

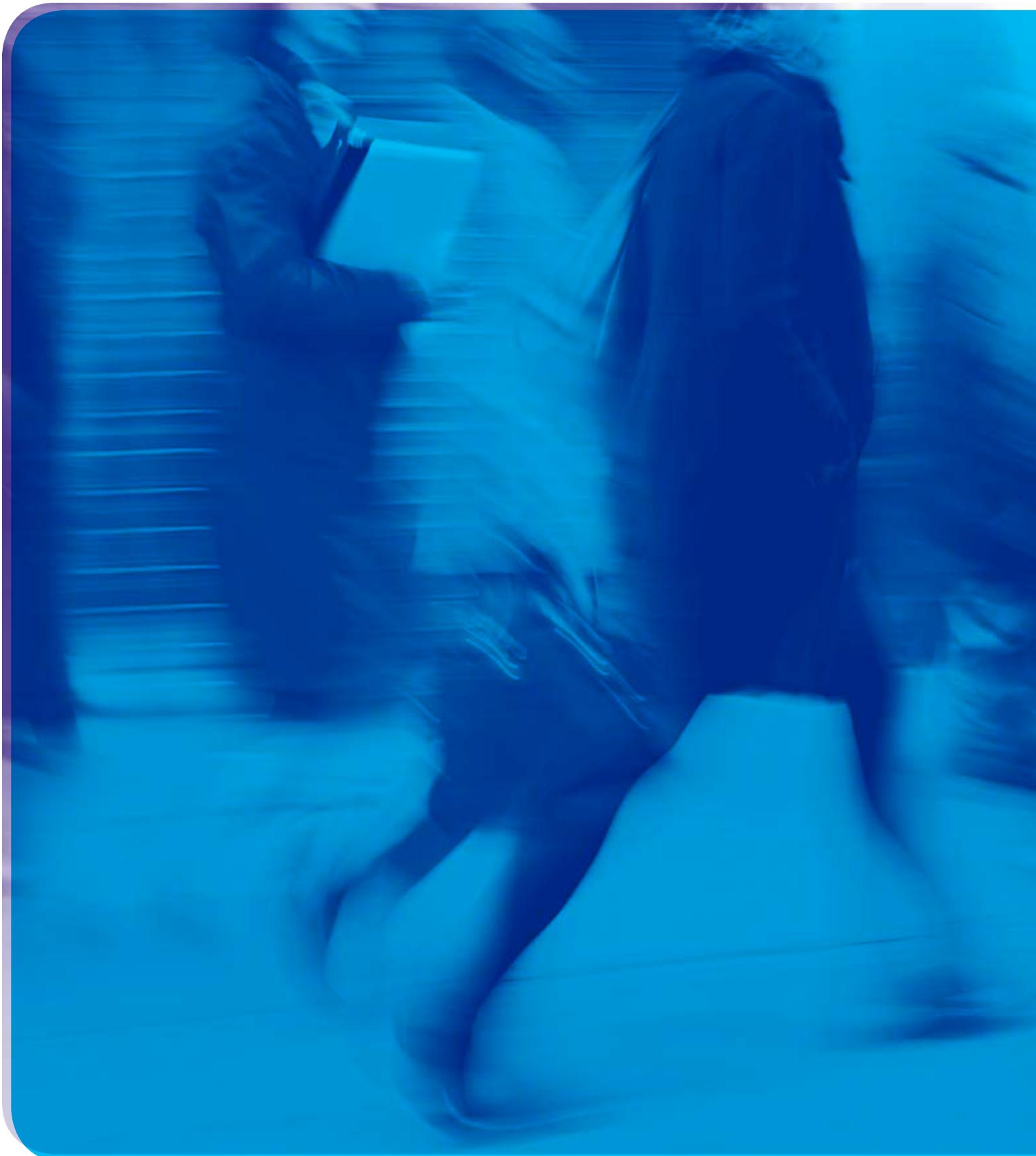
# CORPORATE EQUALITY INDEX 2016

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



HUMAN  
RIGHTS  
CAMPAIGN  
FOUNDATION™

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



©2015 by the Human Rights Campaign Foundation. The Human Rights Campaign Foundation owns all right, title and interest in and to this publication and all derivative works thereof. Permission for reproduction and redistribution is granted if the publication is (1) reproduced in its entirety and (2) distributed free of charge. The Human Rights Campaign name and the Equality logo are trademarks of the Human Rights Campaign. The Human Rights Campaign Foundation and design incorporating the Equality logo are trademarks of the Human Rights Campaign Foundation.

