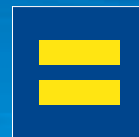


CORPORATE EQUALITY INDEX 2014

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



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

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



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CORPORATE EQUALITY INDEX 2014

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In this watershed year for LGBT equality, Corporate America joins the rapidly growing ranks of public proponents of LGBT rights.

This year marks the 12th edition of the Human Rights Campaign Foundation's Corporate Equality Index. In what was an historic year of progress for the equal rights of lesbian, gay, bisexual and transgender Americans, Corporate America stood out as a true leader in the fight for basic fairness and dignity. Both inside the boardroom and in the public eye, American companies stood by their LGBT employees in record numbers.

This corporate commitment to equality is measured, in part, by the Human Rights Campaign Foundation's Corporate Equality Index. And in this year's national benchmarking tool a record 304 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 year will go down in history as the year that corporate support for equality left the boardroom and reached each and every corner of this country. More than ever, fair-minded companies are guaranteeing fair treatment and compensation to millions of LGBT employees in all 50 states. But beyond these sound business practices of internal diversity and inclusion, these same companies are fighting for full legal equality in state legislatures, in the halls of Congress and before the U.S. Supreme Court.

Earlier this year, hundreds of major businesses signed onto historic amicus briefs urging the Supreme Court to strike down the discriminatory Defense of Marriage Act and California's Proposition 8. Over 120 businesses joined HRC's Business Coalition for Workplace Fairness, publicly supporting the federal Employment Non-Discrimination Act, which would provide nationwide legal protections from workplace discrimination on the basis of sexual orientation and gender identity.

In this watershed year for LGBT equality, Corporate America joins the rapidly growing ranks of public proponents of LGBT rights. At the same time, the CEI reveals record numbers of major businesses updating their non-discrimination policies and benefits packages well ahead of federal mandates.

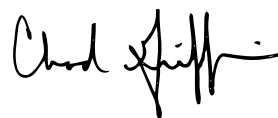
More Fortune 500 companies implemented inclusive workplace non-discrimination policies than ever before — 91 percent provide explicit protections on the basis of sexual orientation and 61 percent on the basis of gender identity, an historic high. Sixty-seven percent offer same-sex partner benefits, another record, and there has been a remarkable rise to 28 percent, in essential health care benefits for transgender employees.

Businesses across the South and Midwest — in states where legal equality is nonexistent — realize that enacting these policies help them to attract and retain the best and brightest LGBT workers. This year's CEI includes over 45 new major businesses. By proactively participating in the CEI, these businesses stand to improve their reputations as employers of choice for LGBT and fair-minded workers.

Since the CEI's inception 12 years ago, the HRC Foundation and our partners have been committed to raising the bar for corporate equality. But this year proved that businesses are committed to raising that bar along with us — and sometimes to even forging ahead. That's news worth celebrating, and it's improving the lives of millions of LGBT people every day.

Thank you to our many partners who made this progress possible.

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation





Executive Summary

Corporate Equality Index by the Numbers

A Record Year for Corporate Equality

In this 12th edition of the Human Rights Campaign Foundation's Corporate Equality Index, a record 304 businesses achieved a top rating of 100 percent. In the first CEI in 2002, just 13 businesses achieved a top score of 100 percent.

The top rated businesses this year span nearly every industry and major geography of the United States. 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 more generally to a diverse and inclusive workforce.

This year marks the first time in history that over 60 percent of the Fortune 500 include both sexual orientation and gender identity protections.

In addition to the depth of investment that the top-rated businesses have made in the name of equality, the 2014 CEI includes a wide swath of new businesses. This year's CEI contains 47 new businesses that opted into the survey.

Furthermore, the extent to which market norms of LGBT inclusion have crystallized can be seen amongst the Fortune 500 data. This year marks the first time in history that over 60 percent of the Fortune 500 include both sexual orientation and gender identity protections.

Beyond these fundamental non-discrimination protections, record numbers of Fortune-ranked and other major businesses have comprehensively updated their benefits packages to ensure that current employees and newcomers to their workplaces can expect both partner benefits, transgender-inclusive benefits and that retiring LGBT workers will see the financial benefits they have worked so hard to accrue go to their surviving family members.

Another market shift that has emerged from these major employers is the framework of LGBT inclusion being extended beyond U.S. workplace policies. A strong majority of businesses are ensuring that wherever they do business, here and abroad, LGBT people enjoy the same workplace protections. In addition, businesses aligning their corporate values of LGBT inclusion with their supplier standards, funders and within the community at large. Record numbers of businesses stood with the LGBT community to endorse pro-equality legislation.

Fortune 500	2002	2008	2013	2014
Sexual Orientation in Non-Discrimination Policy	61%	88%	88%	91%
Gender Identity in Non-Discrimination Policy	3%	25%	57%	61%

CEI 2014

This year, a record
304 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	100% by Industry
	30	71	81	Law Firms
1	32	33	36	Banking and Financial Services
1	13	19	20	Retail and Consumer Products
	8	14	17	Consulting and Business Services
	14	12	16	Food, Beverages and Groceries
	10	14	16	Insurance
	7	8	11	Hotels, Resorts and Casinos
	9	8	10	Healthcare
1	3	7	9	Advertising and Marketing
	3	7	9	Manufacturing
	5	6	9	Pharmaceuticals
	1	5	8	Computer Software
	6	5	8	Telecommunications
4	7	5	6	Automotive
	6	5	6	Chemicals and Biotechnology
	3	4	6	Entertainment and Electronic Media
	3	4	5	Computer and Data Services
	2	4	5	Energy and Utilities
2	6	4	4	Computer Hardware and Office Equipment
1	5	4	4	High-Tech/Photo/Science Equip.
		3	4	Internet Services and Retailing
	4	2	3	Aerospace and Defense
1	2	2	2	Airlines
1	8	2	2	Apparel, Fashion, Textiles, Dept. Stores
		1	1	Home Furnishing
	1		1	Mining and Metals
		1	1	Miscellaneous
		1	1	Oil and Gas
	2	1	1	Publishing and Printing
	2		1	Real Estate, Commercial
			1	Transportation and Travel

This year marked the eighth time the Fortune 1000 list of the largest publicly traded companies was invited to take part in the Corporate Equality Index survey. The Fortune 500 list has been invited each year since 2002.

A record 299 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to 293 last year), with an average rating of 83. One hundred and twenty-five of the Fortune 500-ranked businesses achieved a 100 percent rating, with 13 of the top 20 Fortune-ranked businesses at this top score.

Ninety-one percent of the Fortune 500 include “sexual orientation” in their nondiscrimination policies and 61 percent include “gender identity.” The majority of the total Fortune 500 – 67 percent – offer equivalent medical benefits between spouses and partners and 28 percent offer transgender-inclusive health care benefits, including surgical procedures.

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

	Fortune1000	2014 CEI Score
Exxon Mobil Corp.	1	-25
Wal-Mart Stores Inc.	2	80
Chevron Corp.	3	100
ConocoPhillips	4	55
General Motors Co.	5	100
General Electric Co.	6	100
Berkshire Hathaway Inc.	7	0
Federal National Mortgage Association (Fannie Mae)	8	90
Ford Motor Co.	9	100
Hewlett-Packard Co.	10	100
AT&T Inc.	11	100
Valero Energy Corp.	12	15
Bank of America Corp.	13	100
McKesson Corp.	14	100
Verizon Communications Inc.	15	100
JPMorgan Chase & Co.	16	100
Apple Inc.	17	100
CVS Caremark Corp.	18	85
International Business Machines Corp. (IBM)	19	100
Citigroup Inc.	20	100

Businesses'
Commitment
to LGBT
Employees

	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in Non-Discrimination Policy	91%	97%	78%
Gender Identity in Non-Discrimination Policy	61%	84%	25%
Domestic Partner Health Benefits	67%	94%	24%
Transgender-Inclusive Benefits	28%	46%	0%
Organizational Competency Practices	44%	72%	0%
Public Commitment to the LGBT Community	49%	80%	0%
Average Score	56	83	16

2014 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 734**, 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 (2012 Fortune 1000) and**
- **American Lawyer magazine's top 200 revenue-grossing law firms (2012 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.
- **Buying for Workplace Equality 2014**, a consumer-oriented guide based on CEI ratings, available at 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. ►



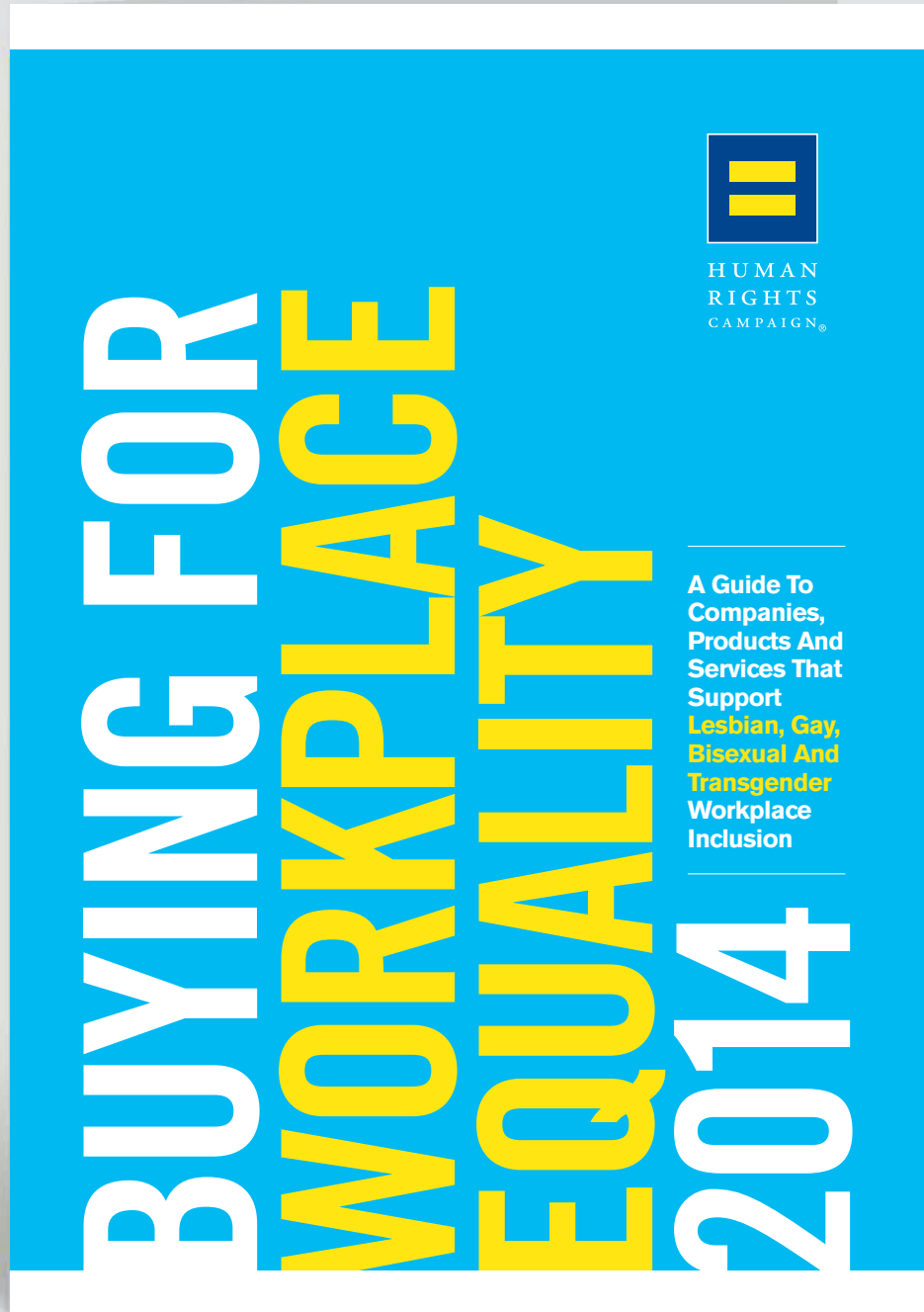
'BEST PLACES TO WORK'

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
2013 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.

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

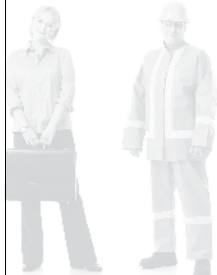
The HRC Foundation announced the third version of the criteria, with comprehensive requirements for partner benefits, transgender-inclusive benefits, organizational competency on LGBT issues and employers' public commitment to equality for the broader LGBT community. **These criteria went into effect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

Criteria 1 Equal employment opportunity policy includes:

- | | |
|----------------------------------|-----------|
| a. Sexual orientation | 15 points |
| b. Gender identity or expression | 15 points |

Criteria 2 Employment benefits

- | | |
|---|-----------|
| a. Equivalent spousal and partner benefits_ | 15 points |
| <ul style="list-style-type: none"> ● Equivalent medical benefits <ul style="list-style-type: none"> ○ 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> | |
| 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> | 10 points |
| c. Transgender-inclusive health insurance coverage
Equal health coverage for transgender individuals without exclusion for medically necessary care | 10 points |
| <ul style="list-style-type: none"> ● Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage ● Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care | |

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

a. Competency training, resources or accountability measures

10 points

Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements:

- 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
- 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
- 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
- Senior management/executive performance measures include LGBT diversity metrics
- Gender transition guidelines with supportive restroom/ facilities, dress code and documentation guidance
- Anonymous employee engagement or climate surveys conducted on an annual or biennial basis allow employees the option to identify as LGBT
- 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

b. Employee group –or– Diversity council

10 points

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 2014 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 2014 survey were mailed in late March 2013 and due back August 2013. 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 1,923 received invitations to take part in the survey.

- Of that number, 574 submitted surveys, and **734 were officially rated**. Last year, a total of 1,848 businesses were sent invitations, 530 submitted surveys and 688 were rated.
- **Forty-seven businesses participated for the first time this year**, increasing the total number of rated businesses.

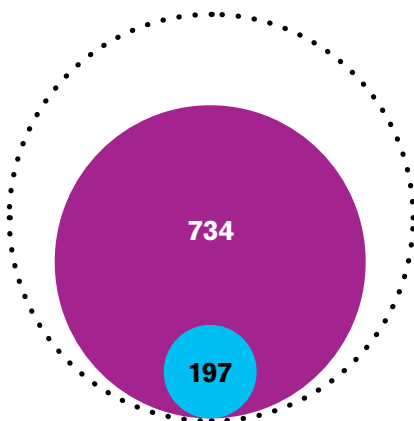
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 197 Fortune 500 companies are noted in gray in Appendix B and C along with unofficial CEI ratings.**

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 197 companies to do the same.

In total, the CEI 2014 officially rates **299** Fortune 500 businesses, **79** Fortune 1000 businesses, **138** AmLaw 200 firms and **218** additional major businesses.

An additional **197** Fortune 500 businesses have unofficial ratings, bringing the total to **931** rated businesses.

Findings in the following sections are based on the **734 officially rated businesses**.



79% Percentage of the 931 rated employers participating in the CEI (734)

21% Percentage of the 931 rated employers who are non-responders, with unofficial ratings (197)

Findings

Non-Discrimination Policies

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. While the Federal Equal Employment Opportunity Commission is now accepting complaints of gender identity discrimination in employment based on Title VII's prohibition against sex discrimination, no federal law protects workers from workplace discrimination on the basis of sexual orientation and gender identity.

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 33 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.

Sexual Orientation Protections

Criterion 1a Businesses That Prohibit Discrimination Based on Sexual Orientation

99% of CEI-rated employers provide employment protections on the basis of sexual orientation.

