

CORPORATE EQUALITY INDEX 2014

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



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



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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.

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

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%

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
	30	71	81
1	32	33	36
1	13	19	20
	8	14	17
	14	12	16
	10	14	16
	7	8	11
	9	8	10
1	3	7	9
	3	7	9
	5	6	9
	1	5	8
	6	5	8
4	7	5	6
	6	5	6
	3	4	6
	3	4	5
	2	4	5
2	6	4	4
1	5	4	4
		3	4
	4	2	3
1	2	2	2
1	8	2	2
		1	1
	1	1	1
	1	1	1
	2	1	1
	2	1	1
			1

100% by Industry

- Law Firms
- Banking and Financial Services
- Retail and Consumer Products
- Consulting and Business Services
- Food, Beverages and Groceries
- Insurance
- Hotels, Resorts and Casinos
- Healthcare
- Advertising and Marketing
- Manufacturing
- Pharmaceuticals
- Computer Software
- Telecommunications
- Automotive
- Chemicals and Biotechnology
- Entertainment and Electronic Media
- Computer and Data Services
- Energy and Utilities
- Computer Hardware and Office Equipment
- High-Tech/Photo/Science Equip.
- Internet Services and Retailing
- Aerospace and Defense
- Airlines
- Apparel, Fashion, Textiles, Dept. Stores
- Home Furnishing
- Mining and Metals
- Miscellaneous
- Oil and Gas
- Publishing and Printing
- Real Estate, Commercial
- Transportation and Travel

Executive Summary

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**

**Businesses'
Commitment
to LGBT
Employees**

	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

	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/employerssearch.
- ***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. ►

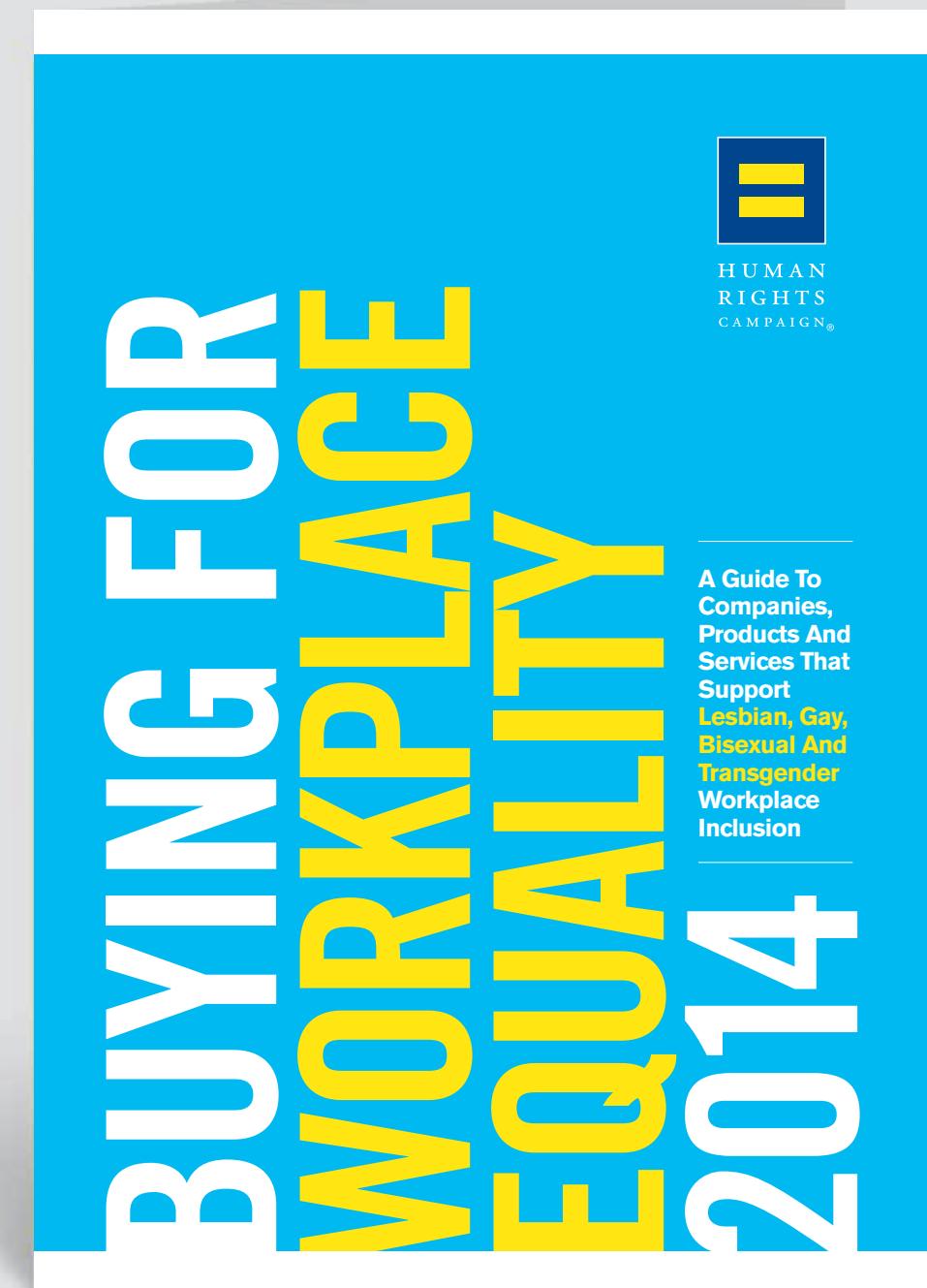
'BEST PLACES TO WORK'

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 |
| ● Equivalent medical benefits | |
| ○ 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: 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 | 10 points |
| c. Transgender-inclusive health insurance coverage | 10 points |
| Equal health coverage for transgender individuals without exclusion for medically necessary care | |
| ● 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.

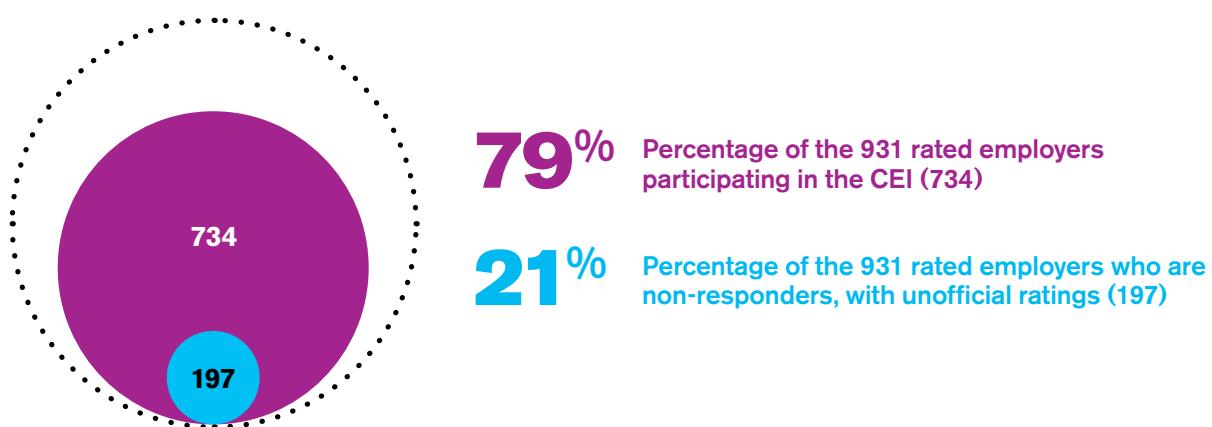
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 197 Fortune 500 companies are noted in gray in Appendix B and C along with unofficial CEI ratings.**

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**.



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.

