

CORPORATE EQUALITY INDEX 2012



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



99%
PROHIBIT
DISCRIMINATION
BASED ON
SEXUAL
ORIENTATION

80%
PROHIBIT
DISCRIMINATION
BASED ON
GENDER
IDENTITY

89%
OFFER
DOMESTIC
PARTNER
HEALTH
INSURANCE

33%
OFFER
TRANSGENDER-
INCLUSIVE
HEALTH CARE
COVERAGE PLAN

66%
COMPETENCY
TRAINING,
RESOURCES OR
ACCOUNTABILITY
MEASURES

83%
LGBT EMPLOYEE
RESOURCE
GROUP OR
DIVERSITY
COUNCIL

81%
ENGAGE IN
A PUBLIC
COMMITMENT
TO THE LGBT
COMMUNITY

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The Human Rights Campaign Foundation's Corporate Equality Index is celebrating its 10th anniversary, capping a decade of remarkable progress. Since 2002, the HRC Foundation's work with the CEI has transformed workplace policies in many of the nation's major corporations, allowing lesbian, gay, bisexual and transgender employees to work productively and free of discrimination.

New ground was broken in 2002 when the HRC Foundation embarked on a strategy to change the lives of LGBT employees by creating an index that would assess how corporate America was treating LGBT employees. The trail that was blazed together with corporate partners has shone across boardrooms and on factory floors throughout the United States and beyond — demonstrating where successful business is being done, LGBT equality has become the norm.

By 2011, as the direct result of the collaborative partnerships the HRC Foundation has fostered with businesses across the country, that number ratcheted up to 337 major businesses — representing employers of nearly nine million U.S. workers — who earned a 100 percent rating and the coveted "Best Places to Work for LGBT Equality" designation.

Three years ago, the HRC Foundation launched on an ambitious project to raise the bar on a set of key CEI rating criteria so that a 100 percent score would reflect the best in class practices of LGBT inclusion in the workplace.

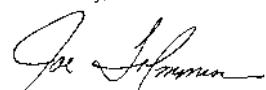
This year's CEI tells a powerful story of American businesses working to meet that higher bar. **A remarkable 190 businesses succeeded in scoring 100 percent.** This rating reflects equal health care coverage for all LGBT employees and their families, including full parity for domestic partner benefits not only in basic medical coverage, but in dependent care, retirement and other benefits that affect families' financial and medical well-being. The 100 percent rating signifies groundbreaking coverage for medically necessary care of transgender individuals — a community that has historically been categorically denied medical coverage.

This year's CEI also rated businesses' demonstrated commitment to a robust LGBT organizational competency program that enhances an inclusive work environment, a public commitment to the LGBT community in the form of philanthropy, support for LGBT equality under the law, supplier diversity and other efforts aimed at broadly engaging with our community.

LGBT people are an integral part of the American workforce and, similarly, the benefits and protections of employment are crucial to our community as we continue to work for full inclusion. This report represents huge strides for LGBT people. I hope you find it as hopeful and inspiring as I do and that it can be used to improve your own workplace.

I want to thank the many people, organizations and individuals who have had the courage and perseverance that has fueled the decade of progress reflected in our 10th CEI report.

Sincerely,



Joe Solmonese, President
Human Rights Campaign Foundation



Executive Summary

Corporate Equality Index by the Numbers: A Decade of Progress

The past decade of the Corporate Equality Index represents enormous change in the ways corporate America has prioritized the protection, recruitment and retention of LGBT employees. The largest and most successful U.S. businesses have proven – across industry and geography – that LGBT workplace equality is good for business.

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

Now, in this first year of businesses being evaluated by the New CEI criteria, 190 businesses achieved a top rating of 100 percent.

In its debut year in which 319 participants were rated, the CEI noted that most of the largest U.S. employers fell within the middle of the ratings bell curve: workplace protections on the basis of sexual orientation, domestic partner health care benefits and some internal inclusion practices were becoming more common but transgender inclusion lagged.

Serving as a road map for businesses trying to earn a perfect rating, the CEI report enumerated the best practices for ideal employers among the LGBT community. Now in its 10th year, the CEI has moved the needle of change for previously average-rated employers, with a majority of the 636 participating employers this year ranking above 80 percent.

The CEI paved the way for early industry leaders in LGBT workplace inclusion to inspire rapid change among competitors. In the 2006 CEI, the HRC Foundation surveyed the American Lawyer 200, a listing of the 200 largest law firms in the country, for the first time, bringing participation from seven firms to 29. Over 130 of the top 200 law firms now participate in the CEI, and the opportunity for firms to rank as best in class for LGBT workplace inclusion drove them to become the most represented industry among the 100 percent-rated participants, with 55 law firms reaching this top tier in 2012.

Year after year, participants have successfully used the CEI guideposts and HRC Foundation staff as resources to push themselves towards the gold standards captured by the CEI criteria. The CEI standards have most dramatically shifted the way the largest U.S. businesses have incorporated transgender protections and benefits in the workplace. In 2002, only 5 percent of participants included “gender identity” in their non-discrimination policy. Today, 80 percent of participants have implementing this basic, yet crucial, protection for employees.

Fortune 500	2002	2006	2012
Sexual Orientation in Non-Discrimination Policy	61%	88%	86%
Gender Identity in Non-Discrimination Policy	3%	25%	50%

Even among non-participants, the CEI has helped create market norms where LGBT workplace equality is essential to staying relevant among competitors. The evolution of workplace protections among the Fortune 500 in the past decade reflects the progress seen among participating companies in the CEI, further demonstrating the improved landscape in which LGBT employees now work.

**Making the Grade
(Raw Numbers)
Score Range**

● 2002
● 2012

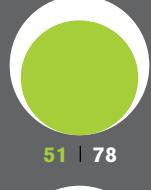
100



85-95



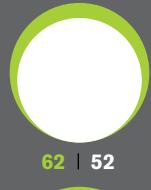
70-80



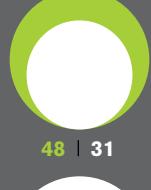
55-65



40-50



25-35



10-20



0-5



100% by Industry

2002

2012

Law Firms

55

Banking and Financial Services

1

22

Consulting and Business Services

14

Retail and Consumer Products

1

14

Food, Beverages and Groceries

12

Insurance

7

Health care

1

6

Manufacturing

6

Computer Hardware and Office Equipment

4

5

Hotels, Resorts and Casinos

5

Pharmaceuticals

5

Computer Software

4

Energy and Utilities

4

Automotive

3

Chemicals and Biotechnology

3

Computer and Data Services

3

Internet Services and Retailing

3

Telecommunications

1

3

Aerospace and Defense

2

Airlines

1

2

Apparel, Fashion, Textiles, Dept. Stores

1

2

Entertainment and Electronic Media

2

High-Tech/Photo/Science Equip.

2

2

Home Furnishing

1

Mail and Freight Delivery

1

Mining and Metals

1

Miscellaneous

1

Oil and Gas

1

Transportation and Travel

1

1

Progress at the Fortune-Ranked Companies

This year marked the sixth 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 277 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to

263 last year), with an average rating of 78. Eighty-eight of the Fortune 500-ranked businesses achieved a 100 percent rating, with ten of the top 20 Fortune-ranked businesses at this top score.

Eighty-six percent of the Fortune 500 include “sexual orientation” in their non-discrimination policies and 50 percent include “gender identity.” The majority of the total Fortune 500 – 60 percent – offer equivalent medical benefits between spouses and partners and 19 percent offer transgender-inclusive health care benefits, including surgical procedures.



Ten of the top 20 Fortune-ranked companies received 100% ratings	Fortune1000	2012 CEI Score
Wal-Mart Stores Inc.	1	60
Exxon Mobil Corp.	2	-25
Chevron Corp.	3	100
General Electric Co.	4	60
Bank of America Corp.	5	100
ConocoPhillips	6	55
AT&T Inc.	7	100
Ford Motor Co.	8	100
JPMorgan Chase & Co.	9	100
Hewlett-Packard Co.	10	100
Berkshire Hathaway Inc.	11	15
Citigroup Inc.	12	100
Verizon Communications Inc.	13	20
McKesson Corp.	14	60
General Motors Co.	15	80
AIG	16	85
Cardinal Health Inc.	17	100
CVS Caremark Corp.	18	75
Wells Fargo & Co.	19	100
International Business Machines Corp. (IBM)	20	100

Businesses Commitment to LGBT Employees	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in Non-Discrimination Policy	86%	98%	70%
Gender Identity in Non-Discrimination Policy	50%	77%	14%
Domestic Partner Health Benefits	60%	95%	15%
Transgender-Inclusive Benefits	19%	34%	0%
Organizational Competency Practices	36%	64%	0%
Public Commitment to the LGBT Community	46%	82%	0%
Average Score	50	78	13

2012 Corporate Equality Index Rating System and Methodology

Launched a decade ago, the HRC Foundation Corporate Equality Index has served as a road map and progress report for major U.S. businesses' adoption of inclusive policies, practices and benefits for lesbian, gay, bisexual and transgender employees.

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 636**, encompassing all major industry sectors and geographic regions of the U.S.

In just under a decade, the CEI has become the foremost benchmark for businesses to gauge their level of LGBT workplace inclusion against competitors.

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 (2010 Fortune 1000)*** and
- ***American Lawyer magazine's top 200 revenue-grossing law firms (2010 AmLaw 200)***.

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

How Ratings Are Used

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

- ***HRC Foundation Employer Search***, a free online database of thousands of private and public sector U.S. employers available at www.hrc.org/employersearch.
- ***Buying for Workplace Equality 2012***, 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 \$743 billion, according to Witeck-Combs 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.



LGBT consumers
are estimated to
have a cumulative
spending power
of \$743 billion

Witeck-Combs



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	2004	2009
	 <p>The first CEI rated employers strictly on seven criteria which 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.</p>	 <p>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).</p>	 <p>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).</p>

New Criteria

There were **four main objectives of the criteria** changes effective for this year's 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**

The **yellow** text below indicates new or revised criteria effective in this CEI 2012 report.

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 | |

New 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 all 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

NEW CRITERIA**RATING SYSTEM AND METHODOLOGY****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 2012 Perfect Score**100 points**

Questions pertaining to these criteria were included in the CEI 2010 and 2011 surveys to help prepare participants for the changes. In addition, a preliminary 2012 scorecard was provided to participants. The CEI 2012 survey and report is the first to use the 2012 criteria.



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 2012 survey were mailed in early June 2011 and due back at the beginning of September 2011. 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 1,737 received invitations to take part in the survey.

- Of that number, 481 submitted surveys, and **636 were officially rated**. Last year, a total of 1,567 businesses were sent invitations, 477 submitted surveys and 618 were rated.
- Thirty-six businesses participated for the first time this year, increasing the total number of rated businesses.

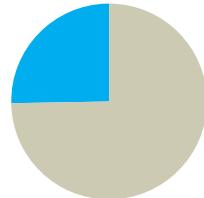
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 214 Fortune 500 companies are noted in grey in Appendix B and C along with unofficial CEI ratings.**

HRC Foundation commends those employers that have committed to work towards equality through the public and transparent process of the CEI survey and we invite these 214 companies to do the same.

In total, the CEI 2012 officially rates **277** Fortune 500 businesses, **65** Fortune 1000 businesses, **134** AmLaw 200 firms and **160** additional major businesses.

An additional **214** Fortune 500 businesses have unofficial ratings, bringing the total to **850** rated businesses.

Findings in the following sections are based on the **636 officially rated businesses**.



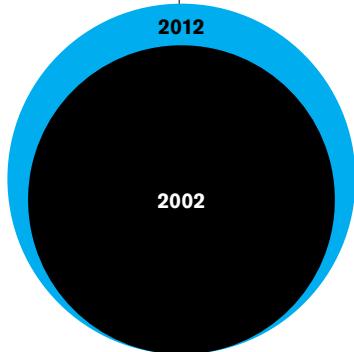
- Percentage of the 850 rated employers participating in the CEI (636)
- Percentage of the 850 rated employers who are non-responders, with unofficial ratings (214)

A Note About Ratings

This being the first year of the new criteria evaluation system, all ratings are listed as current without a listing of previous years' rankings to better convey the progress achieved under the new standard rather than a comparison to former years' activities.

Findings





99%

**Sexual Orientation
in Non-Discrimination Policy**

92%

Non-Discrimination Policies

Currently federal law bars workplace discrimination on the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability and genetic information. There are no federal laws barring 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 34 states because of their gender identity.**

Despite this patchwork of state laws, private employers have implemented fully inclusive non-discrimination policies at rates that are leaps and bounds ahead of lawmakers.

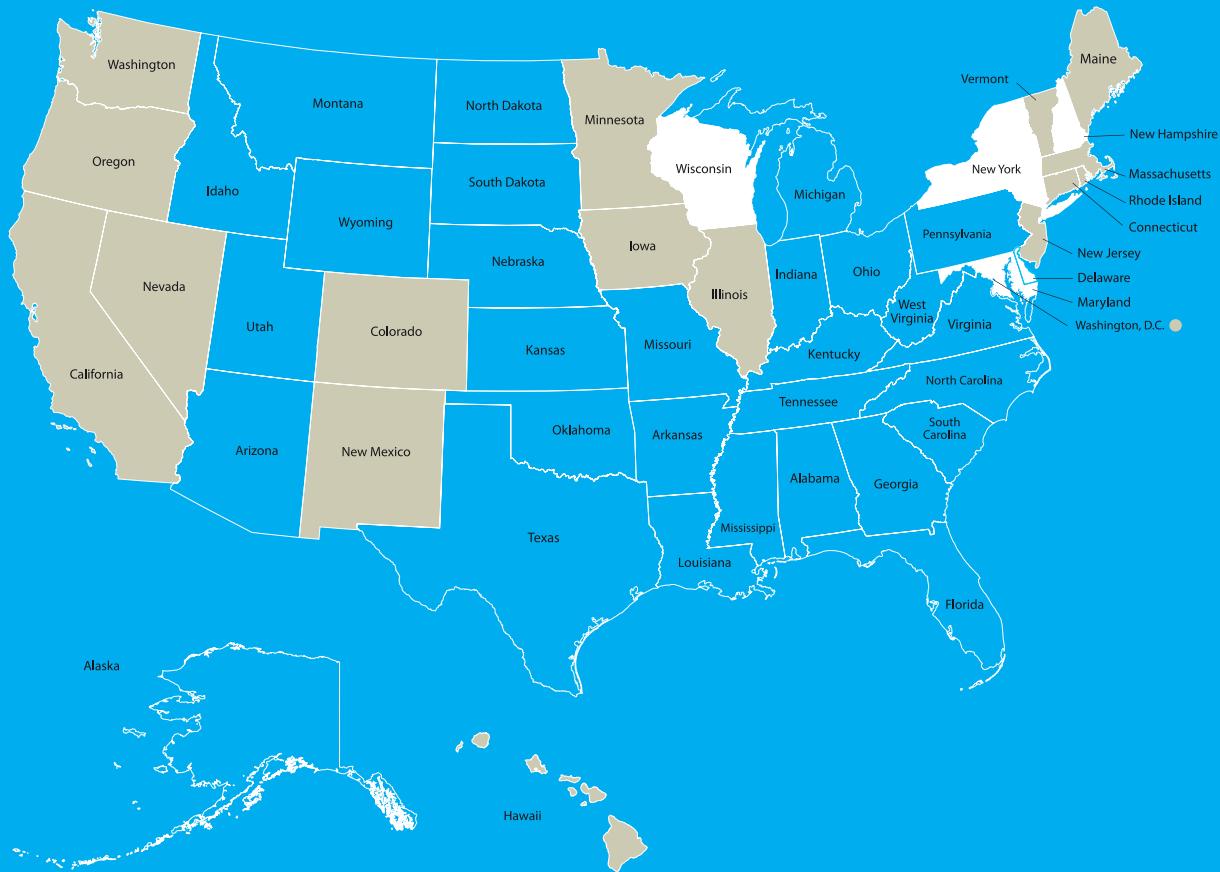
Sexual Orientation

Criterion 1a

BUSINESSES THAT PROHIBIT DISCRIMINATION BASED ON SEXUAL ORIENTATION

99%

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



Statewide Employment Laws & Policies

- **States that prohibit discrimination based on sexual orientation and gender identity**
(16 states and the District of Columbia) California (1992, 2003), Colorado (2007), Connecticut (1991, 2011) District of Columbia (1977, 2006), Hawaii (2011), Illinois (2006), Iowa (2007), Maine (2005), Massachusetts (1989, 2011), Minnesota (1993), New Jersey (1992, 2007), New Mexico (2003), Nevada (1999, 2011), Oregon (Jan. 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: Delaware (2009), Maryland (2001), New Hampshire (1998), New York (2003) and Wisconsin (1982)

Gender Identity

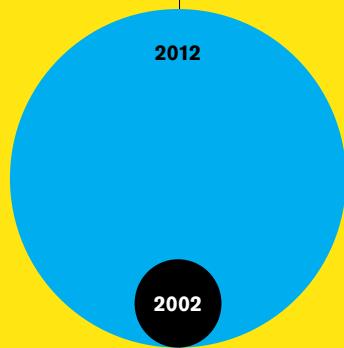
**Criterion 1b BUSINESSES THAT PROHIBIT DISCRIMINATION
BASED ON GENDER IDENTITY**

80%

**of CEI-rated employers provide employment protections
on the basis of gender identity or expression – the highest figure to date.**

The proportion of employers offering these protections has increased dramatically since the first CEI 2002 when just 5 percent of rated businesses included gender identity in their non-discrimination policies. Now eight in ten rated businesses afford workplace protections on the basis of gender identity.