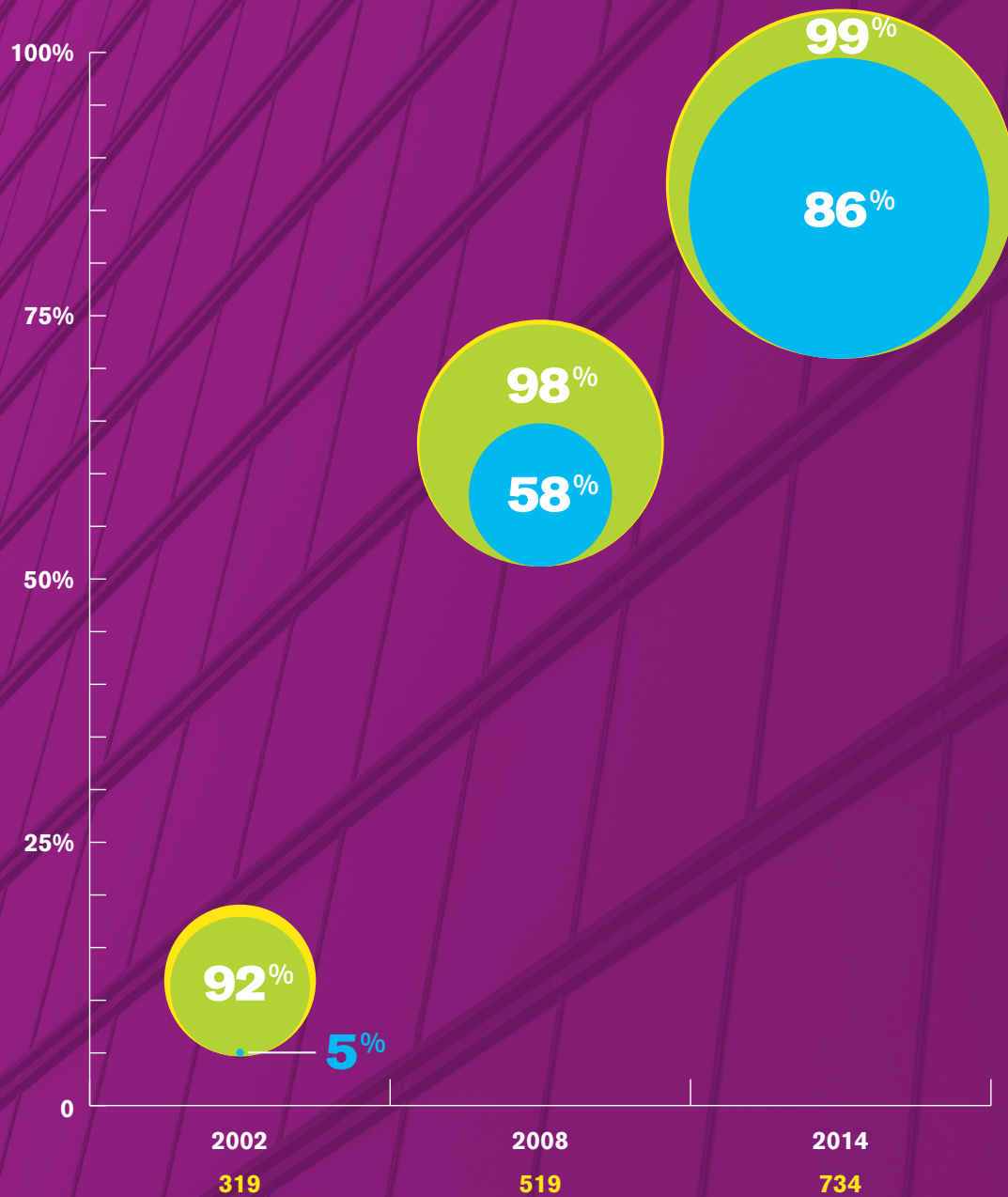
Gender Identity Protections

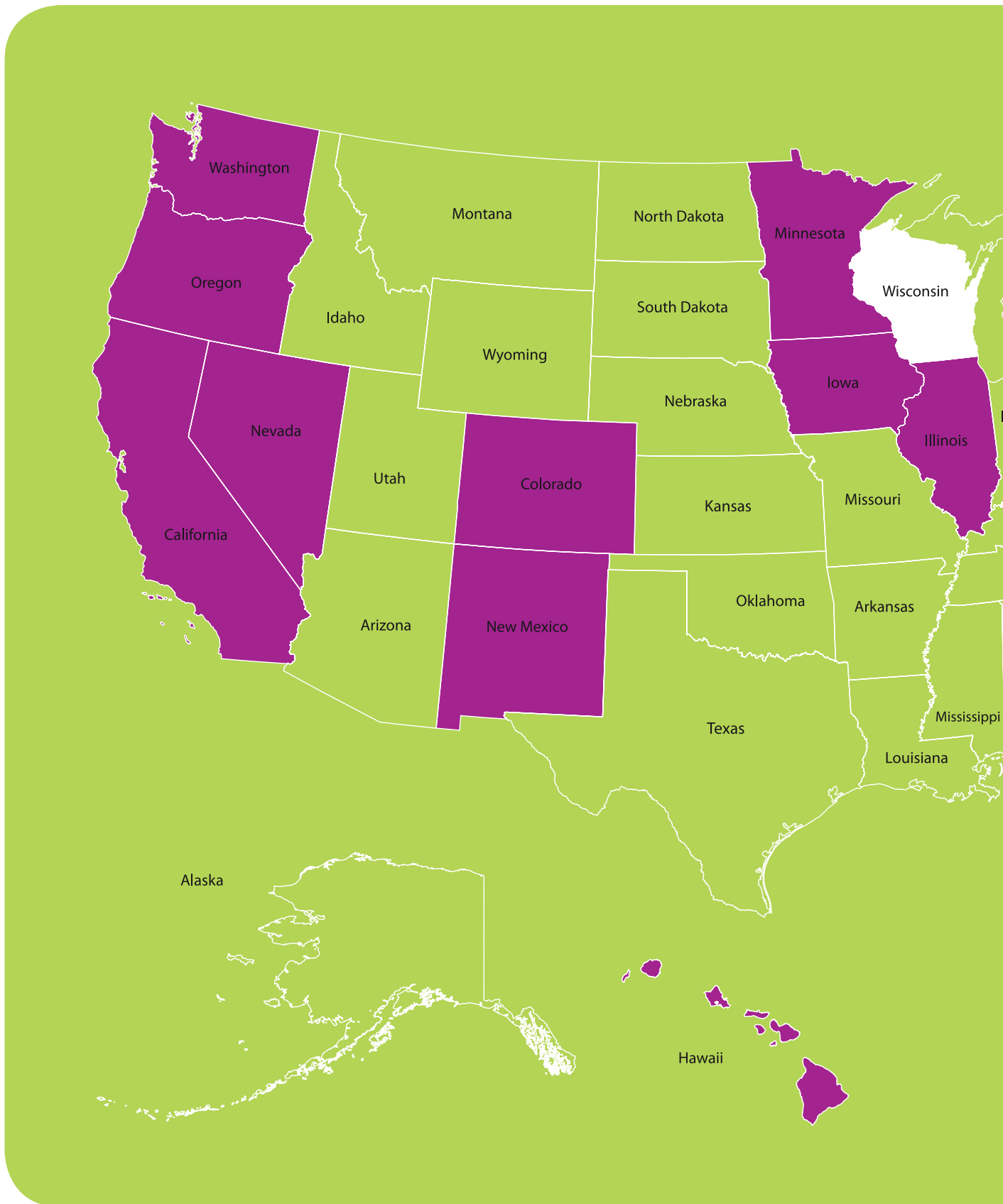
Criterion 1b Businesses That Prohibit Discrimination Based on Gender Identity

86% of CEI-rated employers provide employment protections on the basis of gender identity – the highest figure to date.

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.

- 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**

(17 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), 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: Maryland (2001), New Hampshire (1998), New York (2003) and Wisconsin (1982)

Equal Benefits

Ensuring LGBT-inclusive benefits to employees and their families is an overall low-cost, high-return proposition for businesses to remain competitive within their industries, attract and retain top talent.

Apart from actual wages paid, **benefits account on average for roughly 20 percent of employees' overall compensation.** Thus, for many employers, affording equal benefits is part of core principle of equal pay for equal work. 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

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.**

Partner benefits remain an overall low-cost way for businesses to ensure the families of LGBT employees receive core healthcare benefits as their non-LGBT coworkers do. Most employers experience an overall increase of less than 1 percent of total benefits costs when they implement this benefit. 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.

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. 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.

The HRC Foundation provides extensive resources relating to domestic partner benefits on its website at www.hrc.org/benefits.

Criterion 2a

Businesses That Offer Domestic Partner Health Insurance

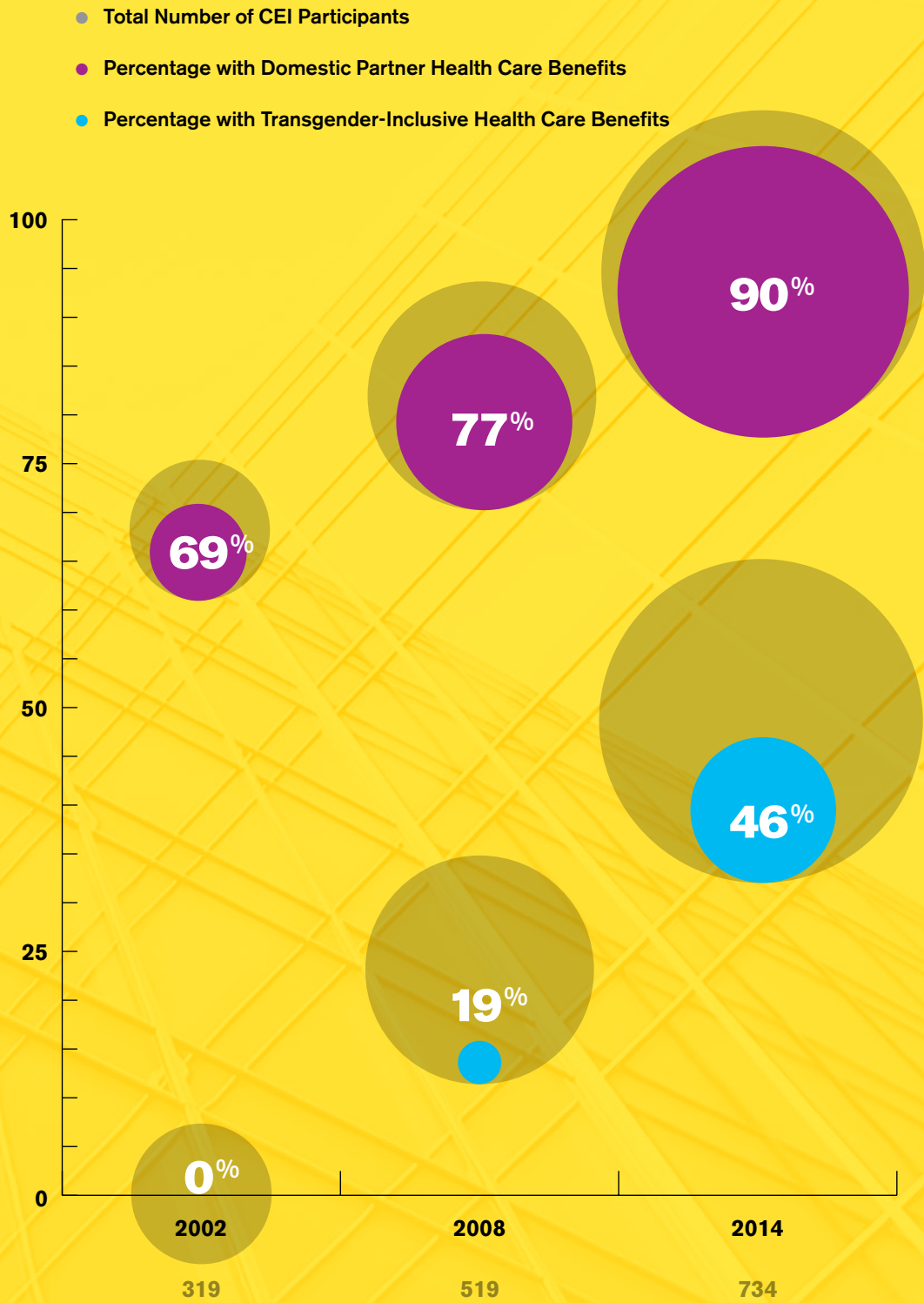
90%

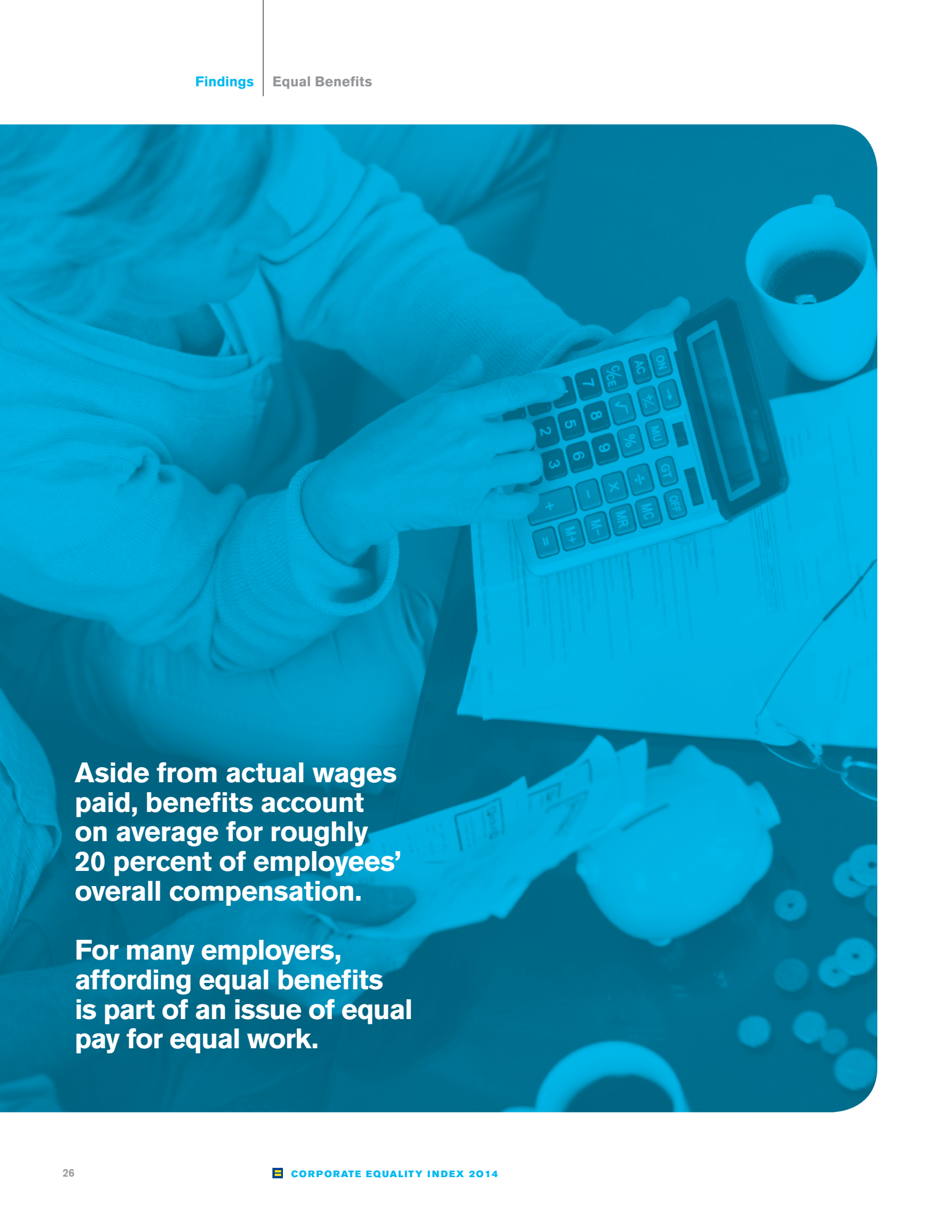
CEI-rated employers provide medical and comprehensive health benefits such as dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-equivalent continuation coverage.

A Changing Work Force

Of the employers providing partner health insurance, 68 percent provide them to both same- and different sex partners of employees.





A high-angle, close-up photograph of a person's hands using a silver calculator on a desk. The person is wearing a light-colored long-sleeved shirt. To the right of the calculator is a white mug filled with dark liquid. In the foreground, there are several sheets of paper, some with printed text and others with handwritten notes. The entire image is overlaid with a semi-transparent blue filter.

Aside from actual wages paid, benefits account on average for roughly 20 percent of employees' overall compensation.

For many employers, affording equal benefits is part of an issue of equal pay for equal work.

Findings

Equal Benefits

Criterion 2b

Parity Across All “Soft” Benefits for Domestic Partners

69%

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:

EAP	99%
Employee Discounts	98%
Bereavement Leave	96%
Adoption Assistance	96%
Relocation Assistance	95%
Supplemental Life	92%
FMLA-type Leave	86%

Retirement Benefits: Spotlight on Baby Boomers and Employers' Steps towards Equality

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.

Retiree Health Care Benefits

Of the CEI-rated employers offering retiree health care coverage, 84 percent of CEI-rated employers extend retiree healthcare coverage to domestic partners.

Retirement Financial Benefits

Since the passage of the 2006 Pension Protection Act, the HRC Foundation ramped up its educational efforts to ensure CEI-rated employers both understood and followed the changes that went into effect under this law.

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. Eighty-nine percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 85 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 57 percent of participating employers indicated that they offer defined benefits to their employees; 76 percent of those with pensions offer QJSAs to their employees' domestic partners, while 75 percent offer QPSAs.

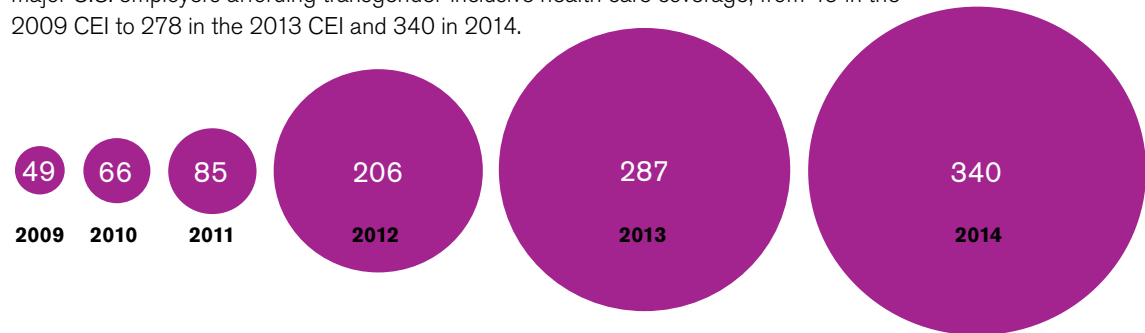
Of those employers offering cash balance pension plans, 86 percent extend the benefit equally to spouses and partners.

Transgender- Inclusive Benefits

The HRC Foundation has led great change in employer-provided health insurance coverage for transgender people.

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 49 in the 2009 CEI to 278 in the 2013 CEI and 340 in 2014.

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 ▶

46%

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.

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

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

Organizational Competency in LGBT Inclusion

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

72%

**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 are staggering in their speed and comprehensiveness. Even with these critical changes, employers have recognized that additional programming and educational efforts are necessary to make these policies part of the business's culture and competency portfolio. 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.

Diversity Training and Educational Programs

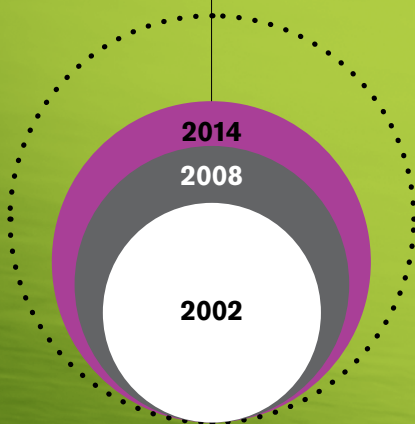
Many employers implement diversity training programs to educate their employees on policy expectation and further to show alignment in their business values around inclusion with broader business objectives.

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, 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.

48%

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



79%

68%

54%

**Businesses with Inclusive
Diversity Training**

Findings

Organizational Competency in LGBT Inclusion

Counting LGBT Employees: Optional Self-Identification Questions

Many employers have begun to quantify the extent to which their LGBT inclusion efforts have yielded positive results in terms of the recruitment and retention of LGBT talent as well as broader engagement measures. As the business maxim states: "If you can't measure it, you can't manage it."

Currently, 48 percent of CEI participants allow employees to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential Human Resource records.

Unlike other diversity categories such as race and gender, employers are not required by law to collect data on the LGBT people they employ.

LGBT demographic questions added to internal surveys allow employers to better understand where they have LGBT employees and how they were recruited to the organization, how they perceive their work environment and their engagement levels. Depending on the intended use of the data and the survey norms of the employer, LGBT metrics may be part of anonymous employee engagement or satisfaction surveys or, in more limited instances, confidential HR surveys. The latter assist in long-term evaluations of LGBT employees' career trajectories within the organization.

Senior Leadership Metrics of Inclusion

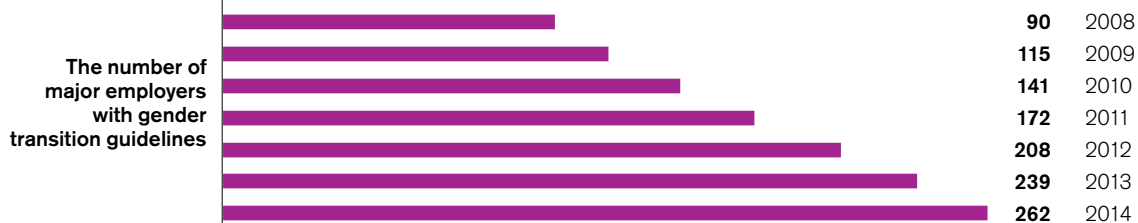
Now an emerging trend, some employers define a set of annual diversity and inclusion goals and hold their senior leaders accountable for the accomplishment of these goals through senior leadership performance evaluations. Thirty-six percent of CEI-rated employers allow senior leaders to submit LGBT-focused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

Gender Transition Guidelines

With gender transitions on the job becoming more commonplace, employers have worked with the HRC Foundation to implement guidelines on the transition process for all involved, including the transitioning employee, HR, management and work groups.

A record 262 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).

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



Criterion 3b

LGBT/Allies Employee Groups and Diversity Councils

82%

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, 76 percent have diversity councils and 60 percent of rated employers have both.