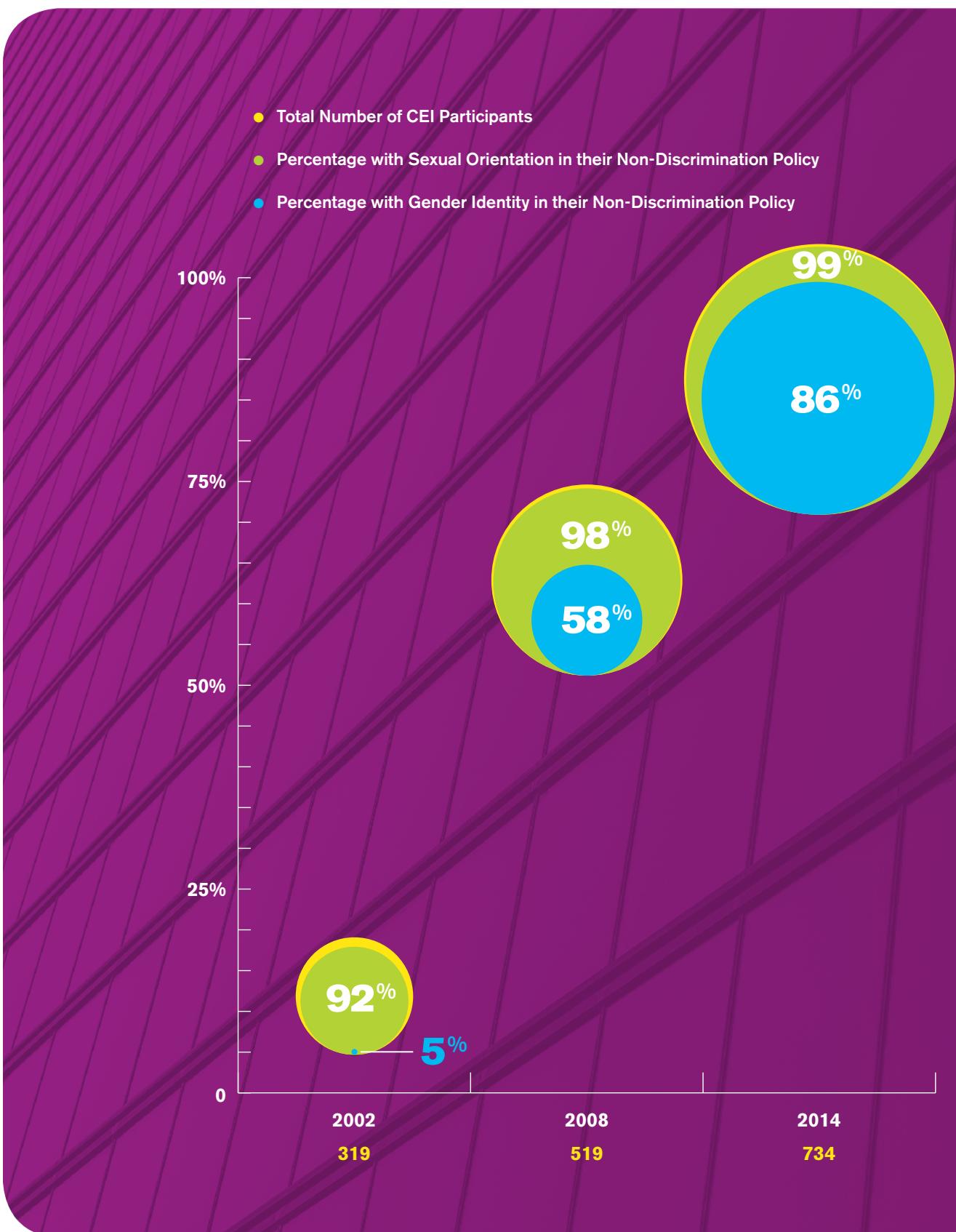
Gender Identity Protections

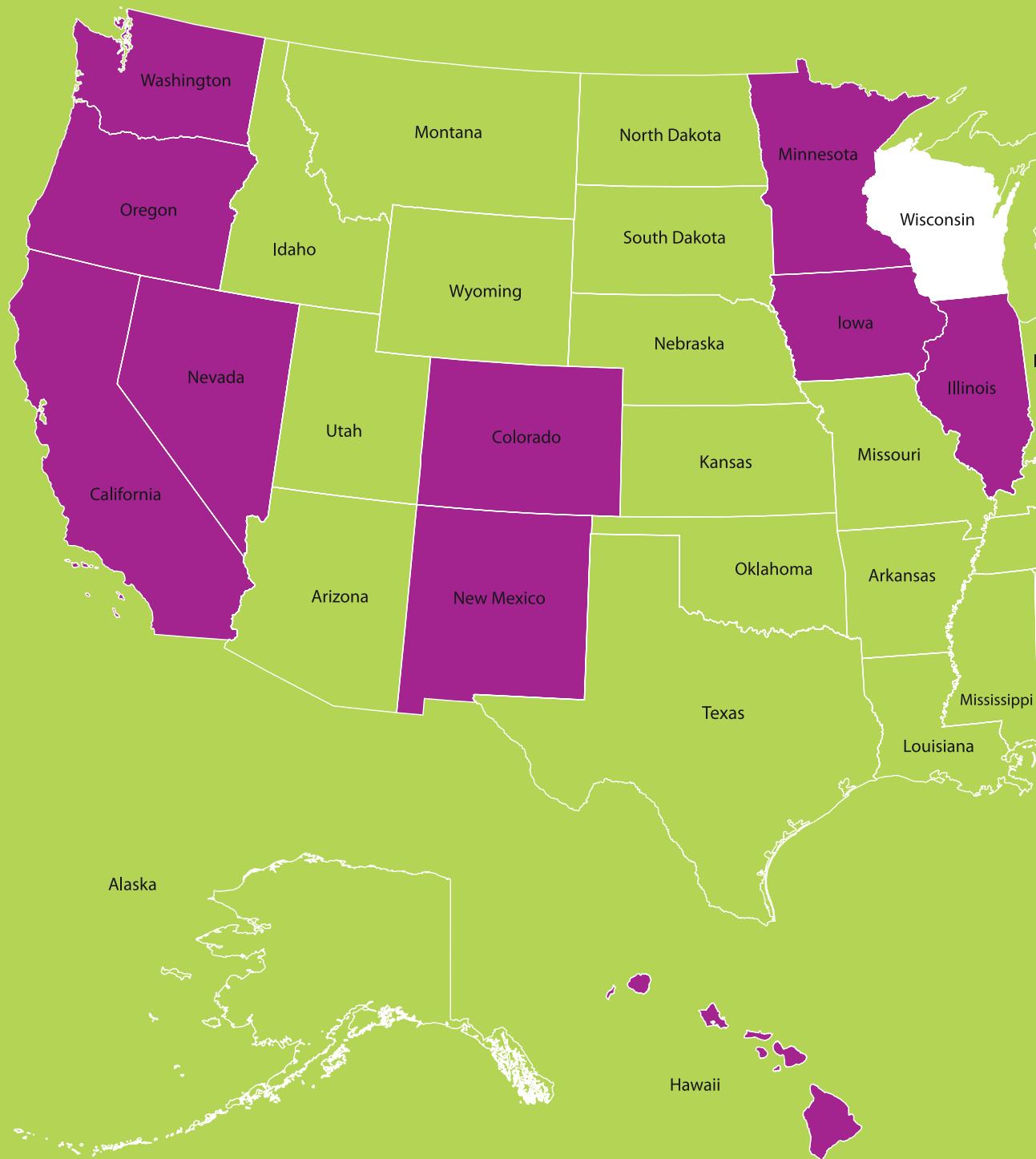
Criterion 1b

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.