# CORPORATE EQUALITY INDEX 2016



HUMAN  
RIGHTS  
CAMPAIGN  
FOUNDATION™

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

### 2 Letter from HRC Foundation President

### 3 Executive Summary

- 4 Going Global
- 6 Equality at the Fortune-Ranked Companies

### 8 Rating System and Methodology

- 10 The Evolution of Criteria
- 11 Criteria

### 17 Findings

- 18 Non-Discrimination Policies
- 22 Equal Benefits
- 26 Organizational Competency in LGBT Inclusion
- 32 Public Commitment

### 35 Appendices

- 36 Appendix A: Employers With Ratings of 100 Percent
- 46 Appendix B: Ratings and Criteria Breakdowns
- 71 Appendix C: Ratings by Industry, Descending Score

### 98 About HRC Foundation's Workplace Equality Program

- 98 Project Staff
- 100 Acknowledgments

### 101 HRC Business Council

**Today, marriage equality and hate crimes protections are the laws of the land. Barriers to LGBT service in the armed forces are being lifted. But the lack of consistent federal protections in employment, housing, credit, public services and other essential aspects of American life continue as critical barriers to full equality for the LGBT community.**

#### IN THIS 14TH EDITION OF THE HUMAN RIGHTS

Campaign Foundation's Corporate Equality Index, we usher in a new era of corporate equality, one that includes standards for basic workplace protections both in the United States and globally.

When the CEI started in 2002, LGBT people in the U.S. had no federal law protecting them from even the most basic of rights: federal hate crimes laws. Not until the pivotal *Lawrence v. Texas* case in 2003 was the LGBT community finally free from statutes in the U.S. criminalizing their lives. The Defense of Marriage Act and "Don't ask, don't tell" were largely unchallenged. And, LGBT people could be denied a job or fired from one for being who they are in the vast majority of U.S. states. That same year, amidst this unwelcoming U.S. landscape, 13 businesses led the charge for workplace equality with top ratings in the first CEI.

Now 14 years later, so much has changed and yet, much work remains.

Today, marriage equality and hate crimes protections are the laws of the land. Barriers to LGBT service in the armed forces are being lifted. But the lack of consistent federal protections in employment, housing, credit, public services and other essential aspects of American life remain critical barriers to full equality for the LGBT community.

Since the CEI's inception in 2002, America's largest employers, including so many with a global footprint, have embraced LGBT inclusion as a best business practice. Protections for employees on the basis of sexual orientation and gender identity are now non-negotiable components of business operations.

Two years ago we announced some ambitious changes to the CEI rating criteria, including evaluation of global codes of conduct and non-discrimination policies, new philanthropic guidelines and supplier standards. An astonishing 407 businesses rose to meet the new challenge, earning a 100 percent in this

year's CEI and the designation of "Best Places to Work for LGBT Equality." These employers uphold the tenets of non-discrimination on the basis of sexual orientation and gender identity throughout the many arms of their U.S. and international business practices.

Today, businesses no longer reserve basic workplace fairness for part of their workforce, but are instead making protections on the basis of sexual orientation and gender identity consistent across their global operations. This is not only a great step forward for the LGBT movement, but for the entire world. Tomorrow's economy cannot afford to leave any workers' talent and contributions off the table simply because of who they love.

We continue to see major U.S. businesses extending gender identity protections and transgender-inclusive healthcare coverage well ahead of lawmakers, from 5% of employers in the first CEI to 93% of U.S. businesses today protecting employees on the basis of gender identity, and from no major business offering critical transgender-inclusive benefits in 2002 to 511 affirming this coverage today. But we know that policies in and of themselves do not always translate into genuine inclusion of the transgender community. Critical cultural shifts need to take place to foster greater inclusion of the entire LGBT community.

We have so much more work left to do. But thanks to private sector successes, we have a roadmap to achieve even greater equality across the U.S. and throughout the world. Together, the LGBT community and the 851 businesses in the CEI will keep moving forward every day.