80%

**Gender Identity
in Non-Discrimination Policy**

5%



Health Insurance Benefits

Aside from actual wages paid, health insurance benefits accounts for roughly 20 percent of employees' overall compensation. Thus, for many employees, equal benefits are an issue of equal pay for equal work.

When denied equal 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, high-return benefit for businesses. More recently, employers have begun to comprehensively address health insurance coverage for transgender individuals, and most have experienced little to no premium increases as a result.

The HRC Foundation looks to employers to provide equal benefits to LGBT employees and their families across the complete package of benefits offered, not just basic health care coverage. The HRC Foundation does not penalize an employer if a particular benefit is not offered to any employees.

Partner Benefits

Offering partner benefits is a low-cost way for employers to remain competitive by attracting and retaining LGBT and other fair-minded employees – the majority of employers offering the benefits experience a total financial impact of less than 1 percent of total benefits cost.

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

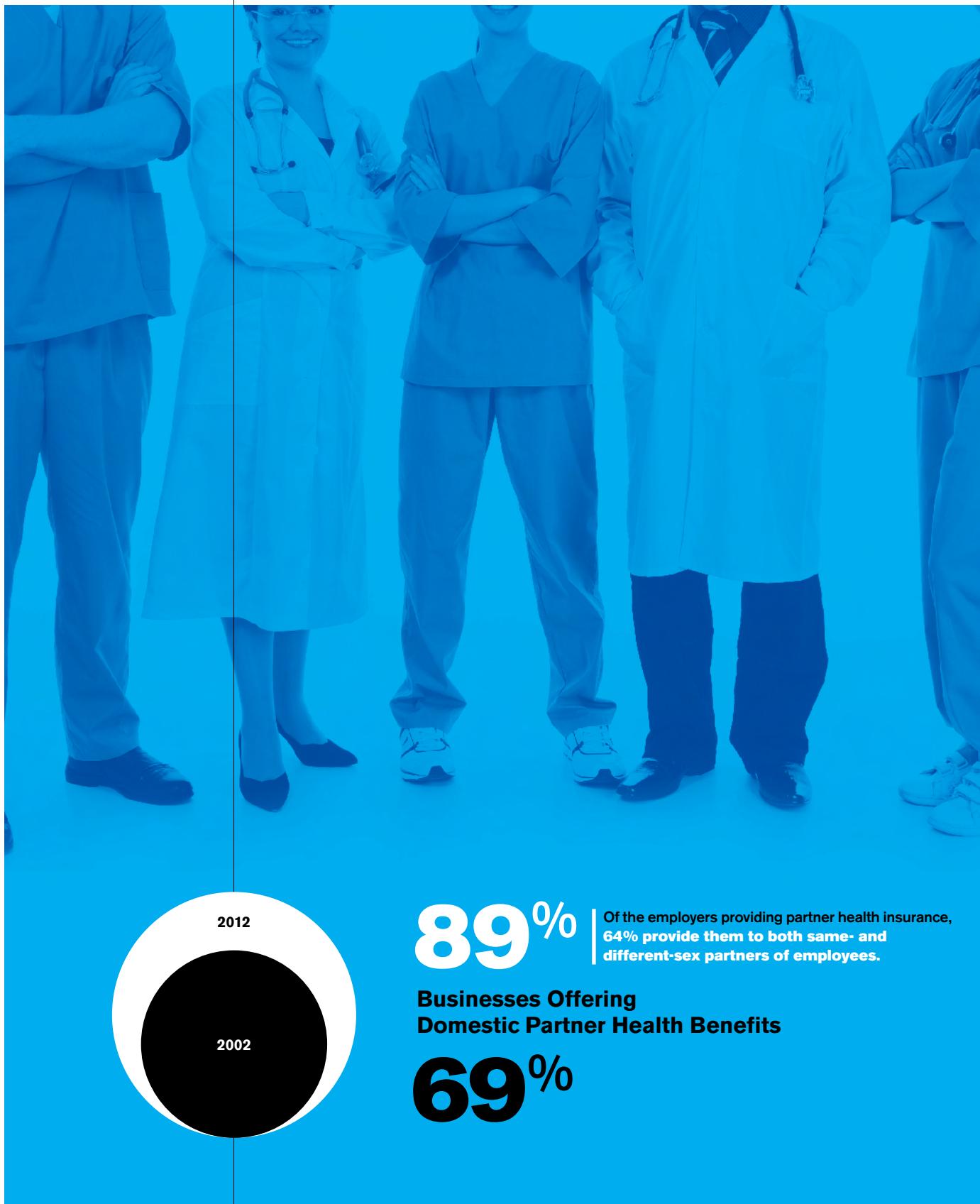
Criterion 2a BUSINESSES THAT OFFER DOMESTIC PARTNER HEALTH INSURANCE

89%

of 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.

COBRA/ COBRA-like Continuation Coverage

Job loss is devastating for all employees and their families. For LGBT employees and their families, the loss of a job can have a doubly devastating impact since the federal mandates under the Consolidated Omnibus Budget Reconciliation Act do not cover same-sex partners and their dependents. However, the majority of CEI-rated employers have implemented COBRA-equivalent coverage to ensure that LGBT workers and their families can still access continued health care coverage. Eighty-nine percent of CEI-rated businesses offer this benefit.



Criterion 2b**BUSINESSES THAT OFFER AT LEAST THREE OTHER 'SOFT' BENEFITS FOR DOMESTIC PARTNERS****59%**

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

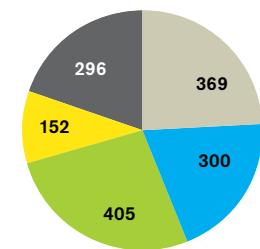
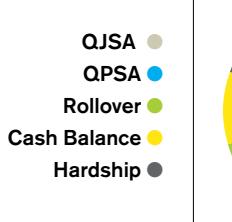
Those individual benefits with the highest rates of parity include:

Bereavement Leave	91%
Employee assistance programs	90%
FMLA-type Leave	*84%
Employee discounts	78%
Relocation assistance	76%
Supplemental Life Insurance	75%
Adoption	55%

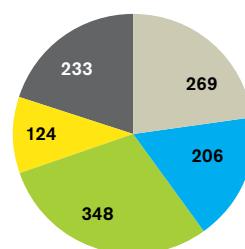
*NOT SCORED DUE TO FEDERAL MANDATES.

Retirement Benefits

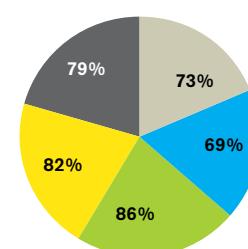
It is estimated that by the year 2012, 100 million Americans will be age 50 and older. The retiring population of LGBT workers is no different from their peers in wanting to ensure financial security and access of accrued benefits to their families.



Total (Raw)



Raw Number with Parity



Percentage with Parity

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

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

Businesses were asked about their retirement plan distribution options. Eighty-six percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 79 percent equally extend hardship options.

The HRC Foundation continued to survey employers with defined benefit plans (pensions) on whether they provided survivor options for domestic partners of employees, either in the form of Qualified Joint and Survivor Annuities or Qualified Pre-retirement Survivor Annuities. A total of 58 percent of participating employers indicated that they offer defined benefits to their employees; 73 percent of those with pensions offer QJSAs to their employees' domestic partners, while 69 percent offer QPSAs.

Of those employers offering a cash balance pension plan, 82 percent extend the benefit equally to spouses and partners.

Retiree Health Care Benefits

Of the CEI-rated employers offering retiree health care coverage, 44 percent of CEI-rated employers extend retiree healthcare coverage to domestic partners.

Transgender-Inclusive Benefits

Beginning in 2006, the HRC Foundation included specific rating criteria pertaining to transgender-inclusive health care coverage – those medically necessary services and treatments that are part of a gender transition as well as more general access to health care coverage for transgender individuals.

Historically, transgender people have been categorically denied health care coverage for medically necessary treatment, irrespective of whether treatment is related to sex reassignment/affirmation.

Up until the last few years, nearly all U.S. employer-based health insurance plans contained “**transgender exclusions**” that limited insurance coverage for this population. Such exclusions to coverage may appear as the following:

- **Services for, or leading to, sex transformation surgery.**
- **Gender Transformation: treatment or surgery to change gender including any direct or indirect complications or aftereffects thereof.**
- **Expenses for, or related to, sex change surgery or to any treatment of gender identity disorders.**
- **Transsexual surgery including medical or psychological counseling and hormonal therapy in preparation for, or subsequent to, any such surgery.**

In addition to denying coverage of medically necessary transition care, broad exclusions such as these can result in the denial of routine, emergency or other non-transition related health care coverage and thus result in devastating financial, health and wellness burdens.

Since 2006, the HRC Foundation has asked CEI survey participants to examine their insurance policies for transgender exclusions and to ensure that at least one of five general categories of insurance coverage was available without exclusion:

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

Of the employers that met this criterion, the majority obtained credit through short-term leave

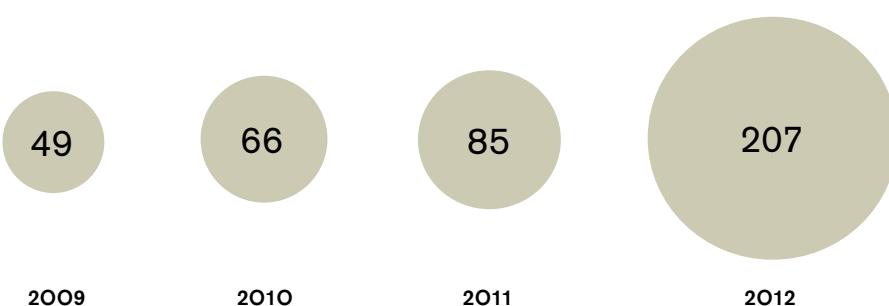
coverage — which generally does not fall under health insurance and its exclusions — or mental health counseling, which can also fall outside of the health insurance plan or, if covered by the health insurance plan, can fall outside the scope of more limited transgender exclusions.

Beginning with the 2009 CEI, HRC Foundation staff conducted more detailed reviews of plan documentation submitted for the survey in tandem with ramped up efforts to engage businesses in re-negotiating their plan contracts to eliminate these exclusions of care and explicitly affirm coverage for medically necessary care. Participants were required to provide supporting documentation showing that the coverage is available without exclusion, such as:

- **a complete list of exclusions (typically found only in the plan contract itself) that does not indicate a transgender exclusion;**
- **clinical guidelines and/or contract language indicating that treatment would be considered medically necessary (usually under circumstances resembling current or previous versions of the World Professional Association for Transgender Health - Standards of Care); or**
- **other plan documents or employee communications indicating medically necessary treatments would be covered.**

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 a five-fold increase in the number of major U.S. employers affording transgender-inclusive health care coverage, from 49 in the 2009 CEI to more than 200 in the 2012 CEI.

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



Criterion 2c

**BUSINESSES THAT OFFER AT LEAST ONE
TRANSGENDER-INCLUSIVE HEALTH CARE COVERAGE PLAN ►**

33%

of this year's rated businesses afford transgender-inclusive health care coverage options through at least one firm-wide plan.