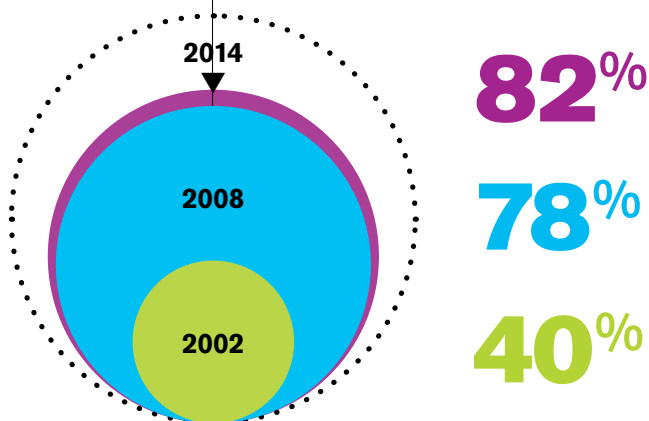
Many large employers have formally recognized employee resource groups (ERGs, also known as an employee network groups or affinity groups) for diverse populations of their workforce, including women, people of color, people of varied abilities and LGBT/Allies people. These groups' purpose is often two-fold:

- **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 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 email 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.



**CEI-Rated Employers
with an LGBT Employee
Resource Group or
Diversity Council**



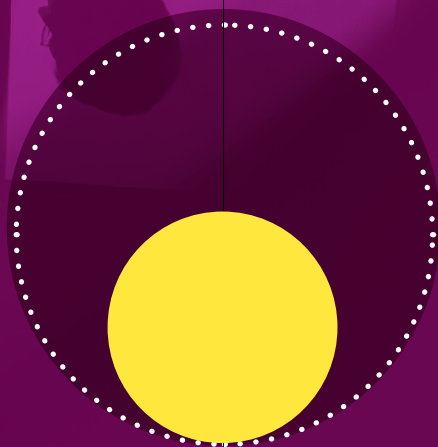
The Role of Allies

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. Of those companies with an officially recognized LGBT employee group, 88 percent 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 group is greatly enhanced by an active executive champion for the group. Ninety-six percent of employee groups rated in the CEI are sponsored by an executive champion.

A majority (52 percent) of executive champions identify as allies, while 37 percent reported being openly LGBT.



96% CEI-Rated Employee groups are sponsored by an Executive Champion

52% 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 some form of public engagement with the LGBT community, through marketing, advertising and recruitment efforts, philanthropic contributions to LGBT organizations.

This 79 percent of participants represents at least three discreet engagement efforts per business. An additional ten percent of companies reported engaging the wider LGBT community through one or two efforts.

**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.

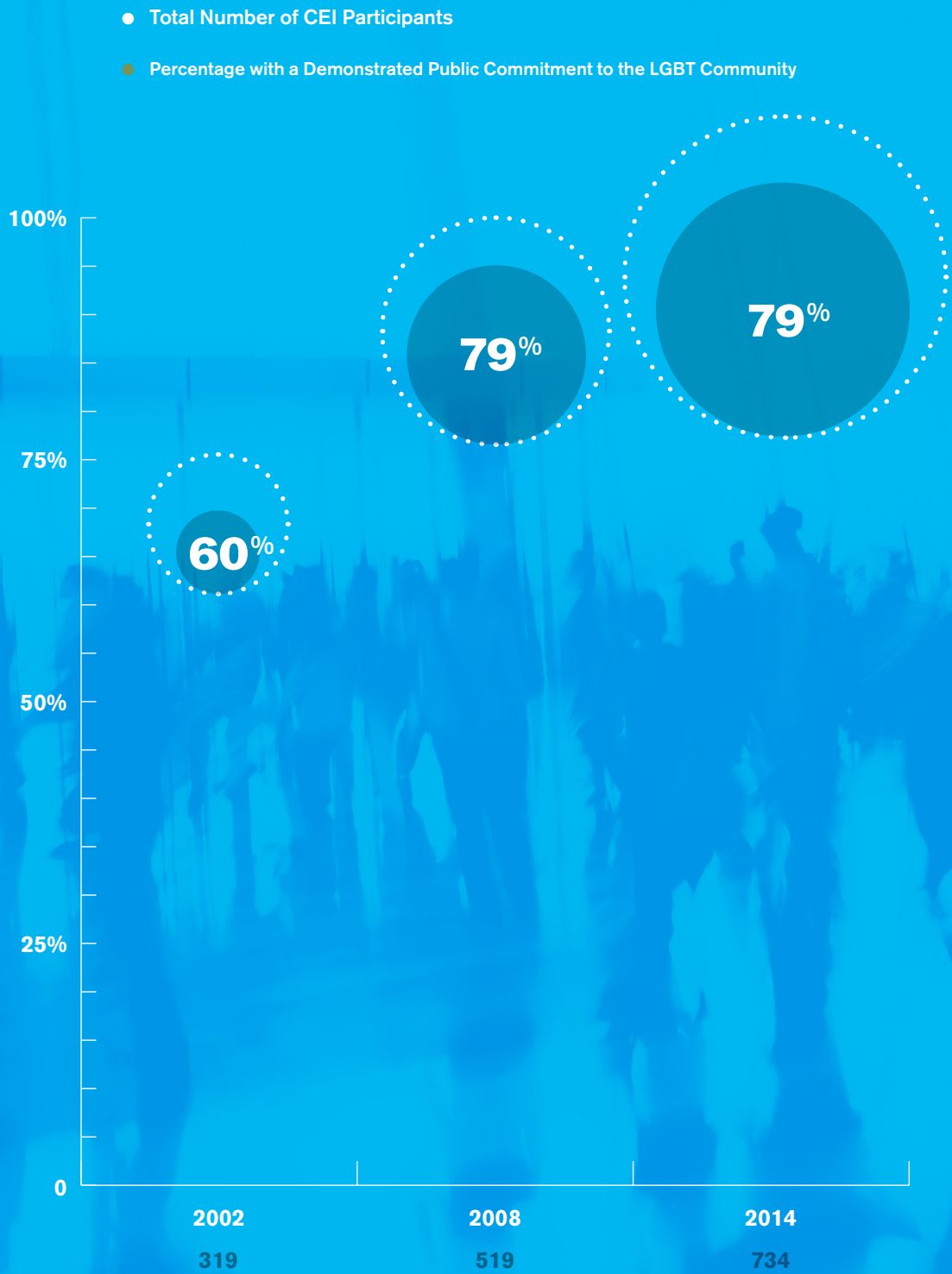
**Supporting the
Community -
Philanthropy**

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.

**Business to Business:
Leveraging Supply
Chain Management
for Equality**

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.

In another show of steadfast support for the LGBT community, 61 percent of CEI participants noted that they require suppliers to prohibit discrimination based on the protections in their own inclusive non-discrimination policy. 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. 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.

**Companies Standing up:
A New Era of
Business Support for
Legal Equality**

Since 2008's Prop 8 campaign for marriage equality, business support for efforts to legally recognize same-sex couples has skyrocketed – 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.

In November 2013, the U.S. Senate voted 64 to 32 to pass the Employment Non-Discrimination Act (ENDA) for the first time in the legislation's two-decade history. All Senate Democrats joined 10 Senate Republicans to approve the bill that would provide the same basic protections that are already afforded to workers across the country.

This victory would not have been possible without the strong support from Corporate America and the hundreds of prominent employers who went on record that equality is good for business. HRC's Business Coalition for Workplace Fairness is a group of leading U.S. employers that support ENDA. The Coalition has grown to over 120 members, and continues to expand as ENDA moves to the U.S. House of Representatives for consideration.

Lesbian, gay, bisexual and transgender employees are not protected under federal law from being fired, refused work or otherwise discriminated against. ENDA would do just that.

Members of the Business Coalition for Workplace Fairness:

Accenture Ltd., *New York, NY*
 AIG, *New York, NY*
 Alcoa Inc., *New York, NY*
 American Institute of Architects,
Washington, DC
 American Eagle Outfitters Inc.,
Pittsburgh, PA
 Ameriprise Financial Inc., *Minneapolis, MN*
 Amgen Inc., *Thousand Oaks, CA*
 AMR Corp. (American Airlines),
Fort Worth, TX
 Apple, *Cupertino, CA*
 Bank of America Corp., *Charlotte, NC*
 The Bank of New York Mellon Corp.
 (BNY Mellon), *New York, NY*
 Barclays, *New York, NY*
 BASF Corp., *Florham Park, NJ*
 Bausch & Lomb Inc., *Rochester, NY*
 Best Buy Co. Inc., *Richfield, MN*
 Bingham McCutchen LLP, *Boston, MA*
 Biogen Idec Inc., *Weston, MA*
 BMC Software Inc., *Houston, TX*
 BNP Paribas, *New York, NY*
 Boehringer Ingelheim USA Corp.,
Ridgefield, CT
 BP America Inc., *Warrenville, IL*
 Bristol-Myers Squibb Co., *New York, NY*
 Broadridge Financial Solutions Inc.,
Lake Success, NY
 Brown-Forman Corp., *Louisville, KY*
 CA Technologies Inc., *Islandia, NY*
 Caesars Entertainment Corp.,
Las Vegas, NV
 Capital One Financial Corp., *McLean, VA*
 Cardinal Health Inc., *Dublin, OH*
 CareFusion Corp., *San Diego, CA*
 Charles Schwab & Co., *San Francisco, CA*
 Chevron Corp., *San Ramon, CA*
 Choice Hotels International Inc.,
Silver Spring, MD
 Chubb Corp., *Warren, NJ*
 Cisco Systems Inc., *San Jose, CA*
 Citigroup, *New York, NY*
 CC Media Holdings Inc./Clear Channel
 Communications, *San Antonio, TX*
 Classified Ventures LLC, *Chicago, IL*
 Clorox Co., *Oakland, CA*
 The Coca-Cola Co., *Atlanta, GA*
 Corning Inc., *Corning, NY*
 Darden Restaurants Inc., *Orlando, FL*
 Delhaize America Inc., *Salisbury, NC*
 Dell Inc., *Round Rock, TX*
 Deloitte LLP, *New York, NY*
 The Depository Trust & Clearing Corp.,
New York, NY
 Deutsche Bank, *New York, NY*
 Diageo North America, *Norwalk, CT*
 Dow Chemical Co., *Midland, MI*
 E. I. du Pont de Nemours and Co. (DuPont),
Wilmington, DE
 Eastman Kodak Co., *Rochester, NY*
 Electronic Arts Inc., *Redwood City, CA*
 Eli Lilly & Co., *Indianapolis, IN*
 EMC Corp., *Hopkinton, MA*
 Ernst & Young LLP, *New York, NY*
 Expedia Inc., *Bellevue, WA*
 Gap Inc., *San Francisco, CA*
 General Electric Co., *Fairfield, CT*
 General Mills Inc., *Minneapolis, MN*
 General Motors Corp., *Detroit, MI*
 GlaxoSmithKline, *Philadelphia, PA*
 Goldman Sachs Group Inc., *New York, NY*
 Google Inc., *Mountain View, CA*
 Groupon Inc., *Chicago, IL*
 Hanover Direct Inc., *Weehawken, NJ*
 Herman Miller Inc., *Zeeland, MI*
 The Hershey Co., *Hershey, PA*
 Hewlett-Packard Co., *Palo Alto, CA*
 Hillshire Brands Co., *Downers Grove, IL*
 Hilton Worldwide, *McLean, VA*
 Hospira Inc., *Lake Forest, IL*
 HSBC – North America,
Prospect Heights, IL
 Hyatt Hotels Corp., *Chicago, IL*
 Integrity Staffing Solutions Inc.,
Wilmington, DE
 Intel Corp., *Santa Clara, CA*
 InterContinental Hotels Group
 Americas, *Atlanta, GA*
 International Business Machines Corp.,
Armonk, NY
 Jenner & Block LLP, *Chicago, IL*
 JPMorgan Chase & Co., *New York, NY*
 Kaiser Permanente, *Oakland, CA*
 KeyCorp, *Cleveland, OH*
 Kimpton Hotel & Restaurant Group,
San Francisco, CA
 KPMG LLP, *New York, NY*
 Levi Strauss & Co., *San Francisco, CA*
 Marriott International Inc., *Bethesda, MD*
 Marsh & McLennan Companies Inc.,
New York, NY
 Merck & Co. Inc., *Whitehouse Station, NJ*
 Microsoft Corp., *Redmond, WA*
 MillerCoors Brewing Co., *Chicago, IL*
 Mitchell Gold + Bob Williams,
Taylorsville, NC
 Moody's Corp., *New York, NY*
 Morgan Stanley, *New York, NY*
 Motorola Inc., *Schaumburg, IL*
 Nationwide, *Columbus, OH*
 The Nielsen Co., *Schaumburg, IL*
 Nike Inc., *Beaverton, OR*
 Oracle Corp., *Redwood City, CA*
 Orbitz Worldwide Inc., *Chicago, IL*
 Pfizer Inc., *New York, NY*
 PricewaterhouseCoopers LLP,
New York, NY
 Procter & Gamble Co., *Cincinnati, OH*
 QUALCOMM Inc., *San Diego, CA*
 RBC Wealth Management,
Minneapolis, MN
 Replacements Ltd., *Greensboro, NC*
 Robins, Kaplan, Miller & Ciresi LLP,
Minneapolis, MN
 SUPERVALU Inc., *Eden Prairie, MN*
 Target Corp., *Minneapolis, MN*
 Teachers Insurance and Annuity
 Association - College Retirement
 Equities Fund, *New York, NY*
 Tech Data Corp., *Clearwater, FL*
 Texas Instruments Inc., *Dallas, TX*
 Thomson Reuters, *New York, NY*
 Time Warner Inc., *New York, NY*
 Travelers Companies Inc., *New York, NY*
 UBS AG, *Stamford, CT*
 US Airways Group Inc., *Tempe, AZ*
 Verizon Communications Inc.,
New York, NY
 WellPoint Inc., *Indianapolis, IN*
 Wells Fargo & Co., *San Francisco, CA*
 Whirlpool Corp., *Benton Harbor, MI*
 Wynn Resorts Ltd., *Las Vegas, NV*
 Xerox Corp., *Stamford, CT*
 Yahoo! Inc., *Sunnyvale, CA*

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.

With informational only questions added to this year's CEI, a strong majority of businesses are on a path to meeting these standards in two years' time.

Global Operations

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





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									2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200	
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points					
		1a	1b	2a	2b	2c	3a	3b	4	5					
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100	102		
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	100	95			
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	100	100			
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	100	100	561		
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	89		
AIG	New York, NY	●	●	●	●	●	●	●	●	●	100	100	33		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		32	
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	100	100			
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	115		
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100			
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	100	100	807		
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	95	669		
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	95		
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	248		
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	123		
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	235		
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	100	17		
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	85			
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		44	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	11		
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	100	269		
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	234		
AXA Equitable Life Insurance Company	New York, NY	●	●	●	●	●	●	●	●	●	100	95			
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	13		
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	166		
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	360		
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	100	90			
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	100	53		
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Biogen Idec Inc.	Weston, MA	●	●	●	●	●	●	●	●	●	100	85	476		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100	283		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100	100			
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	100	100			
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	85	39		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	439		
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	134		
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	100	100	875		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
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		161
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	776	
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		55
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	522	
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		64
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	288	
Campbell Soup Co.	Camden, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	90	334	
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	148	
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	21	
CareFusion Corp.	San Diego, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	90	578	
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 PA	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		158
CBRE, Inc.	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	85	416	
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		160
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	485	
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		168
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	130	
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	64	
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	20	
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		15
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	456	
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	59	
Comcast Corp.	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100	49	
Corning Inc.	Corning, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100	328	
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		46
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		84
Cummins Inc.	Columbus, IN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100	150	
DanaHER Corp.	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	50	158	
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	342	
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	85		111
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		40
Dechert LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		41
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	44	
Deloitte LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		
Dentons 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		37
Depository Trust & Clearing Corp., The	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		
Deutsche Bank	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		
Diageo North America	Norwalk, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		
Dickstein Shapiro LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points		100	100		111

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200						
		15 points		15 points		15 points		10 points		10 points						10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5											
Digitas Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	300	2	88					
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	100	45								
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100								
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	47	147	72					
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	100								
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	95								
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	95	408	228	365					
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100									
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	28	615	119					
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100								
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	80	139	145					
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100								
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	119	25	126					
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100								
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100								
Faegre Baker Daniels	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	75	45	165					
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100								
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	90	9	62	273					
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100								
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	95								
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	185	6	181					
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100								
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100								
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	5	12	80					
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100								
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	75								
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	38	73	131					
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100								
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100								
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100	10	134	134					
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100								
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	90								
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	10	134	134					
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100								
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	95								
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		10	134	134					
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100								
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100								
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100	10	134	134					
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	90								
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100								

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points					
		1a	1b	2a	2b	2c	3a	3b	4	5					
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		6	
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	90	79		
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	50	700		
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		49	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	90			
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	600		
ING North America Insurance Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	100	100	19		
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	358		
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	580		
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		72	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	100	100	42		
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	16		
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100		17	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100			
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		63	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	100	100	205		
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	499		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100			
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	90		29	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		5	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	100	100	50		
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		93	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	100	90	210		
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	90		4	
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	90			
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	501		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	100	100	557		
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	256		
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		66	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	58		
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	90	217		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	231		
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	100	90	121		
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	100	100	370		
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		14	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		27	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	75	14		
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	164		
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	100	100	57		
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	34		
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	331		
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	100	100	37		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200						
		15 points		15 points		15 points		10 points		10 points						10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5											
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			42					
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100								
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100			101					
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●			●	●	●	●	●	●	100	100								
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	224							
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	846							
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100			13					
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	68							
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●		●	●	●	●	●	100	100			20					
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	95								
Nationwide	Columbus, OH	●	●	●	●		●	●	●	●	●	100	100	100							
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●	●	●	100	100								
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	90								
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	136							
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	75								
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100			67					
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	100	100								
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	242							
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	558							
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100								
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100			31					
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	233							
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	82							
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100								
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100			26					
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	454							
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			146					
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100			24					
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			30					
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90								
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	41							
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100			59					
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	40							
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	179							
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			60					
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	165							
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	90	977							
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100								
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	27							
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	100	100	169							
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	55							
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	●	100									
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100								
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	90	178							
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	117							
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100								

