY	●	●	●	●				●	●	●	●	70		
<b>Real Estate, Residential</b>															
Realty Holdings Corp.	Madison, NJ	●	●	●	●				●	●	●	●	90	90	512
Simon Property Group Inc.	Indianapolis, IN	●											15		497

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000		
		1a	1b	2a	2b	2c	3a	3b	4	5						
<b>Retail and Consumer Products</b>																
AJX Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	●	●	100	100	529
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	642
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	252
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	360
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	61
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	100	100	788
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	461
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	75	504
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	●	●	100	100	298
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	179
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	●	●	100	100	258
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	100	85	433
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	227
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	253
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	●	100	100	28
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	71
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	122
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	208
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	36
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	95	115
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	37
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	95	95	279
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	●	●	95	95	215
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	●	●	95	95	395
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	●	95	100	
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	95	95	611
Bon-Ton Stores, Inc.	York, PA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	719
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90	165
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	22
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	34
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	●	●	90	90	136
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	●	●	90		
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
Saks Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90	685
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	●	●	●	90	80	1
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	90	80	582
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	85	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
HSN Inc.	St. Petersburg, FL	●	●	●	●		●	▶	●			85	85	666
L'Oréal USA Inc.	New York, NY	●	●	●	▶			●	●	●		85	15	
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●				●	●		80	70	
Hasbro Inc.	Pawtucket, RI	●	●	●	▶				●	●		75	25	576
PetSmart Inc.	Phoenix, AZ	●	●		●			●	●	●		75	75	377
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●				▶	●		75	75	204
True Value Co.	Chicago, IL	●	●	●	▶			●	●	▶		75	60	
CarMax Inc.	Richmond, VA	●	●	●	▶			●	●			70	85	259
Dollar General Corp.	Goodlettsville, TN	●	●		▶			●	●	●		70	70	175
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●				▶		70	70	
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●				▶		70	25	
Ross Stores Inc.	Dublin , CA	●	●	●	●			●		▶		70	0	278
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●				▶	▶		65	65	928
Burlington Store, Inc.	Burlington, NJ	●	●	●	●				▶			60	60	577
Harry & David Holdings Inc.	Medford, OR	●	●	●	▶				▶			55	70	
RadioShack Corp.	Fort Worth, TX	●		●	●				▶			45	30	556
B J's Wholesale Club	Westborough, MA	●	●		▶							35	35	
HD Supply	Atlanta, GA	●	●									30		330
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●									30	30	409
Andersons Inc., The	Maumee, OH	●	●									30		472
Bed Bath & Beyond Inc.	Union, NJ	●	●									30	30	285
Big Lots	Columbus, OH	●	●									30	15	466
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●									30	15	437
Dillard's Inc.	Little Rock, AR	●	●									30	30	378
Dollar Tree Stores Inc.	Chesapeake, VA	●	●									30	30	346
Family Dollar Stores	Matthews, NC	●	●									30	30	287
Lowe's Companies Inc.	Mooresville, NC	●	●									30	30	56
Men's Wearhouse Inc., The	Houston, TX	●	●									30	30	813
Stanley Black & Decker Inc.	New Britain, CT	●			▶					▶		25	25	245
Foot Locker Inc.	New York, NY	●										15	15	413
O'Reilly Automotive Inc.	Springfield, MO	●										15	0	412
Pantry Inc., The	Cary, NC	●										15	15	347
TravelCenters of America	Westlake, OH	●										15	15	329
AutoZone Inc.	Memphis, TN	●										15	15	306
Kohl's Corp.	Menomonee Falls, WI	●										15	15	148
Casey's General Stores, Inc.	Ankeny, IA											0	0	392
Susser Holdings	Corpus Christi, TX											0	0	460
<b>Telecommunications</b>														
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	11
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	60
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	149
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	87
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	134