Sincerely,

Chad Griffin, President  
Human Rights Campaign Foundation

# Executive Summary

# Corporate Equality Index 2016

## Going Global

### IN THIS 14TH EDITION OF THE HUMAN RIGHTS

Campaign Foundation's Corporate Equality Index, a record 407 businesses achieved a top rating of 100 percent. Even after three significant revisions resulting in more stringent criteria, this is the highest number of 100 percent-rated businesses in the entire history of the CEI. In the first year of the CEI over a decade ago, 13 businesses achieved a top score of 100 percent and in the 2012 CEI, the year of the most recent scorecard updates prior to this 2016 report, just 189 businesses earned top marks.

**Even after three significant revisions resulting in more stringent criteria, this year's report has the highest number of 100 percent-rated businesses in the entire history of the CEI.**

Since the first CEI in 2002, clear, consistent non-discrimination protections with respect to sexual orientation and gender identity have been the cornerstones of LGBT workplace inclusion.

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

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

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

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

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

- Three-fourths of the Fortune 500 and 93% of the entire CEI universe of businesses offer explicit gender identity non-discrimination protections in the U.S.;
- Two-fifths of the Fortune 500 and 60 percent of the CEI universe of businesses offer transgender-inclusive health care coverage, up from 0 in 2002 and nearly six times as many businesses as five years ago;
- More than eight in ten of CEI-rated businesses offer education and training programs that specifically include definitions and/or scenarios on gender identity in the workplace; and,
- Over three hundred major businesses have adopted gender transition guidelines for employees and their teams to establish best practices in transgender inclusion.

The policies, benefits and practices businesses must implement to earn a perfect score are best-in-class demonstrations of corporate commitments to LGBT workers and more generally to an ever diversifying workforce.

In addition to the depth of investment the top-rated businesses have made in the name of equality, the 2016 CEI shows an unprecedented breadth of brand new businesses. This year's CEI contains an impressive 70 new businesses that opted into the survey. A grand total of 4,788 major brands fall under rated CEI businesses.

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

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

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

This year, a record 407 businesses achieved a top rating of 100 percent.

2002	2016	100% by Industry
	95	Law Firms
1	51	Banking and Financial Services
	31	Retail and Consumer Products
1	27	Insurance
	24	Food, Beverages and Groceries
	22	Consulting and Business Services
	12	Hotels, Resorts and Casinos
	12	Manufacturing
	11	Healthcare
	11	Pharmaceuticals
	10	Advertising and Marketing
	10	Entertainment and Electronic Media
1	10	Internet Services and Retailing
	9	Computer Software
4	8	Computer and Data Services
	8	Telecommunications
2	6	Aerospace and Defense
	6	Automotive
1	6	Chemicals and Biotechnology
	5	Airlines
1	5	Apparel, Fashion, Textiles, Dept. Stores
	5	Energy and Utilities
	5	High-Tech/Photo/Science Equip.
1	4	Computer Hardware and Office Equipment
1	3	Transportation and Travel
	2	Home Furnishing
	2	Miscellaneous
	2	Oil and Gas
	2	Real Estate, Commercial
	1	Education and Child Care
	1	Engineering and Construction
	1	Mining and Metals

## Equality at the Fortune-Ranked Companies

A record 321 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to 306 last year), with an average rating of 88. The Fortune 500 list has been invited each year since 2002.

165 of the Fortune 500-ranked businesses achieved a 100 percent rating, with 11 of the top 20 Fortune-ranked businesses at this top score. Ninety-three percent of the Fortune 500 include “sexual orientation” in their nondiscrimination policies and 75 percent include “gender identity” in their U.S. nondiscrimination policies. Forty percent offer transgender-inclusive health care benefits, including surgical procedures.

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

**Businesses'  
Commitment to  
LGBT Employees**

	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in U.S. Non-Discrimination Policy	<b>93%</b>	<b>99%</b>	<b>81%</b>
Gender Identity in U.S. Non-Discrimination Policy	<b>75%</b>	<b>94%</b>	<b>40%</b>
Domestic Partner Benefits	<b>64%</b>	<b>98%</b>	<b>16%</b>
Transgender-Inclusive Benefits	<b>40%</b>	<b>63%</b>	<b>0%</b>
Organizational LGBT Competency	<b>51%</b>	<b>79%</b>	<b>0%</b>
Public Commitment to the LGBT Community	<b>56%</b>	<b>87%</b>	<b>0%</b>
<b>Average Score</b>	<b>61</b>	<b>88</b>	<b>13</b>