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	100				
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100			
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	85		19	
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	100	100			
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100			153
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	410		
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		23	
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	100	85	63		
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	80	850		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	100	90			
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			127
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	100	100	65		
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100			133
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	266		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		61	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		34	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		71	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	100		82	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		8	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		20	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	75	686		
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		3	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	100	100			
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	90			
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	90		
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100		35	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	114		
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100	434		
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	100	100			134
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	100	100			
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	271		
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		97	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	391		
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	60			
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	38		
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100			
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●	100	100	88		
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	100	109		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100				
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	100	100			152
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100			143
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	142		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200						
		15 points		15 points		15 points		10 points		10 points						10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5											
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	103							
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100								
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100		73						
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	132							
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100								
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100	100								
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100									
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	76							
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	48							
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	100	100	22							
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	15							
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	177							
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	100	100								
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		56						
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	32							
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	100	66							
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		11						
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	26							
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	100	147							
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		9						
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		18						
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		33						
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	100	100	547							
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	462							
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	127							
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	100	483							
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	●	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										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200	
		15 points					10 points									
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points					10 points
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	102		
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100			
AJX Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	100	95			
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100	100			
Abbott Laboratories	Abbott Park, IL	●		●	●				●	●		60	60	71		
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	561		
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			
Acer Inc.	Irvine, CA	●		●	●							35	35			
Adecco North America LLC	Melville, NY	●	●	●	●				●	●	●	90	90			
Adobe Systems Inc.	San Jose, CA	●	●	●	●				●	●	●	90	90	554		
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●									30	30	392		
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●					●	●	65	65	378		
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●				●	●	●	90	90	322		
AEGON USA Inc.	Cedar Rapids, IA			●	●							20	20			
Aéropostale Inc.	New York, NY	●	●	●	●	●				●	●	85	75	824		
AES Corp., The	Arlington, VA	●										15	15	151		
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	89		
AFLAC Inc.	Columbus, GA	●	●	●	●					●	●	75	30	128		
Agco	Duluth, GA	●										15	15	292		
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●				●	●	●	90	90	375		
Ahold USA Inc.	Quincy, MA	●	●	●	●					●		55	55			
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	33		
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●				●	●	●	85	90	265		
AK Steel Holding Corp.	West Chester, OH	●	●									30	30	381		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		32	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●				●	●	●	90	90	542		
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100			
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	115		
Aleris International Inc.	Cleveland, OH											0	0	494		
Allegheny Energy Inc.	Greensburg, PA	●										15	15			
Allegheny Technologies Inc.	Pittsburgh, PA	●	●									30	30	468		
Allergan Inc.	Irvine, CA	●										15	15	448		
Alliant Energy Corp.	Madison, WI	●	●	●	●				●	●	●	85	50	606		
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●							50	50	491		
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●				●			60	60			
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●			●					●	●	30	30			
Allstate Corp., The	Northbrook, IL	●	●	●	●				●	●	●	85	85	93		
Ally Financial Inc.	Detroit, MI	●										15	15	201		
Alpha Natural Resources Inc.	Bristol, VA											0		356		
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100		43	
Altria Group Inc.	Richmond, VA	●	●		●	●	●	●	●	●	●	80	15	156		
Amazon.com Inc.	Seattle, WA	●	●	●	●				●	●	●	90	90	56		
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	100	100	807		
Ameren Corp.	St. Louis, MO	●	●	●	●				●	●	●	85	85	340		
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	95	669		
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●					●	●	80	55	176		
American Express Co.	New York, NY	●	●	●		●	●	●	●	●	●	100	100	95		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200								
		15 points		15 points		15 points		10 points		10 points						10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5													
American Family Insurance Group	Madison, WI	●	●		●						●	●								55	55	382	107
Amerigroup Corp.	Virginia Beach, VA	●	●																	30	15	385	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●							100	100	248	
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●															55	55	29	
Amgen Inc.	Thousand Oaks, CA	●	●	●	●						●									60	60	168	
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	●							100	100	123	
Anadarko Petroleum	The Woodlands, TX	●	●																	30	15	192	
Andrews Kurth LLP	Houston, TX	●	●	●	●						●	●	●	●						90	90		
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●						●	●	●	●						90	90		
Anixter International Inc.	Glenview, IL	●	●																	30	30	386	
AOL	New York, NY	●	●	●	●	●		●				●	●	●						90	90	868	125
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100	235	
Apache Corp.	Houston, TX	●	●																	30	30	154	
Apple Inc.	Cupertino, CA	●	●	●	●	●		●			●	●	●	●						100	100	17	
Applied Materials Inc.	Santa Clara, CA	●	●	●	●		●				●	●	●	●						85	85	251	
Aramark Corp.	Philadelphia, PA	●	●	●	●		●				●	●	●	●						90	90	204	
Archer Daniels Midland Co.	Decatur, IL	●		●	●		●													35	35	28	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	●						100	85		
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100		
Arrow Electronics	Englewood, CO	●																		15	15	133	
ArvinMentor Inc.	Troy, MI	●																		15	15	481	
Ashland Inc.	Covington, KY	●																		15	15	307	
Assurant	New York, NY	●	●	●	●		●				●	●	●	●						85	85	310	
Astellas Pharma US, Inc.	Deerfield, IL	●		●	●		●				●	●	●	●						55	55		
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●				●	●	●						85	50		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100	11	
Austin Radiological Assn.	Austin, TX	●		●	●		●					●								40	40		
Autoliv Inc.	Auburn Hills, MI	●	●																	30	15	313	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100	269	
AutoNation Inc.	Fort Lauderdale, FL	●																		15	15	197	
Auto-Owners Insurance Group	Lansing, MI																			0	0	429	
AutoZone Inc.	Memphis, TN	●	●																	30	15	320	
Avaya Inc.	Basking Ridge, NJ	●	●	●		●	●				●	●	●	●						80	80	442	
Avery Dennison	Pasadena, CA	●																		15	15	367	
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●				●	●	●	●						75	50	418	
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●				●	●	●	●						70	50	108	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100	234	
AXA Equitable Life Insurance Company	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●						100	95		
B J's Wholesale Club	Westborough, MA	●	●		●															35	35		
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●				●	●	●						85			
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100		
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●				●	●	●	●						90		65	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●						100	100	1	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●				●	●	●	●						90	90	50	
Baker Hughes Inc.	Houston, TX	●																		15	15	141	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●				●	●	●	●						85	85	114	
Baldor Electric Co.	Fort Smith, AR	●			●		●							●						25	25		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points				
Ball Corp.	Broomfield, CO	●	●	●	▶		●	●	●		85	55	297	103	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	90			
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●		100	100	13		
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●		100	100	166		
Barclays	New York, NY	●	●		●	●	●	●	●		100	100			
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	360		
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●		100	90			
Bausch & Lomb Inc.	Rochester, NY	●	●	●	▶		●	●	▶		75	75			
Baxter International Inc.	Deerfield, IL	●	●	●	●		●	●	●		90	75	195		
Bayer Corp.	Pittsburgh, PA	●	●	●	●			●	●		80	80			
BB&T Corp.	Winston-Salem, NC	●	●	●	▶			●	▶	●	80	80	267		
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●								30	30	333		
Bed Bath & Beyond Inc.	Union, NJ	●	●								30	30	294		
Bemis Co. Inc.	Neenah, WI	●									15	15	457		
Berkshire Hathaway Inc.	Omaha, NE										0	0	7		
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	100	53		
Big Lots	Columbus, OH	●									15	15	467		
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	25		
Biogen Idec Inc.	Weston, MA	●	●	●	●	●	●	●	●	●	100	85		476	
Black & Veatch Corp.	Overland Park, KS	●	●	●	●				▶	▶	65				
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100		283	
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●			●	▶		70				
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100	100			
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●		●	●	●	●	●	●	85	80			
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	100	100			
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●		●	●	●	●	●	●	85	75			
Blue Cross Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●		●	●		90				
BMC HealthNet Plan	Boston, MA	●	●		▶				●	●	60				
BMC Software Inc.	Houston, TX	●	●	●	●				●	●	80	80	906		
BMO Bankcorp Inc.	Chicago, IL	●	●	●		●	●	●	●	●	100	100			
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Bob Evans Farms Inc.	Columbus, OH	●	●	●	▶		●	●	●	▶	75	75			
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	100	100			
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	85	39		
Bon-Ton Stores, Inc.	York, PA	●	●	●	●		●	●	●	●	90	90	697		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	439		
BorgWarner Inc.	Auburn Hills, MI	●	●								30	30	355		
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Boston Scientific Corp.	Natick, MA	●		●	●				●	●	65	65	335		
BP America Inc.	Houston, TX	●	●	●	●		●	●	●	●	90	90			
Bracewell & Giuliani	Houston, TX	●	●	●	●		●	●	●	●	90	60	106		
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		▶		●	●	●		70	70			
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●		●	●	●		90	90			
Brinker International Inc.	Dallas, TX	●	●	●	▶	●		●			70	60		741	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●		100	100		134	
Broadcom Corp.	Irvine, CA	●							▶		20	20		344	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	100	100	875		

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Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●			●	●		65				
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		161	
Brown Shoe Company, Inc.	St. Louis, MO	●	●		●			●	●		60	35	772		
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●		100	100	776		
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100		55	
Burger King Corp.	Miami, FL	●		●	●			●	●		55	55	828		
Burlington Coat Factory Warehouse Corp.	Burlington, NJ	●	●	●	●			●	●		60	60	583		
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●							●		20	20			
C&S Wholesale Grocers Inc.	Keene, NH	●		●							30	30			
C. H. Robinson Worldwide	Eden Prairie, MN	●									15	15	259		
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●		100	100	522		
Cablevision Systems Corp.	Bethpage, NY	●									15	15	348		
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		64	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	288		
Calpine Corp.	Houston, TX	●		●	●			●			40	40	364		
Cameron International Corp.	Houston, TX										0	0	362		
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●		100	90	334		
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●		●	●			70	70			
Capgemini U.S. LLC	New York, NY	●	●	●	●		●	●	●		90	90			
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●		100	100	148		
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●		100	100	21		
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●		100	90	578		
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●		100	100			
Caribou Coffee Company Inc.	Minneapolis, MN	●		●	●			●	●		55	15			
Carlson Companies Inc.	Minnetonka, MN	●	●	●	●		●	●	●		85	85			
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●		100	100		158	
CarMax Inc.	Richmond, VA	●	●	●	●		●	●	●		85	85	279		
Carnival Corp.	Miami, FL	●	●	●	●		●	●	●		85				
Casey's General Stores, Inc.	Ankeny, IA										0	0	473		
Catalyst Health Solutions Inc.	Rockville, MD										0		455		
Caterpillar Inc.	Peoria, IL	●	●	●	●		●	●	●		90	70	46		
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●		100	85	416		
CBS Corp.	New York, NY	●	●	●	●		●	●	●		90	90	188		
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●			●	●		75	75	394		
CDW Corp.	Vernon Hills, IL	●	●	●	●		●	●	●		90	90	270		
Celanese Corp.	Dallas, TX	●									15	15	368		
Celgene Corp.	Summit, NJ	●	●								30		492		
Centene Corp.	St. Louis, MO										0	0	453		
CenterPoint Energy Inc.	Houston, TX	●									15	15	305		
CenturyLink Inc.	Monroe, LA	●		●	●			●	●		60	50	171		
Cerner Corp.	Kansas City, MO	●	●	●	●		●	●	●		90	70	867		
CF Industries Holdings, Inc.	Deerfield, IL										0		402		
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●		●	●	●		90	85	440		
Chadbourne & Parke LLP	New York, NY	●	●	●	●		●	●	●		90	90		96	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	●			●			40	40			
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		160	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	485		

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Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200								
		15 points		15 points		15 points		10 points		10 points						10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5													
Charter Communications	St. Louis, MO	●													15	15	351						
Chesapeake Energy Corp.	Oklahoma City, OK	●													15	15	229						
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●					100	100	3						
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●				●	●					75	75	849						
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		168					
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100							
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100							
CHS Inc.	Inver Grove Heights, MN														0	0	78						
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	202						
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	130						
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	64						
CIT Group Inc.	New York, NY	●													15	15	489						
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	20	15					
Classified Ventures LLC	Chicago, IL	●	●	●	●			●	●	●	●	●	●	●	90	90							
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100							
Cleveland-Cliffs Inc.	Cleveland, OH	●													15	30	366						
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100							
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	456						
CMS Energy Services	Jackson, MI	●							●	●	●	●	●	●	35	35	380						
CNA Insurance	Chicago, IL	●	●	●	●				●	●	●	●	●	●	85	85							
Coach Inc.	New York, NY	●	●	●	●	●					●	●	●	●	75	75	560						
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	59						
Cognizant Technology Solutions Corp.	Teaneck, NJ	●	●												30	15	398						
Colgate-Palmolive Co.	New York, NY	●	●	●	●				●	●	●	●	●	●	90	85	155						
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	49						
Comerica Inc.	Dallas, TX	●	●	●	●				●	●	●	●	●	●	90	95	773						
Commercial Metals	Irving, TX	●	●												30	30	326						
Community Health Systems Inc.	Franklin, TN	●	●												30	30	198						
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●								●	●	65	55		162					
Compass Group USA Inc.	Charlotte, NC	●		●	●						●	●	●	●	65	50							
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●				●	●	●	●	●	●	85	85							
Compuware Corp.	Detroit, MI	●	●	●	●						●	●	●	●	60	60							
ConAgra Foods Inc.	Omaha, NE	●	●	●	●		●	●	●	●	●	●	●	●	95	95	215	4					
ConocoPhillips	Houston, TX	●		●	●				●	●					55	55							
Consol Energy, Inc.	Canonsburg, PA	●													15	15	399						
Consolidated Edison Co.	New York, NY	●	●	●	●				●	●	●	●	●	●	90	90	209						
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●				●	●	●	●	●	●	90	90	199	851					
Convergys Corp.	Cincinnati, OH	●			●						●	●	●	●	35	35							
Con-way Inc.	Ann Arbor, MI	●	●												30	30	459						
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●				●	●	●	●	90								
Cooper Tire & Rubber Co.	Findlay, OH		●		●							●			25	25	575	54					
Corbis Corp.	Seattle, WA	●	●	●	●										50	50							
CoreLogic	Santa Ana, CA	●	●	●	●				●	●	●	●	●	●	90	90							
Core-Mark Holding Company Inc.	South San Francisco, CA														0	0	393						
Corn Products International Inc.	Westchester, IL	●													15		390						
Coming Inc.	Coming, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	328						
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●			●	●	●	●	●	●	90	90	24						

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Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points		10 points						
		1a	1b	2a	2b	2c	3a	3b	4	5					
Coventry Health Care	Bethesda, MD	●									15	15	219		
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		46	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●			●	●	●	90	90			
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●				●	●	45	35	804		
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●			●	●	●	90	90		51	
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		84	
Crown Holdings	Philadelphia, PA	●									15	15	296		
CSX Corp.	Jacksonville, FL	●	●	●	●			●	●	●	85	85	226		
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	100	100	150		
CUNA Mutual Insurance Group	Madison, WI	●			●				●		30	30	692		
CVR Energy Inc.	Sugar Land, TX	●									15	15	477		
CVS Caremark Corp.	Woonsocket, RI	●	●	●	●			●	●	●	85	60	18		
Dana Holding Corp.	Maumee, OH	●		●	●				●	●	45	45	336		
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	100	50	158		
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	100	100	342		
Davis Polk & Wardwell LLP	New York, NY	●	●		●			●	●	●	75	75		22	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	100	85		111	
DaVita Inc.	Denver, CO	●	●								30	15	359		
Day Pitney LLP	Hartford, CT	●	●	●	●			●	●	●	80			142	
Dean Foods Co.	Dallas, TX	●		●	●				●		40	40	207		
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		40	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100		41	
Deere & Co.	Moline, IL	●		●	●				●	●	65	65	97		
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	100	100			
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	100	44		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●			●	●	●	90	90	83		
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		37	
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	232		
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100			
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●								30	15	466		
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		111	
Digitas Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Dillard's Inc.	Little Rock, AR	●	●								30	30	383		
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	95	95	105		
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	100	45	300		
DISH Network Corp.	Englewood, CO										0	0	191		
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100		2	
Dole Food Co. Inc.	Westlake Village, CA	●		●							30	30	349		
Dollar General Corp.	Goodlettsville, TN	●	●		●			●	●	●	70	45	183		
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●			●	●	●	70	70			
Dollar Tree Stores Inc.	Chesapeake, VA	●	●								30	30	373		
Dominion Resources Inc.	Richmond, VA	●	●	●	●			●	●	●	85	85	187		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200								
		15 points		15 points		15 points		10 points		10 points						10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5													
Domino's Pizza Inc.	Ann Arbor, MI	●			●				●		●	●		35	35								
Domtar Corp.	Fort Mill, SC	●												15	15	436							
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●		100	100		88						
Dover Corp.	Downers Grove, IL	●												15	15	304							
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	●		100	100	47							
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●							●		70	70	417							
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●				●		●	●		90	90		74						
DTE Energy Co.	Detroit, MI	●			●		●				●	●	●	35	35	287							
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●			●		●	●	●	85	85		70						
Duke Energy Corp.	Charlotte, NC	●	●	●	●		●			●	●	●	●	90	90	186							
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●										30	30	996							
Dykema Gossett PLLC	Detroit, MI	●	●	●		●	●	●	●	●	●	●		100	95		147						
E&J Gallo Winery	Modesto, CA	●	●	●		●	●	●	●	●	●	●		100	100								
E*TRADE Financial Corp.	New York, NY	●	●	●	●						●			55	55	823							
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	●		100	95	72							
EarthLink Inc.	Atlanta, GA	●	●	●	●						●			55	55								
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●		100									
Eastman Chemical Co.	Kingsport, TN	●												15	15	346							
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	●		100	100	408							
Eaton Corp.	Cleveland, OH	●												15	15	163							
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●		100	100	228							
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	●		100	100	365							
Edison International	Rosemead, CA	●	●											30	30	211							
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●		100	100		80						
El Paso Corp.	Houston, TX	●												15	15	488							
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	●		100	100	615							
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●		100	100	119							
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	●		100	100	139							
EMCOR Group Inc	Norwalk, CT	●												15	15	428							
Emerson Electric Co.	St. Louis, MO	●	●						●		●	●	●	60	40	120							
Emmis Communications Corporation	Indianapolis, IN	●		●	●		●		●		●	●	●	75									
Enbridge Energy Partners	Houston, TX	●												15	15	282							
Energy Future Holdings Corp	Dallas, TX	●												15	15	357							
Energy Transfer Partners, L.P.	Dallas, TX													0	0	312							
Entergy Corp.	New Orleans, LA	●	●	●	●		●			●	●	●	●	80	90	239							
Enterprise Holdings Inc.	St. Louis, MO	●		●	●	●					●	●	●	65	65								
Enterprise Products Partners LP	Houston, TX	●												15	15	62							
EOG Resources	Houston, TX	●												15	15	263							
Epstein Becker & Green PC	New York, NY	●	●	●	●	●			●		●	●	●	90	90		158						
Erie Insurance Group	Erie, PA	●	●											30	30	497							
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●		100	100								
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●		95	85	290							
Esurance Inc.	San Francisco, CA	●	●	●	●		●		●		●	●	●	90	85								
Excellus Health Plan Inc.	Rochester, NY	●	●		●	●	●	●	●	●	●	●		80	90								
Exelis	McLean, VA	●	●											30		422							
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●		100	100	145							
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●		●		●	●	●	90	80	565							