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	90	90	304
Verizon Communications Inc.	New Jersey, NJ	●	●	●	●	●	●	●	●	●	●	90	100	16
CenturyLink Inc.	Monroe, LA	●	●	●	●	●	●	●	●	●	●	80	60	150
Level 3 Communications Inc.	Broomfield, CO	●	●	●	▶	●	●	●	●	●	●	75		398
EarthLink Inc.	Atlanta, GA	●	●	●	▶	●	●	▶	●	●	●	55	55	
Nortel Networks Corp.	Richardson, TX	●	●	●	▶	●	●	●	▶	●	●	50	50	
Brightpoint, Inc	Indianapolis, IN	●	●	●	▶	●	●	▶	▶	●	●	30	30	
Cablevision Systems Corp.	Bethpage, NY	●	●	●	●	●	●	●	●	●	●	15	15	382
Charter Communications	Stamford, CT	●	●	●	●	●	●	●	●	●	●	15	15	340
Frontier Communications	Stamford, CT	●	●	●	●	●	●	●	●	●	●	15	15	492
Liberty Global Inc.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	15	15	256
NII Holdings	Reston, VA	●	●	●	●	●	●	●	●	●	●	15	0	421
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●	●	●	●	●	●	●	●	●	●	15	15	468
Windstream Corp.	Little Rock, AR	●	●	●	●	●	●	●	●	●	●	15		414
DISH Network Corp.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	0	0	189
MetroPCS	Richardson, TX	●	●	●	●	●	●	●	●	●	●	0	0	481
<b>Tobacco</b>														
Altria Group Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	80	159
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	▶	●	●	85	75	316
Philip Morris International Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	15	0	99
<b>Transportation and Travel</b>														
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	▶	●	●	85	85	
Ryder System Inc.	Miami, FL	●	●	●	▶	●	●	●	●	●	●	85	85	404
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	●	80	80	
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	▶	●	●	●	▶	●	●	75	75	350
CSX Corp.	Jacksonville, FL	●	●	●	▶	●	●	●	●	●	●	70	85	231
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	▶	●	●	●	▶	●	●	70	70	
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	65	65	
Sabre Holdings Inc.	Southlake, TX	●	●	●	▶	●	●	●	▶	●	●	65	75	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	▶	●	●	●	▶	●	●	65	80	
Travelpart Ltd.	Parsippany, NJ	●	●	●	▶	●	●	●	▶	●	●	65	65	
Norfolk Southern Corp.	Norfolk, VA	●	●	●	●	●	●	●	▶	▶	●	50	50	247
Con-way Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	30	30	450
C. H. Robinson Worldwide	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	15	15	237
Expeditors International of Washington, Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	15	15	428
Harley-Davidson Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	15	15	449
priceline.com Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	15	15	473
<b>Waste Management</b>														
Waste Management Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	200
Republic Services Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	30	15	323





**Deena Fidas and Liz Cooper, Authors**

**HRC  
Foundation's  
Workplace  
Equality  
Program**

HRC Foundation's Workplace Equality Program is a nationally recognized source of expert information and advice on lesbian, gay, bisexual and transgender workplace issues. It provides decision makers with cutting-edge research, expert counsel, online resources, best practices information and on-site training and education. Program staff serve as trusted consultants to diversity professionals and other executives seeking to position their business as welcoming workplaces that respect all employees, regardless of sexual orientation and gender identity or expression. The Workplace Equality Program also makes available the expertise of the HRC Business Council for invaluable peer-to-peer advice.

**Project Staff**

**Deena Fidas  
Director, HRC Foundation Workplace Equality Program**

Deena Fidas is the director of the Workplace Equality Program and leads the Corporate Equality Index survey and annual report to over 1,200 major employers, corporate public policy outreach and research on emerging workplace inclusion topics. Fidas has consulted directly with hundreds of Fortune 500 and other major businesses on the implementation of equitable policies and benefits for diverse employee populations. She works closely with company representatives to help them identify areas of potential improvement and works with their key stakeholders to effect change within their organizations, from domestic partner benefits to innovative trainings. Most recently Fidas expanded the work of the Corporate Equality programs to include global LGBT workforce best practices. In this capacity, she has conducted trainings in the US and abroad on workforce diversity and best practices for inclusion before corporate and public sector audiences.