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

3M Co.
 A.T. Kearney Inc.
 AAA Northern California, Nevada & Utah Insurance Exchange
 Abercrombie & Fitch Co.
 Accenture Ltd.
 Aetna Inc.
 Akin, Gump, Strauss, Hauer & Feld LLP
 Alcatel-Lucent
 Alcoa Inc.
 Alston & Bird LLP
 American Express Co.
 Ameriprise Financial Inc.
 AMR Corp. (American Airlines)
 Aon Corp.
 Apple Inc.
 AT&T Inc.
 Automatic Data Processing Inc.
 Avaya Inc.
 Avon Products Inc.
 Bain & Co. Inc.
 Baker & McKenzie LLP
 Bank of America Corp.
 Bank of New York Mellon Corp., The (BNY Mellon)
 Barclays Capital
 Barnes & Noble Inc.
 Best Buy Co. Inc.
 Bingham McCutchen LLP
 BlackRock
 Blue Cross Blue Shield of Florida Inc.
 Blue Cross Blue Shield of Minnesota
 BMO Bankcorp Inc.
 Booz Allen Hamilton Inc.
 Boston Consulting Group
 Bristol-Myers Squibb Co.
 Broadridge Financial Solutions Inc.
 Brown Rudnick LLP
 Brown-Forman Corp.
 Bryan Cave LLP
 Caesars Entertainment Corp.
 Campbell Soup Co.
 Capital One Financial Corp.
 Cardinal Health Inc.
 CareFusion Corp.
 Cargill Inc.
 Carlton Fields PA
 Chapman and Cutler LLP
 Charles Schwab Corp., The
 Chevron Corp.
 Choate, Hall & Stewart LLP
 Choice Hotels International Inc.
 Chrysler LLC
 Chubb Corp.
 Cisco Systems Inc.
 Citigroup Inc.
 Clifford Chance US LLP
 Clorox Co.
 Coca-Cola Co., The
 Comerica Inc.
 Corning Inc.
 Covington & Burling LLP
 Credit Suisse USA Inc.
 Crowell & Moring LLP
 Cummins Inc.
 Davis Wright Tremaine LLP
 Debevoise & Plimpton LLP
 Delhaize America Inc.
 Dell Inc.
 Deloitte LLP
 Deutsche Bank
 Dewey & LeBoeuf LLP
 Diageo North America
 DLA Piper
 Dorsey & Whitney LLP
 Dow Chemical Co., The
 Dykema Gossett PLLC
 E.I. du Pont de Nemours and Co. (DuPont)
 Eastman Kodak Co.
 eBay Inc.
 Edwards Angell Palmer & Dodge LLP
 Eli Lilly & Co.
 EMC Corp.
 Ernst & Young LLP
 Exelon Corp.
 Faegre & Benson LLP
 Federal Home Loan Mortgage Corp. (Freddie Mac)
 Fenwick & West LLP
 Ford Motor Co.
 Fried, Frank, Harris, Shriver & Jacobson LLP
 Gap Inc.
 Genentech Inc.
 General Mills Inc.
 General Motors Co.
 Gibson, Dunn & Crutcher LLP
 GlaxoSmithKline plc
 Goldman Sachs Group Inc., The
 Google Inc.
 Group Health Cooperative
 Group Health Permanente
 Herman Miller Inc.
 Hewlett-Packard Co.
 Hinshaw & Culbertson LLP
 Hogan Lovells US LLP
 Hyatt Hotels Corp.
 ING North America Insurance Corp.
 Intel Corp.
 International Business Machines Corp. (IBM)
 Intuit Inc.
 Jenner & Block LLP
 Johnson & Johnson
 JPMorgan Chase & Co.
 K&L Gates LLP
 Kellogg Co.
 Kimpton Hotel & Restaurant Group Inc.
 Kirkland & Ellis LLP
 KPMG LLP
 Kraft Foods Inc.
 Levi Strauss & Co.
 Limited Brands Inc.
 Littleton Mendelson PC
 Lockheed Martin Corp.
 Marsh & McLennan Companies Inc.
 McDermott Will & Emery LLP
 McKinsey & Co. Inc.
 Medtronic Inc.
 MetLife Inc.
 Microsoft Corp.
 MillerCoors LLC
 Mitchell Gold + Bob Williams
 Morgan Lewis & Bockius LLP
 Morgan Stanley
 Morrison & Foerster LLP
 Nationwide
 Navigant Consulting Inc.
 Nike Inc.
 Nixon Peabody LLP
 Nordstrom Inc.
 Northern Trust Corp.
 Office Depot Inc.
 Oracle Corp.
 Orbitz Worldwide Inc.
 Orrick, Herrington & Sutcliffe LLP
 Owens Corning
 Patterson Belknap Webb & Tyler LLP
 Paul Hastings LLP
 Paul, Weiss, Rifkind, Wharton & Garrison LLP
 Pearson Inc.
 PepsiCo Inc.
 Perkins Coie LLP
 Pfizer Inc.
 PG&E Corp.
 Pillsbury Winthrop Shaw Pittman LLP
 PricewaterhouseCoopers LLP
 Prudential Financial Inc.
 Raytheon Co.
 Replacements Ltd.
 Robins, Kaplan, Miller & Ciresi LLP
 Rockwell Automation Inc.
 Ropes & Gray LLP
 Schiff Hardin LLP
 Sears Holdings Corp.
 Sedgwick, Deter, Moran & Arnold LLP
 Sempra Energy
 Seyfarth Shaw LLP
 Shearman & Sterling LLP
 Sheppard, Mullin, Richter & Hampton LLP
 Shook, Hardy & Bacon LLP
 Sidley Austin LLP
 Simpson, Thacher & Bartlett LLP
 Sodexo Inc.
 Southern California Edison Co.
 Sprint Nextel Corp.
 Squire, Sanders & Dempsey LLP
 Staples Inc.
 Starwood Hotels & Resorts Worldwide
 State Farm Group
 Sun Life Financial Inc. (U.S.)
 Supervalu Inc.
 Sutherland Asbill & Brennan LLP
 Symantec Corp.
 TD Bank, N.A.
 Teachers Insurance and Annuity Association - College Retirement Equities Fund
 Tech Data Corp.
 Thompson Coburn LLP
 Thomson Reuters
 Tiffany & Co.
 Time Warner Inc.
 T.J.X. Companies Inc., The
 Toyota Financial Services Corp.
 Toyota Motor Sales USA Inc.
 Troutman Sanders LLP
 U.S. Bancorp
 UBS AG
 Unilever
 United Continental Holdings Inc.
 United Parcel Service Inc. (UPS)
 United Technologies Corp.
 UnitedHealth Group Inc.
 Volkswagen Group of America Inc.
 Wachtell, Lipton, Rosen & Katz LLP
 Walt Disney Co., The
 Wells Fargo & Co.
 Whirlpool Corp.
 White & Case LLP
 Wilmer Cutler Pickering Hale & Dorr LLP
 Winston & Strawn LLP
 Xerox Corp.
 Yahoo! Inc.

Organizational Competency

Criterion 3a COMPETENCY TRAINING, RESOURCES OR ACCOUNTABILITY MEASURES

66%

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

Diversity Training Programs

Diversity training programs are important mediums through which an employer elaborates on its expectations of fair treatment to its employees and opportunities to clearly state their individual business case for diversity and inclusion. 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 training or as standalone training.

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. Fifty-one percent of this year’s rated businesses indicated that they offer such integrated training programs.

Another growing trend in organizational competency is around senior leadership performance evaluations that include diversity and inclusion efforts. Eighteen 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

A record 208 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) which are a tool for human resources and managers to understand the needs of transitioning employees along with their co-workers and/or clients.

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

The number of major employers with gender transition guidelines

	<table border="0"> <tbody> <tr> <td>90</td><td>2008</td></tr> <tr> <td>115</td><td>2009</td></tr> <tr> <td>141</td><td>2010</td></tr> <tr> <td>172</td><td>2011</td></tr> <tr> <td>208</td><td>2012</td></tr> </tbody> </table>	90	2008	115	2009	141	2010	172	2011	208	2012
90	2008										
115	2009										
141	2010										
172	2011										
208	2012										

2012

2002

74%**Businesses with Inclusive Diversity Training****54%**

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

Thirty-five 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.

But, as the business maxim states: "If you can't measure it, you can't manage it."

Adding LGBT demographic questions to internal surveys allows employers to better understand where they have LGBT employees, 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.

Some employers attempt to gauge their numbers of LGBT employees through employee group participation or domestic partner benefits enrollment, but these methods are inherently limited.

Many employers have begun to quantify the extent to which their LGBT-inclusion efforts have yielded positive results in terms of recruitment and retention of LGBT employees and develop proactive diversity and inclusion programming.

35%
of CEI-rated employers offer employees question options to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.

Criterion 3b LGBT EMPLOYEE GROUPS & DIVERSITY COUNCILS

Having a formally recognized employee resource group (also known as an employee network groups or affinity group) for LGBT workers is a cornerstone of visible LGBT workplace inclusion.

LGBT ERGs can foster a sense of community within an employer's walls as well as provide leadership opportunities for LGBT employees to better their own work environments. In addition, the reach of many ERGs extends beyond the everyday affairs of an employer to policymaking, representing the employer at professional events and external activities, participating in prospective employee recruitment efforts, mentoring, and other retention-focused programming.

Employers usually provide these groups with a budget and access to resources such as meeting rooms and e-mail networks. The groups provide a clear line of communication between employees and management, ensuring that policies and practices have their intended effect.

LGBT ERGs empower employees as change agents, and also help to provide a sense of safety and acceptance for LGBT employees within the workplace.

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

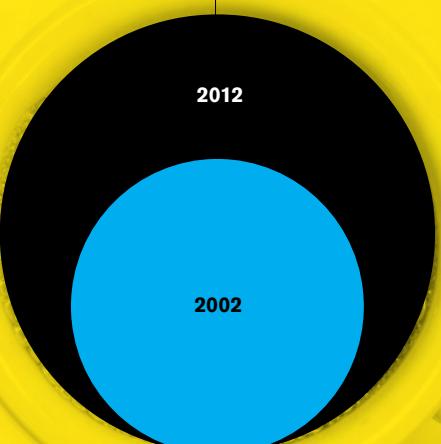
**Businesses That
Have Employer-
Supported Employee
Resource Groups
OR Firm-Wide
Diversity Councils**

83%

of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues. Sixty-four percent of rated employers have employee groups, 76 percent have diversity councils and 58 percent of rated employers have both.

Employee Resource Groups' ability to change policy within an organization is often 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 (53 percent) of executive champions identify as allies, while 30 percent reported being openly LGBT.

While an LGBT ERG's mission is rooted in LGBT workplace inclusion and equality, its membership is not limited to those who readily identify as LGBT. Of those companies with an officially recognized LGBT employee group, 78 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.



2012

2002

83%

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

40%

Public Commitment

Criterion 4 BUSINESSES THAT POSITIVELY ENGAGE THE EXTERNAL LGBT COMMUNITY

81 %

of CEI-rated businesses report some form of public engagement with the LGBT community, through marketing, advertising and recruitment efforts or philanthropic contributions to LGBT organizations.

This 81 percent of participants represents at least three discreet engagement efforts per business. An additional eight percent of companies reported engaging the wider LGBT community through one or two efforts.

The CEI recognizes employers that “come out” and demonstrate their commitment to LGBT inclusion by publicly engaging with the broader LGBT community. Efforts such as positive, direct marketing and advertising, philanthropic activities, event sponsorships, legislative support and supplier diversity send a clear message to current and prospective LGBT employees that they are not only accepted by the organization, but valued.

Marketing or Advertising

Many businesses engage LGBT consumers directly through local or national marketing and advertising in LGBT media. LGBT-specific messages in general media and sponsorships of LGBT organizations or events reflect how consumer-facing businesses are vying to capture a portion of the ever-growing LGBT marketplace. For example, businesses supporting Pride celebrations are establishing connections with LGBT consumers in strategic geographic markets.

Philanthropic Support

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.

Recruiting Efforts

A new generation is entering into the work force with more expectations of fairness than previous cohorts. Beyond touting employment non-discrimination policies and inclusive benefits, employers are more actively recruiting LGBT workers.

Increasingly, businesses are engaged with professional recruiting events for LGBT students and professionals, such as the annual Lavender Law conference and Reaching Out MBA career expo, which each draw hundreds of graduate student attendees, corporate sponsors, and recruiters. 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.



2012

2002

81%**Public Commitment for the LGBT Community****60%**



This past year there was major business support for relationship recognition at the state level, as more than 40 major businesses and business leaders signed their names in support of marriage equality in New York state.

LGBT Equality Under the Law

Businesses are increasingly acting on their commitment to LGBT inclusion outside of their four walls, and into the public arena in support of pro-equality legislative efforts at the federal and state level.

More than 80 major businesses comprise both of HRC's major Business Coalitions: the Business Coalition for Benefits Tax Equity and The Business Coalition for Workplace Fairness. These two groups of leading U.S. employers have signified their support of federal legislative efforts to end discrimination of LGBT employees and treat them the same as all other workers across the country.

This past year also witnessed major business support for relationship recognition at the state level, as 40-plus major businesses and business leaders signed their names in support of marriage equality in New York state. Additionally, 70 major businesses, cities and professional associations filed an amicus brief in the Gay & Lesbian Advocates & Defenders' Defense of Marriage Act (DOMA) challenge, *Gill v. Office of Personnel Management*. The brief added a crucial business voice to the case, demonstrating how the Defense of Marriage Act is bad for business, creating administrative and financial burdens for both employer and employee.

Supplier Diversity

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 nation wide groups as the National Association of Women Business Owners and the National Minority Business Council, both founded in the early 1970s to promote the inclusion of these under-utilized entrepreneurial groups. Furthermore, there are federal initiatives such as the Center for Veterans Enterprise that is designed to assist U.S. veterans in launching and thriving in private business. These initiatives intend to give more equitable opportunities to those would-be small business owners who are more likely to face social and practical barriers to success.

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

Supplier diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, 25 percent 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.

Supplier Standards

In another show of steadfast support for the LGBT community, 56 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 non-discrimination policies provides an engagement opportunity for business that typically rely on other businesses for goods or services, rather than consumers, to demonstrate their overarching commitment to the LGBT community.

Going Global: LGBT Workplace Inclusion Abroad

The majority of U.S.-headquartered businesses surveyed in the CEI – 66 percent of rated employers – have operations outside of the United States, including many countries where homosexuality is criminalized or where there are no legal protections against discrimination on the basis of sexual orientation or gender identity. As in previous years CEI participants were asked about, but not scored on, their levels of LGBT inclusion within their global operations.

From the responses, the trend line is clear: Whether a business has one office in Canada or locations in 180 countries around the world, the globalization of workforces has led U.S.-based firms to make their policies, benefits and inclusion efforts more consistent across international boundaries.

Eighty-five percent of employers report that their non-discrimination policies apply across each of their global operations, and 42 percent have distinct global codes of conduct or employment standards that are inclusive of both sexual orientation and gender identity. While global policies or codes of conduct are important, individual human resource policies are often decentralized, making it critical that there be clear non-discrimination policies in every operating location.

Twenty-three percent report bolstering their non-discrimination policies with training on sexual orientation and gender identity issues in their top five locations outside of the United States.

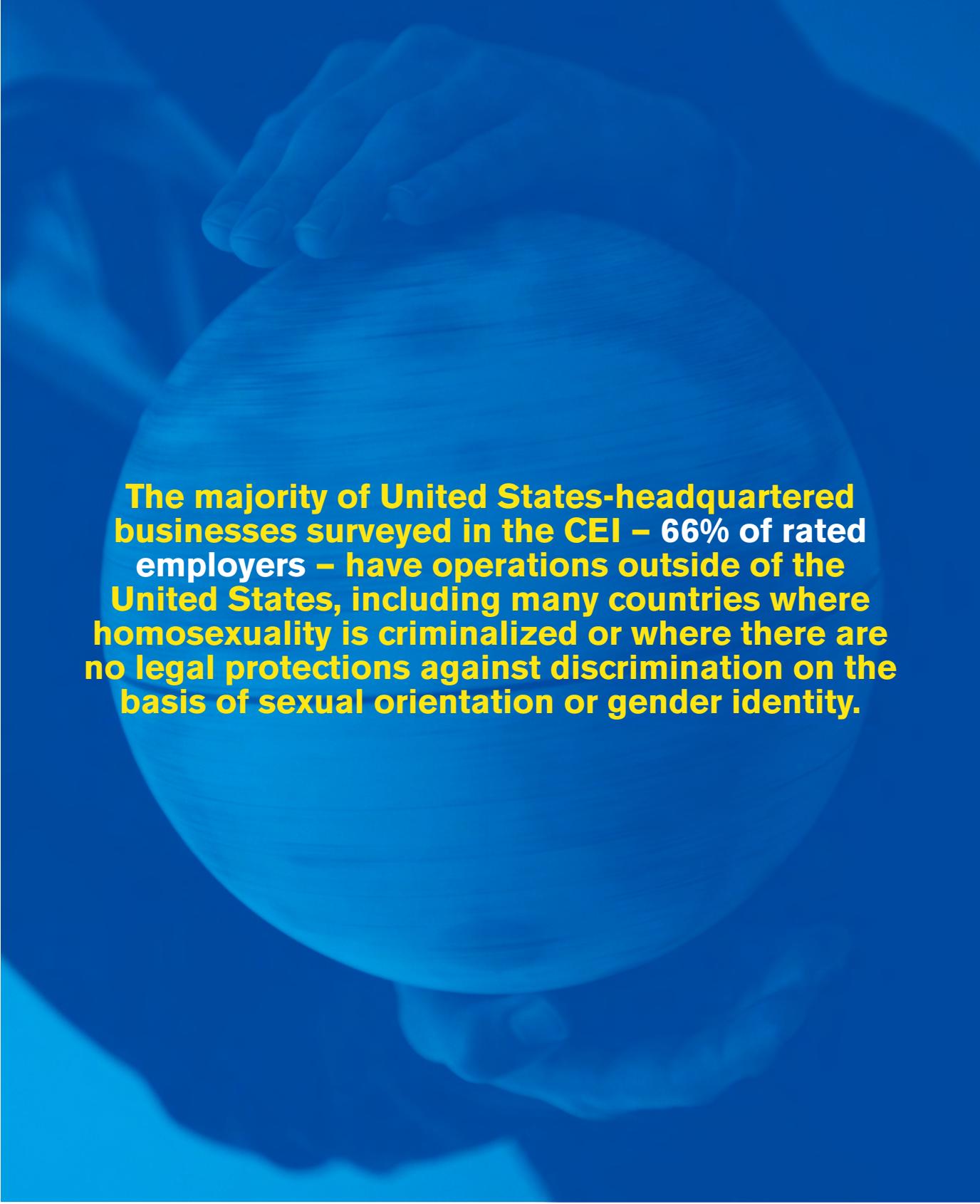
One-half of global businesses in this year's survey offer domestic partner health care benefits in all overseas locations, while transgender-inclusive health benefits are offered in all locations by only 10 percent of global companies.