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

	Fortune1000	2016 CEI Score
Wal-Mart Stores Inc.	1	90
Exxon Mobil Corp.	2	40
<b>Chevron Corp.</b>	<b>3</b>	<b>100</b>
Berkshire Hathaway Inc.	4	0
<b>Apple Inc.</b>	<b>5</b>	<b>100</b>
Phillips 66	6	20
<b>General Motors Co.</b>	<b>7</b>	<b>100</b>
<b>Ford Motor Co.</b>	<b>8</b>	<b>100</b>
<b>General Electric Co.</b>	<b>9</b>	<b>100</b>
Valero Energy Corp.	10	10
<b>AT&amp;T Inc.</b>	<b>11</b>	<b>100</b>
<b>CVS Health Corp.</b>	<b>12</b>	<b>100</b>
<b>Federal National Mortgage Association (Fannie Mae)</b>	<b>13</b>	<b>100</b>
UnitedHealth Group Inc.	14	95
<b>McKesson Corp.</b>	<b>15</b>	<b>100</b>
Verizon Communications Inc.	16	85
<b>Hewlett-Packard Co.</b>	<b>17</b>	<b>100</b>
<b>JPMorgan Chase &amp; Co.</b>	<b>18</b>	<b>100</b>
Costco Wholesale Corp.	19	80
Express Scripts Inc.	20	90

## 2016 Corporate Equality Index Rating System and Methodology

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

In addition to growing the number of highly-rated employers, the CEI has seen success in the reach of the survey. **The number of employers rated from the first CEI to the present has expanded from 319 to 851**, encompassing all major industry sectors and geographic regions of the U.S.

### What Businesses Are Rated

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

- Fortune magazine's 1,000 largest publicly traded businesses (2014 Fortune 1000) and
- American Lawyer magazine's top 200 revenue-grossing law firms (2015 AmLaw 200).

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

### How Ratings Are Used



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

- **HRC Foundation Employer Search**, a free online database of thousands of private and public sector U.S. employers available at [www.hrc.org/employersearch](http://www.hrc.org/employersearch).
- **Buying for Workplace Equality 2016**, a consumer-oriented guide based on CEI ratings, available at [www.hrc.org/buyersguide](http://www.hrc.org/buyersguide). Coinciding with the start of the winter holiday and shopping season, the guide is distributed via print, online and smartphone applications to thousands of LGBT consumers – estimated to have a cumulative spending power of \$884 billion, according to Witeck Communications market research. This accessible reference has given over 1 million consumers easy access to the CEI ratings corresponding to recognizable consumer brands.▶