She also leads the Human Rights Campaign Foundation's published research on the experiences of LGBT workers nationwide, including the seminal 2009 Degrees of Equality study that found over half of LGBT workers remain closeted on the job. The follow-up 2013 study, The Cost of the Closet and the Rewards of Inclusion showed that most LGBT employees (53 percent) nationwide are closeted on the job and that the reduction in employee engagement can be measured (averaging 30 percent) and improved through investments in training and leadership development.

Fidas has been featured in The Washington Post, Mexico's Reforma, The Huffington Post and Pacifica Radio. She is a regularly quoted expert for the Associated Press, The Wall Street Journal, Forbes, Fortune and other news outlets. Prior to joining the Human Rights Campaign in 2007, she worked in fundraising for the American Civil Liberties Union and Hillary Clinton for President, among other clients. Fidas holds a master's degree in sociology from American University in Washington, D.C., where she also worked as a researcher for the university's Women & Politics Institute.

**Beck Bailey**  
**Deputy Director of Employee Engagement,**  
**HRC Foundation Workplace Equality Program**

Beck is Deputy Director of Employee Engagement in the Workplace Equality Program at the Human Rights Campaign Foundation, where he focuses on helping workplaces become more LGBT inclusive through employee engagement, training and education. He also conducts outreach to engage corporations in supporting legislative action to create workplace protections for LGBT people.

As a lifelong business professional prior to joining HRC, Beck brings his knowledge and experience as a manager and a leader to this work.

A lifelong LGBT advocate and out transgender man, Beck often speaks about his journey as a way to increase awareness and understanding. He proudly serves on the Board of Directors for Gay & Lesbian Advocates and Defenders (GLAD). Beck holds a BS in Management from Virginia Tech and an MBA from the Isenberg School of Management at UMass Amherst.

**Liz Cooper**  
**Associate Director, HRC Foundation Workplace Equality Program**

Liz joined HRC in August 2010. As Associate Director, Liz engages directly with employers to identify and improve LGBT-inclusive policies and practices. Cooper brings her background in sales marketing research to develop the Program's resources on LGBT diversity and inclusion best practices aimed at employers, employees, and consumers. She has a special focus on engaging new businesses to participate in the CEI survey, and also oversees the annual Buying for Workplace Equality Guide. In addition, Cooper has enlisted the support of dozens of major businesses for pro-equality legislation across the country. She also uses her advocacy to help elevate the role of allies in the LGBT community. By making allies a more visible part of the workforce, Cooper hopes to make a fully inclusive culture the new standard for employers, allowing employees to be authentic and open in their workplace environment. Cooper holds a bachelor's degree in political science from Davidson College in North Carolina.

**Rena Peng**  
**Coordinator, HRC Foundation Workplace Equality Program**

Rena joined the Workplace team in September 2014. As Coordinator, she engages directly with employers nationwide to identify and improve LGBT-inclusive policies and practices. Peng brings her skills in sales and research to help oversee corporate communications and provide key support to the annual Corporate Equality Index and Buying for Workplace Equality Guide. She works to provide new and continuing participants of the CEI with the resources they need to improve and promote non-discrimination policies, benefits and other practices that are essential for fairness in the workplace. Peng also brings her international background to support on-going research on best practices and policies relating to LGBT workplace equality in the global arena. Peng holds a bachelor's degree in government with a minor in computer science from Smith College in Massachusetts.

**Meg Tsuda**

**Assistant, HRC Foundation Workplace Equality Program**

Meg joined the Workplace Equality Program in January 2014 as an intern. She stayed at HRC through the summer working in the Membership Outreach department, and re-joined the Workplace team as full-time staff in September 2014. Utilizing her experience in customer service, Tsuda fields questions and feedback regarding the Corporate Equality Index and other workplace-related issues. She assists in the CEI validation process and manages data pulls of relevant CEI information, and provides administrative and logistical support in planning for CEI events and trainings for the Program staff. Tsuda also performs research to help develop the Program's resources on best policies and practices as they relate to LGBT equality in the workplace, and brings her background in writing to publish blog posts for the Program. Tsuda holds a bachelor's degree in justice studies from James Madison University in Harrisonburg, VA.

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