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

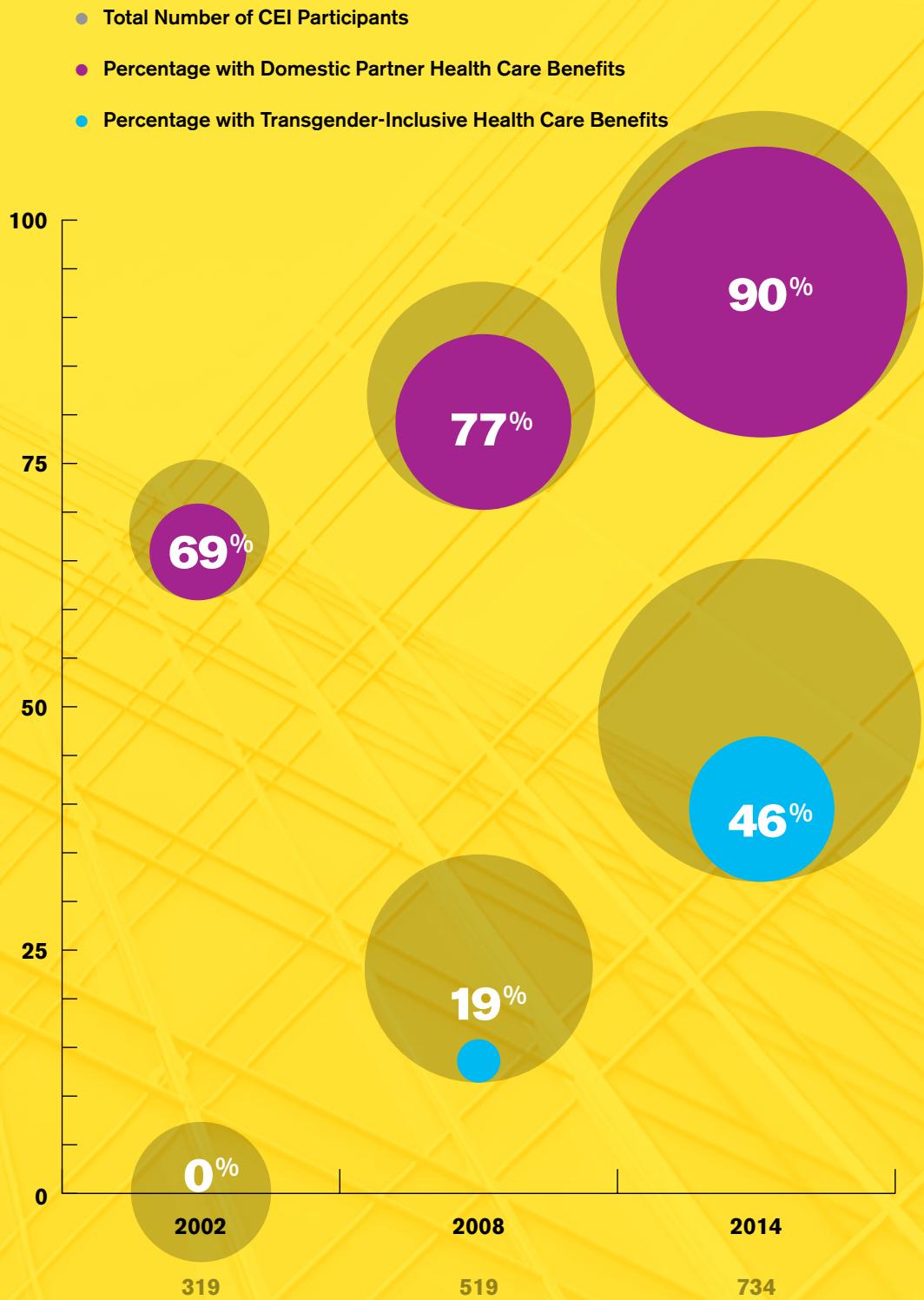
90%

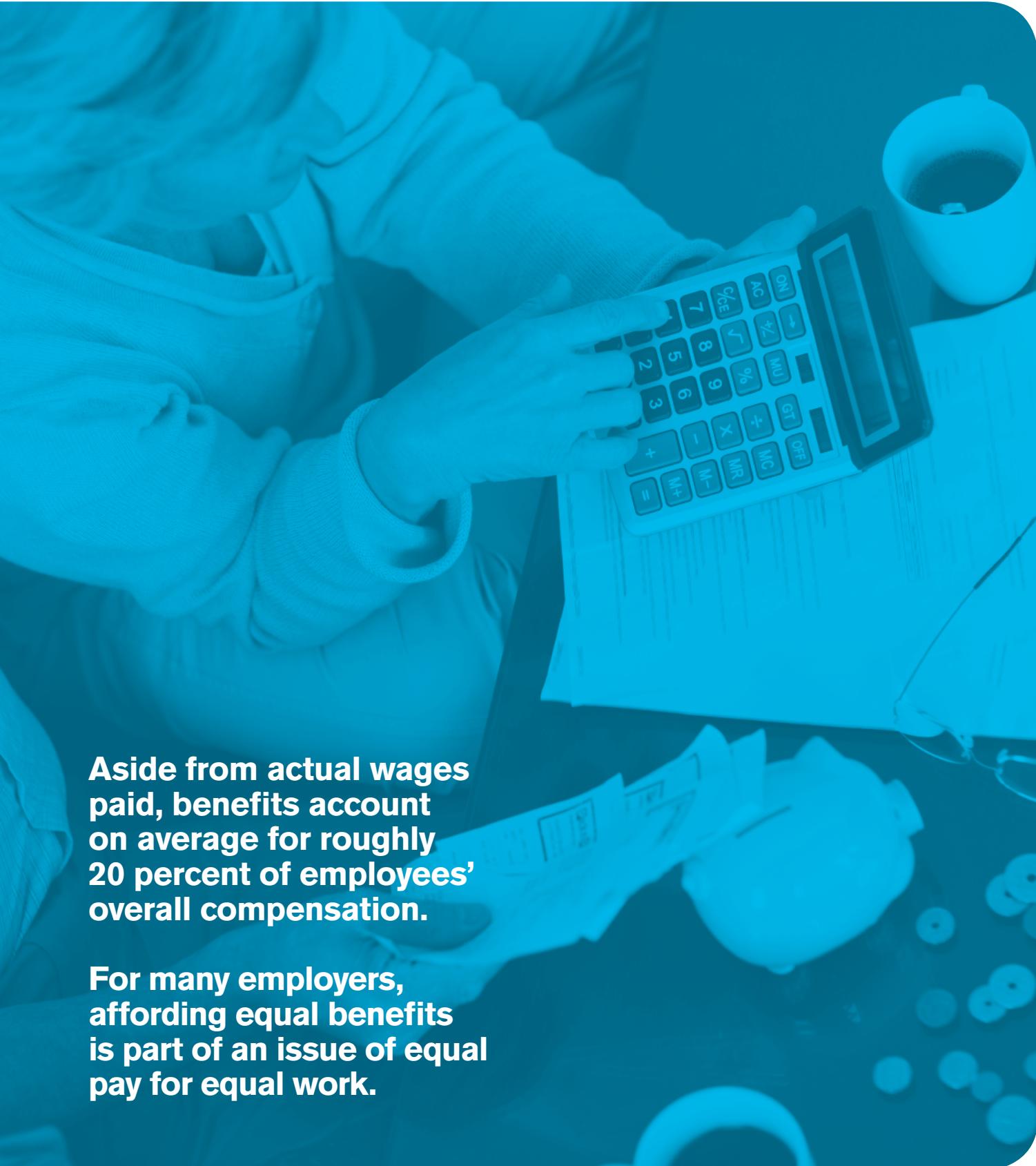
CEI-rated employers provide medical and comprehensive health benefits such as dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-equivalent continuation coverage.

A Changing Work Force

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

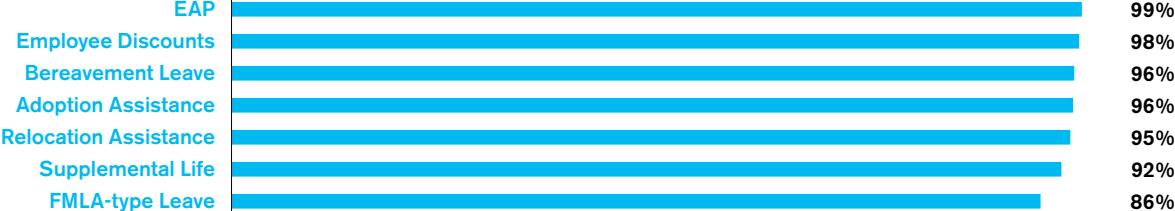




A photograph showing a person's hands and arms. They are wearing a light-colored hoodie. One hand is holding a black electronic calculator, and the other hand is resting on a laptop keyboard. A white mug is visible in the background on the right. The overall scene suggests someone working or calculating.

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														
	<p>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.</p>														
	<p>Those individual benefits with the highest rates of parity include:</p>  <table border="1"> <tbody> <tr> <td>EAP</td> <td>99%</td> </tr> <tr> <td>Employee Discounts</td> <td>98%</td> </tr> <tr> <td>Bereavement Leave</td> <td>96%</td> </tr> <tr> <td>Adoption Assistance</td> <td>96%</td> </tr> <tr> <td>Relocation Assistance</td> <td>95%</td> </tr> <tr> <td>Supplemental Life</td> <td>92%</td> </tr> <tr> <td>FMLA-type Leave</td> <td>86%</td> </tr> </tbody> </table>	EAP	99%	Employee Discounts	98%	Bereavement Leave	96%	Adoption Assistance	96%	Relocation Assistance	95%	Supplemental Life	92%	FMLA-type Leave	86%
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Retirement Benefits: Spotlight on Baby Boomers and Employers' Steps towards Equality	<p>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.</p> <p>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.</p>														
Retiree Health Care Benefits	<p>Of the CEI-rated employers offering retiree health care coverage, 84 percent of CEI-rated employers extend retiree healthcare coverage to domestic partners.</p>														
Retirement Financial Benefits	<p>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.</p> <p>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.</p> <p>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.</p>														

Findings	Equal Benefits														
Classic Pensions: Making Defined Benefit Plans More Equal	<p>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.</p> <p>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.</p> <p>Of those employers offering cash balance pension plans, 86 percent extend the benefit equally to spouses and partners.</p>														
Transgender-Inclusive Benefits	<p>The HRC Foundation has led great change in employer-provided health insurance coverage for transgender people.</p> <p>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.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Employers</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>49</td> </tr> <tr> <td>2010</td> <td>66</td> </tr> <tr> <td>2011</td> <td>85</td> </tr> <tr> <td>2012</td> <td>206</td> </tr> <tr> <td>2013</td> <td>287</td> </tr> <tr> <td>2014</td> <td>340</td> </tr> </tbody> </table>	Year	Number of Employers	2009	49	2010	66	2011	85	2012	206	2013	287	2014	340
Year	Number of Employers														
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Criterion 2c	<p>Businesses That Offer at Least One Transgender-Inclusive Health Care Coverage Plan ►</p> <p>46% of this year's rated businesses afford transgender-inclusive health care coverage options through at least one firm-wide plan.</p> <p>This coverage includes:</p> <ul style="list-style-type: none"> ● short-term leave, ● counseling by a mental health professional, ● hormone therapy, ● medical visits to monitor hormone therapy and ● surgical procedures <p>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.</p>														