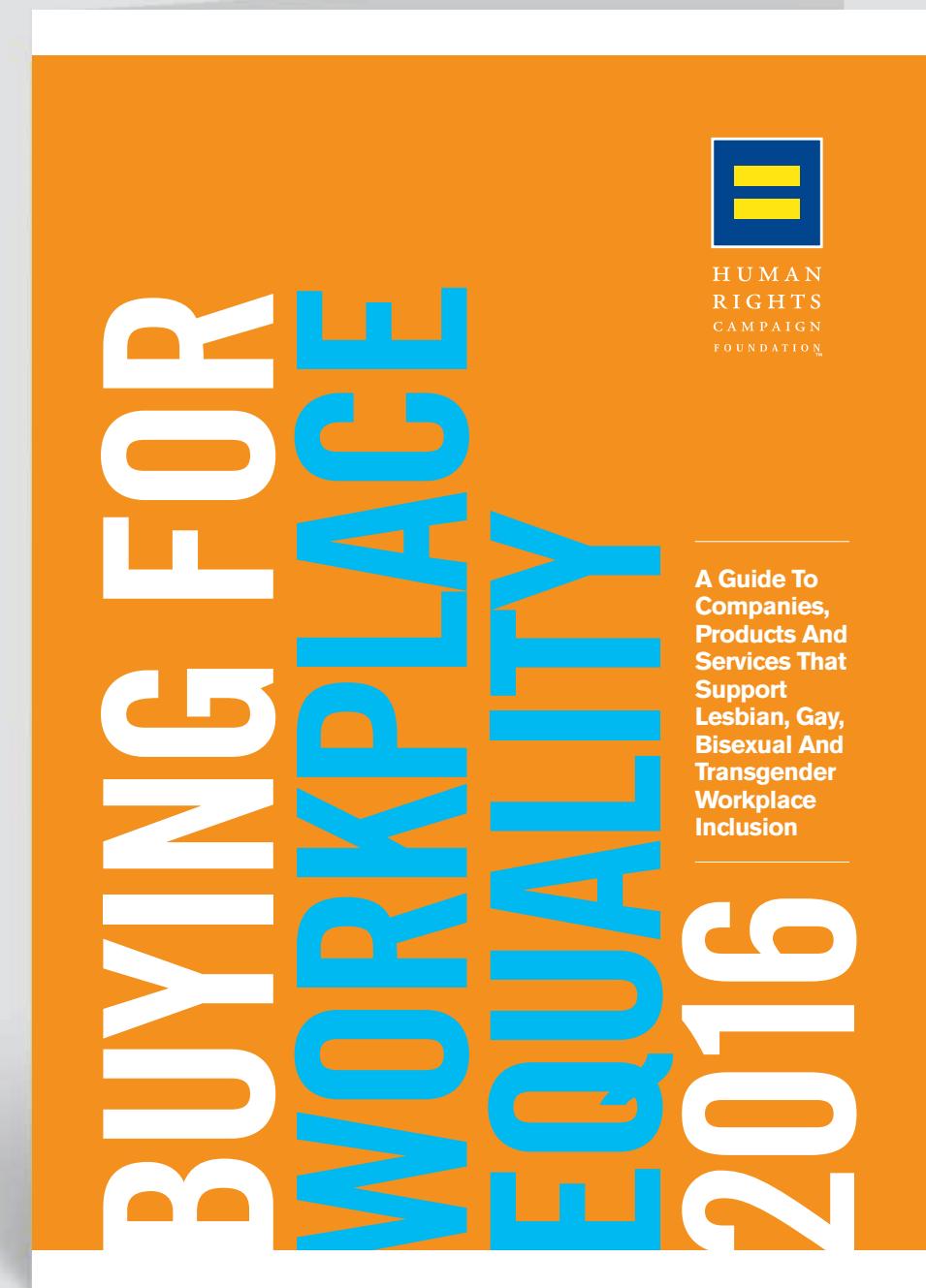
### 'BEST PLACES TO WORK'

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



The total buying power of the LGBT adult population for 2016 is projected to be \$884 billion

Witeck Communications



## The Evolution of the Criteria

### **The HRC Foundation is committed to maintaining a rigorous, fair, attainable and transparent CEI rating system.**

Apart from the survey process itself, HRC Foundation staff work year-round to develop tools for employers to meet the criteria through online resources and direct consultation. Resources for each of the criteria are available at [www.hrc.org/workplace](http://www.hrc.org/workplace).

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

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

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

### **Criteria Evolution Timeline**

<b>2002</b>	<b>2004</b>	<b>2009</b>	<b>2014</b>
<p>The first CEI rated employers strictly on seven criteria that remain the basis for today's scoring system. The original criteria were guided in part by the Equality Principles, 10 touch points for businesses demonstrating their commitment to equal treatment of employees, consumers and investors, irrespective of their sexual orientation and gender identity or expression.</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. <b>These criteria went into effect in 2006 and remained in effect through 2010</b> (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. <b>These criteria went into effect in 2011</b> (for the CEI 2012 report). 2009</p> 	<p>The HRC Foundation announced new criteria requirements in place for the 2016 CEI. All of the changes stem from one guiding principle: that discrimination has no place in a top-rated CEI business. For a 100 percent in the 2016 Corporate Equality Index report, businesses must:</p> <ul style="list-style-type: none"> <li>● Have sexual orientation and gender identity non-discrimination protections explicitly included in all of its operations, both within the U.S. and global operations.</li> <li>● Require U.S. contractors to abide by companies' existing inclusive non-discrimination policy.</li> <li>● Implement internal requirements prohibiting U.S. company/law firm philanthropic giving to nonreligious organizations that have a written policy of discrimination on the basis of sexual orientation and gender identity</li> </ul> 

## Criteria

The 2016 criteria changes further align the most critical components of LGBT workplace inclusion – non-discrimination policies and diversity practices –throughout the operations of an employer. With the new criteria, non-discrimination business standards based on sexual orientation and gender identity are solidified in:

- **Global workplace non-discrimination policy and/or global code of conduct**
- **Requirements for contractors, vendors and suppliers (U.S.)**
- **Corporate giving guidelines**

<b>Criteria 1</b>	<b>Equal employment opportunity policy includes:</b> <ul style="list-style-type: none"> <li>a. Sexual orientation for all operations</li> <li>b. Gender identity for all operations</li> <li>c. Contractor/vendor standards include sexual orientation and gender identity</li> </ul>	<b>15 points</b> <b>15 points</b> <b>5 points</b>
<b>Criteria 2</b>	<b>Employment benefits</b> <ul style="list-style-type: none"> <li>a. <b>Equivalent spousal and partner benefits</b> <ul style="list-style-type: none"> <li>● Equivalent medical benefits</li> <li>○ Includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: COBRA; dental; vision; legal dependent coverage</li> </ul> </li> <li>b. <b>Other “soft” benefits – includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: 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</b></li> </ul>	<b>10 points</b> <b>10 points</b>



Criteria continues on next two pages ➤

Criteria 2	<p><b>c. Transgender-inclusive health insurance coverage</b></p> <ul style="list-style-type: none"> <li>● Equal health coverage for transgender individuals without exclusions for medically necessary care           <ul style="list-style-type: none"> <li>○ Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage</li> <li>○ Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care</li> <li>○ Plan documentation must be readily available to employees and must clearly communicate inclusive insurance options to employees and their eligible dependents.</li> <li>○ Benefits available to other employees must extend to transgender individuals. The following benefits should extend to transgender individuals, including for services related to gender transition (e.g., medically necessary services related to sex affirmation/ reassignment):               <ul style="list-style-type: none"> <li>◆ Short-term medical leave</li> <li>◆ Mental health benefits</li> <li>◆ Pharmaceutical coverage (e.g., for hormone replacement therapies)</li> <li>◆ Coverage for medical visits or laboratory services</li> <li>◆ Coverage for reconstructive surgical procedures related to sex reassignment</li> <li>◆ Coverage of routine, chronic or urgent non-transition services</li> <li>◆ Plan language ensuring "adequacy of network" or access to specialists should extend to transition-related care (including provisions for travel or other expense reimbursements)</li> </ul> </li> <li>○ Dollar maximums on this area of coverage must meet or exceed \$75,000.</li> </ul> </li> </ul>	10 points
Criteria 3	<p><b>Organizational LGBT competency</b></p> <p><b>a. Competency training, resources or accountability measures</b>  <i>Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements:</i></p> <ul style="list-style-type: none"> <li>● New hire training clearly states that the nondiscrimination policy includes sexual orientation and gender identity and provides definitions or scenarios illustrating the policy for each</li> <li>● Supervisors undergo training that includes sexual orientation and gender identity as discrete topics (may be part of a broader training), and provides definitions or scenarios illustrating the policy for each</li> <li>● Integration of sexual orientation and gender identity in professional development, skills-based or other leadership training that includes elements of diversity and/or cultural competency</li> </ul>	10 points

<b>Criteria 3</b>	<ul style="list-style-type: none"> <li>● Senior management/executive performance measures include LGBT diversity metrics</li> <li>● Gender transition guidelines with supportive restroom/facilities, dress code and documentation guidance</li> <li>● Anonymous employee engagement or climate surveys conducted on an annual or biennial basis allow employees the option to identify as LGBT</li> <li>● Data collection forms that include employee race, ethnicity, gender, military and disability status – typically recorded as part of employee records – include optional questions on sexual orientation and gender identity</li> </ul> <p><b>b. Employee group –or– Diversity council</b></p>	<b>10 points</b>
<b>Criteria 4</b>	<p><b>Public commitment</b></p> <p><b>a. LGBT-specific efforts, including at least three of the following:</b> <i>recruiting, supplier diversity, marketing or advertising, philanthropy or public support for LGBT equality under the law, and have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people.</i></p> <ul style="list-style-type: none"> <li>● Businesses must demonstrate ongoing LGBT-specific engagement that extends across the firm, including at least three of the following:           <ul style="list-style-type: none"> <li>○ LGBT employee recruitment efforts</li> <li>○ Supplier diversity program with demonstrated effort to include certified LGBT suppliers</li> <li>○ Marketing or advertising to LGBT consumers (e.g., advertising with LGBT content, advertising in LGBT media or sponsoring LGBT organizations and events)</li> <li>○ Philanthropic support of at least one LGBT organization or event (e.g., financial, in-kind or pro bono support)</li> <li>○ Demonstrated public support for LGBT equality under the law through local, state or federal legislation or initiatives</li> </ul> </li> <li>● Implement corporate giving guidelines prohibiting philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and gender identity and have a policy explicitly permitting its own chapters, affiliates, etc. to discriminate</li> </ul>	<b>10 points</b> <b>5 points</b>
<b>Criteria 5</b>	<p><i>Employers will have 25 points deducted from their score for a large-scale official or public anti-LGBT blemish on their recent records. No employer received this deduction in the 2016 CEI.</i></p>	
	<b>CEI 2016 Perfect Score</b>	<b>100 points</b>