In many regions, insurance providers do not yet provide either transgender-inclusive benefits or benefits to employees' same-sex partners. Companies can leverage change by negotiating for these benefits – not only for their American LGBT employees on assignment abroad, but also for their LGBT foreign national employees who may rely exclusively on local insurance products and health care systems.

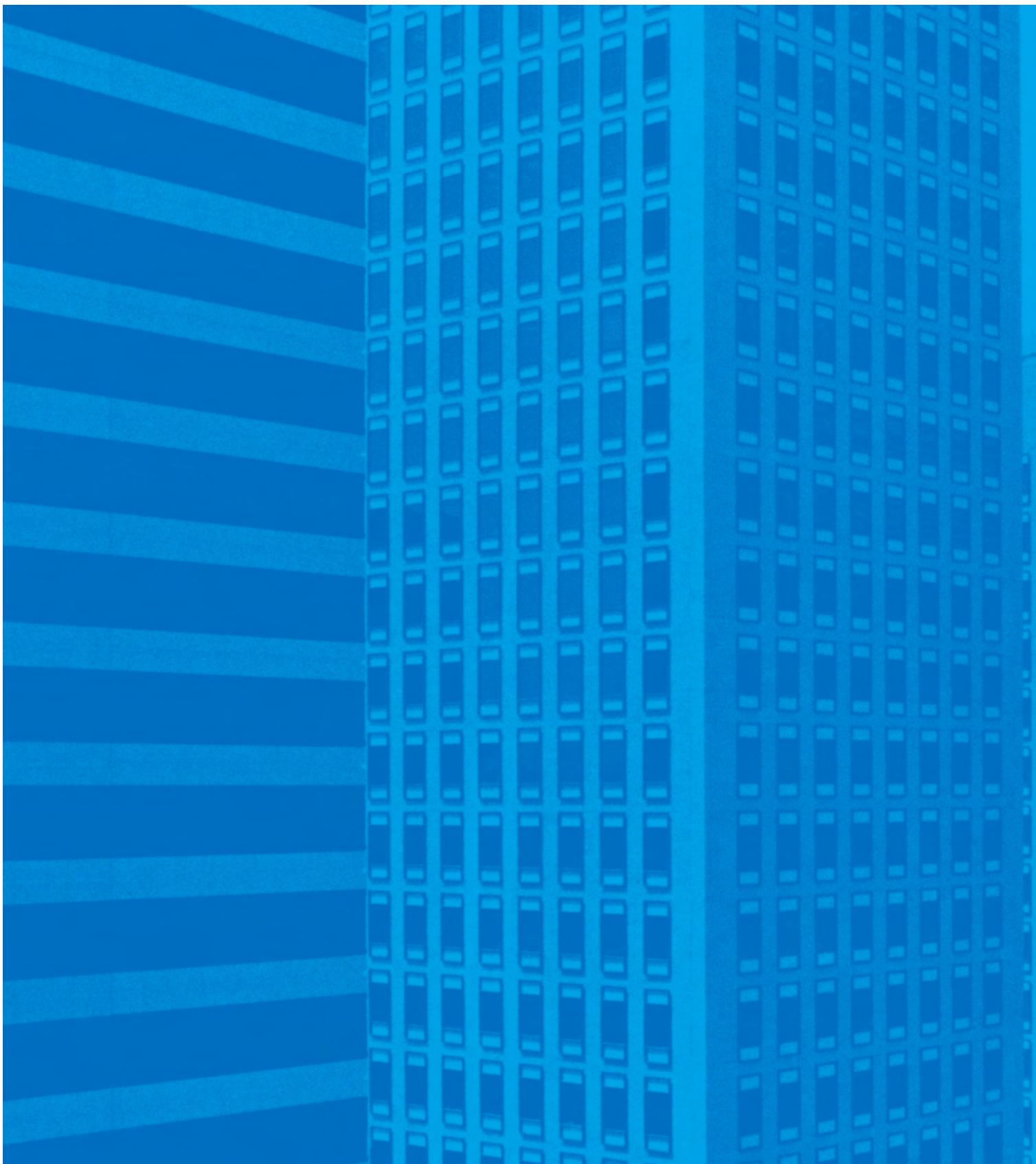
A key sign of visible LGBT inclusion and an asset for many employers is the presence of an established LGBT employee resource group. Twenty percent of responding internal businesses report such established ERGs are in place overseas and an additional 32 percent report that employees around the globe are given an opportunity to join a resource group that may be based in another location but have online or other programming.

Few companies have specific protocols in place for ensuring the safety of LGBT employees and families who are relocated to countries where local attitudes and laws make safety a matter of concern. The HRC Foundation has identified a key opportunity to educate employers on these matters via relocation guidelines aimed at: helping employers understand how LGBT employees may be affected by local laws, visa requirements for family members, or the negative consequences of refusing a posting that may not be safe for the employee due to issues related to sexual orientation or gender identity.

As more and more U.S.-based employers are operating overseas and looking to the HRC Foundation for best practices, the CEI will be leveraged as a benchmarking tool on the promotion of full LGBT workplace equality, both domestically and abroad.



The majority of United States-headquartered businesses surveyed in the CEI – 66% of rated employers – have operations outside of the United States, including many countries where homosexuality is criminalized or where there are no legal protections against discrimination on the basis of sexual orientation or gender identity.



Appendices

Appendix A

Corporate Equality Index: 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

CORPORATE EQUALITY INDEX 2012
EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	Criterion										2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	-25 points			
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	106	
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100		
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	100		
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	100	651	
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	100		
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	63	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100		31
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	100		
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	127	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100		49
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	88	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	288	
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	120	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	298	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	56	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	7	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	265	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	228	
Bain & Co. Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	100		
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100		1
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	5	
Bank of New York Mellon Corp., The (BNY Mellon)	New York, NY	●	●	●	●	●	●	●	●	●	100	274	
Barclays Capital	New York, NY	●	●	●	●	●	●	●	●	●	100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	372	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	45	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100		24
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100		
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	100		
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100		
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100		
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	114	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100		162
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	729	
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	100		48
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	264	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	100	299	
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	100	144	
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	100	17	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	100		
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●	●	100	157	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100		173
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	465	
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	100	3	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100		170
Choice Hotels International Inc.	Silver Spring, MD	●	●	●	●	●	●	●	●	●	100		
Chrysler LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	100		

APPENDIX A

CORPORATE EQUALITY INDEX 2012
EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	176	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	58	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	12	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	384	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	72	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	●	100	391	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	44	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	80	
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	218	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	35	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	100	38	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Dewey & LeBoeuf LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	19	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100		
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	13	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	79	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	46	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	86	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	297	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	267	
Edwards Angell Palmer & Dodge LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	94	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	112	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	166	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	134	
Faegre & Benson LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	95	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	54	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	136	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	8	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	65	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	162	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	155	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	14	
GlaxoSmithKline plc	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100		
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	39	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	102	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100		
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	965	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	10	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	138	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	23	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	581	
ING North America Insurance Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100		

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CORPORATE EQUALITY INDEX 2012
EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	20	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	610	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	75	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	33	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	9	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	12	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	184	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	5	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Kraft Foods Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	53	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	503	
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	269	
Little Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	74	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	44	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	221	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	27	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	160	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	51	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	36	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100		
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	11	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	70	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	21	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	118	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	124	
Nixon Peabody LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	60	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	270	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	497	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	192	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	105	
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	25	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	432	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	160	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	20	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	37	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	63	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	40	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	173	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	53	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	65	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	95	
Replacements Ltd.	McLeanville, NC	●	●	●	●	●	●	●	●	●	●	100		

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CORPORATE EQUALITY INDEX 2012
EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	146	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	30	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	121	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	48	
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	133	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	280	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	62	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	29	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	76	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	82	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	6	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	22	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100		
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	67	
Squire, Sanders & Dempsey LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	52	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	101	
Starwood Hotels & Resorts Worldwide	White Plains, NY	●	●	●	●	●	●	●	●	●	●	100	438	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100		
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	100	47	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	104	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	353	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100		
Teachers Insurance & Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	109	
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	153	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	82	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	119	
Toyota Financial Services Corp.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100		
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100		
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	72	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	121	
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100		
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100		
United Continental Holdings Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	140	
United Parcel Service Inc. (UPS)	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	43	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	37	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	100	21	
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	43	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	57	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	19	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	136	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	7	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	18	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	33	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	152	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	343	

Appendix B

Corporate Equality Index: 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 rating 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.

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	106	
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100		
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●	●	●	60	75	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	651	
AbitibiBowater Inc.	Greenville, SC											0	472	
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	35		
Adecco North America LLC	Melville, NY	●	●	●	●	●	●	●	●	●	●	90		
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	90	657	
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●									30	389	
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	70	390	
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	85	352	
AEGON USA Inc.	Cedar Rapids, IA			●	●	●						20		
AES Corp., The	Arlington, VA	●										15	156	
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	63	
Affiliated Computer Services	Dallas, TX	●	●	●	●	●	●	●	●	●	●	40	341	
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●	30	130	
Agco	Duluth, GA	●										15	337	
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	75	461	
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	55		
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	85	16	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	80	273	
Airgas Inc.	Radnor, PA											0	474	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	31	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	575	
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100		
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	127	
Allegheny Energy Inc.	Greensburg, PA	●										15	571	
Allergan Inc.	Irvine, CA	●										15	459	
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	50	570	
Alliant Techsystems Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	35	454	
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	60		
Allscripts-Misys Health care Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30		
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	85	68	
Ally Financial Inc.	Detroit, MI	●										15	122	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	49	
Altria Group Inc.	Richmond, VA	●										15	137	
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	100	
AMC Entertainment Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	740	
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	60	320	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	80	649	
American Electric Power Co. Inc.	Columbus, OH	●										15	172	
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	88	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	55	344	
American Financial Group	Cincinnati, OH											0	478	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Amerigroup Corp.	Virginia Beach, VA											0	404	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	288	
AmerisourceBergen Corp.	Chesterbrook, PA	●										15	24	
Amgen Inc.	Thousand Oaks, CA	●		●	●	●			●			45	159	
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	120	
Anadarko Petroleum	The Woodlands, TX	●										15	260	
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90		115
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90		
Anixter International Inc.	Glenview, IL	●	●									30	422	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	298	
Apache Corp.	Houston, TX	●	●									30	271	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	56	
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	85	421	
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	189	
Archer Daniels Midland Co.	Decatur, IL	●		●	●	●						35	27	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	85		124
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90		54
Arrow Electronics	Melville, NY	●										15	157	
ArvinMeritor Inc.	Troy, MI	●										15	450	
Ashland Inc.	Covington, KY	●										15	280	
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●	80	268	
Astellas Pharma US, Inc.	Deerfield, IL	●		●	●	●	●	●	●	●	●	55		
AstraZeneca PLC	Wilmington, DE	●		●	●	●	●	●	●	●	●	60		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	7	
Atmos Energy Corp.	Dallas, TX	●	●									30	424	
Austin Radiological Assn.	Austin, TX	●		●	●	●						40		
Autoliv Inc.	Auburn Hills, MI	●	●									30	410	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	265	
AutoNation Inc.	Fort Lauderdale, FL	●										15	212	
Auto-Owners Insurance Group	Lansing, MI											0	418	
AutoZone Inc.	Memphis, TN	●										15	329	
Avaya Inc.	Basking Ridge, NJ	●	●	●	●	●	●	●	●	●	●	80		
Avery Dennison	Pasadena, CA	●										15	362	
Avis Budget Group Inc.	Parsippany, NJ	●	●									60	409	
Avnet Inc.	Phoenix, AZ	●		●	●	●						50	142	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	228	
B J's Wholesale Club	Westborough, MA	●										15	232	
Bain & Co. Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		
Baker & Daniels LLP	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	90		164
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	1	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90		45
Baker Hughes Inc.	Houston, TX	●										15	243	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85		114
Baldor Electric Co.	Fort Smith, AR	●		●	●	●						25		
Ball Corp.	Broomfield, CO			●	●	●						40	307	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90		101