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	Depository Trust & Clearing Corp., The	Jarden Corp.	Paul Hastings LLP	Thompson Hine LLP
Baker & McKenzie LLP	Deutsche Bank	Jenner & Block LLP	Paul, Weiss, Rifkind, Wharton & Garrison LLP	Thomson Reuters
Bank of America Corp.	Diageo North America	Johnson & Johnson	Pearson Inc.	Tiffany & Co.
Bank of New York Mellon Corp., The	Dickstein Shapiro LLP	JPMorgan Chase & Co.	PepsiCo Inc.	Time Warner Cable Inc.
Barclays	Digitas Inc.	K&L Gates LLP	Perkins Coie LLP	Time Warner Inc.
Barnes & Noble Inc.	DIRECTV	Kaiser Permanente	Pernod Ricard USA LLC	TJX Companies Inc., The
BASF Corp.	Discover Financial Services	Katten Muchin Rosenman LLP	Pfizer Inc.	T-Mobile USA Inc.
Best Buy Co. Inc.	DLA Piper	Kellogg Co.	PG&E Corp.	Toyota Financial Services
Bingham McCutchen LLP	Dorsey & Whitney LLP	KeyCorp	Pillsbury Winthrop Shaw Pittman LLP	Toyota Motor Sales USA Inc.
Biogen Idec Inc.	Dow Chemical Co., The	Kimpton Hotel & Restaurant Group Inc.	PNC Financial Services Group Inc., The	Troutman Sanders LLP
BlackRock	Dykema Gossett PLLC	King & Spalding LLP	Portland General Electric Co.	U.S. Bancorp
Blue Cross Blue Shield of Florida Inc.	E&J Gallo Winery	Kirkland & Ellis LLP	PricewaterhouseCoopers LLP	UBS AG
Blue Cross Blue Shield of Michigan	E.I. du Pont de Nemours and Co. (DuPont)	KPMG LLP	Procter & Gamble Co.	Unilever
Blue Cross Blue Shield of Minnesota	Eastern Bank Corp.	Kraft Foods Group Inc.	Progressive Corp., The	Union Bank
Blue Cross Blue Shield of North Carolina	Eastman Kodak Co.	Kramer Levin Naftalis & Frankel LLP	Prudential Financial Inc.	United Airlines
Blue Cross Blue Shield of Rhode Island	eBay Inc.	Land O'Lakes Inc.	Publicis Healthcare Communications	United Technologies Corp.
BMO Bankcorp Inc.	Ecolab Inc.	Latham & Watkins LLP	Publisic Inc.	UnitedHealth Group Inc.
BNP Paribas	Edwards Wildman Palmer LLP	Leo Burnett Company Inc.	QUALCOMM Inc.	US Foods Inc.
Boehringer Ingelheim USA Corp.	Electronic Arts Inc.	Levi Strauss & Co.	Raytheon Co.	Vanguard Group Inc.
Boeing Co.	Eli Lilly & Co.	Lexmark International Inc.	Razorfish	Verizon Communications Inc.
Booz Allen Hamilton Inc.	EMC Corp.	Limited Brands Inc.	RBC Capital Markets LLC	Viacom Inc.
Boston Consulting Group	Ernst & Young LLP	Lindquist & Vennum LLP	RBC Wealth Management	Volkswagen Group of America Inc.
Brinker International Inc.	Estée Lauder Companies Inc., The	Little, Mendelson PC	Reed Smith LLP	Wachtell, Lipton, Rosen & Katz LLP
Bristol-Myers Squibb Co.	Excellus Health Plan Inc.	Lockheed Martin Corp.	Replacements, Ltd.	Walgreen Co.
Broadridge Financial Solutions Inc.	Exelon Corp.	Marriott International Inc.	Robins, Kaplan, Miller & Ciresi LLP	Walt Disney Co., The
Brown Rudnick LLP	Faegre Baker Daniels	Marsh & McLennan Companies Inc.	Rockwell Automation Inc.	Weil, Gotshal & Manges LLP
Brown-Forman Corp.	Federal Home Loan Mortgage Corp. (Freddie Mac)	Massachusetts Mutual Life Insurance Co.	Rockwell Collins Inc.	Wells Fargo & Co.
Bryan Cave LLP	Fenwick & West LLP	MasterCard Inc.	Ropes & Gray LLP	Whirlpool Corp.
CA Technologies Inc.	Fish & Richardson PC	Mattel Inc.	S.C. Johnson & Son Inc.	White & Case LLP
Cadwalader, Wickersham & Taft LLP	Foley & Lardner LLP	Mayer Brown LLP	Safeway Inc.	Wilmer Cutler Pickering Hale & Dorr LLP
Caesars Entertainment Corp.	Foley Hoag LLP	McDermott Will & Emery LLP	salesforce.com Inc.	Winston & Strawn LLP
Campbell Soup Co.	Ford Motor Co.	McKesson Corp.	SAP America Inc.	Wyndham Worldwide Corp.
Capital One Financial Corp.	Fried, Frank, Harris, Shriver & Jacobson LLP	McKinsey & Co. Inc.	Schiff Hardin LLP	Wynn Resorts Ltd.
Cardinal Health Inc.	GameStop Corp.	Medtronic Inc.	Sears Holdings Corp.	Xerox Corp.
CareFusion Corp.	Gap Inc.	Merck & Co. Inc.	Sedgwick LLP	Yahoo! Inc.
Cargill Inc.	Genentech Inc.	MetLife Inc.	Sempra Energy	ZenithOptimedia
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

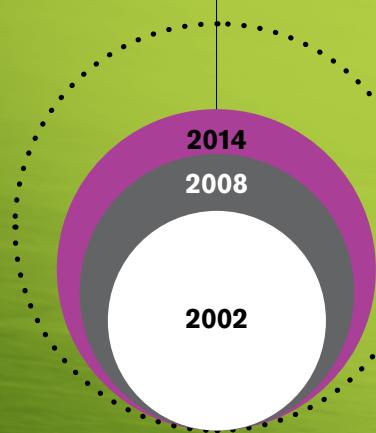
Many employers implement diversity training programs to educate their employees on policy expectation and further to show alignment in their business values around inclusion with broader business objectives.

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.

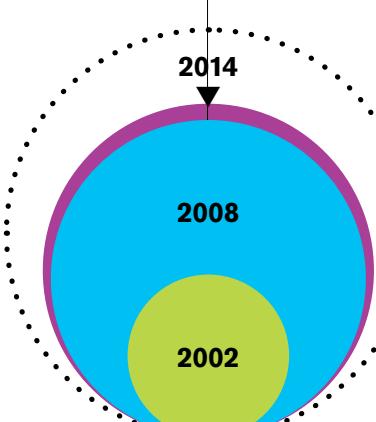
Gender Transition Guidelines

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.



Findings	Organizational Competency in LGBT Inclusion								
Criterion 3b	LGBT/Allies Employee Groups and Diversity Councils								
	<p>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.</p>								
	<p>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:</p> <ul style="list-style-type: none"> ● 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. <p>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.</p> <p>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.</p> <p>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.</p>								
	 <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>40%</td> </tr> <tr> <td>2008</td> <td>78%</td> </tr> <tr> <td>2014</td> <td>82%</td> </tr> </tbody> </table> <p>CEI-Rated Employers with an LGBT Employee Resource Group or Diversity Council</p>	Year	Percentage	2002	40%	2008	78%	2014	82%
Year	Percentage								
2002	40%								
2008	78%								
2014	82%								



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.

Findings

Organizational Competency in LGBT Inclusion



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.

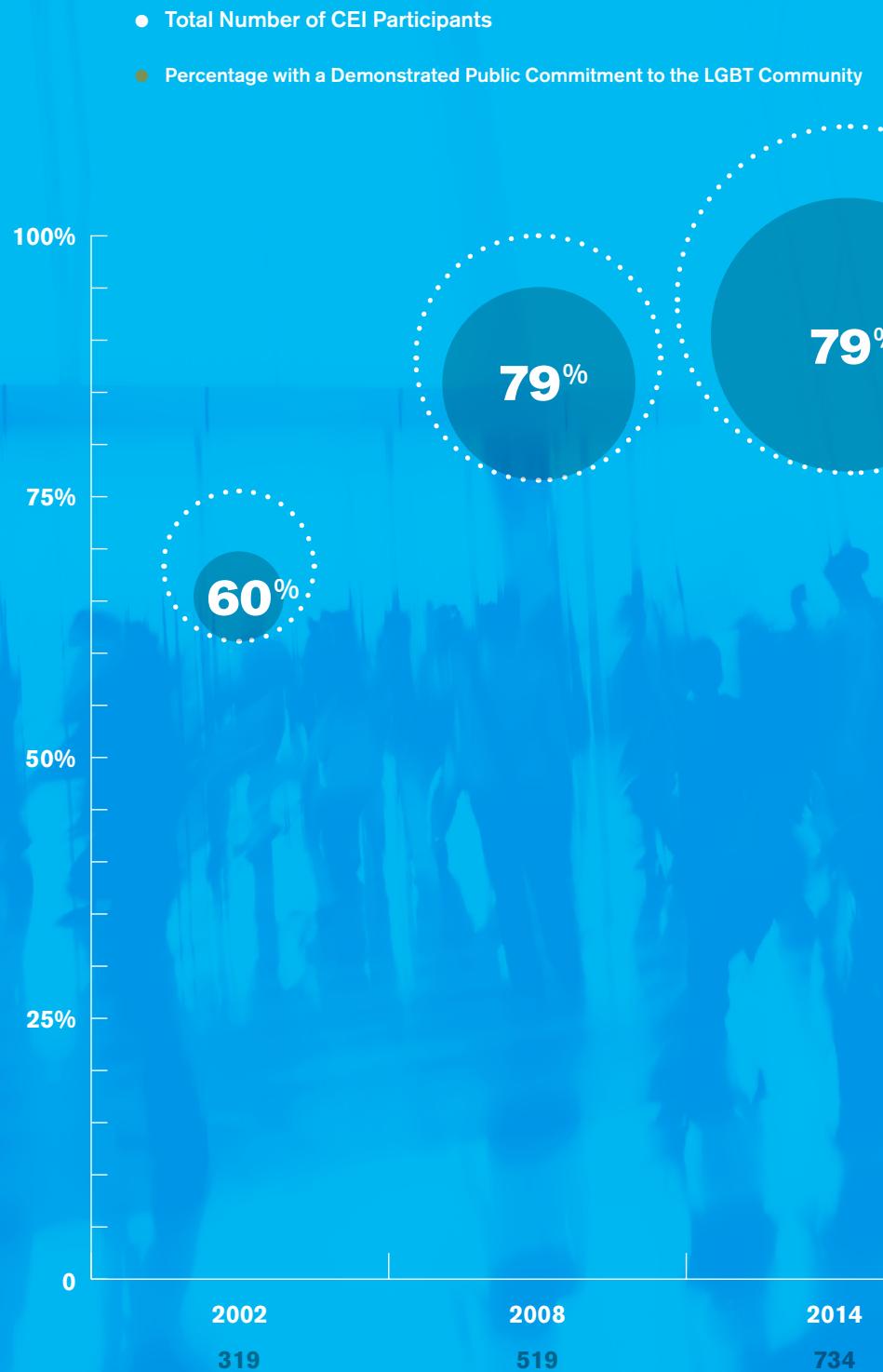
Supporting the Community - Philanthropy

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.