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		1a	1b	2a	2b	2c	3a	3b	4	5					
Expeditors International of Washington, Inc.	Seattle, WA	●										15	15	395	
Express Scripts Inc.	St. Louis, MO	●	●	●	●			●	●			70	30	60	
Exxon Mobil Corp.	Irving, TX									●		-25	-25	1	
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●			●	●			80			
Faegre Baker Daniels	Minneapolis, MN	●	●	●	●	●	●	●	●			100	100		119
Family Dollar Stores	Matthews, NC	●	●									30	30	301	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●			100	100	25	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●		●	●	●			90	80	8	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●			●	●			80	80		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●		●	●	●			80			
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●			●	●			80	80		
FedEx Corp.	Memphis, TN	●	●	●	●		●	●	●			85	85	70	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●			100	100		126
Fidelity National Financial Corp.	Jacksonville, FL	●	●									30	30	472	
Fidelity National Information Services Inc.	Jacksonville, FL	●										15	15	425	
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●		●	●	●			85	85	865	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●		●	●	●			90	85	372	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●		●	●	●			90	90		
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●		●	●	●			90	90		81
First Data Corp.	Atlanta, GA	●	●		●			●				45	30	243	
First Horizon National Corp.	Memphis, TN	●	●		●		●	●	●			70	85		
FirstEnergy Corp.	Akron, OH											0	0	160	
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●			100	90		75
Fluor Corp.	Irving, TX			●	●			●	●			45	50	124	
FMC Technologies Inc.	Houston, TX	●										15	15	475	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●			100	100		45
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●			100	95		165
Foot Locker Inc.	New York, NY	●										15	15	435	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●			100	100	9	
Franklin Resources Inc.	San Mateo, CA	●		●	●							40	40	353	
Freeport-McMoRan Copper & Gold Inc.	Phoenix, AZ											0	0	135	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●			●	●			80	80		
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●			100	100		62
Frontier Communications	Stamford, CT	●										15		464	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●		●	●	●			90	90		150
Fulbright & Jaworski LLP	Houston, TX	●	●	●	●		●	●	●			90	90		48
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●		●	●	●			90	90		
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●			100	100	273	
Gannett Co. Inc.	McLean, VA	●		●	●			●				45	45	465	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●			100	100	185	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●			●	●			70	70		
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●			100	100		
General Cable Corp.	Highland Heights, KY	●	●									30	15	421	
General Dynamics Corp.	Falls Church, VA	●	●	●	●		●	●	●			85	85	92	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●			100	75	6	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●			100	100	181	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●			100	100	5	

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		15 points		15 points		15 points		10 points		10 points						10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5													
Genuine Parts Co.	Atlanta, GA	●													15	15	214						
Genworth Financial Inc.	Richmond, VA	●	●	●	●				●	●					65	65	258						
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	●		100	100	12						
Gilead Sciences Inc	Foster City, CA														0	0	306						
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	●	●		100	100							
Global Partners	Waltham, MA														0	0	182						
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●		100	100	80						
Goodrich Corp.	Charlotte, NC														0	0	319						
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●		100	90	38						
Goodyear Tire & Rubber Co.	Akron, OH	●													15	15	126						
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	●		100	100	73						
Gordon & Rees LLP	San Francisco, CA	●	●	●	●				●	●	●	●	●		90	90	141						
Goulston & Storrs	Boston, MA	●	●	●	●						●	●	●		80	80	185						
Grant Thornton LLP	Chicago, IL	●	●	●	●				●	●	●	●	●		90	90							
Graybar Electric Company, Inc.	St. Louis, MO	●													15	15	451						
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ														0	0	317						
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●				●	●	●	●	●		85	95	766						
Greenberg Traurig LLP	New York, NY	●	●	●	●				●	●	●	●	●		90	85	10						
Group 1 Automotive	Houston, TX	●													15	15	405						
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●		100	100							
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●		100	95							
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●		100								
Guardian Life Insurance Co. of America, The	New York, NY	●		●	●		●								35	35	250						
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●					●			70	55							
H&R Block Inc.	Kansas City, MO	●		●	●		●								35	35	591						
H.E. Butt Grocery Co.	San Antonio, TX	●		●							●				40	40							
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●			●	●	●	●	●		85	60	244						
Hachette Book Group	New York, NY	●	●	●	●	●					●	●	●		75	75							
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●				●	●	●	●	●		90	90							
Halliburton Co.	Houston, TX	●													15	15	118						
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●				●	●	●	●	●		90	90							
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●								●		60	60	512						
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●	●					●	●	●		70	70							
Harley-Davidson Inc.	Milwaukee, WI	●													15	15	458						
Harris Corp.	Melbourne, FL	●	●		●				●	●	●	●	●		65	65	413						
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	131						
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	●	●		100	100							
Hasbro Inc.	Pawtucket, RI	●									●				25	25	546						
Haynes and Boone LLP	Dallas, TX	●	●	●	●				●	●	●	●	●		85	85	98						
HCA - Hospital Corporation of America	Nashville, TN	●	●												30	30	94						
Health Care Service Corp.	Chicago, IL	●	●	●	●				●	●	●	●	●		85	85							
Health Management Associates Inc.	Naples, FL	●	●												30	30	423						
Health Net Inc.	Woodland Hills, CA	●	●	●	●				●		●	●	●		80	80	221						
Henry Schein	Melville, NY	●													15	15	303						
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	●	●		100	100							

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		15 points					10 points		10 points		15 points					-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5							
Herrick Feinstein LLP	New York, NY	●	●	●	●		●	●	●		80	75		181			
Hershey Co., The	Hershey, PA	●	●	●	●		●	●	●		90	85	404				
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●				●		65	65	309				
Hess Corp.	New York, NY	●		●	●					●	40	15	74				
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100	10				
Hillshire Brands Co.	Chicago, IL	●	●	●	●		●	●	●	●	85	85	220				
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	90					
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		134			
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		6			
Holland & Hart LLP	Denver, CO	●	●	●	●				●	●	65	75		137			
Holland & Knight LLP	Tampa, FL	●	●	●	●			●	●	●	90	90		51			
HollyFrontier Corp.	Dallas, TX										0	0	170				
Holme Roberts & Owen LLP	Denver, CO	●		●	●				●		45	45					
Home Depot Inc., The	Atlanta, GA	●	●	●	●			●	●	●	90	75	35				
Honeywell International Inc.	Morris Township, NJ	●	●	●	●		●	●	●	●	85	85	77				
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●			●	●	●	80	80					
Hormel Foods Corp.	Austin, MN	●	●	●	●			●	●	●	85	60	327				
Hospira Inc.	Lake Forest, IL	●	●	●	●				●	●	65	75	566				
Host Hotels & Resorts Inc.	Bethesda, MD			●							15	15	479				
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●				●	●	75	75					
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			●				●		25	25					
Howrey LLP	Washington, DC	●	●	●	●			●	●		70	85					
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
HSN Inc.	St. Petersburg, FL	●	●	●	●		●	●	●	●	85	0	665				
Hughes Hubbard and Reed	New York, NY	●	●	●	●		●	●	●	●	90			89			
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	90	79				
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	50	700				
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		49			
Huntsman Corp.	Salt Lake City, UT	●	●		●					●	40	40	237				
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	90					
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●		●	●	●	●	90	90		113			
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	600				
Icahn Enterprises LP	New York, NY										0	0	223				
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●				●	●	60	60	149				
Imation Corp.	Oakdale, MN	●	●	●	●				●	●	70	70					
Infosys Limited Inc.	Plano, TX	●	●	●	●				●	●	70						
ING North America Insurance Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
Ingram Micro	Santa Ana, CA	●	●	●	●		●	●	●	●	90	75	81				
Insight Enterprises, Inc.	Tempe, AZ										0	0	460				
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	95	95	51				
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●			●	●	●	90	90					
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	100	100	19				
International Paper Co.	Memphis, TN	●		●	●				●		45	45	111				
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	358				
INTL FCStone Inc.	New York, NY										0	0	30				
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	580				
ITT Corp.	White Plains, NY	●	●	●	●				●	●	75	75	889				

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		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points				
J. M. Smucker Co.	Orrville, OH	●	●	●	●				●			60	0	495	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●		95	95	153	
Jabil Circuit Inc.	St. Petersburg, FL	●										15	15	157	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●							50	50	254	
Jarden Corp.	Rye, NY	●	●	●	●	●	●		●	●		80	70	371	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	72	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●			●	●	●		90	90	524	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●			●	●	●		85	80		
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●		100	100	42	
Johnson Controls Inc.	Milwaukee, WI	●		●	●				●	●		50	30	67	
Jones Group, The	New York, NY	●	●	●	●				●	●		70	70	588	
Jones Lang LaSalle	Chicago, IL	●	●	●	●			●	●	●		90	80	617	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	16	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	17	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100		
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	63	
Kaye Scholer LLP	New York, NY	●	●	●	●			●	●	●		90	90	68	
KB Home	Los Angeles, CA	●	●	●	●							50	50		
KBR Inc.	Houston, TX											0	0	280	
Keane Inc.	Boston, MA	●							●			25	25		
Kelley Drye & Warren LLP	New York, NY	●	●	●	●			●	●	●	●	90	90	129	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●		100	100	205	
Kelly Services Inc.	Troy, MI	●	●									30	30	441	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●			●	●	●	●	90	90		
Kenyon & Kenyon	New York, NY	●	●	●	●			●	●	●	●	85		176	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	499	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●			●	●	●	●	90	90	78	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●			●	●	●	●	90	90	137	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100		
Kinder Morgan Inc.	Houston, TX	●										15	15	311	
Kindred Healthcare	Louisville, KY	●										15	15	444	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	90	29	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	5	
KLA-Tencor Corp.	Milpitas, CA	●		●					●			35	35	666	
Kohl's Corp.	Menomonee Falls, WI	●										15	15	146	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●		100	100	50	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	93	
Kroger Co., The	Cincinnati, OH	●	●	●	●			●	●	●		85	85	23	
Kutak Rock LLP	Omaha, NE	●	●	●	●			●	●	●	●	90	90	148	
L.L. Bean Inc.	Freeport, ME	●	●	●	●			●	●			65	65		
L-3 Communications Holdings	New York, NY	●	●									30	30	174	
Laboratory Corporation of America Holdings	Burlington, NC	●										15	15	443	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●				●	●		80	80		
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●		100	90	210	
Las Vegas Sands Corp.	Las Vegas, NV	●										15	15	278	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	90	4	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Lear Corp.	Southfield, MI	●										15	15	189	
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	90		
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	501	
LexisNexis Group	Miamisburg, OH	●	●	●	●		●	●	●	●		90	90		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●		100	100	557	
Liberty Global Inc.	Englewood, CO	●										15	15	261	
Liberty Interactive Corp.	Englewood, CO											0	0	230	
Liberty Mutual Group	Boston, MA	●		●	●			●	●	●		60	0	84	
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		100	100	256	
Lincoln National Corp.	Radnor, PA	●	●	●	●		●	●	●	●		85	85	247	
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		95	70		
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100		66
Live Nation Inc.	Beverly Hills, CA	●	●	●	●				●	●		70	70	450	
Locke Lord Bissell & Liddell LLP	Houston, TX	●		●	●			●		●		45	45		69
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	58	
Loeb & Loeb LLP	New York, NY	●	●	●	●			●	●	●		75	75		115
Loews Corp.	New York, NY	●		●	●							35	35	190	
Lowe's Companies Inc.	Mooresville, NC	●	●									30	30	54	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		●		●	●				55	70		
M&T Bank Corp.	Buffalo, NY	●	●		●		●	●	●	●		70	70	536	
Macy's Inc.	Cincinnati, OH	●	●	●	●		●	●	●	●		90	90	110	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●		●	●	●	●		90	90		109
ManpowerGroup	Milwaukee, WI	●	●	●	●		●	●	●	●		90	60	129	
Marathon Oil Corp.	Houston, TX	●										15	15	173	
Marathon Petroleum Corp.	Findlay, OH	●										15		31	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	90	217	
Mars Inc.	Mt. Olive, NJ	●	●	●	●			●	●	●		60	60		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	231	
Masco Corp.	Taylor, MI	●										15	15	338	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●		100	90	121	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	370	
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●		95	85	388	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		14
Mayo Clinic	Rochester, MN	●	●	●	●		●	●	●	●		85	70		
McAfee Inc.	Santa Clara, CA	●			●			●				25	25		
McCarter & English LLP	Newark, NJ	●	●	●	●		●	●	●	●		90	90		132
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		27
McDonald's Corp.	Oak Brook, IL	●	●	●	●		●	●	●	●		90	75	107	
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●		●	●	●	●		90	90	384	
McGuireWoods LLP	Richmond, VA	●	●	●	●		●	●	●	●		90	85		53
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●			●	●	●		80	80		104
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	75	14	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
MeadWestvaco Corp.	Richmond, VA	●		●	●			●	●	●		45	50	406	
Medco Health Solutions	Franklin Lakes, NJ	●										15	15	36	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	164	
Meijer Inc.	Grand Rapids, MI	●			●				●	●		25	25		

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		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points				
Men's Wearhouse Inc., The	Houston, TX	●	●									30	30	816	42
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●		100	100	57	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	34	
MetroPCS	Richardson, TX											0		490	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	331	
Micron Technology Inc.	Boise, ID	●										15	15	291	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●		100	100	37	
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	101	
Mirant Corp.	Atlanta, GA	●		●								30	30		
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●		100	100		
Mohawk Industries Inc.	Calhoun, GA	●		●	●							35	20	432	
Molina Healthcare Inc.	Long Beach, CA	●										15		500	
Momentive Specialty Chemicals Inc.	Columbus, OH	●										15	15	452	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	224	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	846	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●				●	●		75	65	156	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100	13	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●		100	100	68	
Morningstar Inc.	Chicago, IL	●	●	●	●			●	●	●		90	90		
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	20	
Mosaic Co.	Plymouth, MN	●	●	●	●				●	●		70	70	268	
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●			●	●	●		90	90	274	
MRC Global	Houston, TX	●										15		493	
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●		100	95		
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●		●				●	●		60	60	136	
Murphy Oil	El Dorado, AR	●										15	15	98	
Mutual of Omaha Insurance	Omaha, NE	●		●	●				●	●		50	60	411	
Mylan Laboratories Inc.	Canonsburg, PA											0	0	396	
Nash Finch	Minneapolis, MN	●	●									30	30	498	
National Grid USA	Brooklyn, NY	●	●	●	●			●	●	●		90	90		
National Oilwell Varco, Inc.	Houston, TX	●										15	15	184	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●		100	100	100	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		
Navistar International Corp.	Lisle, IL	●	●						●			40	40	193	
NCR Corp.	Duluth, GA	●	●	●	●	●			●	●		90	90	447	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	●				●	●		60	60	123	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		85	45		
NetApp Inc.	Sunnyvale, CA	●	●	●	●			●	●	●		90	90	474	
New York Life Insurance Co.	New York, NY	●	●	●	●			●	●	●		90	85	86	
New York Times Co.	New York, NY	●	●	●	●			●	●	●		90	90	832	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●			●	●	●		85	85	414	
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●			●				60	15	257	
News Corp.	New York, NY	●										15	15	91	
NextEra Energy Inc.	Juno Beach, FL	●	●		●			●	●	●		70	70	172	
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●		100	90		

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		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
NII Holdings	Reston, VA										0	0	369		
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	136		
NiSource Inc.	Merrillville, IN	●	●								30	15	409		
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	100	75			
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		67	
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	100	100			
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	242		
Norfolk Southern Corp.	Norfolk, VA	●		●	●				●	●	50	50	241		
Nortel Networks Corp.	Richardson, TX	●		●	●				●	●	50	50			
Northeast Utilities	Hartford, CT	●			●				●		30	30	527		
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	558		
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	95	95	104		
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●			●	●	●	90	90	116		
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100			
NRG Energy Inc.	Princeton, NJ	●	●	●	●						50	40	284		
Nucor Corp.	Charlotte, NC										0	0	138		
NuStar Energy LP	San Antonio, TX	●									15	15	377		
NV Energy Inc.	Las Vegas, NV	●	●		●			●	●	●	70	70	701		
NYSE Euronext Inc.	New York, NY	●			●				●	●	45	45	519		
Occidental Petroleum	Los Angeles, CA	●	●								30	30	122		
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	100	100	233		
OfficeMax Inc.	Naperville, IL	●	●	●	●			●	●	●	90	90	354		
Ogilvy Group Inc., The	New York, NY	●	●	●	●			●	●	●	90	90			
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●			●				●	●	45		108		
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100	31		
Omnicare	Covington, KY	●									15	15	389		
Omnicom Group	New York, NY	●	●	●	●				●	●	80	65	196		
ONEOK Inc	Tulsa, OK	●	●								30	30	175		
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	82		
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
O'Reilly Automotive Inc.	Springfield, MO										0	0	424		
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	26		
Oshkosh Corp.	Oshkosh, WI	●									15	15	337		
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●					●	70	70			
Owens & Minor Inc.	Mechanicsville, VA	●			●					●	35	35	298		
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	100	100	454		
Owens-Illinois Inc.	Perrysburg, OH	●									15	15	345		
Paccar Inc.	Bellevue, WA	●									15	15	159		
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●		●	●	●	●	85	80	420		
PacificCorp	Portland, OR	●	●	●	●			●	●	●	70	80			
Palm Management Corp.	Washington, DC	●		●	●			●	●	●	55	65			
Pantry Inc., The	Cary, NC	●									15	15	347		
Parker Hannifin Corp.	Cleveland, OH	●									15	15	216		
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	146		
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●				●	●	60	60	635		
Patton Boggs LLP	Washington, DC	●	●	●	●			●	●	●	90	90	83		
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100	24		

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		15 points					10 points		10 points		15 points					-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5							
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	30			
Peabody Energy Corp	St. Louis, MO	●										15	15			316	
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	90				
Penske Automotive Group	Bloomfield Hills, MI	●										15	0	222	87		
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●				●	●		65	65	908			
Pepco Holdings Inc.	Washington, DC	●	●	●	●			●	●	●		85	85	415			
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●			●	●	●		90	90	41	59		
PepsiCo Inc.	Purchase, NY	●	●	●	●	●		●	●	●		100	100				
Perkins + Will Inc.	Chicago, IL	●		●	●				●			45	45				
Perkins Coie LLP	Seattle, WA	●	●	●	●	●		●	●	●		100	100	60			
Pernod Ricard USA LLC	New York, NY	●		●	●	●			●	●		75					
Peter Kiewit Sons' Inc	Omaha, NE	●										15	15			255	
PetSmart Inc.	Phoenix, AZ	●	●		●			●	●	●		75	75	400	124		
Pfizer Inc.	New York, NY	●	●	●	●	●		●	●	●		100	100	40			
PG&E Corp.	San Francisco, CA	●	●	●	●	●		●	●	●		100	100	179			
Philip Morris International Inc.	New York, NY	●										15	0	99	60		
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●		●	●	●		100	100	653			
Pinnacle West Capital	Phoenix, AZ	●	●							●		35	35				
Pitney Bowes Inc.	Stamford, CT	●		●	●							35	35		461	87	
Plains All American Pipeline, L.P.	Houston, TX											0	0	87			
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●		●	●	●		100	100	165			
PNM Resources Inc.	Albuquerque, NM	●	●							●		35	35	124			
Polaroid Corp.	Waltham, MA	●			●				●			30	30				
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●			●	●	●		85	85				
Portland General Electric Co.	Portland, OR	●	●	●	●	●		●	●	●		100	90	977	180		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●				●	●		75	75				
PPL Corp.	Allentown, PA	●	●		●				●	●		65	50	212			
Praxair Inc.	Danbury, CT	●		●	●				●	●		50	50	238	39		
Precision Castparts Corp	Portland, OR	●	●									30	30	387			
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●		●	●	●		100	100				
Principal Financial Group	Des Moines, IA	●	●	●	●			●	●	●		90	90	295	27		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●		●	●	●		100	90				
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●		●	●	●		100	100	169			
Proskauer Rose LLP	New York, NY	●	●	●	●			●	●	●		90	90	55	240		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●		●	●	●		100	100				
Public Service Enterprise Group	Newark, NJ	●	●	●	●			●	●	●		90	85				
Publicis Healthcare Communications	New York, NY	●	●	●	●	●		●	●	●		100		106			
Publicis Inc.	New York, NY	●	●	●	●	●		●	●	●		100	100				
Publix Super Markets	Lakeland, FL											0	0				
PVH Corp.	New York, NY	●	●		●			●	●	●		70	60	419	131		
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●		●	●	●		100	90	178			
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●			●	●	●		90	85				
Quest Diagnostics Inc.	Madison, NJ	●		●	●				●	●		65	65	341	249		
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●			●	●	●		90	90				
Ralph Lauren Corp.	New York, NY	●	●	●	●			●	●	●		90	90	431			
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●			●	●	●		90	90	636	117		
Raytheon Co.	Waltham, MA	●	●	●	●	●		●	●	●		100	100				