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	-25 points	5			
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	100	5	
Bank of New York Mellon Corp., The (BNY Mellon)	New York, NY	●	●	●	●	●	●	●	●	●	●	100	274	
Barclays Capital	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	372	
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	90		
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	85		
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	60	185	
Bayer Corp.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	90		
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	70	217	
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●									30	312	
Bed Bath & Beyond Inc.	Union, NJ	●	●									30	314	
Berkshire Hathaway Inc.	Omaha, NE	●										15	11	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	100	45	
Big Lots	Columbus, OH	●										15	436	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		24
Biogen Idec Inc	Cambridge, MA	●										15	471	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	75	441	
Blockbuster Inc.	Dallas, TX			●	●	●	●	●	●	●	●	20	500	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100		
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	100		
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●	●	●	●	●	●	●	●	●	60		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	80	872	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	85		
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	90		
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	28	
Bon-Ton Stores, Inc.	York, PA	●	●	●	●	●	●	●	●	●	●	90	637	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100		
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		
Boston Scientific Corp.	Natick, MA	●		●	●	●	●	●	●	●	●	65	279	
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	85		
Bracewell & Giuliani	Houston, TX	●				●						60	98	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	●	70		
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	90		
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	60	551	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	114	
Broadcom Corp.	Irvine, CA	●										15	460	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	90	788	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		162
Brown Shoe Company, Inc.	St. Louis, MO	●				●						45	770	
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	729	
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100		48
Burger King Corp.	Miami, FL	●			●	●	●	●	●	●	●	55	721	
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●			●	●	●	●	●	●	●	20	167	
C&S Wholesale Grocers Inc.	Keene, NH	●		●								30		
C. H. Robinson Worldwide	Eden Prairie, MN	●										15	301	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
CA Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	●	80	482	
Cablevision Systems Corp.	Bethpage, NY	●										15	292	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85		61
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	264	
Calpine Corp.	Houston, TX	●		●	●	●			●			40	338	
Cameron International Corp.	Houston, TX											0	399	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	299	
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	●	70		
Capgemini U.S. LLC	New York, NY	●		●	●	●	●	●	●	●	●	50		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	144	
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	17	
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	90		
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100		
Carlson Companies Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	85		
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100		157
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	323	
Casey's General Stores, Inc.	Ankeny, IA											0	485	
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●	●	70	66	
CB Richard Ellis Group Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	85	499	
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	177	
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	75	376	
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	●	90		
Celanese Corp.	Dallas, TX	●										15	414	
Centene Corp.	St. Louis, MO											0	486	
CenterPoint Energy Inc.	Houston, TX	●										15	275	
CenturyLink Inc.	Monroe, LA	●	●	●	●	●	●	●	●	●	●	50	423	
Cerner Corp.	North Kansas City, MO	●	●	●	●	●	●	●	●	●	●	70	944	
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	85	381	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90		96
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	●	●	●	●	●	●	●	40		
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		173
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	465	
Charter Communications	St. Louis, MO	●										15	332	
Chesapeake Energy Corp.	Oklahoma City, OK	●										15	296	
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	3	
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	75		
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		170
Choice Hotels International Inc.	Silver Spring, MD	●	●	●	●	●	●	●	●	●	●	100		
Chrysler LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	100		
CHS Inc.	Inver Grove Heights, MN											0	91	
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	176	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	90	129	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	58	
CIT Group Inc.	New York, NY	●										15	515	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	12	
Classified Ventures LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	80		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	16	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	384	
CMS Energy Services	Jackson, MI	●										15	350	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85		
CNO Financial Group Inc.	Carmel, IN											0	475	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	72	
Coca-Cola Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	75	113	
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	151	
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	80	59	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	95	615	
Commercial Metals	Irving, TX											0	327	
Community Health Systems Inc.	Franklin, TN	●	●									30	191	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●		●	●	●					●	55		
Compass Group USA Inc.	Charlotte, NC	●		●	●	●						35		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●						85	138	
Compuware Corp.	Detroit, MI	●	●	●	●	●						70		
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●						75	178	
ConocoPhillips	Houston, TX	●		●	●	●						55	6	
Consol Energy, Inc.	Canonsburg, PA	●										15	449	
Consolidated Edison Co.	New York, NY	●	●	●	●	●						90	175	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●						90	149	
Convergys Corp.	Cincinnati, OH	●			●							45	666	
Con-way Inc.	San Mateo, CA	●										15	483	
Cooper Tire & Rubber Co.	Findlay, OH		●		●							25	678	
Corbis Corp.	Seattle, WA	●	●	●	●	●						50		
CoreLogic	Santa Ana, CA	●	●	●	●	●						90		
Core-Mark Holding Company Inc.	South San Francisco, CA											0	419	
Corning Inc.	Corning, NY	●	●	●	●	●						100	391	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●						90	25	
Coventry Health Care	Bethesda, MD	●										15	168	
Covington & Burling LLP	Washington, DC	●	●	●	●	●						100	44	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●						90		
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●							35	746	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●						90	46	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●						100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●						100	80	
Crown Holdings	Philadelphia, PA	●										15	289	
CSX Corp.	Jacksonville, FL	●	●	●	●	●						85	259	
Cummins Inc.	Columbus, IN	●	●	●	●	●						100	218	
CUNA Mutual Insurance Group	Madison, WI	●			●							30	692	
CVS Caremark Corp.	Woonsocket, RI	●	●	●	●	●						75	18	
Dana Holding Corp.	Maumee, OH	●										15	398	
Danaher Corp.	Washington, DC	●										15	207	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●						90	311	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●						90	26	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Davis Wright Tremaine LLP	Seattle, WA	●	●				●	●	●	●		75	100	
DaVita Inc.	El Segundo, CA	●										15	355	
Dean Foods Co.	Dallas, TX	●		●	●	●						40	208	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	35	
Deere & Co.	Moline, IL	●		●	●	●						60	107	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●		100		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●		100	38	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●		100		
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●		90	84	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●		100		
Devon Energy Corp.	Oklahoma City, OK	●	●									30	261	
Dewey & LeBoeuf LLP	New York, NY	●	●	●	●	●	●	●	●	●		100		19
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●		100		
Dick's Sporting Goods Inc.	Coraopolis, PA	●										15	466	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●		90		88
Dillard's Inc.	Little Rock, AR	●	●									30	348	
DIRECTV	El Segundo, CA	●	●	●	●	●						75	116	
Discover Financial Services	Riverwoods, IL	●	●		●							45	286	
DISH Network Corp.	Englewood, CO											0	200	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●		100		13
Dole Food Co. Inc.	Westlake Village, CA	●		●								30	331	
Dollar General Corp.	Goodlettsville, TN											0	195	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●	●						80	998	
Dollar Tree Stores Inc.	Chesapeake, VA	●	●									30	397	
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●						85	153	
Domino's Pizza Inc.	Ann Arbor, MI	●			●							35		
Domtar Corp.	Fort Mill, SC	●										15	383	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100		79
Dover Corp.	New York, NY											0	367	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●		100	46	
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●						60	378	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●						90		73
DTE Energy Co.	Detroit, MI	●			●							45	285	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●						85		71
Duke Energy Corp.	Charlotte, NC	●		●	●	●						70	181	
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●								30	940	
Dykema Gossett PLLC	Detroit, MI	●		●	●	●	●	●	●	●		70		142
E&J Gallo Winery	Modesto, CA	●	●		●							60		
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●						60	675	
E.I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●		100	86	
EarthLink Inc.	Atlanta, GA	●	●	●	●	●						55		
Eastman Chemical Co.	Kingsport, TN	●										15	415	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	297	
Eaton Corp.	Cleveland, OH	●										15	194	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	267	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●						90	365	

Employer	Headquarters Location	Criterion									2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	-25 points			
Edison International	Rosemead, CA	●	●								30	187	
Edwards Angell Palmer & Dodge LLP	Boston, MA	●	●	●	●	●	●	●	●		100	94	
EI Paso Corp	Houston, TX	●									15	447	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●		90	494	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●		100	112	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●		100	166	
EMCOR Group Inc	Norwalk, CT	●									15	377	
Emerson Electric Co.	St. Louis, MO	●					●	●	●		40	117	
Enbridge Energy Partners	Houston, TX	●									15	364	
Energy Future Holdings Corp	Dallas, TX	●									15	246	
Energy Transfer Partners, L.P.	Dallas, TX										0	388	
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●		90	219	
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●		50		
EOG Resources	Houston, TX	●									15	434	
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●		90	143	
Erie Insurance Group	Erie, PA	●	●								30	484	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●		100		
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●		75	308	
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		90		
Excelus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●		90		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	134	
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●		80	654	
Express Scripts Inc.	St. Louis, MO	●									15	96	
Exxon Mobil Corp.	Irving, TX									●	-25	2	
Faegre & Benson LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	95	
Family Dollar Stores	Matthews, NC	●	●								30	305	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●		100	54	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●		80	81	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●		70		
FedEx Corp.	Memphis, TN	●	●	●	●	●	●	●	●		75	60	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●		100	136	
Fidelity National Financial Corp.	Jacksonville, FL	●	●								30	366	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●		70	248	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●		65		
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●		90	78	
First American Financial Corp.	Santa Ana, CA	●									15	361	
First Data Corp.	Atlanta, GA	●									15	250	
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●		85	773	
FirstEnergy Corp.	Akron, OH	●									15	179	
Fiserv Inc.	Brookfield, WI	●									15	491	
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●		90	68	
Flowserve	Irving, TX										0	473	
Fluor Corp	Irving, TX										0	111	
FMC Technologies Inc.	Houston, TX	●									15	467	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	60	36	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	85	165	
Foot Locker Inc.	New York, NY	●										15	428	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	8	
Fortune Brands Inc.	Deerfield, IL	●										15	351	
Franklin Resources Inc.	San Mateo, CA	●		●	●	●						40	495	
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ											0	154	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●			●	●	●	80		
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	65	
Frontier Oil Corp.	Houston, TX											0	488	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	148	
Fulbright & Jaworski LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	40	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90		
GameStop Corp.	Grapevine, TX	●	●			●			●	●	●	75	255	
Gannett Co. Inc.	McLean, VA	●		●	●	●	●	●	●	●	●	45	370	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	162	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	70		
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
General Cable Corp.	Highland Heights, KY	●										15	469	
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●			●	●	●	85	69	
General Electric Co.	Fairfield, CT	●		●	●	●			●	●	●	60	4	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	155	
General Motors Co.	Detroit, MI	●	●		●	●	●	●	●	●	●	85	15	
Genuine Parts Co.	Atlanta, GA	●										15	236	
Genworth Financial Inc.	Richmond, VA	●	●	●								30	257	
Genzyme Corp.	Cambridge, MA	●										15	458	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	14	
Gilead Sciences Inc	Foster City, CA											0	324	
GlaxoSmithKline plc	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100		
Global Partners	Waltham, MA											0	368	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	39	
Goodrich Corp.	Charlotte, NC											0	334	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	38	
Goodyear Tire & Rubber Co.	Akron, OH	●										15	141	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	102	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	154	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	179	
Grant Thornton LLP	Chicago, IL	●		●	●	●	●	●	●	●	●	65		
Graybar Electric Company, Inc.	St. Louis, MO	●										15	470	
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ											0	247	
Greenberg Traurig LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	9	
Group 1 Automotive	Houston, TX	●										15	457	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100		
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90		
Guardian Life Insurance Co. of America, The	New York, NY	●		●	●	●	●	●	●	●	●	35	237	
H&R Block Inc.	Kansas City, MO	●		●	●	●	●	●	●	●	●	50	493	

Employer	Headquarters Location	Criterion										2011 Fortune 1000	2011 AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points	2012 CEI Rating		
H.E. Butt Grocery Co.	San Antonio, TX	●		●			●				40		
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●		●	●	●	●	65	233	
Hain Celestial Group Inc.	Melville, NY	●		●	●	●	●	●	●	●	65		
Halliburton Co.	Houston, TX	●									15	158	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	90		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	60	524	
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●	●	●	●	●	●	70		
Harley-Davidson Inc.	Milwaukee, WI	●					●	●	●	●	15	430	
Harris Corp.	Melbourne, FL	●	●								30	371	
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	70		
Harry & David Holdings Inc.	Medford, OR	●	●	●	●	●	●	●	●	●	70		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	90	97	
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	85		
Hasbro Inc.	Pawtucket, RI	●									25	511	
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	85	87	
HCA - Hospital Corporation of America	Nashville, TN	●									15	77	
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	85		
Health Management Associates Inc.	Naples, FL										0	443	
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●	●	80	146	
Henry Schein	Melville, NY	●									15	339	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	100	965	
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	75	174	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	85	395	
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●	65	318	
Hess Corp.	New York, NY	●									15	79	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	10	
Hilton Hotels Corp.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	60		
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	138	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	23	
Holland & Hart LLP	Denver, CO	●	●	●	●	●	●	●	●	●	75	134	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	90	51	
Holly Corp.	Dallas, TX										0	431	
Holme Roberts & Owen LLP	Denver, CO	●		●	●	●	●	●	●	●	45	188	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	80	29	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	85	74	
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	60	340	
Hospira Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	75	527	
Host Hotels & Resorts Inc.	Bethesda, MD	●		●	●	●	●	●	●	●	30	492	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●			●	●	●	●	●	●	25		
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			●	●	●	●	●	●	25		
Howrey LLP	Washington, DC	●	●	●	●	●	●	●	●	●	85	58	
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	90		
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	90	73	
Huntington Bancshares Inc.	Columbus, OH	●		●	●	●	●	●	●	●	60	597	
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	90	41	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Huntsman Corp.	Salt Lake City, UT											0	293	
Husch Blackwell LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	92	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	581	
Icahn Enterprises LP	New York, NY											0	290	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●	●	●	●	●	●	●	60	169	
Imation Corp.	Oakdale, MN	●	●	●	●	●	●	●	●	●	●	70	923	
ING North America Insurance Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100		
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	60	80	
Integrys Energy Group Inc.	Chicago, IL	●	●									30	302	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	95	62	
InterContinental Hotels Group Americas	Atlanta, GA	●		●	●	●	●	●	●	●	●	65		
International Assets Holding Corp.	Altamonte Springs, FL											0	49	
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	20	
International Paper Co.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	45	104	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	358	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	610	
ITT Corp.	White Plains, NY	●	●	●	●	●	●	●	●	●	●	75	214	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	85	133	
Jabil Circuit Inc.	St. Petersburg, FL	●										15	199	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●	●	●	●	●	●	●	50	203	
Jarden Corp.	Rye, NY	●	●									30	406	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	75	
JetBlue Airways Corp.	Forest Hills, NY	●	●	●	●	●	●	●	●	●	●	90	592	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	80		
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	33	
Johnson Controls Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	30	83	
Jones Apparel Group Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	70	583	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	9	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	12	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	90		
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	66	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	64	
KB Home	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	50	892	
KBR Inc.	Houston, TX											0	193	
Keane Inc.	Boston, MA	●										25		
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	127	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	184	
Kelly Services Inc.	Troy, MI	●	●									30	479	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	90	356	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	113	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	90	126	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
Kinder Morgan Inc.	Houston, TX	●										15	315	
Kindred Health care	Louisville, KY	●										15	477	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	34	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	5	
KLA-Tencor Corp.	Milpitas, CA	●		●							●	35		
Kohl's Corp.	Menomonee Falls, WI	●										15	135	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Kraft Foods Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	53	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	85	23	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	90	156	
L.L. Bean Inc.	Freeport, ME	●	●	●	●	●	●	●	●	●	●	65		
L-3 Communications Holdings	New York, NY	●										15	148	
Laboratory Corporation of America Holdings	Burlington, NC	●										15	442	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	45	865	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	90	226	
Las Vegas Sands Corp.	Las Vegas, NV											0	456	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	3	
Lear Corp.	Southfield, MI											0	242	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	503	
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●	●	●	●	●	90		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	90	526	
Liberty Global Inc.	Englewood, CO											0	210	
Liberty Interactive Corp.	Englewood, CO											0	227	
Liberty Mutual Group	Boston, MA											0	71	
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	269	
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	●	60	256	
Lindquist & Vennum PLLP	Minneapolis, MN	●		●	●	●	●	●	●	●	●	60		
Little, Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	74	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	●	70	490	
Liz Claiborne Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	645	
Locke Lord Bissell & Liddell LLP	Chicago, IL	●		●	●	●	●	●	●	●	●	45	69	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	44	
Loews Corp.	New York, NY	●		●	●	●	●	●	●	●	●	35	165	
Lowe's Companies Inc.	Mooresville, NC	●										15	42	
Lubrizol Corporation	Wickliffe, OH	●										15	453	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●	●	●	●	●	●	●	●	●	70	193	
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	103	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	90	109	
ManpowerGroup	Milwaukee, WI	●			●	●	●	●	●	●	●	50	143	
Marathon Oil Corp.	Houston, TX	●										15	41	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	90	213	
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●	●	55		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	221	
Masco Corp.	Taylor, MI	●										15	291	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	90	93	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	90	411	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	75	387	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	10	
Mayo Clinic	Rochester, MN	●	●	●	●	●	●	●	●	●	●	70		
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	25	857	
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	●	90	129	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	27	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	75	108	
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	363	
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	55	
McKenna, Long & Aldridge LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	80	102	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	60	14	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
MDU Resources Group, Inc.	Bismarck, ND											0	498	
MeadWestvaco Corp.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	50	357	
Medco Health Solutions	Franklin Lakes, NJ	●										15	35	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	160	
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	25		
Men's Wearhouse Inc., The	Houston, TX	●	●	●	●	●	●	●	●	●	●	30	861	
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	90	85	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	51	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	90	360	
Micron Technology Inc.	Boise, ID	●										15	432	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	36	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	42	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	85	97	
Mirant Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	30	760	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100		
Mohawk Industries Inc.	Calhoun, GA											20	392	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	80	197	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	900	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	55	150	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	11	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	70	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90		
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	21	
Mosaic Company	Plymouth, MN	●	●									30	231	
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	90	110	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	60	132	
Murphy Oil	El Dorado, AR	●										15	125	
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	●	60	408	
Mylan Laboratories Inc.	Canonsburg, PA											0	412	
Nash Finch	Minneapolis, MN	●										15	400	
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●	●	90		
National Oilwell Varco, Inc.	Houston, TX	●										15	182	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 10 points	5 15 points	-25 points			
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	118	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Navistar International Corp.	Warrenville, IL											10	202	
NCR Corp.	Duluth, GA	●	●	●	●	●						80	451	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	●	●						60		135
Nestlé Purina PetCare Co.	St. Louis, MO	●			●							45		
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	90	574	
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	64	
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	733	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	373	
Newmont Mining Corporation	Greenwood Village, CO	●										15	295	
News Corp.	New York, NY	●										15	76	
NextEra Energy Inc.	Juno Beach, FL	●										15	147	
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	90		
NII Holdings	Reston, VA											0	468	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	124	
NiSource Inc.	Merrillville, IN	●										15	336	
Nissan North America Inc.	Franklin, TN	●			●							30		
Nixon Peabody LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		60
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	70		
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	270	
Norfolk Southern Corp.	Norfolk, VA	●			●	●	●	●	●	●	●	50	287	
Nortel Networks Corp.	Richardson, TX	●			●	●	●	●	●	●	●	60		
Northeast Utilities	Berlin, CT	●				●						30	385	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	497	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	75	61	
Northwestern Mutual Life Insurance	Milwaukee, WI	●			●	●						50	115	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	75		
NRG Energy Inc.	Princeton, NJ	●										15	263	
Nucor Corp.	Charlotte, NC											0	206	
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	70	556	
NYSE Euronext Inc.	New York, NY	●										15	444	
Occidental Petroleum	Los Angeles, CA	●	●	●								30	150	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	192	
OfficeMax Inc.	Naperville, IL	●	●	●	●	●	●	●	●	●	●	85	313	
O'Melveny & Myers LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90		28
Omnicare	Covington, KY											0	347	
Omnicon Group	New York, NY	●	●	●		●						65	198	
ONEOK Inc.	Tulsa, OK	●										15	209	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	105	
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
O'Reilly Automotive Inc.	Springfield, MO											0	429	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		25
Oshkosh Corp.	Oshkosh, WI	●										15	386	
Owens & Minor Inc.	Mechanicsville, VA	●			●							25	283	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	432	
Owens-Illinois Inc.	Perrysburg, OH	●										15	322	
Paccar Inc.	Bellevue, WA	●										15	282	
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●						80	401	
PacifiCorp	Portland, OR	●	●	●	●	●	●	●	●	●	●	80		
Palm Management Corp.	Washington, DC	●		●	●	●	●	●	●	●	●	65		
Pantry Inc., The	Cary, NC											0	382	
Parker Hannifin Corp.	Cleveland, OH	●										15	230	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		160
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	60	629	
Patton Boggs LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90		84
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100		20
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		37
Peabody Energy Corp	St. Louis, MO	●										15	346	
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
Penske Automotive Group	Bloomfield Hills, MI											0	245	
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	70	860	
Pepco Holdings Inc.	Washington, DC	●		●	●	●	●	●	●	●	●	60	251	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90		83
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	95	50	
Perkins + Will Inc.	Chicago, IL	●		●	●	●	●	●	●	●	●	45		
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100		63
Peter Kiewit Sons' Inc	Omaha, NE	●										15	238	
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	60	393	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	40	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	173	
Philip Morris International Inc.	New York, NY											0	94	
Pilgrim's Pride Corporation	Pittsburg, TX											0	317	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		53
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	35	590	
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	●	50	375	
Plains All American Pipeline, L.P.	Houston, TX											0	128	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	90	123	
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●	●	●	●	●	●	35	927	
Polaroid Corp.	Waltham, MA	●		●	●	●	●	●	●	●	●	30		
Polo Ralph Lauren Corp.	New York, NY	●										15	417	
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	85		147
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	90	899	
PPG Industries Inc.	Pittsburgh, PA	●		●	●	●	●	●	●	●	●	60	190	
PPL Corp.	Allentown, PA	●		●	●	●	●	●	●	●	●	60	300	
Praxair Inc.	Danbury, CT	●		●	●	●	●	●	●	●	●	50	262	
Precision Castparts Corp	Portland, OR	●		●								30	325	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	85	266	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	22	