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

Findings

Public Commitment

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.

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.

Findings

Public Commitment

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., *Thousands 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	Am Law 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					
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	43	
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	125	
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	1	
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	25	
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	Am Law 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					
Brown Rudnick LLP	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100	776	161
Brown-Forman Corp.	Louisville, KY		●	●	●	●	●	●	●	●	●	●	100	100	55	
Bryan Cave LLP	Saint Louis, MO		●	●	●	●	●	●	●	●	●	●	100	100	522	
CA Technologies Inc.	Islandia, NY		●	●	●	●	●	●	●	●	●	●	100	100	64	
Cadwalader, Wickersham & Taft LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	288	
Caesars Entertainment Corp.	Las Vegas, NV		●	●	●	●	●	●	●	●	●	●	100	100	334	
Campbell Soup Co.	Camden, NJ		●	●	●	●	●	●	●	●	●	●	100	90	148	
Capital One Financial Corp.	McLean, VA		●	●	●	●	●	●	●	●	●	●	100	100	21	
Cardinal Health Inc.	Dublin, OH		●	●	●	●	●	●	●	●	●	●	100	100	578	
CareFusion Corp.	San Diego, CA		●	●	●	●	●	●	●	●	●	●	100	85	416	
Cargill Inc.	Wayzata, MN		●	●	●	●	●	●	●	●	●	●	100	100	160	
Carlton Fields PA	Tampa, FL		●	●	●	●	●	●	●	●	●	●	100	100	158	
CBRE, Inc.	Los Angeles, CA		●	●	●	●	●	●	●	●	●	●	100	100	485	
Chapman and Cutler LLP	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	3	
Charles Schwab Corp., The	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	100	100	168	
Chevron Corp.	San Ramon, CA		●	●	●	●	●	●	●	●	●	●	100	100	202	
Choate, Hall & Stewart LLP	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100	130	
Choice Hotels International Inc.	Rockville, MD		●	●	●	●	●	●	●	●	●	●	100	100	64	
Chrysler Group LLC	Auburn Hills, MI		●	●	●	●	●	●	●	●	●	●	100	100	20	
Chubb Corp.	Warren, NJ		●	●	●	●	●	●	●	●	●	●	100	100	15	
CIGNA Corp.	Bloomfield, CT		●	●	●	●	●	●	●	●	●	●	100	100	456	
Cisco Systems Inc.	San Jose, CA		●	●	●	●	●	●	●	●	●	●	100	100	111	
Citigroup Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	40	
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	41	
Clifford Chance US LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	342	
Clorox Co.	Oakland, CA		●	●	●	●	●	●	●	●	●	●	100	100	328	
Coca-Cola Co., The	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	100	100	59	
Comcast Corp.	Philadelphia, PA		●	●	●	●	●	●	●	●	●	●	100	100	158	
Corning Inc.	Corning, NY		●	●	●	●	●	●	●	●	●	●	100	100	46	
Covington & Burling LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100	84	
Credit Suisse USA Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	111	
Crowell & Moring LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100	44	
Cummins Inc.	Columbus, IN		●	●	●	●	●	●	●	●	●	●	100	100	150	
Danaher Corp.	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	50	158	
Darden Restaurants Inc.	Orlando, FL		●	●	●	●	●	●	●	●	●	●	100	100	37	
Davis Wright Tremaine LLP	Seattle, WA		●	●	●	●	●	●	●	●	●	●	100	85	41	
Debevoise & Plimpton LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	40	
Dechert LLP	Philadelphia, PA		●	●	●	●	●	●	●	●	●	●	100	100	111	
Delhaize America Inc.	Salisbury, NC		●	●	●	●	●	●	●	●	●	●	100	100	37	
Dell Inc.	Round Rock, TX		●	●	●	●	●	●	●	●	●	●	100	100	44	
Deloitte LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	161	
Dentons US LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	55	
Depository Trust & Clearing Corp., The	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	64	
Deutsche Bank	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	21	
Diageo North America	Norwalk, CT		●	●	●	●	●	●	●	●	●	●	100	100	46	
Dickstein Shapiro LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100	168	

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters	Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	Am Law 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					
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	49
Hunton & Williams LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100		
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	
Little, 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	Am Law 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					
Milbank, Tweed, Hadley & McCloy LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	42	
MillerCoors LLC	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	101	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100		
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	Am Law 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					
RBC Capital Markets LLC	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	410	19
RBC Wealth Management	Minneapolis, MN		●	●	●	●	●	●	●	●	●	●	100	100	23	
Reed Smith LLP	Pittsburgh, PA		●	●	●	●	●	●	●	●	●	●	100	85		
Replacements, Ltd.	McLeansville, NC		●	●	●	●	●	●	●	●	●	●	100	100		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN		●	●	●	●	●	●	●	●	●	●	100	100	153	
Rockwell Automation Inc.	Milwaukee, WI		●	●	●	●	●	●	●	●	●	●	100	100		
Ropes & Gray LLP	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100		
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	
Steel 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	Am Law 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					
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-15 points	-10 points	-10 points	-10 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	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
		1a	1b	2a	2b	2c	3a	3b	4	5	-26 points				
American Family Insurance Group	Madison, WI	●	●	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	55	55	382	
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		107
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	90		
Anixter International Inc.	Glenview, IL	●	●	●								30	30	386	
AOL	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	868	
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		125
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	44	
Arrow Electronics	Englewood, CO	●										15	15	133	
ArvinMeritor 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		

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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	-26 points				
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	85	55	297	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90		103
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	-26 points				
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	65	100	161	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		
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	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	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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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
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	
Classified Ventures LLC	Chicago, IL	●	●	●	●	●						90	90		
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		15
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.	Tearneck, 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		
Compass Group USA Inc.	Charlotte, NC	●		●	●	●						65	50		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	85	162	
Compuware Corp.	Detroit, MI	●	●	●	●	●						60	60		
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	95	95	215	
ConocoPhillips	Houston, TX	●		●	●	●						55	55	4	
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	
Convergys Corp.	Cincinnati, OH	●			●							35	35	851	
Con-way Inc.	Ann Arbor, MI	●	●	●								30	30	459	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	90		54	
Cooper Tire & Rubber Co.	Findlay, OH		●		●	●						25	25	575	
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
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		
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●		90	90		51
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-15 points	-10 points	-10 points	-10 points	-15 points
Domino's Pizza Inc.	Ann Arbor, MI	●										35	35	436	
Domtar Corp.	Fort Mill, SC	●										15	15		
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		
Exelixis	McLean, VA	●										30		422	
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	145	
Expedia Inc.	Bellevue, WA	●	●	●	●	●		●	●	●		90	80	565	

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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	-15 points	-10 points	-10 points	-10 points	-10 points
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	

Appendix B

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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	-25 points				
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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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	80	75	404	181
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	90	85	309	
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●	●	65	65	74	
Hess Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	40	15	10	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	220	
Hillshire Brands Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	85	134	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	90	6	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	137	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	51	
Holland & Hart LLP	Denver, CO	●	●	●	●	●	●	●	●	●	●	65	75	170	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	90	90		
HollyFrontier Corp.	Dallas, TX											0	0	35	
Holme Roberts & Owen LLP	Denver, CO	●	●	●	●	●	●	●	●	●	●	45	45		
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	75	566	
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		
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	

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	-26 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	-25 points				
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		

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	-15 points	-10 points	-10 points	-10 points	-10 points	-15 points	-25 points
Men's Wearhouse Inc., The	Houston, TX	●	●														
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●							
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●							
MetroPCS	Richardson, TX															0	490
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●							331
Micron Technology Inc.	Boise, ID	●														15	291
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●						100	37
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●						100	42
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●						100	100
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●						100	100
Mirant Corp.	Atlanta, GA	●														30	101
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●						100	100
Mohawk Industries Inc.	Calhoun, GA	●	●	●	●	●										35	432
Molina Healthcare Inc.	Long Beach, CA	●														15	500
Momentive Specialty Chemicals Inc.	Columbus, OH	●														15	452
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●						100	224
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●						100	846
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●						75	156
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●						100	13
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●						100	68
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●						90	20
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●						100	100
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●	●	●	●						70	268
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●	●	●	●	●	●						90	274
MRC Global	Houston, TX	●														15	493
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●						100	95
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●						60	136
Murphy Oil	EI Dorado, AR	●														15	98
Mutual of Omaha Insurance	Omaha, NE	●														50	411
Mylan Laboratories Inc.	Canonsburg, PA															0	396
Nash Finch	Minneapolis, MN	●	●													30	498
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●						90	90
National Oilwell Varco, Inc.	Houston, TX	●														15	184
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●						100	100
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●	●						100	100
Navistar International Corp.	Lisle, IL	●	●	●												40	193
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●						90	447
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●														60	123
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●						85	45
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●						90	474
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●						90	86
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●						90	832
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●						85	414
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●						60	257
News Corp.	New York, NY	●														15	91
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●						70	172
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●						100	90