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		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points				
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100		
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100			
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100		
RBS Securities Inc./RBS Citizens Financial Group	Stamford, CT	●	●		●		●	●	●	●		75	75		
Realogy Corp.	Madison, NJ	●	●	●	●			●	●	●		90	35		
Recreational Equipment Inc.	Kent, WA	●	●	●	●			●	●	●		90	90		
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	85		19
Regal Entertainment Group	Knoxville, TN	●			●			●		●		35	15	758	
Regions Financial Corp.	Birmingham, AL	●		●	●				●	●		60	60	343	
Reinsurance Group of America Inc.	Chesterfield, MO	●										15	15	289	
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										15	15	315	
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●		100	100		
Republic Services Inc.	Phoenix, AZ	●										15	15	314	
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●			●	●	●		75	85	302	
Rite Aid Corp.	Camp Hill, PA	●	●	●	●				●			60	60	113	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●			●	●	●		85	85	589	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●			●	●	●		90	90		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100		153
Rock-Tenn Company	Norcross, GA											0		449	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	100	410	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●			●	●		90	90	496	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100		23
Ross Stores	Pleasanton, CA											0	0	299	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●			●		●		80	90		
RRI Energy Inc.	Houston, TX	●		●	●				●	●		50	50	614	
Ryder System Inc.	Miami, FL	●	●	●	●			●	●	●		85	70	407	
Ryland Group Inc., The	Calabasas, CA	●			●							20	20		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●				●		90	100		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●				●	●		65	75		
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●		100	85	63	
SAIC Inc.	McLean, VA	●										15	15	245	
Saks Inc.	New York, NY	●	●	●	●			●	●	●		90	0	687	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	80	850	
SanDisk Corp.	Milpitas, CA	●	●									30	30	430	
Sanmina-SCI	San Jose, CA											0	0	376	
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●					●	●		45	45		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●		100	90		
Sapient Corp.	Boston, MA	●	●	●	●				●	●		80	45		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●			●	●	●		90	90		177
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		127
Scholastic Corp.	New York, NY	●		●	●				●	●		55	25	945	
Schulte, Roth & Zabel LLP	New York, NY	●		●	●				●			45	45		75
Seaboard Corp.	Shawnee Mission, KS											0	0	427	
Seagate Technology LLC	Scotts Valley, CA	●		●	●				●			45	45		
Sealed Air Corp	Elmwood Park, NJ											0	0	433	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●		100	100	65	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100		133

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points				
Selective Insurance Group	Branchville, NJ	●	●	●	●				●	●		65	65	266	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100		
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●							50	50		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	61	34
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	71	293
Sherwin-Williams Co., The	Cleveland, OH	●										15	15		
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●		100	100		
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	8	20
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	75		
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	3	686
Slalom Consulting	Seattle, WA	●	●	●	●		●	●	●	●		90			
SLM Corp. (Sallie Mae)	Newark, DE	●		●	●				●			45	45		
Smithfield Foods Inc.	Smithfield, VA	●										15	15	218	37
SNR Denton US LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●		100	100		
Software AG USA Inc.	Reston, VA	●	●	●	●				●	●	●	70	70	330	
Software House International	Somerset, NJ	●										15	15		
Sonic Automotive Inc.	Charlotte, NC	●										15	15		
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	90	152	90
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Southern Co.	Atlanta, GA	●			●				●	●	●	45	40	167	438
Southwest Airlines Co.	Dallas, TX	●	●	●	●			●	●	●	●	90	90		
Spectra Energy Corp	Houston, TX	●	●	●	●			●	●	●	●	85	85		
Spectrum Group International Inc.	Irvine, CA											0	0	352	90
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100		
SPX Corp.	Charlotte, NC	●										15	0		
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	35	437
SRA International Inc.	Fairfax, VA	●	●	●	●				●	●	●	80	80		
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●		●	●	●	85	75		
Standard Insurance Company	Portland, OR	●	●	●	●				●	●	●	75		252	114
Stanley Black & Decker Inc.	New Britain, CT	●			●					●	●	25	25		
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100		
Starbucks Corp.	Seattle, WA	●	●	●	●			●	●	●	●	90	90	227	434
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100		
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	95	95	43	262
State Street Corp.	Boston, MA	●	●	●	●			●	●	●	●	90	90		
Steel Dynamics, Inc.	Fort Wayne, IN	●	●									30	30		
Steelcase Inc.	Grand Rapids, MI	●	●	●	●			●	●	●	●	90	90	803	77
Steptoe & Johnson LLP	Washington, DC	●	●	●	●				●	●	●	80	80		
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●			●	●	●	●	90	90		
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	134	308
Stryker Corp.	Kalamazoo, MI	●										15	15		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●		●	●	●		90	85			
Sullivan & Cromwell LLP	New York, NY	●	●	●	●		●	●	●		90	90		16	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●		100	100			
SunGard Data Systems Inc.	Wayne, PA	●									15	15	480		
Sunoco Inc.	Philadelphia, PA	●	●								30	30	61		
SunPower Corp.	San Jose, CA	●	●	●	●	●		●	●		75	75	835		
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●		100	100	271		
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●		●	●		90	100	75		
Susser Holdings	Corpus Christi, TX										0		486		
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100		97	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	391		
SYNNEX Corp.	Fremont, CA	●	●								30	0	253		
SYSCO Corp.	Houston, TX	●									15	15	69		
Targa Resources Corp.	Houston, TX										0	0	361		
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	38		
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●		100	100			
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●		100	100	88		
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●		100	100	109		
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●									15	15	469		
Tenet Healthcare	Dallas, TX	●		●	●			●	●		45	45	272		
Tenneco Inc.	Lake Forest, IL	●									15	15	350		
Terex Corp.	Westport, CT	●	●	●							45	45	379		
Tesoro Corp.	San Antonio, TX	●									15	15	101		
Texas Instruments Inc.	Dallas, TX	●	●	●	●		●	●	●		90	85	200		
Textron Inc.	Providence, RI	●		●	●			●	●		50	55	236		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●		100				
The Shaw Group Inc.	Baton Rouge, LA	●									15	15	412		
The Wendy's Co.	Dublin, OH	●	●	●	●			●			55	30	694		
Thermo Fisher Scientific Inc.	Waltham, MA	●		●	●			●	●		50	50	225		
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100		152	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●		100	100		143	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●		100	100			
Thrivent Financial for Lutherans	Minneapolis, MN	●									15	15	332		
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●		95	90	610		
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	142		
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	103		
Timken Co., The	Canton, OH	●	●								30	30	470		
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●		●	●		85	100	125		
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●		100	60			
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●		100	100			
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●		100	100			
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●			●	●		75	75	194		
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●		●	●	●		80	80			
TravelCenters of America	Westlake, OH	●									15	15	329		
Travelers Companies Inc., The	New York, NY	●	●	●	●		●	●	●		90	90	112		
Travelport Ltd.	Parsippany, NJ	●	●	●	●			●	●		65	65			
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●		●	●	●		90				

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points					
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		73	
True Value Co.	Chicago, IL	●	●	●	●				●	●	60	40	955		
TRW Automotive Holdings Corp.	Livonia, MI								●		10	10	161		
Turner Construction Co.	New York, NY	●	●	●	●			●	●	●	90				
Tyson Foods, Inc.	Springdale, AR	●									15	15	96		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	132		
UBM plc	Manhasset, NY	●		●	●				●	●	50	60			
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100			
UGI Corp.	King of Prussia, PA	●	●								30	30	403		
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	100	100			
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	100				
Union Pacific Corp.	Omaha, NE	●	●		●			●	●	●	70	55	143		
Unisys Corp.	Blue Bell, PA	●	●						●		40	40	579		
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	76		
United Parcel Service	Atlanta, GA	●	●	●	●			●	●	●	90	90	52		
United Services Automobile Association	San Antonio, TX										0	0	144		
United States Steel Corp.	Pittsburgh, PA	●									15	0	140		
United Stationers Inc.	Deerfield, IL	●									15	15	478		
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	48		
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	100	100	22		
Universal Health Services	King of Prussia, PA	●									15	15	339		
Unum Group	Chattanooga, TN	●	●	●	●				●	●	60	70	260		
URS Corp.	San Francisco, CA	●									15	15	275		
US Airways Group Inc.	Tempe, AZ	●	●	●	●			●	●	●	90	90	208		
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●		●	●	75	75			
Valassis Communications Inc.	Livonia, MI	●	●		●			●	●	●	65	65	859		
Valero Energy Corp.	San Antonio, TX	●									15	15	12		
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	95				
Vanguard Health Systems	Nashville, TN	●									15		484		
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	15		
VF Corp.	Greensboro, NC	●									15	15	277		
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	90	177		
Vinson & Elkins LLP	Houston, TX	●	●	●	●			●	●	●	90	90		47	
Virgin America	Burlingame, CA	●	●	●	●			●	●	●	90	90			
Visa	San Francisco, CA	●	●	●	●			●	●	●	90	90	281		
Visteon Corp.	Van Buren Township, MI	●	●	●	●			●	●	●	80	75	321		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	100	100			
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●				●	●	80	80		162	
W.R. Berkley	Greenwich, CT	●									15	0	471		
W.W. Grainger	Lake Forest, IL	●	●								30	0	318		
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		56	
Waddell & Reed Financial Inc.	Overland Park, KS	●		●	●					●	40				
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	100	100	32		
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●				●	●	80	60	2		
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	100	100	66		
Washington Post Co.	Washington, DC			●	●						20	0	549		
Waste Management Inc.	Houston, TX	●	●	●	●			●	●	●	90	90	203		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points					
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	90		11	
WellCare Health Plans, Inc.	Tampa, FL	●									15	15	401		
WellPoint Inc.	Indianapolis, IN	●	●	●	●		●	●	●	●	90	90	45		
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	26		
WESCO International Inc.	Pittsburgh, PA										0	0	397		
Western & Southern Financial Group	Cincinnati, OH										0	0	482		
Western Digital Corp.	Irvine, CA	●	●								30	30	276		
Western Refining Inc.	El Paso, TX	●									15	0	285		
Western Union Co., The	Englewood, CO	●	●								30	30	445		
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●		●	●	●	●	85	85	374		
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	100	100	147		
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		9	
Whole Foods Market Inc.	Austin, TX	●	●		●		●	●	●	●	75	75	264		
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●			●	●	●	45	45			
Williams Companies Inc.	Tulsa, OK	●		●	●			●	●	●	60	60	325		
Williams Mullen PC	Richmond, VA	●	●	●	●		●	●	●	●	90	90		175	
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●			●	●	●	80	80	596		
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●		●	●	●		70	85		58	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		18	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●		●	●	●	●	85	85		57	
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	●			●			45	15	363		
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		33	
Wisconsin Energy Corp.	Milwaukee, WI	●			●			●	●	●	45	45	526		
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●		●	●	●	●	90	90		105	
World Fuel Services	Miami, FL	●	●								30	30	85		
WPP Group USA	New York, NY	●	●	●	●		●	●	●	●	80	80			
Wyeth	Madison, NJ	●		●	●			●			45	45			
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	100	100	547		
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	462		
Xcel Energy Inc.	Minneapolis, MN	●	●		●		●	●	●	●	75	75	246		
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	127		
Xylem Inc.	White Plains, NY	●	●	●	●				●	●	65	65	586		
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	100	100	483		
Young's Market Co.	Tustin, CA	●	●		●				●	●	60				
YRC Worldwide Inc.	Overland Park, KS	●								●	20	20	487		
Yum! Brands Inc.	Louisville, KY	●	●	●	●				●	●	80	70	213		
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	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										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Advertising and Marketing															
Digitas Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	358		
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	90			
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	100	95			
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			
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	90	90			
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	80	65	196		
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	80	80			
Emmis Communications Corporation	Indianapolis, IN	●	●	●	●	●	●	●	●	●	75	75			
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	65	65	859		
Aerospace and Defense															
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	85	39		
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100			
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	100			
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	95	95			
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	90	90			
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	85	85			
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	85	85			
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	85	85			
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	50	50			
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	50	55			
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●	30	30	422		
L-3 Communications Holdings	New York, NY	●	●	●	●	●	●	●	●	●	30	30	174		
Precision Castparts Corp	Portland, OR	●	●	●	●	●	●	●	●	●	30	30	387		
Goodrich Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	0	0	319		
Airlines															
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	123		
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	90	90			
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90			
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	90	90			
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	90	90			
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	90	90			
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	90	90			
Apparel, Fashion, Textiles, Dept. Stores															
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	501		
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100			
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	90	90			
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	90	90			
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	90	90			
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	85	75			
Jones Group, The	New York, NY	●	●	●	●	●	●	●	●	●	70	70			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200								
		15 points		15 points		15 points		10 points		10 points						10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5													
PVH Corp.	New York, NY	●	●		●		●	●	●						70	60	419						
L.L. Bean Inc.	Freeport, ME	●	●	●	●			●	●					65	65								
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●							●		60	60	512							
VF Corp.	Greensboro, NC	●												15	15	277							
Automotive																							
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●				100	100	9							
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●				100	100								
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●				100	100			5					
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●				100	75								
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●			●	●	●				100	100	321							
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●		●	●	●				100	100								
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●			●	●	●				90	85								
Visteon Corp.	Van Buren Township, MI	●	●	●	●			●	●	●	●			80	75								
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		●			●	●	●				70	70	309	336						
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●					●				65	65								
Dana Holding Corp.	Maumee, OH	●		●	●				●	●	●			45	45								
Navistar International Corp.	Lisle, IL	●	●						●					40	40	193							
Autoliv Inc.	Auburn Hills, MI	●	●											30	15	313	355						
BorgWarner Inc.	Auburn Hills, MI	●	●											30	30								
Cooper Tire & Rubber Co.	Findlay, OH		●		●				●					25	25	575							
ArvinMeritor Inc.	Troy, MI	●												15	15	481							
AutoNation Inc.	Fort Lauderdale, FL	●												15	15	197	126						
Goodyear Tire & Rubber Co.	Akron, OH	●												15	15								
Group 1 Automotive	Houston, TX	●												15	15	405							
Lear Corp.	Southfield, MI	●												15	15	189							
Paccar Inc.	Bellevue, WA	●												15	15	159	222						
Penske Automotive Group	Bloomfield Hills, MI	●												15	0								
Sonic Automotive Inc	Charlotte, NC	●												15	15	330							
Tenneco Inc.	Lake Forest, IL	●												15	15	350							
TRW Automotive Holdings Corp.	Livonia, MI									●				10	10	161							
Banking and Financial Services																							
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●				100	100	95							
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●				100	100	248							
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●				100	100	13							
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●				100	100	166							
Barclays	New York, NY	●	●	●	●	●	●	●	●	●				100	100	283							
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●				100	100								
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●				100	100								
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●				100	100								
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●				100	100	148							
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●				100	100	485							
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●				100	100	20							
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●				100	100	300							
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●				100	100								
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●				100	100								
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●				100	45								
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●				100									

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5					
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	25	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	80	
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	50	700	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	16	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	499	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	370	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	846	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	68	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	558	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	165	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100			
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100		
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	271	
TD Bank, N.A.	Wilmington , DE	●	●	●	●	●	●	●	●	●	●	100	100		
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	132	
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100		
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100			
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	26	
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	95			
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	95	773	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	90	90		
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	80	8	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	85	372	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	90		
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	384	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90		
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	90	90	636	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	90		
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	90	262	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	281	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	80	80	267	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	80		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	80			
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	80	80		
RBS Securities Inc./RBS Citizens Financial Group	Stamford, CT	●	●	●	●	●	●	●	●	●	●	75	75		
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	●	70	70		
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	70	85		
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	●	70	70	536	
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	65			
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	65	55		
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	60	60	343	
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	55	55	823	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	45	30	243	
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	45	45	519	
SLM Corp. (Sallie Mae)	Newark, DE	●	●	●	●	●	●	●	●	●	●	45	45	426	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	●				●		40	40	353		
Franklin Resources Inc.	San Mateo, CA	●		●	●						40	40			
Waddell & Reed Financial Inc.	Overland Park, KS	●		●	●				●		40				
H&R Block Inc.	Kansas City, MO	●		●	●						35	35			
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●							30	30	996		
Fidelity National Financial Corp.	Jacksonville, FL	●	●								30	30	472		
Western Union Co., The	Englewood, CO	●	●								30	30	445		
Ally Financial Inc.	Detroit, MI	●									15	15	201		
CIT Group Inc.	New York, NY	●									15	15	489		
Fidelity National Information Services Inc.	Jacksonville, FL	●									15	15	425		
SunGard Data Systems Inc.	Wayne, PA	●									15	15	480		
INTL FCStone Inc.	New York, NY										0	0	30		
Chemicals and Biotechnology															
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	100	90	47		
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	100	100			
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	95			
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100			
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	224		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100			
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●		●	●	●	●	85	90			
Bayer Corp.	Pittsburgh, PA	●	●	●	●			●	●	●	80	80			
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●				●	●	75	75	180		
Praxair Inc.	Danbury, CT	●		●	●				●	●	50	50	238		
Huntsman Corp.	Salt Lake City, UT	●	●		●					●	40	40	237		
Ashland Inc.	Covington, KY	●									15	15	307		
Avery Dennison	Pasadena, CA	●									15	15	367		
Celanese Corp.	Dallas, TX	●									15	15	368		
Eastman Chemical Co.	Kingsport, TN	●									15	15	346		
Momentive Specialty Chemicals Inc.	Columbus, OH	●									15	15	452		
Sherwin-Williams Co., The	Cleveland, OH	●									15	15	293		
CF Industries Holdings, Inc.	Deerfield, IL										0		402		
Computer and Data Services															
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	100	269		
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	100	100			
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	100	100			
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100			
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	100	109		
LexisNexis Group	Miamisburg, OH	●	●	●	●		●	●	●	●	90	90	162		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●		●	●	●	●	85	85			
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●			●	●	●	80				
SRA International Inc.	Fairfax, VA	●	●	●	●			●	●	●	80	80			
Unisys Corp.	Blue Bell, PA	●	●					●			40	40	579		
Cognizant Technology Solutions Corp.	Teaneck, NJ	●	●								30	15	398		
Keane Inc.	Boston, MA	●						●			25	25	245		
SAIC Inc.	McLean, VA	●									15	15			
Computer Hardware and Office Equipment															
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	100	17		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points													
		1a	1b	2a	2b	2c	3a	3b	4	5					
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	100	44		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	100	100	557		
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	127		
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	90	90	270		
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●	90	75	81		
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	90	90	447		
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	90	90	474		
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	70	50	108		
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	45	45			
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	35	35			
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	35	35	461		
SYNNEX Corp.	Fremont, CA	●	●	●	●	●	●	●	●	●	30	0	253		
Western Digital Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	30	30	276		
Arrow Electronics	Englewood, CO	●	●	●	●	●	●	●	●	●	15	15	133		
Software House International	Somerset, NJ	●	●	●	●	●	●	●	●	●	15	15			
United Stationers Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	15	15	478		
Insight Enterprises, Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	0	0	460		
Computer Software															
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	100	100	522		
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	615		
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	580		
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	100	100	37		
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	82		
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	80	850		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	100	90			
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	391		
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	90	90	554		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	80	80	906		
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	70	70			
Compuware Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	60	60			
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	30	30			
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	25	25			
Consulting and Business Services															
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	235		
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100			
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	439		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	90			
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	100	100			
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	231		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●	●	100	100			