Employer	Headquarters Location	Criterion										2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points		
Progress Energy Inc.	Raleigh, NC	●		●	●				●	●		45	239
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●		90	161
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●		90	39
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●		100	65
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●		85	186
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●		90	
Publix Super Markets	Lakeland, FL	●										15	99
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		90	225
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●		85	126
Quest Diagnostics Inc.	Madison, NJ	●		●	●	●			●	●		65	303
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●		80	240
RadioShack Corp.	Fort Worth, TX	●		●	●	●	●	●	●	●		30	481
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●		90	708
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●		100	95
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●		85	
Realogy Corp.	Parsippany, NJ	●				●			●	●		45	519
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●		65	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		90	17
Reinsurance Group of America Inc.	Chesterfield, MO	●										15	321
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										15	394
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●		100	
Republic Services Inc.	Phoenix, AZ	●										15	278
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●		70	272
Rite Aid Corp.	Camp Hill, PA	●		●	●	●			●			45	89
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●		75	636
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●		70	
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	146
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●		90	476
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●		75	462
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	30
Ross Stores	Pleasanton, CA											0	316
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●		60	
RRI Energy Inc.	Houston, TX	●		●	●	●	●	●	●	●		60	528
Ryder System Inc.	Miami, FL	●	●	●	●	●	●	●	●	●		80	426
Ryland Group Inc., The	Calabasas, CA	●				●						20	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●		90	
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●	●	●	●	●		75	
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●		85	52
SAIC Inc.	McLean, VA	●										15	215
Sanmina-SCI	San Jose, CA											0	405
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●	●	●	●	●	●	●		45	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●		90	
Sara Lee Corp.	Downers Grove, IL	●	●	●	●	●	●	●	●	●		85	180
Saul Ewing LLP	Philadelphia, PA	●		●	●	●	●	●	●	●		30	180
SCANA Corp.	Cayce, SC	●										15	489

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	121	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	60	70	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	●	45		
Sealed Air Corp	Elmwood Park, NJ											0	487	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	48	
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	133	
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	●	65	993	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	280	
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●	●	●	●	●	●	●	50		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	62	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	29	
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	85		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	76	
Sherwin-Williams Co., The	Cleveland, OH	●										15	319	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	82	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	6	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	22	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	732	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	2	
SLM Corp. (Sallie Mae)	Reston, VA	●	●	●	●	●	●	●	●	●	●	45	354	
Smith International Inc.	Houston, TX	●										15	277	
Smithfield Foods Inc.	Smithfield, VA											0	163	
Smurfit-Stone Container Corp.	Chicago, IL	●										15	374	
SNR Denton US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	59	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100		
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	80		
Software House International	Somerset, NJ	●										15		
Sonic Automotive Inc.	Charlotte, NC	●										15	345	
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	90		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100		
Southern Co.	Atlanta, GA	●		●	●	●	●	●	●	●	●	40	145	
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	229	
Spectra Energy Corp	Houston, TX	●	●	●	●	●	●	●	●	●	●	85	437	
Spectrum Group International Inc.	Irvine, CA											0	480	
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	67	
SPX Corp.	Charlotte, NC											0	427	
Squire, Sanders & Dempsey LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	52	
SRA International Inc.	Fairfax, VA	●		●	●	●	●	●	●	●	●	45	1000	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	60	445	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	101	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	241	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85		
Starwood Hotels & Resorts Worldwide	White Plains, NY	●	●	●	●	●	●	●	●	●	●	100	438	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	95	34	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	249	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	90	609	
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	81	
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	162	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	90	137	
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●	●	15	333	
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	●	85		
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	14	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100		
SunGard Data Systems Inc.	Wayne, PA	●	●	●	●	●	●	●	●	●	●	15	380	
Sunoco Inc.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	15	78	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	224	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	100	47	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	104	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	353	
SYNNEX Corp.	Fremont, CA	●	●	●	●	●	●	●	●	●	●	0	294	
SYSCO Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	0	55	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	85	30	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100		
Teachers Insurance & Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	109	
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●	●	●	●	●	●	●	●	●	●	0	416	
Tenet Health care	Dallas, TX	●	●	●	●	●	●	●	●	●	●	45	253	
Tenneco Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	0	446	
Terex Corporation	Westport, CT	●	●	●	●	●	●	●	●	●	●	30	402	
Tesoro Corp.	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	15	139	
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	223	
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	15	220	
Shaw Group Inc., The	Baton Rouge, LA	●	●	●	●	●	●	●	●	●	●	15	309	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	50	234	
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	153	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	85	140	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
Thrivent Financial for Lutherans	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	15	342	
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	690	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	131	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	82	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	119	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	55		
Toyota Financial Services Corp.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100		
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100		
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	65	171	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●	●	●	●	●	●	●	80		
TravelCenters of America	Westlake, OH	●	●	●	●	●	●	●	●	●	●	15	440	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	98	
Travelport Ltd.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	65		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	72	
TRW Automotive Holdings Corp.	Livonia, MI											10	201	
Tutor Perini Corp.	Sylmar, CA											0	407	
Tyson Foods, Inc.	Springdale, AR	●										15	87	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	121	
U.S. Foodservice Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	50		
UBM plc	Manhasset, NY	●	●	●	●	●	●	●	●	●	●	60		
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100		
UGI Corp.	King of Prussia, PA	●	●									30	369	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100		
Union Pacific Corp.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	65	164	
Unisys Corp.	Blue Bell, PA	●	●									40	452	
United Continental Holdings Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	140	
United Parcel Service Inc. (UPS)	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	43	
United Services Automobile Association	San Antonio, TX											0	132	
United States Steel Corp.	Pittsburgh, PA											0	211	
United Stationers Inc.	Deerfield, IL	●										15	439	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	37	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	100	21	
Universal American Corp.	Rye Brook, NY											0	425	
Universal Health Services	King of Prussia, PA	●										15	403	
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●	●	70	235	
URS Corp.	San Francisco, CA	●										15	252	
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	85	222	
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	●	75	768	
Valero Energy Corp.	San Antonio, TX	●										15	26	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	20	13	
VF Corp.	Greensboro, NC	●										15	310	
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	170	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	47	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	●	90		
Virgin Media Inc.	New York, NY	●										15	359	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	85	326	
Vision Service Plan	Rancho Cordova, CA	●	●	●	●	●	●	●	●	●	●	45		
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●	●	85	335	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	90		
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●	●	●	●	●	●	80	158	
W.R. Berkley	Greenwich, CT											0	463	
W.W. Grainger	Lake Forest, IL	●										15	349	
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	43	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	90	32	
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	●	60	1	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	57	
Washington Post Co.	Washington, DC											0	455	
Waste Management Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	196	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	8		
WellCare Health Plans, Inc.	Tampa, FL	●									15	328		
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	85	31		
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	19		
WESCO International Inc.	Pittsburgh, PA	●									15	448		
Western & Southern Financial Group	Cincinnati, OH										0	420		
Western Digital Corp.	Lake Forest, CA	●									15	304		
Western Refining Inc.	El Paso, TX										0	330		
Western Union Co., The	Englewood, CO	●	●								30	413		
Weyerhaeuser Co.	Federal Way, WA	●		●	●					●	60	379		
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	100	136		
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	7		
Whole Foods Market Inc.	Austin, TX	●	●			●		●	●	●	75	284		
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●						45			
Williams Companies Inc.	Tulsa, OK	●		●	●	●					60	276		
Williams Mullen PC	Richmond, VA	●	●	●	●	●					90	169		
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●					85	50		
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	18		
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●					85	57		
Winn-Dixie Stores Inc.	Jacksonville, FL	●									15	306		
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	33		
Wisconsin Energy Corp.	Milwaukee, WI	●			●						45	496		
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●			●						60	106		
World Fuel Services	Miami, FL	●	●								30	205		
WPP Group USA	New York, NY	●	●	●	●	●					90			
Wyeth	Madison, NJ	●		●	●	●					60			
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●					90	541		
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●					90	634		
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●					75	244		
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	152		
XTO Energy, Inc.	Fort Worth, TX	●									15	258		
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	100	343		
YRC Worldwide Inc.	Overland Park, KS	●								●	20	396		
Yum! Brands Inc.	Louisville, KY	●		●	●	●					45	216		
Zurich North America	Schaumburg, IL	●	●	●	●	●					65			

Appendix C

Corporate Equality Index: 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 rating 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.