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

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	-26 points				
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100	30	
Peabody Energy Corp	St. Louis, MO	●									15 points	15	15	316	
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	90		
Penske Automotive Group	Bloomfield Hills, MI	●									10 points		15	0	222
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●	●					10 points		65	65	908
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●					10 points		85	85	415
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●					10 points		90	90	87
PepsiCo Inc.	Purchase, NY	●	●	●	●	●					10 points		100	100	41
Perkins + Will Inc.	Chicago, IL	●	●	●	●	●					15 points		45	45	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●					15 points		100	100	59
Pernod Ricard USA LLC	New York, NY	●		●	●	●					15 points		75		
Peter Kiewit Sons' Inc	Omaha, NE	●									15 points		15	15	255
PetSmart Inc.	Phoenix, AZ	●	●								15 points		75	75	400
Pfizer Inc.	New York, NY	●	●	●	●	●					15 points		100	100	40
PG&E Corp.	San Francisco, CA	●	●	●	●	●					15 points		100	100	179
Philip Morris International Inc.	New York, NY	●									15 points		15	0	99
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points		100	100	60
Pinnacle West Capital	Phoenix, AZ	●	●								10 points		35	35	653
Pitney Bowes Inc.	Stamford, CT	●		●	●	●					10 points		35	35	461
Plains All American Pipeline, L.P.	Houston, TX										15 points		0	0	87
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	10 points		100	100	165
PNM Resources Inc.	Albuquerque, NM	●	●								10 points		35	35	
Polaroid Corp.	Waltham, MA	●			●						10 points		30	30	
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●	●					10 points		85	85	124
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	10 points		100	90	977
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●					10 points		75	75	180
PPL Corp.	Allentown, PA	●	●	●	●	●					10 points		65	50	212
Praxair Inc.	Danbury, CT	●	●	●	●	●					10 points		50	50	238
Precision Castparts Corp	Portland, OR	●		●							10 points		30	30	387
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points		100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	10 points		90	90	295
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	10 points		100	90	27
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	10 points		100	100	169
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points		90	90	39
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	10 points		100	100	55
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	10 points		90	85	240
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	10 points		100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	10 points		100	100	
Publix Super Markets	Lakeland, FL										10 points		0	0	106
PVH Corp.	New York, NY	●	●		●						10 points		70	60	419
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	10 points		100	90	178
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	10 points		90	85	131
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	10 points		65	65	341
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points		90	90	249
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	10 points		90	90	431
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	10 points		90	90	636
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	10 points		100	100	117

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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	-26 points				
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	15 points	100	100		
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	100	100		
RBS Securities Inc./RBS Citizens Financial Group	Stamford, CT	●	●	●	●	●	●	●	●	●	10 points	75	75		
Realogy Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●	10 points	90	35		
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	15 points	90	90		
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	15 points	100	85		19
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●	●	●	●	●	15 points	35	15	758	
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	15 points	60	60	343	
Reinsurance Group of America Inc.	Chesterfield, MO	●	●	●	●	●	●	●	●	●	15 points	15	15	289	
Reliance Steel & Aluminum Co.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	15 points	15	15	315	
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	15 points	100	100		
Republic Services Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	15 points	15	15	314	
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	15 points	75	85	302	
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●	15 points	60	60	113	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	15 points	85	85	589	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	15 points	90	90		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	15 points	100	100		153
Rock-Tenn Company	Norcross, GA	●	●	●	●	●	●	●	●	●	15 points	0	0	449	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	15 points	100	100	410	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	15 points	90	90	496	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	15 points	100	100		23
Ross Stores	Pleasanton, CA	●	●	●	●	●	●	●	●	●	15 points	0	0	299	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	15 points	80	90		
RRI Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	15 points	50	50	614	
Ryder System Inc.	Miami, FL	●	●	●	●	●	●	●	●	●	15 points	85	70	407	
Ryland Group Inc., The	Calabasas, CA	●	●	●	●	●	●	●	●	●	15 points	20	20		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	15 points	90	100		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●	●	●	●	●	15 points	65	75		
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	15 points	100	85	63	
SAIC Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	15 points	15	15	245	
Saks Inc.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	90	0	687	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	15 points	100	80	850	
SanDisk Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	15 points	30	30	430	
Sanmina-SCI	San Jose, CA	●	●	●	●	●	●	●	●	●	15 points	0	0	376	
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●	●	●	●	●	●	●	●	●	15 points	45	45		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	15 points	100	90		
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	15 points	80	45		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	15 points	90	90		177
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	15 points	100	100		127
Scholastic Corp.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	55	25	945	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●	●	●	●	●	15 points	45	45		75
Seaboard Corp.	Shawnee Mission, KS	●	●	●	●	●	●	●	●	●	15 points	0	0	427	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	15 points	45	45		
Sealed Air Corp.	Elmwood Park, NJ	●	●	●	●	●	●	●	●	●	15 points	0	0	433	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	15 points	100	100	65	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	15 points	100	100		133

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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	-26 points	15 points	15 points	10 points	10 points	10 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		
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	34		
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	95	95			
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	71		
Sherwin-Williams Co., The	Cleveland, OH	●										15	15	293		
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		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90				
SLM Corp. (Sallie Mae)	Newark, DE	●		●	●	●	●	●	●	●	●	45	45	426		
Smithfield Foods Inc.	Smithfield, VA	●										15	15	218		
SNR Denton US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	37		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100			
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	70	70			
Software House International	Somerset, NJ	●										15	15			
Sonic Automotive Inc	Charlotte, NC	●										15	15	330		
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			
Southern Co.	Atlanta, GA	●		●	●	●	●	●	●	●	●	45	40	152		
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	90	167		
Spectra Energy Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	85	85	438		
Spectrum Group International Inc.	Irvine, CA											0	0	352		
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	90		
SPX Corp.	Charlotte, NC	●										15	0	446		
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	35		
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●	●	80	80			
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	85	75	437		
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	●	75				
Stanley Black & Decker Inc.	New Britain, CT	●		●	●	●	●	●	●	●	●	25	25	252		
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	114		
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	90	227		
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100			
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	434		
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	95	95	43		
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	90	262		
Steel Dynamics, Inc.	Fort Wayne, IN	●		●	●	●	●	●	●	●	●	30	30	323		
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	90	90	803		
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	80	77		
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	90	166		
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	134		
Stryker Corp.	Kalamazoo, MI	●										15	15	308		

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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	-26 points				
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	15 points	90	85		
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	15 points	90	90		16
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	10 points	100	100		
SunGard Data Systems Inc.	Wayne, PA	●									10 points	15	15	480	
Sunoco Inc.	Philadelphia, PA	●	●								10 points	30	30	61	
SunPower Corp.	San Jose, CA	●	●	●	●	●	●	●	●	●	10 points	75	75	835	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	10 points	100	100	271	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	10 points	90	100	75	
Susser Holdings	Corpus Christi, TX										15 points	0		486	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	15 points	100	100		97
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	15 points	100	100	391	
SYNNEX Corp.	Fremont, CA	●	●	●							15 points	30	0	253	
SYSCO Corp.	Houston, TX	●									15 points	15	15	69	
Targa Resources Corp.	Houston, TX										15 points	0	0	361	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	15 points	100	100	38	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	15 points	100	100		
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100	88	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	15 points	100	100	109	
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●									15 points	15	15	469	
Tenet Healthcare	Dallas, TX	●	●	●	●	●	●	●	●	●	15 points	45	45	272	
Tenneco Inc.	Lake Forest, IL	●									15 points	15	15	350	
Terex Corp.	Westport, CT	●	●	●	●	●	●	●	●	●	15 points	45	45	379	
Tesoro Corp.	San Antonio, TX	●									15 points	15	15	101	
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	15 points	90	85	200	
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	15 points	50	55	236	
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	15 points	100			
The Shaw Group Inc.	Baton Rouge, LA	●									15 points	15	15	412	
The Wendy's Co.	Dublin, OH	●	●	●	●	●	●	●	●	●	15 points	55	30	694	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	15 points	50	50	225	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	15 points	100	100		152
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	15 points	100	100		143
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100		
Thrivent Financial for Lutherans	Minneapolis, MN	●									15 points	15	15	332	
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	95	90	610	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100	142	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100	103	
Timken Co., The	Canton, OH	●	●								15 points	30	30	470	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	15 points	85	100	125	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	15 points	100	60		
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	15 points	100	100		
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	15 points	100	100		
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	15 points	75	75	194	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●	●	●	●	●	●	15 points	80	80		
TravelCenters of America	Westlake, OH	●									15 points	15	15	329	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	15 points	90	90	112	
Travelport Ltd.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	15 points	65	65		
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●	●	●	●	●	15 points	90			