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Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5					
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	100	90	204		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Adecco North America LLC	Melville, NY	●	●	●	●	●	●	●	●	●	90	90			
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	90	90			
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	90	90			
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	90	90			
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	90	60			
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	90	●			
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	85	85			
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	80	45			
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	70	●			
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	60	70			
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	35	35	851		
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	●	●	30	30			
Education and Child Care															
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	90	90			
Energy and Utilities															
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	145		
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	179		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	100	90	977		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	266		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	100	100			
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●	90	90	209		
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	90	90	199		
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	90	90	186		
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●	90	90			
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	90	85	240		
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	85	50	606		
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	85	85	340		
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	85	85	187		
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	85	85	415		
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	80	55	176		
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●	80	90	239		
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●	●	●	●	●	80	80			
SunPower Corp.	San Jose, CA	●	●	●	●	●	●	●	●	●	75	75	835		
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	75	75	246		
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●	70	70	172		
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	70	70	701		
PacifiCorp	Portland, OR	●	●	●	●	●	●	●	●	●	70	80			
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	65	50	212		
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	60	60	325		
NRG Energy Inc.	Princeton, NJ	●	●	●	●	●	●	●	●	●	50	40	284		
RRI Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	50	50	614		
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●	●	●	●	●	●	50	50			
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●	45	40	152		
Wisconsin Energy Corp.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	45	45	526		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Calpine Corp.	Houston, TX	●		●	►			►			40	40	364			
Progress Energy Inc.	Raleigh, NC	●		●	►			►			40	45	286			
CMS Energy Services	Jackson, MI	●					●	►	►		35	35	380			
DTE Energy Co.	Detroit, MI	●			►			●	►		35	35	287			
Pinnacle West Capital	Phoenix, AZ	●	●						►		35	35	653			
PNM Resources Inc.	Albuquerque, NM	●	●					►			35	35				
Edison International	Rosemead, CA	●	●								30	30	211			
Mirant Corp.	Atlanta, GA	●		●							30	30				
NiSource Inc.	Merrillville, IN	●	●								30	15	409			
Northeast Utilities	Hartford, CT	●			►			●			30	30	527			
ONEOK Inc	Tulsa, OK	●	●								30	30	175			
UGI Corp.	King of Prussia, PA	●	●								30	30	403			
AES Corp., The	Arlington, VA	●									15	15	151			
Allegheny Energy Inc.	Greensburg, PA	●									15	15				
CenterPoint Energy Inc.	Houston, TX	●									15	15	305			
Energy Future Holdings Corp	Dallas, TX	●									15	15	357			
Energy Transfer Partners, L.P.	Dallas, TX										0	0	312			
FirstEnergy Corp.	Akron, OH										0	0	160			
Global Partners	Waltham, MA										0	0	182			
Targa Resources Corp.	Houston, TX										0	0	361			
Engineering and Construction																
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●		●	●	●		90	90	322			
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●		●	●	●		90	85	440			
Turner Construction Co.	New York, NY	●	●	●	●		●	●	●		90					
Black & Veatch Corp.	Overland Park, KS	●	●	●	●			►	►		65					
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	►						50	50	254			
KB Home	Los Angeles, CA	●	●	●	►						50	50				
Fluor Corp.	Irving, TX			●	►			●	●		45	50	124			
Perkins + Will Inc.	Chicago, IL	●		●	►			●			45	45				
Ryland Group Inc., The	Calabasas, CA	●			►						20	20				
EMCOR Group Inc	Norwalk, CT	●									15	15	428			
Peter Kiewit Sons' Inc	Omaha, NE	●									15	15	255			
The Shaw Group Inc.	Baton Rouge, LA	●									15	15	412			
URS Corp.	San Francisco, CA	●									15	15	275			
KBR Inc.	Houston, TX										0	0	280			
Entertainment and Electronic Media																
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●		100	100	807			
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●		100	75	686			
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●		100	100				
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	103			
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●		100	90	177			
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●		100	100	66			
DIRECTV	El Segundo, CA	●	●	●	►	●	●	●	●		95	95	105			
CBS Corp.	New York, NY	●	●	●	●		●	●	●		90	90	188			
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●		●	●	●		90	90				
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●			►	●		75	75	394			
Live Nation Inc.	Beverly Hills, CA	●	●	●	●				●		70	70	450			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
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Corbis Corp.	Seattle, WA	●	●	●	●																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200		
		1					2										
		1a	1b	2a	2b	2c	3a	3b	4	5	1a					1b	2a
Burger King Corp.	Miami, FL	●		●	▶				▶	●		55	55	828			
Caribou Coffee Company Inc.	Minneapolis, MN	●		●	▶				▶	●		55	15				
Palm Management Corp.	Washington, DC	●		●	▶			●	▶	▶		55	65				
The Wendy's Co.	Dublin, OH	●	●	●	▶				▶			55	30	694			
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			▶				●	●		45	35	804			
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	▶				●			45	15	363			
Dean Foods Co.	Dallas, TX	●		●	▶				▶			40	40	207			
H.E. Butt Grocery Co.	San Antonio, TX	●		●					●			40	40				
Archer Daniels Midland Co.	Decatur, IL	●		●	▶							35	35	28			
Domino's Pizza Inc.	Ann Arbor, MI	●			▶				●	▶		35	35				
C&S Wholesale Grocers Inc.	Keene, NH	●		●								30	30				
Dole Food Co. Inc.	Westlake Village, CA	●		●								30	30	349			
Nash Finch	Minneapolis, MN	●	●									30	30	498			
Corn Products International Inc.	Westchester, IL	●										15		390			
Smithfield Foods Inc.	Smithfield, VA	●										15	15	218			
SYSCO Corp.	Houston, TX	●										15	15	69			
Tyson Foods, Inc.	Springdale, AR	●										15	15	96			
CHS Inc.	Inver Grove Heights, MN											0	0	78			
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	393			
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ											0	0	317			
Publix Super Markets	Lakeland, FL											0	0	106			
Seaboard Corp.	Shawnee Mission, KS											0	0	427			
Forest and Paper Products																	
Weyerhaeuser Co.	Federal Way, WA	●	●	●	▶			●	●	●		85	85	374			
International Paper Co.	Memphis, TN	●		●	▶				●			45	45	111			
Domtar Corp.	Fort Mill, SC	●										15	15	436			
Healthcare																	
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●		100	100	89			
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●		100	100				
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	100	21			
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	90	578			
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100				
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●		100	95				
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	90	79			
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100				
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	75	14			
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		100	100	22			
Cerner Corp.	Kansas City, MO	●	●	●	●			●	●	●		90	70	867			
CVS Caremark Corp.	Woonsocket, RI	●	●	●	▶			●	●	●		85	60	18			
Mayo Clinic	Rochester, MN	●	●	●	▶			●	●	●		85	70				
Excelsus Health Plan Inc.	Rochester, NY	●	●		▶	●		●	●	●		80	90				
Health Net Inc.	Woodland Hills, CA	●	●	●	▶			●	▶	●		80	80	221			
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●			●	●	▶		80	80				
Bausch & Lomb Inc.	Rochester, NY	●	●	●	▶			●	●	▶		75	75				
Express Scripts Inc.	St. Louis, MO	●	●	●	●				●	▶		70	30	60			
Boston Scientific Corp.	Natick, MA	●		●	●				●	●		65	65	335			
Quest Diagnostics Inc.	Madison, NJ	●		●	●				●	●		65	65	341			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points					
Abbott Laboratories	Abbott Park, IL	●		●	●				●	●	60	60	71		
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●				●	●	60	60	635		
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●						55	55	29		
Austin Radiological Assn.	Austin, TX	●		●	●				●		40	40			
Owens & Minor Inc.	Mechanicsville, VA	●			●					●	35	35	298		
Amerigroup Corp.	Virginia Beach, VA	●	●								30	15	385		
Coventry Health Care	Bethesda, MD	●									15	15	219		
Henry Schein	Melville, NY	●									15	15	303		
Laboratory Corporation of America Holdings	Burlington, NC	●									15	15	443		
Medco Health Solutions	Franklin Lakes, NJ	●									15	15	36		
Molina Healthcare Inc.	Long Beach, CA	●									15		500		
Omnicare	Covington, KY	●									15	15	389		
WellCare Health Plans, Inc.	Tampa, FL	●									15	15	401		
Catalyst Health Solutions Inc.	Rockville, MD										0		455		
Centene Corp.	St. Louis, MO										0	0	453		
Healthcare Medical Facilities															
Tenet Healthcare	Dallas, TX	●		●	●				●	●	45	45	272		
Community Health Systems Inc.	Franklin, TN	●	●								30	30	198		
DaVita Inc.	Denver, CO	●	●								30	15	359		
HCA - Hospital Corporation of America	Nashville, TN	●	●								30	30	94		
Health Management Associates Inc.	Naples, FL	●	●								30	30	423		
Kindred Healthcare	Louisville, KY	●									15	15	444		
Universal Health Services	King of Prussia, PA	●									15	15	339		
Vanguard Health Systems	Nashville, TN	●									15		484		
High-Tech/Photo/Science Equip.															
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	64		
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100	408		
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	164		
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	100	100			
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	95	95	51		
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●		●	●	●	●	90	90	375		
Texas Instruments Inc.	Dallas, TX	●	●	●	●			●	●	●	90	85	200		
Applied Materials Inc.	Santa Clara, CA	●	●	●	●			●	●	●	85	85	251		
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●			●	●	85	75	437		
ITT Corp.	White Plains, NY	●	●	●	●				●	●	75	75	889		
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●				●	●	65	65	378		
Thermo Fisher Scientific Inc.	Waltham, MA	●		●	●				●	●	50	50	225		
Terex Corp.	Westport, CT	●	●	●							45	45	379		
KLA-Tencor Corp.	Milpitas, CA	●		●					●		35	35	666		
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●								30	30	333		
General Cable Corp.	Highland Heights, KY	●	●								30	15	421		
Polaroid Corp.	Waltham, MA	●			●				●		30	30			
SanDisk Corp.	Milpitas, CA	●	●								30	30	430		
Timken Co., The	Canton, OH	●	●								30	30	470		
Broadcom Corp.	Irvine, CA	●								●	20	20	344		
Agco	Duluth, GA	●									15	15	292		
Dover Corp.	Downers Grove, IL	●									15	15	304		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Eaton Corp.	Cleveland, OH	●									15	15	163		
Graybar Electric Company, Inc.	St. Louis, MO	●									15	15	451		
Micron Technology Inc.	Boise, ID	●									15	15	291		
Parker Hannifin Corp.	Cleveland, OH	●									15	15	216		
SPX Corp.	Charlotte, NC	●									15	0	446		
Stryker Corp.	Kalamazoo, MI	●									15	15	308		
Sanmina-SCI	San Jose, CA										0	0	376		
WESCO International Inc.	Pittsburgh, PA										0	0	397		
Home Furnishing															
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●		100	100			
Masco Corp.	Taylor, MI	●									15	15	338		
Hotels, Resorts and Casinos															
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	288		
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●		100	100			
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●		100	90			
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	600		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100			
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●		100	90	217		
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	331		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●		100	100	434		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●		100				
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●		100	100	547		
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	462		
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●		●	●	●		90	90			
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●		●	●	●		90				
Carlson Companies Inc.	Minnetonka, MN	●	●	●	●		●	●	●		85	85			
Host Hotels & Resorts Inc.	Bethesda, MD			●							15	15	479		
Las Vegas Sands Corp.	Las Vegas, NV	●									15	15	278		
Insurance															
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●		100	100			
AIG	New York, NY	●	●	●	●	●	●	●	●		100	100	33		
AXA Equitable Life Insurance Company	New York, NY	●	●	●	●	●	●	●	●		100	95			
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●		100	100			
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●		100	100	202		
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●		100	100	130		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●		100	100	131		
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●		100	100			
ING North America Insurance Corp.	New York, NY	●	●	●	●	●	●	●	●		100	100			
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●		100	90	121		
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	34		
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●		100	100	100		
Progressive Corp., The	Mayfield Village, OH	●	●		●	●	●	●	●		100	100	169		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●		100	100	55		
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●		100	100			
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●		100	100	88		
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●		95	95	43		
Blue Cross Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●		●	●		90				