## 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 2016 survey were mailed in April 2015 and due back August 2015. 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 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 Equality Program, 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 number of 1,938 received invitations to take part in the survey.**

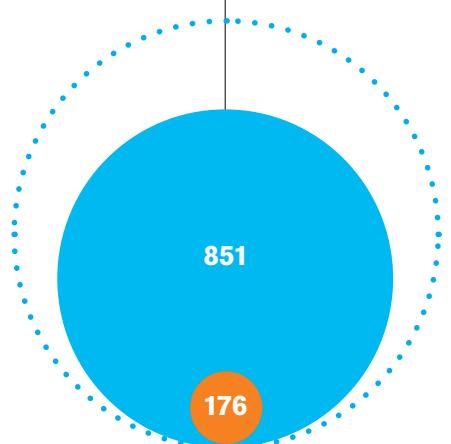
- Of that number, 679 submitted surveys, and **851 were officially rated**. Last year, a total of 1,889 businesses were sent invitations, 606 submitted surveys and 781 were rated.
- Over seventy businesses participated for the first time this year**, increasing the total number of rated businesses.

The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 176 Fortune 500 companies are noted in gray in Appendix B and C along with unofficial CEI ratings.**

HRC Foundation commends those employers that have committed to work toward equality through the public and transparent process of the CEI survey and we invite these 176 companies to do the same.

In total, the CEI 2016 officially rates **321** Fortune 500 businesses, **95** Fortune 1000 businesses, **156** law firms and **279** additional major businesses. An additional **176** Fortune 500 businesses have unofficial ratings, bringing the total to **1,027 rated businesses**.

Findings in the following sections are based on the **851 officially rated businesses**.



**83%** Percentage of the 1,027 rated employers participating in the CEI (851)

**17%** Percentage of the 1,027 rated employers who are non-responders, with unofficial ratings (176)

# Findings

## Non-Discrimination Policies

The most foundational step for a business to become more inclusive of LGBT employees is the implementation of an affirmative equal opportunity/ non-discrimination policy that specifically covers sexual orientation and gender identity as protected characteristics with regard to employment decisions (namely hiring, firing and promotional practices).

Federal laws clearly and consistently afford protections from workplace discrimination on the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability and genetic information but do not afford these same protections on the basis of sexual orientation or gender identity.

Currently, the Federal Equal Employment Opportunity Commission is accepting complaints of sexual orientation and gender identity discrimination in employment based on Title VII's prohibition against sex discrimination. In addition, some states have passed laws and ordinances to establish workplace protections for lesbian, gay, bisexual and transgender employees, but only 19 states explicitly provide workplace protections on the basis of gender identity and 22 on the basis of sexual orientation.

Despite this patchwork of state laws and federal guidance, private sector employers have far outpaced lawmakers in the implementation of fully inclusive non-discrimination policies. More and more, global businesses have centralized their core policies of LGBT inclusion and set forth consistent application of these policies wherever they do business around the globe.

## Sexual Orientation Protections

### Criterion 1a

#### Businesses That Prohibit Discrimination Based on Sexual Orientation in U.S. and Global Operations

**89%** of CEI rated employers provide employment protections on the basis of sexual orientation in the U.S. and globally.