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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	-26 points				
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	15 points	100	100	73	
True Value Co.	Chicago, IL	●	●	●	●	●					15 points	60	40	955	
TRW Automotive Holdings Corp.	Livonia, MI										10 points	10	10	161	
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	90			
Tyson Foods, Inc.	Springdale, AR	●									10 points	15	15	96	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	100	100	132	
UBM plc	Manhasset, NY	●	●	●	●	●					10 points	50	60		
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	10 points	100	100		
UGI Corp.	King of Prussia, PA	●	●	●							15 points	30	30	403	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	15 points	100	100		
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	15 points	100			
Union Pacific Corp.	Omaha, NE	●	●	●	●	●					15 points	70	55	143	
Unisys Corp.	Blue Bell, PA	●	●	●							15 points	40	40	579	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	76	
United Parcel Service	Atlanta, GA	●	●	●	●	●	●	●	●	●	10 points	90	90	52	
United Services Automobile Association	San Antonio, TX										15 points	0	0	144	
United States Steel Corp.	Pittsburgh, PA	●									15 points	15	0	140	
United Stationers Inc.	Deerfield, IL	●									15 points	15	15	478	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	10 points	100	100	48	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	10 points	100	100	22	
Universal Health Services	King of Prussia, PA	●									15 points	15	15	339	
Unum Group	Chattanooga, TN	●	●	●	●	●					15 points	60	70	260	
URS Corp.	San Francisco, CA	●									15 points	15	15	275	
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	10 points	90	90	208	
US Foods Inc.	Rosmont, IL	●	●	●	●	●	●	●	●	●	10 points	75	75		
Valassis Communications Inc.	Livonia, MI	●	●	●							15 points	65	65	859	
Valero Energy Corp.	San Antonio, TX	●									15 points	15	15	12	
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	10 points	95			
Vanguard Health Systems	Nashville, TN	●									15 points	15		484	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	15	
VF Corp.	Greensboro, NC	●									15 points	15	15	277	
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	90	177	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	10 points	90	90	47	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	10 points	90	90		
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	90	90	281	
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●	10 points	80	75	321	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	10 points	100	100		
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●					10 points	80	80	162	
W.R. Berkley	Greenwich, CT	●									15 points	15	0	471	
W.W. Grainger	Lake Forest, IL	●	●	●							15 points	30	0	318	
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	56	
Waddell & Reed Financial Inc.	Overland Park, KS	●									10 points	40			
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	32	
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	10 points	80	60	2	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	66	
Washington Post Co.	Washington, DC	●	●	●	●	●	●	●	●	●	10 points	20	0	549	
Waste Management Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	10 points	90	90	203	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	90	401	11
WellCare Health Plans, Inc.	Tampa, FL	●									15 points	15	15		
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	10 points	90	90	45	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	26	
WESCO International Inc.	Pittsburgh, PA										10 points	0	0	397	
Western & Southern Financial Group	Cincinnati, OH										15 points	0	0	482	
Western Digital Corp.	Irvine, CA	●	●								15 points	30	30	276	
Western Refining Inc.	El Paso, TX	●									15 points	15	0	285	
Western Union Co., The	Englewood, CO	●	●								15 points	30	30	445	
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●	●	●	●	●	●	10 points	85	85	374	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	10 points	100	100	147	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	9	
Whole Foods Market Inc.	Austin, TX	●	●		●			●	●	●	10 points	75	75	264	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●						10 points	45	45		
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	10 points	60	60	325	
Williams Mullen PC	Richmond, VA	●	●	●	●	●	●	●	●	●	10 points	90	90	175	
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	80	80	596	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	70	85	58	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	10 points	100	100	18	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●	●	●	●	●	10 points	85	85	57	
Winn-Dixie Stores Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	10 points	45	15	363	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	33	
Wisconsin Energy Corp.	Milwaukee, WI	●			●						10 points	45	45	526	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	10 points	90	90	105	
World Fuel Services	Miami, FL	●	●								10 points	30	30	85	
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	10 points	80	80		
Wyeth	Madison, NJ	●		●	●	●	●	●	●	●	10 points	45	45		
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	10 points	100	100	547	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	10 points	100	100	462	
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	75	75	246	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	10 points	100	100	127	
Xylem Inc.	White Plains, NY	●	●	●	●	●	●	●	●	●	10 points	65	65	586	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	483	
Young's Market Co.	Tustin, CA	●	●		●			●	●	●	10 points	60			
YRC Worldwide Inc.	Overland Park, KS	●									10 points	20	20	487	
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	10 points	80	70	213	
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100			
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	●	10 points	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	-25 points				
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			
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100		
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	●	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			
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	58	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	117	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	95	95	104	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	90	90	496	
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	85			
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	85	92	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	●	85	85	77	
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	50	50	491	
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	50	55	236	
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●	●	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	76	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	90	542	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90	83	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	90	90	524	
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	90	167	
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	90	90	208	
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	136	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	90	110	
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	431	
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	75	824	
Jones Group, The	New York, NY	●	●	●	●	●	●	●	●	●	●	70	70	588	

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	-25 points				
PVH Corp.	New York, NY	●	●		●		●	●	●	●		70	60	419	
LL 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		
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●		100	100	9	
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		
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	321	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●		70	70		
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●		65	65	309	
Dana Holding Corp.	Maumee, OH	●	●	●	●	●	●	●	●	●		45	45	336	
Navistar International Corp.	Lisle, IL	●	●	●				●				40	40	193	
Autoliv Inc.	Auburn Hills, MI	●	●	●								30	15	313	
BorgWarner Inc.	Auburn Hills, MI	●	●	●								30	30	355	
Cooper Tire & Rubber Co.	Findlay, OH	●	●	●	●	●	●	●	●	●		25	25	575	
ArvinMeritor Inc.	Troy, MI	●										15	15	481	
AutoNation Inc.	Fort Lauderdale, FL	●										15	15	197	
Goodyear Tire & Rubber Co.	Akron, OH	●										15	15	126	
Group 1 Automotive	Houston, TX	●										15	15	405	
Lear Corp.	Southfield, MI	●										15	15	189	
Paccar Inc.	Bellevue, WA	●										15	15	159	
Penske Automotive Group	Bloomfield Hills, MI	●										15	0	222	
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		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●		100	100	283	
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		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●		100	45	300	
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	15 points	100	100	25	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100	80	
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100		
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	10 points	100	50	700	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	16	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	10 points	100	100	499	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	370	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	846	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	68	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	558	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	10 points	100	100	165	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100			
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	100	100		
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	10 points	100	100	271	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	10 points	100	100		
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	10 points	100	100		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	100	100	132	
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	10 points	100	100		
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100			
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	26	
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	10 points	95			
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	10 points	90	95	773	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	10 points	90	90		
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	10 points	90	80	8	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	10 points	90	85	372	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	10 points	90	90		
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	10 points	90	90	384	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	90	90		
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	10 points	90	90	636	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	10 points	90	90		
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	90	90	262	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	90	90	281	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	10 points	80	80	267	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	80	80		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	10 points	80			
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	10 points	80	80		
RBS Securities Inc./RBS Citizens Financial Group	Stamford, CT	●	●	●	●	●	●	●	●	●	10 points	75	75		
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	10 points	70	70		
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	10 points	70	85		
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	10 points	70	70	536	
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	65			
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	10 points	65	55		
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	10 points	60	60	343	
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	55	55	823	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	10 points	45	30	243	
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	45	45	519	
SLM Corp. (Sallie Mae)	Newark, DE	●	●	●	●	●	●	●	●	●	10 points	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	-25 points				
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	591	
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		
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	100	47	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	95	72	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	365	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	224	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	85	90	265	
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	875	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	139	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	10	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	109	
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●	●	●	●	●	90	90		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	85	162	
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		
SAIC Inc.	McLean, VA	●										15	15	245	
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	15 points	100	100	44	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	15 points	100	100	557	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	15 points	100	100	127	
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	10 points	90	90	270	
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●	10 points	90	75	81	
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	10 points	90	90	447	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	10 points	90	90	474	
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	10 points	70	50	108	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	10 points	45	45		
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	10 points	35	35		
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	10 points	35	35	461	
SYNNEX Corp.	Fremont, CA	●	●	●	●	●	●	●	●	●	10 points	30	0	253	
Western Digital Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	10 points	30	30	276	
Arrow Electronics	Englewood, CO	●	●	●	●	●	●	●	●	●	10 points	15	15	133	
Software House International	Somerset, NJ	●	●	●	●	●	●	●	●	●	10 points	15	15		
United Stationers Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	10 points	15	15	478	
Insight Enterprises, Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	10 points	0	0	460	
Computer Software															
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	522	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	615	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	580	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	10 points	100	100	37	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	82	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	80	850	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	10 points	100	90		
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	391	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	10 points	90	90	554	
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	10 points	80	80	906	
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	10 points	70	70		
Compuware Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	10 points	60	60		
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	30	30		
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	10 points	25	25		
Consulting and Business Services															
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100		
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100		
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	235	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	100	100		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	10 points	100	100	439	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	100	100		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100		
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100		
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	90		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	19	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	231	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100		
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100		

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	-25 points				
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	90		
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	204	
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90		
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	60	129	
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90			
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	85	85	589	
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	441	
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	

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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	-25 points				
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	

Employer	Headquarters Location	Criterion										2014 CEI Rating	2013 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Corbis Corp.	Seattle, WA	●	●	●	●							50	50		
Regal Entertainment Group	Knoxville, TN	●			●		●					35	15	758	
News Corp.	New York, NY	●										15	15	91	
Food, Beverages and Groceries															
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	776	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●		100	90	334	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●		100	100		
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	59	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●		100	100	342	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●		100	100		
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●		100	100		
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●		100	100		
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	181	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●		100	100	205	
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●		100	100	50	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●		100	90	210	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	41	
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●		100	85	63	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●		100	100		
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●		95	95	215	
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●		90	90		
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●		90	90		
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●		90	85	404	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●		90	75	107	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●		90	100	75	
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●	●	●	●	●	●		85	95	766	
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		85	60	244	
Hillshire Brands Co.	Chicago, IL	●	●	●	●	●	●	●	●	●		85	85	220	
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●		85	60	327	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●		85	85	23	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		85	45		
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●		80	70	213	
Bob Evans Farms Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		75	75		
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●		75	75	849	
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●		75			
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●		75	75		
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●		75	75	264	
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●		70			
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●		70	60	741	
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●		70	70	417	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●		70	70		
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●		65	50		
J.M. Smucker Co.	Orrville, OH	●	●	●	●	●	●	●	●	●		60	0	495	
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●		60	60	113	
Young's Market Co.	Tustin, CA	●	●	●	●	●	●	●	●	●		60			
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●		55	55		