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points				
Esurance Inc.	San Francisco, CA	●	●	●	●		●	●	●		90	85			
New York Life Insurance Co.	New York, NY	●	●	●	●		●	●	●		90	85	86		
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●		●	●	●		90	90	116		
Principal Financial Group	Des Moines, IA	●	●	●	●		●	●	●		90	90	295		
Travelers Companies Inc., The	New York, NY	●	●	●	●		●	●	●		90	90	112		
WellPoint Inc.	Indianapolis, IN	●	●	●	●		●	●	●		90	90	45		
Allstate Corp., The	Northbrook, IL	●	●	●	⌋		●	●	●		85	85	93		
Assurant	New York, NY	●	●	●	●		●	⌋	●		85	85	310		
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●		●	●	●	●	●		85	80			
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●		●	●	●	●	●		85	75			
CNA Insurance	Chicago, IL	●	●	●	⌋		●	●	●		85	85			
Health Care Service Corp.	Chicago, IL	●	●	●	⌋		●	●	●		85	85			
John Hancock Financial Services Inc.	Boston, MA	●	●	●	⌋		●	●	●		85	80			
Lincoln National Corp.	Radnor, PA	●	●	●	⌋		●	●	●		85	85	247		
Pacific Life Insurance Co.	Newport Beach, CA	●	●		●		●	⌋	●		85	80	420		
AFLAC Inc.	Columbus, GA	●	●	●	⌋			●	●		75	30	128		
Standard Insurance Company	Portland, OR	●	●	●	⌋			●	●		75				
Genworth Financial Inc.	Richmond, VA	●	●	●	●			⌋	⌋		65	65	258		
Selective Insurance Group	Branchville, NJ	●	●	●	⌋			●	⌋		65	65			
Zurich North America	Schaumburg, IL	●	●	●	⌋			●	⌋		65	65			
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	⌋			●			60	60			
BMC HealthNet Plan	Boston, MA	●	●		⌋			●	●		60				
Liberty Mutual Group	Boston, MA	●		●	⌋			●	●		60	0	84		
Unum Group	Chattanooga, TN	●	●	●	⌋			⌋	⌋		60	70	260		
American Family Insurance Group	Madison, WI	●	●		⌋			⌋	●		55	55	382		
Mutual of Omaha Insurance	Omaha, NE	●		●	⌋			●	⌋		50	60	411		
Guardian Life Insurance Co. of America, The	New York, NY	●		●	⌋						35	35	250		
Loews Corp.	New York, NY	●		●	⌋						35	35	190		
CUNA Mutual Insurance Group	Madison, WI	●			⌋			●			30	30	692		
Erie Insurance Group	Erie, PA	●	●								30	30	497		
AEGON USA Inc.	Cedar Rapids, IA			●	⌋						20	20			
Reinsurance Group of America Inc.	Chesterfield, MO	●									15	15	289		
Thrivent Financial for Lutherans	Minneapolis, MN	●									15	15	332		
W.R. Berkley	Greenwich, CT	●									15	0	471		
Auto-Owners Insurance Group	Lansing, MI										0	0	429		
Berkshire Hathaway Inc.	Omaha, NE										0	0	7		
United Services Automobile Association	San Antonio, TX										0	0	144		
Western & Southern Financial Group	Cincinnati, OH										0	0	482		
Internet Services and Retailing															
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	100	228		
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100				
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	73		
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	100	483		
Amazon.com Inc.	Seattle, WA	●	●	●	●		●	●	●		90	90	56		
AOL	New York, NY	●	●	●	●	●		●	●		90	90	868		
Classified Ventures LLC	Chicago, IL	●	●	●	●		●	●	●		90	90			
Expedia Inc.	Bellevue, WA	●	●	●	●		●	●	●		90	80	565		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points					10 points								
		1a	1b	2a	2b	2c	3a	3b	4	5					
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●				●	●	70	70			
Liberty Interactive Corp.	Englewood, CO										0	0	230		
Law Firms															
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		32	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100		43	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●		100	85		125	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		44	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		1	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		25	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		161	
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100		55	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		64	
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●		100	100		158	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		160	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		168	
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		15	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●		100	100			
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		46	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		84	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●		100	85		111	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		40	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●		100	100		41	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		37	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		111	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●		100	100		2	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		88	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●		100	95		147	
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		80	
Faegre Baker Daniels	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		119	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●		100	100		126	
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●		100	90		75	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●		100	100		45	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●		100	95		165	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		62	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100		12	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●		100	90		38	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		134	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		6	
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		49	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		72	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	100		17	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		63	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	90		29	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		5	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		93	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●		100	90		4	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		66	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Mayer Brown LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	14		
McDermott Will & Emery LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	27		
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	42		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	101		
Morgan Lewis & Bockius LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	13		
Morrison & Foerster LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	20		
Nixon Peabody LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	67		
O'Melveny & Myers LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	31		
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	26		
Patterson Belknap Webb & Tyler LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	146		
Paul Hastings LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	24		
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	30		
Perkins Coie LLP	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	59		
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	60		
Reed Smith LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	85	19		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	153		
Ropes & Gray LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	23		
Schiff Hardin LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	127		
Sedgwick LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	133		
Seyfarth Shaw LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	61		
Shearman & Sterling LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	34		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	71		
Shook, Hardy & Bacon LLP	Kansas City, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	82		
Sidley Austin LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	8		
Simpson, Thacher & Bartlett LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	20		
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	3		
SNR Denton 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	37		
Squire Sanders	Cleveland, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	35		
Stoel Rives LLP	Portland, OR	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	134		
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	97		
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	152		
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	143		
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	73		
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	100	100	56		
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	90	11		
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	9		
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	18		
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	33		
Lindquist & Vennum LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	95	70			
Andrews Kurth LLP	Houston, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90	90	107		
Baker & Hostetler LLP	Cleveland, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90		65		
Baker Botts LLP	Houston, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90	90	50		
Ballard Spahr LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90	90	103		
Bracewell & Giuliani	Houston, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90	60	106		
Chadbourne & Parke LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90	90	96		
Cooley LLP	Palo Alto, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90		54		
Cravath, Swaine & Moore LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points	90	90	51		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Drinker Biddle & Reath LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	74		
Epstein Becker & Green PC	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	158		
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	81		
Frost Brown Todd LLC	Cincinnati, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	150		
Fulbright & Jaworski LLP	Houston, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	48		
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90			
Gordon & Rees LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	141		
Greenberg Traurig LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	85	10		
Holland & Knight LLP	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	51		
Hughes Hubbard and Reed	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90		89		
Husch Blackwell LLP	Saint Louis, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	113		
Kaye Scholer LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	68		
Kelley Drye & Warren LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	129		
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	78		
Kutak Rock LLP	Omaha, NE	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	148		
Manatt, Phelps & Phillips LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	109		
McCarter & English LLP	Newark, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	132		
McGuireWoods LLP	Richmond, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	85	53		
Patton Boggs LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	83		
Pepper Hamilton LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	87		
Proskauer Rose LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	39		
Quarles & Brady LLP	Milwaukee, WI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	85	131		
Saul Ewing LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	177		
Stinson Morrison Hecker LLP	Kansas City, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	166		
Sullivan & Cromwell LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	16		
Vinson & Elkins LLP	Houston, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	47		
Williams Mullen PC	Richmond, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	90	90	175		
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	90	90	105		
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	85	85	114		
Duane Morris LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	85	85	70		
Haynes and Boone LLP	Dallas, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	85	85	98		
Kenyon & Kenyon	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	85		176		
Polsinelli Shughart PC	Kansas City, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	85	85	124		
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	85	85	57		
Day Pitney LLP	Hartford, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	80		142		
Goulston & Storrs	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	80	80	185		
Herrick Feinstein LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	80	75	181		
McKenna Long & Aldridge LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	80	80	104		
Steptoe & Johnson LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	80	80	77		
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	80	80	162		
Davis Polk & Wardwell LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	75	75	22		
Loeb & Loeb LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	75	75	115		
Moore & Van Allen PLLC	Charlotte, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	75	65	156		
Howrey LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	70	85			
Willkie Farr & Gallagher LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	70	85	58		
Holland & Hart LLP	Denver, CO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	65	75	137		
Munger, Tolles & Olson LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	60	60	136		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points					
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	●			●	●		60	60		123	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		●		●	●			55	70			
Holme Roberts & Owen LLP	Denver, CO	●		●	●			●			45	45			
Locke Lord Bissell & Liddell LLP	Houston, TX	●		●	●			●			45	45		69	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●			●			●	●		45			108	
Schulte, Roth & Zabel LLP	New York, NY	●		●	●			●			45	45		75	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●			●	●		45	45			
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			●			●			25	25			
Mail and Freight Delivery															
United Parcel Service	Atlanta, GA	●	●	●	●			●	●	●	90	90	52		
FedEx Corp.	Memphis, TN	●	●	●	●			●	●	●	85	85	70		
Union Pacific Corp.	Omaha, NE	●	●		●			●	●	●	70	55	143		
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●								●	20	20			
YRC Worldwide Inc.	Overland Park, KS	●								●	20	20	487		
Manufacturing															
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	100	100	328		
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	100	100	150		
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	100	50	158		
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	100	75	6		
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	100	100			
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	100	100	454		
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	410		
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	48		
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	100	100	147		
Caterpillar Inc.	Peoria, IL	●	●	●	●			●	●	●	90	70	46		
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●			●	●	●	90	90	249		
Steelcase Inc.	Grand Rapids, MI	●	●	●	●			●	●	●	90	90	803		
Ball Corp.	Broomfield, CO	●	●	●	●			●	●	●	85	55	297		
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●				●	●	80	80			
Jarden Corp.	Rye, NY	●	●	●	●	●			●	●	80	70	371		
Deere & Co.	Moline, IL	●		●	●				●	●	65	65	97		
Xylem Inc.	White Plains, NY	●	●	●	●				●	●	65	65	586		
Emerson Electric Co.	St. Louis, MO	●	●					●	●	●	60	40	120		
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●				●	●	60	60	149		
Mars Inc.	Mt. Olive, NJ	●	●	●	●				●	●	60	60			
Johnson Controls Inc.	Milwaukee, WI	●		●	●				●	●	50	30	67		
MeadWestvaco Corp.	Richmond, VA	●		●	●				●	●	45	50	406		
Mohawk Industries Inc.	Calhoun, GA	●		●	●						35	20	432		
Baldor Electric Co.	Fort Smith, AR	●			●					●	25	25			
Crown Holdings	Philadelphia, PA	●									15	15	296		
Jabil Circuit Inc.	St. Petersburg, FL	●									15	15	157		
Oshkosh Corp.	Oshkosh, WI	●									15	15	337		
Owens-Illinois Inc.	Perrysburg, OH	●									15	15	345		
Mining and Metals															
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	115		
Mosaic Co.	Plymouth, MN	●	●	●	●				●	●	70	70	268		
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●			●			60	15	257		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points					
AK Steel Holding Corp.	West Chester, OH	●	●								30	30	381		
Allegheny Technologies Inc.	Pittsburgh, PA	●	●								30	30	468		
Anadarko Petroleum	The Woodlands, TX	●	●								30	15	192		
Apache Corp.	Houston, TX	●	●								30	30	154		
Commercial Metals	Irving, TX	●	●								30	30	326		
Devon Energy Corp.	Oklahoma City, OK	●	●								30	30	232		
Occidental Petroleum	Los Angeles, CA	●	●								30	30	122		
Steel Dynamics, Inc.	Fort Wayne, IN	●	●								30	30	323		
Chesapeake Energy Corp.	Oklahoma City, OK	●									15	15	229		
Cleveland-Cliffs Inc.	Cleveland, OH	●									15	30	366		
Consol Energy, Inc.	Canonsburg, PA	●									15	15	399		
EOG Resources	Houston, TX	●									15	15	263		
Peabody Energy Corp	St. Louis, MO	●									15	15	316		
Reliance Steel & Aluminum Co.	Los Angeles, CA	●									15	15	315		
United States Steel Corp.	Pittsburgh, PA	●									15	0	140		
Aleris International Inc.	Cleveland, OH										0	0	494		
Alpha Natural Resources Inc.	Bristol, VA										0		356		
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ										0	0	135		
Icahn Enterprises LP	New York, NY										0	0	223		
Nucor Corp.	Charlotte, NC										0	0	138		
Miscellaneous															
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●		100	90			
Imation Corp.	Oakdale, MN	●	●	●	●			●	●		70	70			
Harris Corp.	Melbourne, FL	●	●		●		●	●	●		65	65	413		
Anixter International Inc.	Glenview, IL	●	●								30	30	386		
W.W. Grainger	Lake Forest, IL	●	●								30	0	318		
Bemis Co. Inc.	Neenah, WI	●									15	15	457		
Genuine Parts Co.	Atlanta, GA	●									15	15	214		
Rock-Tenn Company	Norcross, GA										0		449		
Sealed Air Corp	Elmwood Park, NJ										0	0	433		
Spectrum Group International Inc.	Irvine, CA										0	0	352		
Oil and Gas															
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	●	●	●	●		●	●	●		85	85	438		
ConocoPhillips	Houston, TX	●		●	●		●	●			55	55	4		
Hess Corp.	New York, NY	●		●	●				●		40	15	74		
Sunoco Inc.	Philadelphia, PA	●	●								30	30	61		
World Fuel Services	Miami, FL	●	●								30	30	85		
Baker Hughes Inc.	Houston, TX	●									15	15	141		
CVR Energy Inc.	Sugar Land, TX	●									15	15	477		
El Paso Corp	Houston, TX	●									15	15	488		
Enbridge Energy Partners	Houston, TX	●									15	15	282		
Enterprise Products Partners LP	Houston, TX	●									15	15	62		
FMC Technologies Inc.	Houston, TX	●									15	15	475		
Halliburton Co.	Houston, TX	●									15	15	118		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Kinder Morgan Inc.	Houston, TX	●										15	15	311		
Marathon Oil Corp.	Houston, TX	●										15	15	173		
Marathon Petroleum Corp.	Findlay, OH	●										15		31		
MRC Global	Houston, TX	●										15		493		
Murphy Oil	El Dorado, AR	●										15	15	98		
National Oilwell Varco, Inc.	Houston, TX	●										15	15	184		
NuStar Energy LP	San Antonio, TX	●										15	15	377		
Tesoro Corp.	San Antonio, TX	●										15	15	101		
Valero Energy Corp.	San Antonio, TX	●										15	15	12		
Western Refining Inc.	El Paso, TX	●										15	0	285		
Cameron International Corp.	Houston, TX											0	0	362		
HollyFrontier Corp.	Dallas, TX											0	0	170		
Plains All American Pipeline, L.P.	Houston, TX											0	0	87		
Exxon Mobil Corp.	Irving, TX										●	-25	-25	1		
Pharmaceuticals																
Biogen Idec Inc.	Weston, MA	●	●	●	●	●	●	●	●	●		100	85	476		
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●		100	100			
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	134		
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●		100	100	119		
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●		100	100			
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●		100	100	42		
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●		100	100	57		
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●		100	100			
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	40		
Baxter International Inc.	Deerfield, IL	●	●	●	●		●	●	●	●		90	75	195		
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●		●	●	●		85	50			
Hospira Inc.	Lake Forest, IL	●	●	●	●			●	●	●		65	75	566		
Amgen Inc.	Thousand Oaks, CA	●	●	●	●			●				60	60	168		
Astellas Pharma US, Inc.	Deerfield, IL	●		●	●		●	●	●	●		55	55			
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●				●	●	●		45	45			
Wyeth	Madison, NJ	●		●	●			●				45	45			
Celgene Corp.	Summit, NJ	●	●									30		492		
Allergan Inc.	Irvine, CA	●										15	15	448		
Gilead Sciences Inc	Foster City, CA											0	0	306		
Mylan Laboratories Inc.	Canonsburg, PA											0	0	396		
Publishing and Printing																
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	90			
New York Times Co.	New York, NY	●	●	●	●			●	●	●		90	90	832		
Hachette Book Group	New York, NY	●	●	●	●				●	●		75	75			
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●					●		75	75			
Scholastic Corp.	New York, NY	●		●	●					●		55	25	945		
UBM plc	Manhasset, NY	●		●	●				●	●		50	60			
Gannett Co. Inc.	McLean, VA	●		●	●				●			45	45	465		
Washington Post Co.	Washington, DC			●	●							20	0	549		
Real Estate, Commercial																
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	85	416		
Jones Lang LaSalle	Chicago, IL	●	●	●	●			●	●	●		90	80	617		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	25 points					
		1a	1b	2a	2b	2c	3a	3b	4	5					
Real Estate, Residential															
Realty Corp.	Madison, NJ	●	●	●	●		●	●	●		90	35			
Retail and Consumer Products															
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	102		
A/X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●		100	95			
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●		100	100	561		
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	95	669		
Avon Products Inc.	New York, NY	●	●	●	●		●	●	●		100	100	234		
Barnes & Noble Inc.	New York, NY	●	●		●		●	●	●		100	100	360		
Best Buy Co. Inc.	Richfield, MN	●	●	●			●	●	●		100	100	53		
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●		100	100	456		
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●		100	100	273		
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	185		
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●		100	100	256		
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●		100	100	242		
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●		100	100	233		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●		100	90	27		
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●		100	100			
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●		100	100	65		
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●		100	100	114		
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	38		
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●		100	100			
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●		100	100	32		
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●		95	85	290		
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●		95	95	153		
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●		95	85	388		
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●		95	90	610		
Bon-Ton Stores, Inc.	York, PA	●	●	●	●		●	●	●		90	90	697		
Colgate-Palmolive Co.	New York, NY	●	●	●	●		●	●	●		90	85	155		
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●		●	●	●		90	90	24		
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●		●	●	●		90	90			
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●		●	●	●		90	90			
Home Depot Inc., The	Atlanta, GA	●	●	●	●		●	●	●		90	75	35		
Kimberly-Clark Corp.	Irving, TX	●	●	●	●		●	●	●		90	90	137		
OfficeMax Inc.	Naperville, IL	●	●	●	●		●	●	●		90	90	354		
Recreational Equipment Inc.	Kent, WA	●	●	●	●		●	●	●		90	90			
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●		●	●		90	100			
Saks Inc.	New York, NY	●	●	●	●		●	●	●		90	0	687		
Starbucks Corp.	Seattle, WA	●	●	●	●		●	●	●		90	90	227		
CarMax Inc.	Richmond, VA	●	●	●	●		●	●	●		85	85	279		
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●		●	●	●		85	85	865		
HSN Inc.	St. Petersburg, FL	●	●	●	●		●	●	●		85	0	665		
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●		●	●	●		85	85	414		
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●		●	●		85	100	125		
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●			●	●		80	60	2		
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●			●	●		80	80	596		
Coach Inc.	New York, NY	●	●	●	●			●	●		75	75	560		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200								
		15 points		15 points		15 points		10 points		10 points						10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5													
PetSmart Inc.	Phoenix, AZ	●	●		●		●	●	●	●		75	75	400									
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●				●	●		75	75	194									
Dollar General Corp.	Goodlettsville, TN	●	●		●		●	●	●	●		70	45	183									
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●				●		70	55										
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●					●		70	70										
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●				●	●		65	65	908									
Brown Shoe Company, Inc.	St. Louis, MO	●	●		●				●	●		60	35	772									
Burlington Coat Factory Warehouse Corp.	Burlington, NJ	●	●	●	●				●			60	60	583									
True Value Co.	Chicago, IL	●	●	●	●				●	●		60	40	955									
Harry & David Holdings Inc.	Medford, OR	●	●	●	●				●			55	70										
B J's Wholesale Club	Westborough, MA	●	●		●							35	35										
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●									30	30	392									
AutoZone Inc.	Memphis, TN	●	●									30	15	320									
Bed Bath & Beyond Inc.	Union, NJ	●	●									30	30	294									
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●									30	15	466									
Dillard's Inc.	Little Rock, AR	●	●									30	30	383									
Dollar Tree Stores Inc.	Chesapeake, VA	●	●									30	30	373									
Family Dollar Stores	Matthews, NC	●	●									30	30	301									
Lowe's Companies Inc.	Mooresville, NC	●	●									30	30	54									
Men's Wearhouse Inc., The	Houston, TX	●	●									30	30	816									
Hasbro Inc.	Pawtucket, RI	●							●			25	25	546									
Meijer Inc.	Grand Rapids, MI	●			●					●		25	25										
Stanley Black & Decker Inc.	New Britain, CT	●			●					●		25	25	252									
Big Lots	Columbus, OH	●										15	15	467									
Foot Locker Inc.	New York, NY	●										15	15	435									
Kohl's Corp.	Menomonee Falls, WI	●										15	15	146									
Pantry Inc., The	Cary, NC	●										15	15	347									
TravelCenters of America	Westlake, OH	●										15	15	329									
Casey's General Stores, Inc.	Ankeny, IA											0	0	473									
O'Reilly Automotive Inc.	Springfield, MO											0	0	424									
Ross Stores	Pleasanton, CA											0	0	299									
Susser Holdings	Corpus Christi, TX											0		486									
Telecommunications																							
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●		100	100										
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	100	11									
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100	49									
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	90	178									
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●		100	100	90									
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	142									
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●		100	60										
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	15									
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●	●		90	90	274									
Avaya Inc.	Basking Ridge, NJ	●	●	●	●	●		●	●	●		80	80	442									
CenturyLink Inc.	Monroe, LA	●		●	●			●	●	●		60	50	171									
EarthLink Inc.	Atlanta, GA	●	●	●	●			●				55	55										
Nortel Networks Corp.	Richardson, TX	●		●	●			●	●	●		50	50										
Cablevision Systems Corp.	Bethpage, NY	●										15	15	348									

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points					
Telecommunications															
Charter Communications	St. Louis, MO	●									15	15	351		
Frontier Communications	Stamford, CT	●									15		464		
Liberty Global Inc.	Englewood, CO	●									15	15	261		
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●									15	15	469		
DISH Network Corp.	Englewood, CO										0	0	191		
MetroPCS	Richardson, TX										0		490		
NII Holdings	Reston, VA										0	0	369		
Tobacco															
Altria Group Inc.	Richmond, VA	●	●		●	●	●	●	●		80	15	156		
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	●	●		75	85	302		
Philip Morris International Inc.	New York, NY	●									15	0	99		
Transportation and Travel															
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100			
Carnival Corp.	Miami, FL	●	●	●	●		●	●	●		85				
CSX Corp.	Jacksonville, FL	●	●	●	●		●	●	●		85	85	226		
Ryder System Inc.	Miami, FL	●	●	●	●		●	●	●		85	70	407		
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●		●		●		80	90			
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●		●	●	●		80	80			
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●		●	●	●		75	50	418		
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●		●	●	●		70	70			
Enterprise Holdings Inc.	St. Louis, MO	●		●	●			●	●		65	65			
Sabre Holdings Inc.	Southlake, TX	●	●	●	●			●	●		65	75			
Travelport Ltd.	Parsippany, NJ	●	●	●	●			●	●		65	65			
Norfolk Southern Corp.	Norfolk, VA	●		●	●			●	●		50	50	241		
Con-way Inc.	Ann Arbor, MI	●	●								30	30	459		
C. H. Robinson Worldwide	Eden Prairie, MN	●									15	15	259		
Expeditors International of Washington, Inc.	Seattle, WA	●									15	15	395		
Harley-Davidson Inc.	Milwaukee, WI	●									15	15	458		
Waste Management															
Waste Management Inc.	Houston, TX	●	●	●	●		●	●	●		90	90	203		
Republic Services Inc.	Phoenix, AZ	●									15	15	314		



**HRC
Foundation's
Workplace
Equality
Program**

Deena Fidas and Liz Cooper, Authors

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 leads the corporate programs of the Workplace Equality Program, including the Corporate Equality Index survey and annual report. She also leads the Human Rights Campaign Foundation's published research on the experiences of LGBT workers nationwide, including the seminal Degrees of Equality study that found over half of LGBT workers remain closeted on the job. Fidas has consulted directly with dozens of Fortune 500 and other major businesses on the implementation of equitable policies and benefits for diverse employee populations. 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. Fidas has been featured in The Washington Post, Mexico's Reforma, Pacifica Radio and she has been a quoted source for the Associated Press, The Wall Street Journal, Forbes, Fortune and other news outlets. Formerly working in political fundraising, she joined the Workplace Project in 2007. Fidas holds a master's degree in sociology from American University in Washington, D.C.

Liz Cooper

Manager, HRC Foundation Workplace Equality Program

Liz joined HRC in August 2010. As Manager, 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.

Jenna Raspanti

Coordinator, HRC Foundation Workplace Equality Program

Jenna joined the Workplace Equality Program in January 2013 as an undergraduate intern and was on boarded as full-time staff in July 2013. She engages directly with employers to identify and improve LGBT-inclusive policies and practices. Jenna brings her background in client service and event planning to provide key administrative and logistical support to new and continuing participants in the Corporate Equality Index survey and process. She helps oversee corporate communications and participates in outreach and recruitment toward new major businesses to participate in the CEI survey. Jenna also performs ongoing research to develop the program's resources on best practices and policies relating to LGBT workplace equality. Jenna holds a bachelor's degree from University of California, Santa Barbara in sociology and political science.

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The Human Rights Campaign Business Advisory Council was founded in 1997. Members provide expert advice and counsel to the HRC Workplace Project on lesbian, gay, bisexual and transgender workplace issues based on their business experience and knowledge.

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