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
ADVERTISING AND MARKETING														
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	358	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85		
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	●	75	768	
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	●	65	198	
AEROSPACE AND DEFENSE														
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	44	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	95	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	28	
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	69	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	●	85	74	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	75	61	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	75	462	
Alliant Techsystems Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	35	454	
Goodrich Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	0	334	
L-3 Communications Holdings	New York, NY	●	●	●	●	●	●	●	●	●	●	15	148	
Precision Castparts Corp.	Portland, OR	●	●	●	●	●	●	●	●	●	●	30	325	
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	15	220	
AIRLINES														
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	120	
United Continental Holdings Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	140	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	575	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	84	
JetBlue Airways Corp.	Forest Hills, NY	●	●	●	●	●	●	●	●	●	●	90	592	
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	229	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	●	90		
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	85	222	
APPAREL, FASHION, TEXTILES, DEPT. STORES														
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	503	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	124	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	103	
Jones Apparel Group Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	70	583	
L.L. Bean Inc.	Freeport, ME	●	●	●	●	●	●	●	●	●	●	65		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	60	524	
Polo Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	15	417	
VF Corp.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	15	310	
AUTOMOTIVE														
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	8	
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100		
Chrysler LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	100		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	90		
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	●	85		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●	●	85	335	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	85	15	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	●	70		
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●	●	65	318	
Nissan North America Inc.	Franklin, TN	●		●								30		
Cooper Tire & Rubber Co.	Findlay, OH		●		●			●				25	678	
Dana Holding Corp.	Maumee, OH	●										15	398	
Navistar International Corp.	Warrenville, IL						●					10	202	
Lear Corp.	Southfield, MI											0	242	
ArvinMeritor Inc.	Troy, MI	●										15	450	
Autoliv Inc.	Auburn Hills, MI	●	●									30	410	
AutoNation Inc.	Fort Lauderdale, FL	●										15	212	
Goodyear Tire & Rubber Co.	Akron, OH	●										15	141	
Group 1 Automotive	Houston, TX	●										15	457	
Johnson Controls Inc.	Milwaukee, WI	●	●									30	83	
Paccar Inc.	Bellevue, WA	●										15	282	
Penske Automotive Group	Bloomfield Hills, MI											0	245	
Sonic Automotive Inc	Charlotte, NC	●										15	345	
Tenneco Inc.	Lake Forest, IL	●										0	446	
TRW Automotive Holdings Corp.	Livonia, MI						●					10	201	
BANKING AND FINANCIAL SERVICES														
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	88	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	288	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	100	5	
Bank of New York Mellon Corp., The (BNY Mellon)	New York, NY	●	●	●	●	●	●	●	●	●	●	100	274	
Barclays Capital	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	144	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	465	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	12	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	54	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	39	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	9	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	70	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	497	
TD Bank, N.A.	Wilmington , DE	●	●	●	●	●	●	●	●	●	●	100		
Teachers Insurance & Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Toyota Financial Services Corp.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	121	
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100		
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	19	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	95	615	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	90		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	90	356	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	90	411	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90		
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	90	123	
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	90	708	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	249	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	224	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	85		
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	773	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	85		
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	85	326	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	81	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	75	441	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	900	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	70	217	
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	●	70		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	70		
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	70	248	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	70		
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	65		
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	60	675	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	60	597	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	55		
H&R Block Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	50	493	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	45	286	
SLM Corp. (Sallie Mae)	Reston, VA	●	●	●	●	●	●	●	●	●	●	45	354	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	40		
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	40	495	
Dun & Bradstreet Corp., The	Short Hills, NJ	●	●	●	●	●	●	●	●	●	●	30	940	
CIT Group Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	15	515	
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	15	122	
Fidelity National Financial Corp.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	30	366	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	15	250	
Fiserv Inc.	Brookfield, WI	●	●	●	●	●	●	●	●	●	●	15	491	
International Assets Holding Corp.	Altamonte Springs, FL	●	●	●	●	●	●	●	●	●	●	0	49	
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	15	444	
SunGard Data Systems Inc.	Wayne, PA	●	●	●	●	●	●	●	●	●	●	15	380	
Western Union Co., The	Englewood, CO	●	●	●	●	●	●	●	●	●	●	30	413	
CHEMICALS AND BIOTECHNOLOGY														
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	46	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	86	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	90		
Bayer Corp.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	90		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	90	365		
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	80	273		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	80	197		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	60	190		
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	50	262		
Ashland Inc.	Covington, KY	●	●	●	●	●	●	●	●	●	15	280		
Avery Dennison	Pasadena, CA	●	●	●	●	●	●	●	●	●	15	362		
Celanese Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	15	414		
Eastman Chemical Co.	Kingsport, TN	●	●	●	●	●	●	●	●	●	15	415		
Huntsman Corp.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	0	293		
Lubrizol Corporation	Wickliffe, OH	●	●	●	●	●	●	●	●	●	15	453		
Mosaic Company	Plymouth, MN	●	●	●	●	●	●	●	●	●	30	231		
Sherwin-Williams Co., The	Cleveland, OH	●	●	●	●	●	●	●	●	●	15	319		
COMPUTER AND DATA SERVICES														
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	265		
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	100	166		
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	10		
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	90	788		
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●	●	●	●	90			
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	85	138		
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●	45	1000		
Affiliated Computer Services	Dallas, TX	●	●	●	●	●	●	●	●	●	40	341		
Unisys Corp.	Blue Bell, PA	●	●	●	●	●	●	●	●	●	40	452		
Keane Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	25			
SAIC Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	15	215		
COMPUTER HARDWARE AND OFFICE EQUIPMENT														
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	56		
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	58		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	38		
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	109		
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	152		
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	90			
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	90	526		
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	90	574		
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	80	451		
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●	60	80		
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	50	142		
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	50	375		
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	45			
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	35			
Software House International	Somerset, NJ	●	●	●	●	●	●	●	●	●	15			
Arrow Electronics	Melville, NY	●	●	●	●	●	●	●	●	●	15	157		
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	30	371		
SYNNEX Corp.	Fremont, CA	●	●	●	●	●	●	●	●	●	0	294		
United Stationers Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	15	439		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	-25 points	5			
Western Digital Corp.	Lake Forest, CA	●										15	304	
COMPUTER SOFTWARE														
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	610	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	36	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	105	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	353	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	90	657	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	90	494	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	●	90		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	80	872	
CA Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	●	80	482	
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	80		
Cerner Corp.	North Kansas City, MO	●	●	●	●	●	●	●	●	●	●	70	944	
Compuware Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	70		
Allscripts-Misys Health care Solutions Inc.	Chicago, IL	●										30		
McAfee Inc.	Santa Clara, CA	●										25	857	
CONSULTING AND BUSINESS SERVICES														
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	298	
Bain & Co. Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100		
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	20	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	221	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Adecco North America LLC	Melville, NY	●	●	●	●	●	●	●	●	●	●	90		
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	189	
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	90		
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	75	636	
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	70		
Grant Thornton LLP	Chicago, IL	●										65		
Capgemini U.S. LLC	New York, NY	●										50		
ManpowerGroup	Milwaukee, WI	●										50	143	
Convergys Corp.	Cincinnati, OH	●										45	666	
Kelly Services Inc.	Troy, MI	●	●									30	479	
EDUCATION AND CHILD CARE														
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	90		
ENERGY AND UTILITIES														
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	134	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	173	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	280	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100		
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	175	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	90	149	
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90	219	
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●	●	90		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	90	899	
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	153	
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	●	85	186	
PacifiCorp	Portland, OR	●	●	●	●	●	●	●	●	●	●	80		
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	75	244	
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	70	181	
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	70	556	
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	60	320	
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	60	251	
RRI Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	60	528	
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	60	276	
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	50	570	
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●	●	●	●	●	●	●	50		
DTE Energy Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	45	285	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	45	865	
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	60	300	
Progress Energy Inc.	Raleigh, NC	●	●	●	●	●	●	●	●	●	●	45	239	
Wisconsin Energy Corp.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	45	496	
Calpine Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	40	338	
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	40	145	
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	35	590	
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●	●	●	●	●	●	35	927	
Mirant Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	30	760	
Northeast Utilities	Berlin, CT	●	●	●	●	●	●	●	●	●	●	30	385	
Allegheny Energy Inc.	Greensburg, PA	●	●	●	●	●	●	●	●	●	●	15	571	
AES Corp., The	Arlington, VA	●	●	●	●	●	●	●	●	●	●	15	156	
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	15	172	
Atmos Energy Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	30	424	
CenterPoint Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	15	275	
CMS Energy Services	Jackson, MI	●	●	●	●	●	●	●	●	●	●	15	350	
Edison International	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	30	187	
Energy Future Holdings Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	15	246	
Energy Transfer Partners, L.P.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	0	388	
FirstEnergy Corp.	Akron, OH	●	●	●	●	●	●	●	●	●	●	15	179	
Global Partners	Waltham, MA	●	●	●	●	●	●	●	●	●	●	0	368	
Integrys Energy Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30	302	
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●	●	15	147	
NiSource Inc.	Merrillville, IN	●	●	●	●	●	●	●	●	●	●	15	336	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	-25 points	5			
NRG Energy Inc.	Princeton, NJ	●	●	●	●	●	●	●	●	●	●	15	263	
ONEOK Inc	Tulsa, OK	●										15	209	
SCANA Corp.	Cayce, SC	●										15	489	
UGI Corp.	King of Prussia, PA	●	●									30	369	
ENGINEERING AND CONSTRUCTION														
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	85	352	
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	85	381	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●	●	●	●				50	203	
KB Home	Los Angeles, CA	●	●	●	●	●	●	●				50	892	
Perkins + Will Inc.	Chicago, IL	●		●	●	●			●			45		
Ryland Group Inc., The	Calabasas, CA	●			●	●						20		
EMCOR Group Inc.	Norwalk, CT	●										15	377	
Peter Kiewit Sons' Inc	Omaha, NE	●										15	238	
Shaw Group Inc., The	Baton Rouge, LA	●										15	309	
URS Corp.	San Francisco, CA	●										15	252	
Fluor Corp	Irving, TX											0	111	
KBR Inc.	Houston, TX											0	193	
Tutor Perini Corp.	Sylmar, CA											0	407	
ENTERTAINMENT AND ELECTRONIC MEDIA														
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	82	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	57	
AMC Entertainment Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	740	
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	177	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90		
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	170	
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	80	59	
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	75	376	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	732	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	●	70	490	
Corbis Corp.	Seattle, WA	●	●	●	●	●	●	●				50		
News Corp.	New York, NY	●										15	76	
FOOD, BEVERAGES AND GROCERIES														
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	729	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	299	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100		
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	72	
Delhaize America Inc	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100		
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100		
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	155	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	184	
Kraft Foods Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	53	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100		
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	100	47	

Employer	Headquarters Location	Criterion										2011 Fortune 1000	2012 CEI Rating	2011 AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	95	50	
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90		
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	90	311	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	90	226	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	241	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	85	395	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	85	23	
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	●	85	52	
Sara Lee Corp.	Downers Grove, IL	●	●	●	●	●	●	●	●	●	●	85	180	
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	75		
Coca-Cola Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	75	113	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	75	178	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	75	108	
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	75	284	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	70		
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	65	233	
Hain Celestial Group Inc.	Melville, NY	●	●	●	●	●	●	●	●	●	●	65		
Palm Management Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	65		
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	60	551	
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	60	378	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	60		
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	60	340	
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	55		
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	55	721	
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●	●	55		
U.S. Foodservice Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	50		
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	45		
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●	●	45	89	
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	45	216	
Dean Foods Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	40	208	
H.E. Butt Grocery Co.	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	40		
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	35		
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●	●	●	●	●	●	●	●	●	●	35	746	
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	35		
C&S Wholesale Grocers Inc.	Keene, NH	●	●	●	●	●	●	●	●	●	●	30		
Dole Food Co. Inc.	Westlake Village, CA	●	●	●	●	●	●	●	●	●	●	30	331	
Archer Daniels Midland Co.	Decatur, IL	●	●	●	●	●	●	●	●	●	●	35	27	
CHS Inc.	Inver Grove Heights, MN	●	●	●	●	●	●	●	●	●	●	0	91	
Core-Mark Holding Company, Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	0	419	
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ	●	●	●	●	●	●	●	●	●	●	0	247	
Nash Finch	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	15	400	
Pilgrim's Pride Corporation	Pittsburg, TX	●	●	●	●	●	●	●	●	●	●	0	317	
Publix Super Markets	Lakeland, FL	●	●	●	●	●	●	●	●	●	●	15	99	
Smithfield Foods Inc.	Smithfield, VA	●	●	●	●	●	●	●	●	●	●	0	163	
SYSCO Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	0	55	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Tyson Foods, Inc.	Springdale, AR	●										15	87	
Winn-Dixie Stores Inc.	Jacksonville, FL	●										15	306	
FOREST AND PAPER PRODUCTS														
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●	●	●	●	●	●		60	379	
International Paper Co.	Memphis, TN	●	●	●	●	●	●	●	●	●		45	104	
Domtar Corp.	Fort Mill, SC	●										15	383	
HEALTH CARE/ HEALTH INSURANCE														
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●		100	63	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●		100		
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●		100		
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	17	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●		100		
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		100	21	
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●		90		
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●		90	129	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●		90		
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●		90	73	
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●		90		
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		90		
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●		85		
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●		85		
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		85		
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●		85	31	
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●	●		80	146	
Mayo Clinic	Rochester, MN	●		●	●	●	●	●	●	●		70		
Quest Diagnostics Inc.	Madison, NJ	●		●	●	●	●	●	●	●		65	303	
Abbott Laboratories	Abbott Park, IL	●		●	●	●	●	●	●	●		60	75	
Baxter International Inc.	Deerfield, IL	●		●	●	●	●	●	●	●		60	185	
Blue Cross Blue Shield of North Carolina	Durham, NC	●		●	●	●	●	●	●	●		60		
McKesson Corp.	San Francisco, CA	●		●	●	●	●	●	●	●		60	14	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●		●	●	●	●	●	●	●		60	629	
Vision Service Plan	Rancho Cordova, CA	●		●	●	●	●	●	●	●		45		
Austin Radiological Assn.	Austin, TX	●		●	●	●	●	●	●	●		40		
Owens & Minor Inc.	Mechanicsville, VA	●			●	●	●	●	●	●		25	283	
Amerigroup Corp.	Virginia Beach, VA											0	404	
AmerisourceBergen Corp.	Chesterbrook, PA	●										15	24	
Centene Corp.	St. Louis, MO											0	486	
Coventry Health Care	Bethesda, MD	●										15	168	
Express Scripts Inc.	St. Louis, MO	●										15	96	
Henry Schein	Melville, NY	●										15	339	
Laboratory Corporation of America Holdings	Burlington, NC	●										15	442	
Medco Health Solutions	Franklin Lakes, NJ	●										15	35	
Omnicare	Covington, KY											0	347	
WellCare Health Plans, Inc.	Tampa, FL	●										15	328	
HEALTH CARE MEDICAL FACILITIES														
Tenet Health care	Dallas, TX	●		●	●	●	●	●	●	●		45	253	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Community Health Systems Inc.	Franklin, TN	●	●									30	191	
DaVita Inc.	El Segundo, CA	●										15	355	
HCA - Hospital Corporation of America	Nashville, TN	●										15	77	
Health Management Associates Inc.	Naples, FL											0	443	
Kindred Health care	Louisville, KY	●										15	477	
Universal Health Services	King of Prussia, PA	●										15	403	
HIGH-TECH/PHOTO/SCIENCE EQUIP.														
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	297	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	160	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	95	62	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	476	
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	223	
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	85	421	
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	75	461	
ITT Corp.	White Plains, NY	●	●	●	●	●	●	●	●	●	●	75	214	
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	70	390	
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	70		
Boston Scientific Corp.	Natick, MA	●										65	279	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	60	445	
Thermo Fisher Scientific Inc.	Waltham, MA	●		●	●	●	●	●	●	●	●	50	234	
KLA-Tencor Corp.	Milpitas, CA	●		●	●	●	●	●	●	●	●	35		
Polaroid Corp.	Waltham, MA	●			●	●	●	●	●	●	●	30		
Agco	Duluth, GA	●										15	337	
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●								30	312	
Broadcom Corp.	Irvine, CA	●										15	460	
Dover Corp.	New York, NY											0	367	
Eaton Corp.	Cleveland, OH	●										15	194	
Flowserve	Irving, TX											0	473	
General Cable Corp.	Highland Heights, KY	●										15	469	
Graybar Electric Company, Inc.	St. Louis, MO	●										15	470	
Micron Technology Inc.	Boise, ID	●										15	432	
Parker Hannifin Corp.	Cleveland, OH	●										15	230	
Sanmina-SCI	San Jose, CA											0	405	
SPX Corp.	Charlotte, NC											0	427	
Stryker Corp.	Kalamazoo, MI	●										15	333	
Terex Corporation	Westport, CT	●	●	●								30	402	
WESCO International Inc.	Pittsburgh, PA	●										15	448	
HOME FURNISHING														
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100		
Fortune Brands Inc.	Deerfield, IL	●										15	351	
Jarden Corp.	Rye, NY	●	●	●								30	406	
Masco Corp.	Taylor, MI	●										15	291	
HOTELS, RESORTS AND CASINOS														
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	264	
Choice Hotels International Inc.	Silver Spring, MD	●	●	●	●	●	●	●	●	●	●	100		
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	581	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
Starwood Hotels & Resorts Worldwide	White Plains, NY	●	●	●	●	●	●	●	●	●	●	100	438	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	90	213	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	90	360	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	90	541	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	90	634	
Carlson Companies Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	85		
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	65		
Hilton Hotels Corp.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	●	60		
Host Hotels & Resorts Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	30	492	
Las Vegas Sands Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	0	456	
INSURANCE														
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100		
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	176	
ING North America Insurance Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100		
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	51	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	118	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	65	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100		
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	95	34	
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	90	97	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	90	93	
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	90	161	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	98	
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	85	16	
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	85	68	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85		
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	64	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	85	266	
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●	80	268	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	80		
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●	80	401	
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●	●	70	235	
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	●	65	993	
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	65		
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	60		
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	●	60	256	
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	●	60	408	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	55	344	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	50	115	
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	●	35	237	
Loews Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	35	165	
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	30	692	
AEGON USA Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	20		
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●	30	130	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points ●			
American Financial Group	Cincinnati, OH											0	478	
Auto-Owners Insurance Group	Lansing, MI											0	418	
Berkshire Hathaway Inc.	Omaha, NE	●										15	11	
CNO Financial Group Inc.	Carmel, IN											0	475	
Erie Insurance Group	Erie, PA	●	●									30	484	
First American Financial Corp.	Santa Ana, CA	●										15	361	
Genworth Financial Inc.	Richmond, VA	●	●									30	257	
Liberty Mutual Group	Boston, MA											0	71	
Reinsurance Group of America Inc.	Chesterfield, MO	●										15	321	
Thrivent Financial for Lutherans	Minneapolis, MN	●										15	342	
United Services Automobile Association	San Antonio, TX											0	132	
Universal American Corp.	Rye Brook, NY											0	425	
W.R. Berkley	Greenwich, CT											0	463	
Western & Southern Financial Group	Cincinnati, OH											0	420	
INTERNET SERVICES AND RETAILING														
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	267	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	102	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	343	
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	100	
Classified Ventures LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	80		
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	80	654	
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●	●	●	●	●	●	●	70		
Liberty Interactive Corp.	Englewood, CO											0	227	
LAW FIRMS														
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	31	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	49	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	1	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	24	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	162	
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	48	
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	157	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	173	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	170	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	44	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	80	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	35	
Dewey & LeBoeuf LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	19	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	13	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	79	
Edwards Angell Palmer & Dodge LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	94	
Faegre & Benson LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	95	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	136	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	65	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	14	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	138	

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		1a	1b	2a	2b	2c	3a	3b	4	5	>25 points			
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	23	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	75	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	12	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	5	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	74	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	27	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	11	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	21	
Nixon Peabody LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	60	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	25	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	160	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	20	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	37	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	63	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	53	
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	146	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	30	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	121	
Sedgwick, Deterd, Moran & Arnold LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	133	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	62	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	29	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	76	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	82	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	6	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	22	
Squire, Sanders & Dempsey LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	52	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	104	
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	153	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	72	
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	43	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	7	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	18	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	33	
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	115	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	54	
Baker & Daniels LLP	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	90	164	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	45	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	101	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	96	
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	16	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	46	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	26	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	88	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	73	
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	143	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	78	