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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	-25 points				
Burger King Corp.	Miami, FL	●		●	●			●	●	●	15 points	55	55	828	
Caribou Coffee Company Inc.	Minneapolis, MN	●		●	●	●		●	●	●	15 points	55	15		
Palm Management Corp.	Washington, DC	●		●	●	●	●	●	●	●	10 points	55	65		
The Wendy's Co.	Dublin, OH	●	●	●	●	●					10 points	55	30	694	
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●	●					15 points	45	35	804	
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	●	●					10 points	45	15	363	
Dean Foods Co.	Dallas, TX	●		●	●	●		●	●	●	10 points	40	40	207	
H.E. Butt Grocery Co.	San Antonio, TX	●		●	●						10 points	40	40		
Archer Daniels Midland Co.	Decatur, IL	●	●	●	●						10 points	35	35	28	
Domino's Pizza Inc.	Ann Arbor, MI	●			●						15 points	35	35		
C&S Wholesale Grocers Inc.	Keene, NH	●			●						15 points	30	30		
Dole Food Co. Inc.	Westlake Village, CA	●			●						15 points	30	30	349	
Nash Finch	Minneapolis, MN	●	●								15 points	30	30	498	
Corn Products International Inc.	Westchester, IL	●									15 points	15		390	
Smithfield Foods Inc.	Smithfield, VA	●									15 points	15	15	218	
SYSCO Corp.	Houston, TX	●									15 points	15	15	69	
Tyson Foods, Inc.	Springdale, AR	●									15 points	15	15	96	
CHS Inc.	Inver Grove Heights, MN										15 points	0	0	78	
Core-Mark Holding Company Inc.	South San Francisco, CA										15 points	0	0	393	
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ										15 points	0	0	317	
Publix Super Markets	Lakeland, FL										15 points	0	0	106	
Seaboard Corp.	Shawnee Mission, KS										15 points	0	0	427	
Forest and Paper Products															
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●			●	●	●	15 points	85	85	374	
International Paper Co.	Memphis, TN	●		●	●	●					15 points	45	45	111	
Domtar Corp.	Fort Mill, SC	●									15 points	15	15	436	
Healthcare															
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	10 points	100	100	89	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	10 points	100	100		
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	10 points	100	100	21	
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	10 points	100	90	578	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	10 points	100	100		
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	10 points	100	95		
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	10 points	100	90	79	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	10 points	100	100		
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	75	14	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	10 points	100	100	22	
Cerner Corp.	Kansas City, MO	●	●	●	●	●	●	●	●	●	10 points	90	70	867	
CVS Caremark Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	10 points	85	60	18	
Mayo Clinic	Rochester, MN	●	●	●	●	●	●	●	●	●	10 points	85	70		
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	10 points	80	90		
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●	●	10 points	80	80	221	
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	10 points	80	80		
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	10 points	75	75		
Express Scripts Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	10 points	70	30	60	
Boston Scientific Corp.	Natick, MA	●	●	●	●	●	●	●	●	●	10 points	65	65	335	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	10 points	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	-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	-25 points				
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	15 points	90	85	86	
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	15 points	90	85	86	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	15 points	90	90	116	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	10 points	90	90	295	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	10 points	90	90	112	
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	10 points	90	90	45	
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	15 points	85	85	93	
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	15 points	85	85	310	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	15 points	85	80		
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●	●	●	●	●	●	●	●	15 points	85	75		
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	85	85		
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	85	85		
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	85	80		
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	10 points	85	85	247	
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	10 points	85	80	420	
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	10 points	75	30	128	
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	10 points	75			
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	10 points	65	65	258	
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	10 points	65	65		
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	●	10 points	65	65		
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	60	60		
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	60			
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	60	0	84	
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●	10 points	60	70	260	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	10 points	55	55	382	
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	10 points	50	60	411	
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	10 points	35	35	250	
Loews Corp.	New York, NY	●	●	●	●	●	●	●	●	●	10 points	35	35	190	
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	10 points	30	30	692	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	10 points	30	30	497	
AEGON USA Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	10 points	20	20		
Reinsurance Group of America Inc.	Chesterfield, MO	●	●	●	●	●	●	●	●	●	10 points	15	15	289	
Thrivent Financial for Lutherans	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	15	15	332	
W.R. Berkley	Greenwich, CT	●	●	●	●	●	●	●	●	●	10 points	15	0	471	
Auto-Owners Insurance Group	Lansing, MI	●	●	●	●	●	●	●	●	●	10 points	0	0	429	
Berkshire Hathaway Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	10 points	0	0	7	
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	●	10 points	0	0	144	
Western & Southern Financial Group	Cincinnati, OH	●	●	●	●	●	●	●	●	●	10 points	0	0	482	
Internet Services and Retailing															
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	228	
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100			
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	73	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	483	
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	10 points	90	90	56	
AOL	New York, NY	●	●	●	●	●	●	●	●	●	10 points	90	90	868	
Classified Ventures LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	90	90		
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	10 points	90	80	565	

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	-25 points				
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●	●	●	●	●	●	●	70	70	230	
Liberty Interactive Corp.	Englewood, CO											0	0		
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	
Little Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	66	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	15 points	100	100	14	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	15 points	100	100	27	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	15 points	100	100	42	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	100	100	101	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	10 points	100	100	13	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	20	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	100	100	67	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	31	
Orick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	26	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	146	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	24	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	30	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	10 points	100	100	59	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	60	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	10 points	100	85	19	
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	100	100	153	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	10 points	100	100	23	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	127	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	133	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	61	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	34	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	10 points	100	100	71	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	10 points	100	100	82	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	8	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	20	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	3	
SNR Denton US LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	37	
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	10 points	100	100	35	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	10 points	100	100	134	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	10 points	100	100	97	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	10 points	100	100	152	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	10 points	100	100	143	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	10 points	100	100	73	
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	56	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	90	11	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	100	100	9	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	10 points	100	100	18	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	10 points	100	100	33	
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	10 points	95	70		
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	10 points	90	90	107	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	10 points	90	90	65	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	10 points	90	90	50	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	10 points	90	90	103	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	10 points	90	60	106	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 points	90	90	96	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	10 points	90	90	54	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	10 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	-25 points				
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	74	
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	158	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	90	81	
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		
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	141	
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	85	10	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	90	90	51	
Hughes Hubbard and Reed	New York, NY	●	●	●	●	●	●	●	●	●	●	90		89	
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	90	90	113	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	68	
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	129	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90	78	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	90	90	148	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	90	90	109	
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	●	90	90	132	
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	85	53	
Patton Boggs LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	90	83	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	87	
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	39	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	85	131	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	177	
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	90	166	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	16	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	47	
Williams Mullen PC	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	90	175	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	90	90	105	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	85	114	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	85	85	70	
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	85	85	98	
Kenyon & Kenyon	New York, NY	●	●	●	●	●	●	●	●	●	●	85		176	
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	85	85	124	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	85	85	57	
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	80		142	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	80	185	
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	80	75	181	
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	80	80	104	
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	80	77	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●	●	●	●	●	●	80	80	162	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	75	75	22	
Loeb & Loeb LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	75	75	115	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	75	65	156	
Howrey LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	70	85		
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	70	85	58	
Holland & Hart LLP	Denver, CO	●	●	●	●	●	●	●	●	●	●	65	75	137	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	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	1b	2a	2b	2c	3a	3b	4	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															
Coming Inc.	Coming, 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	1b	2a	2b	2c	3a	3b	4	5	-25 points					
AK Steel Holding Corp.	West Chester, OH	●	●	15 points	●	15 points	●	15 points	●	10 points	●	10 points	●	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	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	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
EI 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	-25 points				
Kinder Morgan Inc.	Houston, TX	●										15	15	311	
Marathon Oil Corp.	Houston, TX	●										15	15	173	
Marathon Petroleum Corp.	Findlay, OH	●										15	15	31	
MRC Global	Houston, TX	●										15	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
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
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
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points				
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	1b	2a	2b	2c	3a	3b	4	5	-25 points				
Charter Communications	St. Louis, MO	●										15	15	351	
Frontier Communications	Stamford, CT	●										15	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	0	490	
NII Holdings	Reston, VA											0	0	369	
Tobacco															
Atria 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**Project Staff****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.

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 onboarded 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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Kim Admire

Vice President Diversity, Inclusion,
and Equal Opportunity Programs
Lockheed Martin Corporation

Elizabeth (Betty) Amen

Vice President, Human Resources
UPS

John Barry

Director – Client Relationship Management
PNC Capital Advisors

Richard Clark

Chief Accounting Officer
Accenture Ltd.

Wes Combs

Senior Manager
Accenture Ltd.

Elaine DeCanio

Region Manager
Shell Oil Co.

Jeff Gabardi

General Counsel
DC Health Benefit Exchange

Emily Jones

(retired)
Eastman Kodak Co.

Susan McManus

Vice President, Marketing
Nationwide Insurance

Bryan Parsons

Associate Director/Americas Quality
and Risk Management
Ernst & Young LLP

Keith Powell

CFO, Technology Solutions Group
Nortek Inc.

Scott Sapperstein

Executive Director Public Affairs
AT&T

Andrew (Andy) Sendall

Director, Enterprise O&T, Risk Management,
Global Business Continuity Services
Citigroup

Meghan Stabler

Sr. Director/Advisor, Business Management,
Marketing & Communications
CA Technologies

Chuck Stephens

Associate Director,
Global Diversity & Inclusion
Barclays

Rob Waters

Vice President of Academic Affairs
Semester at Sea

David Wilson

(retired)
Verizon Communications Inc.

Ed Westreicher

Sales Capability Director
The Coca-Cola Company





1640 Rhode Island Ave., N.W.
Washington, D.C. 20036

TEL 202-628-4160

TTY 202-216-1572

FAX 866-304-3257

WEBSITE www.hrc.org/cei

E-MAIL cei@hrc.org

HUMAN
RIGHTS
CAMPAIGN
FOUNDATION