Employer	Headquarters Location	Criterion										2011 Fortune 1000	2011 AmLaw 200
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points	2012 CEI Rating		
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	90	68	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	90	148	
Fulbright & Jaworski LLP	Houston, TX	●	●	●	●	●	●	●	●	●	90	40	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	90		
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	90	154	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	90	38	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	90	51	
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	90	41	
Husch Blackwell LLP	Kansas City - Co-headquarter	●	●	●	●	●	●	●	●	●	90	92	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	64	
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	127	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	113	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	34	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	90	156	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	90	109	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	90	10	
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	90	129	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	42	
O'Melveny & Myers LLP	Washington, DC	●	●	●	●	●	●	●	●	●	90	28	
Patton Boggs LLP	Washington, DC	●	●	●	●	●	●	●	●	●	90	84	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	90	83	
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	39	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	90	17	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	2	
SNR Denton US LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	59	
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	90	162	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	90	137	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	14	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	90	47	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	8	
Williams Mullen PC	Richmond, VA	●	●	●	●	●	●	●	●	●	90	169	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	85	124	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	85	114	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	85	61	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	85	71	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	85	165	
Greenberg Traurig LLP	Miami, FL	●	●	●	●	●	●	●	●	●	85	9	
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	85	87	
Howrey LLP	Washington, DC	●	●	●	●	●	●	●	●	●	85	58	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	85	66	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	85	90	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	85	3	
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	85	55	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	85	97	
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●	●	●	●	●	●	85	147	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	85	126	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	85	140	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	50	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	85	57	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	179	
McKenna, Long & Aldridge LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	80	102	
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	81	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●	●	●	●	●	●	80	158	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	75	100	
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	75	174	
Holland & Hart LLP	Denver, CO	●	●	●	●	●	●	●	●	●	●	75	134	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	70	142	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●	●	●	●	●	●	●	●	●	70	193	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	●	60	98	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	60	36	
Lindquist & Vennum PLLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	60		
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	60	132	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●	●	●	●	●	●	60	135	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	60	70	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	60	106	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	55	150	
Holme Roberts & Owen LLP	Denver, CO	●	●	●	●	●	●	●	●	●	●	45	188	
Locke Lord Bissell & Liddell LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	45	69	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	45		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	30	180	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●	●	●	●	●	●	●	●	●	●	25		
MAIL AND FREIGHT DELIVERY														
United Parcel Service Inc. (UPS)	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	43	
FedEx Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	75	60	
Union Pacific Corp.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	65	164	
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	20	167	
YRC Worldwide Inc.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	20	396	
MANUFACTURING														
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	●	100	391	
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	218	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	965	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	432	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	37	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	136	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	90	609	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	80		
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	80	240	
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●	●	70	66	
Deere & Co.	Moline, IL	●	●	●	●	●	●	●	●	●	●	60	107	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	60	4	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●	●	●	●	●	●	●	60	169	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
MeadWestvaco Corp.	Richmond, VA	●		●	●		●	●	●	●		50	357	
Ball Corp.	Broomfield, CO			●	●		●	●	●	●		40	307	
Emerson Electric Co.	St. Louis, MO	●					●		●	●		40	117	
Baldor Electric Co.	Fort Smith, AR	●			●				●			25		
Mohawk Industries Inc.	Calhoun, GA			●	●							20	392	
Crown Holdings	Philadelphia, PA	●										15	289	
Danaher Corp.	Washington, DC	●										15	207	
Jabil Circuit Inc.	St. Petersburg, FL	●										15	199	
Oshkosh Corp.	Oshkosh, WI	●										15	386	
Owens-Illinois Inc.	Perrysburg, OH	●										15	322	
MINING AND METALS														
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	127	
Anadarko Petroleum	The Woodlands, TX	●										15	260	
Apache Corp.	Houston, TX	●	●									30	271	
Chesapeake Energy Corp.	Oklahoma City, OK	●										15	296	
Commercial Metals	Irving, TX											0	327	
Consol Energy, Inc.	Canonsburg, PA	●										15	449	
Devon Energy Corp.	Oklahoma City, OK	●	●									30	261	
EOG Resources	Houston, TX	●										15	434	
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ											0	154	
Icahn Enterprises LP	New York, NY											0	290	
MDU Resources Group, Inc.	Bismarck, ND											0	498	
Newmont Mining Corporation	Greenwood Village, CO	●										15	295	
Nucor Corp.	Charlotte, NC											0	206	
Occidental Petroleum	Los Angeles, CA	●	●									30	150	
Peabody Energy Corp	St. Louis, MO	●										15	346	
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										15	394	
United States Steel Corp.	Pittsburgh, PA											0	211	
XTO Energy, Inc.	Fort Worth, TX	●										15	258	
MISCELLANEOUS														
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●		100	106	
Imation Corp.	Oakdale, MN	●	●	●	●	●	●	●	●	●		70	923	
Airgas Inc.	Radnor, PA											0	474	
Anixter International Inc.	Glenview, IL	●	●									30	422	
Genuine Parts Co.	Atlanta, GA	●										15	236	
Sealed Air Corp	Elmwood Park, NJ											0	487	
Smurfit-Stone Container Corp.	Chicago, IL	●										15	374	
Spectrum Group International Inc.	Irvine, CA											0	480	
W.W. Grainger	Lake Forest, IL	●										15	349	
OIL AND GAS														
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●		100	3	
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●		85		
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●		85		
Spectra Energy Corp	Houston, TX	●	●	●	●	●	●	●	●	●		85	437	
ConocoPhillips	Houston, TX	●		●	●	●		●	●	●		55	6	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Marathon Oil Corp.	Houston, TX	●										15	41	
Exxon Mobil Corp.	Irving, TX									●		-25	2	
Baker Hughes Inc.	Houston, TX	●										15	243	
Cameron International Corp.	Houston, TX											0	399	
EI Paso Corp	Houston, TX	●										15	447	
Enbridge Energy Partners	Houston, TX	●										15	364	
FMC Technologies Inc.	Houston, TX	●										15	467	
Frontier Oil Corp.	Houston, TX											0	488	
Halliburton Co.	Houston, TX	●										15	158	
Hess Corp.	New York, NY	●										15	79	
Holly Corp.	Dallas, TX											0	431	
Kinder Morgan Inc.	Houston, TX	●										15	315	
Murphy Oil	El Dorado, AR	●										15	125	
National Oilwell Varco, Inc.	Houston, TX	●										15	182	
Plains All American Pipeline, L.P.	Houston, TX											0	128	
Smith International Inc.	Houston, TX	●										15	277	
Sunoco Inc.	Philadelphia, PA	●										15	78	
Tesoro Corp.	San Antonio, TX	●										15	139	
Valero Energy Corp.	San Antonio, TX	●										15	26	
Western Refining Inc.	El Paso, TX											0	330	
World Fuel Services	Miami, FL	●	●									30	205	
PHARMACEUTICALS														
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	114	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	112	
GlaxoSmithKline plc	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100		
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	33	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	40	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	90		
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	90	85	
CVS Caremark Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	●	75	18	
Hospira Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	75	527	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	75		
AstraZeneca PLC	Wilmington, DE	●		●	●	●	●	●	●	●	●	60		
Wyeth	Madison, NJ	●		●	●	●	●	●	●	●	●	60		
Astellas Pharma US, Inc.	Deerfield, IL	●		●	●	●	●	●	●	●	●	55		
Amgen Inc.	Thousand Oaks, CA	●		●	●	●	●	●	●	●	●	45	159	
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●	●	●	●	●	●	●	●	45		
Allergan Inc.	Irvine, CA	●										15	459	
Biogen Idec Inc	Cambridge, MA	●										15	471	
Genzyme Corp.	Cambridge, MA	●										15	458	
Gilead Sciences Inc	Foster City, CA											0	324	
Mylan Laboratories Inc.	Canonsburg, PA											0	412	
PUBLISHING AND PRINTING														
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	363	
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	733	

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
UBM plc	Manhasset, NY	●		●	●							60		
Gannett Co. Inc.	McLean, VA	●		●	●							45	370	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●			●							25		
AbitibiBowater Inc.	Greenville, SC											0	472	
Washington Post Co.	Washington, DC											0	455	
REAL ESTATE, RESIDENTIAL														
CB Richard Ellis Group Inc.	Los Angeles, CA	●	●	●	●		●	●	●	●		85	499	
Realogy Corp.	Parsippany, NJ	●			●		●	●	●	●		45	519	
RETAIL AND CONSUMER PRODUCTS														
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●		100	651	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	228	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	372	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●		100	45	
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●		100	384	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	162	
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		100	269	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●		100	270	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●		100	192	
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●		100		
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●		100	48	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●		100	101	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●		100	119	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●		100		
Bon-Ton Stores, Inc.	York, PA	●	●	●	●	●	●	●	●	●		90	637	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●	●	●	●	●		90	25	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●		90		
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●		90	126	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●		90	373	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		90	22	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●		90		
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		90		
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●		90	690	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●		90	32	
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●		85	323	
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●		85	151	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●		85	133	
Liz Claiborne Inc.	New York, NY	●	●	●	●	●	●	●	●	●		85	645	
OfficeMax Inc.	Naperville, IL	●	●	●	●	●	●	●	●	●		85	313	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		85	30	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		80	649	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●		80	29	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		75	308	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●		75	255	
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●		75	387	

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		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Harry & David Holdings Inc.	Medford, OR	●	●	●	●	●	●	●	●	●	●	70	860	
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	70	1	
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	●	65	171	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	65	393	
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	60	770	
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	●	60	511	
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	45	861	
Men's Wearhouse Inc., The	Houston, TX	●	●	●	●	●	●	●	●	●	●	30	232	
Hasbro Inc.	Pawtucket, RI	●	●	●	●	●	●	●	●	●	●	25	135	
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	25	329	
AutoZone Inc.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	15	485	
B J's Wholesale Club	Westborough, MA	●	●	●	●	●	●	●	●	●	●	15	500	
Kohl's Corp.	Menomonee Falls, WI	●	●	●	●	●	●	●	●	●	●	15	429	
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●	●	●	●	●	●	●	●	●	30	314	
Bed Bath & Beyond Inc.	Union, NJ	●	●	●	●	●	●	●	●	●	●	30	436	
Big Lots	Columbus, OH	●	●	●	●	●	●	●	●	●	●	20	500	
Blockbuster Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	0	428	
Casey's General Stores, Inc.	Ankeny, IA	●	●	●	●	●	●	●	●	●	●	0	429	
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●	●	●	●	●	●	●	●	●	0	382	
Dillard's Inc.	Little Rock, AR	●	●	●	●	●	●	●	●	●	●	30	348	
Dollar General Corp.	Goodlettsville, TN	●	●	●	●	●	●	●	●	●	●	0	195	
Dollar Tree Stores Inc.	Chesapeake, VA	●	●	●	●	●	●	●	●	●	●	30	397	
Family Dollar Stores	Matthews, NC	●	●	●	●	●	●	●	●	●	●	30	305	
Foot Locker Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	15	428	
Lowe's Companies Inc.	Mooresville, NC	●	●	●	●	●	●	●	●	●	●	15	42	
O'Reilly Automotive Inc.	Springfield, MO	●	●	●	●	●	●	●	●	●	●	0	225	
Pantry Inc., The	Cary, NC	●	●	●	●	●	●	●	●	●	●	0	131	
RadioShack Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	30	481	
Ross Stores	Pleasanton, CA	●	●	●	●	●	●	●	●	●	●	15	316	
TravelCenters of America	Westlake, OH	●	●	●	●	●	●	●	●	●	●	15	440	
TELECOMMUNICATIONS														
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	7	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	67	
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	110	
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	90	292	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	90	42	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	131	
Avaya Inc.	Basking Ridge, NJ	●	●	●	●	●	●	●	●	●	●	80	116	
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	75	292	
Nortel Networks Corp.	Richardson, TX	●	●	●	●	●	●	●	●	●	●	60	423	
EarthLink Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	55	55	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	55	13	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	20	292	
Cablevision Systems Corp.	Bethpage, NY	●	●	●	●	●	●	●	●	●	●	15	423	
CenturyLink Inc.	Monroe, LA	●	●	●	●	●	●	●	●	●	●	50		

Employer	Headquarters Location	Criterion										2012 CEI Rating	2011 Fortune 1000	2011 AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points			
Charter Communications	St. Louis, MO	●										15	332	
DISH Network Corp.	Englewood, CO											0	200	
Liberty Global Inc.	Englewood, CO											0	210	
NII Holdings	Reston, VA											0	468	
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL											0	416	
Virgin Media Inc.	New York, NY	●										15	359	
TOBACCO														
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●			●	●		70	272	
Altria Group Inc.	Richmond, VA	●										15	137	
Philip Morris International Inc.	New York, NY											0	94	
TRANSPORTATION AND TRAVEL														
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100		
CSX Corp.	Jacksonville, FL	●	●	●	●	●	●	●	●	●		85	259	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●		80	998	
Ryder System Inc.	Miami, FL	●	●	●	●	●	●	●	●	●		80	426	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●	●	●	●	●	●		80		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●	●	●	●	●		75		
Travelport Ltd.	Parsippany, NJ	●	●	●	●	●	●	●	●	●		65		
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	●		60	409	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●		60		
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●		50		
Norfolk Southern Corp.	Norfolk, VA	●		●	●	●	●	●	●	●		50	287	
C. H. Robinson Worldwide	Eden Prairie, MN	●										15	301	
Con-way Inc.	San Mateo, CA	●										15	483	
Harley-Davidson Inc.	Milwaukee, WI	●										15	430	
WASTE MANAGEMENT														
Waste Management Inc.	Houston, TX	●	●	●	●	●	●	●	●	●		90	196	
Republic Services Inc.	Phoenix, AZ	●										15	278	

Deena Fidas and Liz Cooper, Authors**About HRC Foundation's Workplace Project**

HRC Foundation's Workplace Project 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. Project 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 Project also makes available the expertise of the HRC Business Council for invaluable peer-to-peer advice.

Project Staff**Kathryn Friedman
Director, HRC Foundation Workplace Project**

For the last 16 years, Kathryn Friedman has served as the chief diversity officer and a member of the Presidents' senior leadership teams for Wesleyan University in Connecticut, the University of Vermont and the University of Rhode Island. As the first Chief Diversity Officer at all three of these institutions she has been an architect of change by establishing and shaping projects that increase, enhance and strengthen diversity. As a CDO and consultant to businesses, government and non-profits, her experience has included extensive work providing direction and guidance to the design, development and integration of diversity and inclusion strategies to overall organizational strategies and missions. Friedman has also worked in AA/EQ area and as a Union Organizer. She holds a Masters of Fine Arts degree from Western Illinois University. Friedman joined the Workplace Project in November 2011.

**Deena Fidas
Deputy Director, HRC Foundation Workplace Project**

Deena Fidas oversees the corporate programs of the Workplace Project. She manages the Corporate Equality Index survey administration and authors the CEI report. She led the Degrees of Equality published research on assessing and improving the workplace climate for LGBT employees in large businesses and developed related trainings on LGBT workforce diversity. Fidas consults directly with employers on the implementation of LGBT-inclusive policies, benefits and diversity best practices. She has worked one-on-one with numerous Fortune 500 companies to help them identify areas of potential improvement and how to effect change within their organizations. Fidas has presented the HRC Foundation's work at dozens of professional conferences and corporate site visits before domestic and international audiences. 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
Associate, HRC Foundation Workplace Project

Liz Cooper joined the Workplace Project in August 2010. As a Project Associate, Liz engages directly with employers to identify and improve LGBT-inclusive policies and practices. Cooper brings her background in academic and sales marketing research to develop the Project's resources on LGBT diversity and inclusion best practices aimed at employers, employees, and consumers. In her capacity she has enlisted corporate support for LGBT equality under the law. 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.

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

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