## Gender Identity Protections

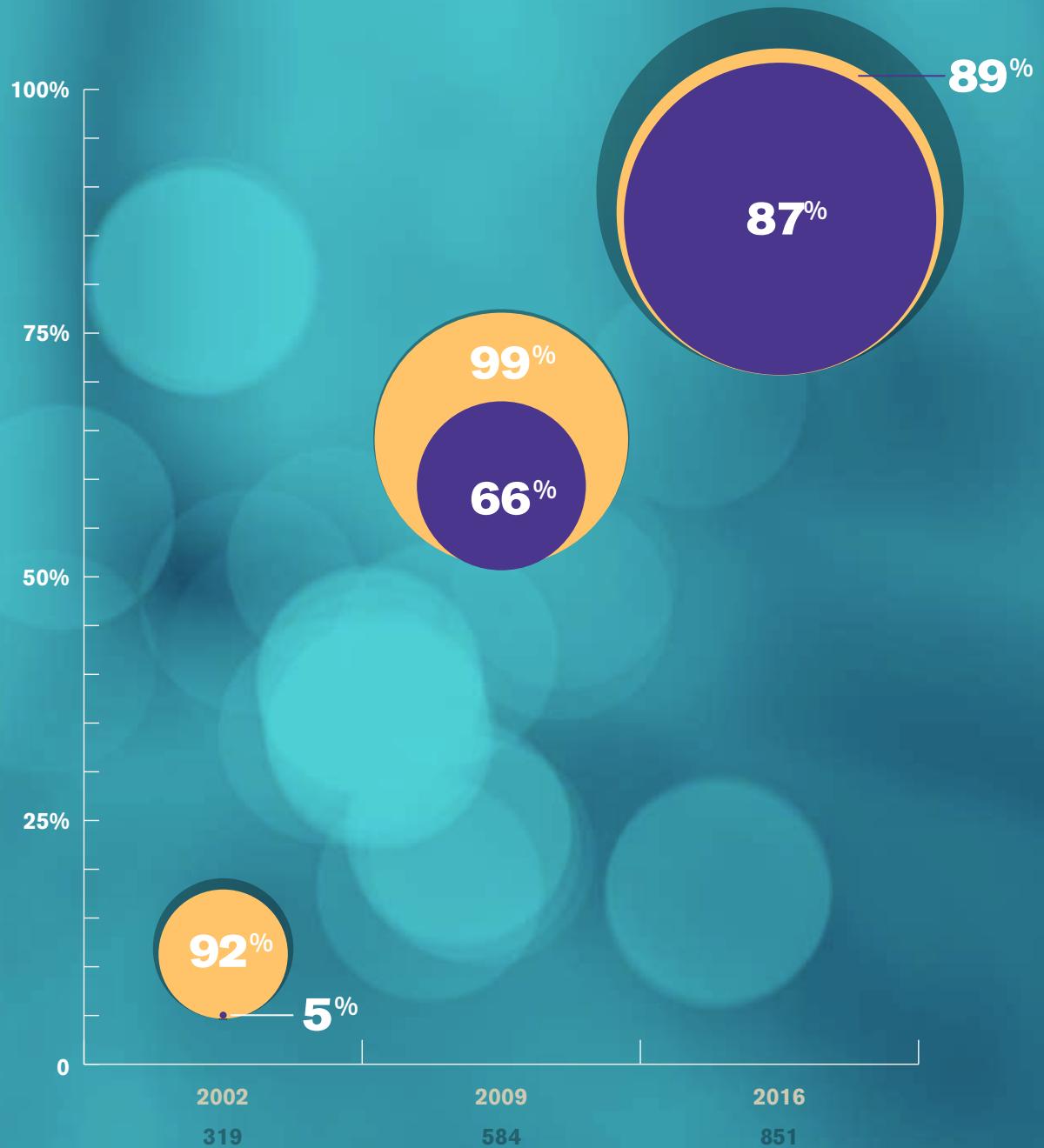
### Criterion 1b

#### Businesses That Prohibit Discrimination Based on Gender Identity in U.S. and Global Operations

**87%** of CEI rated employers provide employment protections on the basis of gender identity in the U.S. and globally.

This criterion has seen the most rapid growth of any other element of the CEI. In 2002, just 5 percent of the rated businesses included gender identity in their non-discrimination policies and every year that figure has climbed to today's strong majority with these protections in place.

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



## Global Non-Discrimination Policies and Codes of Conduct

**54%**

of CEI-rated employers have operations outside of the United States.

Of these global businesses, a strong majority – 95 percent – extend both sexual orientation and gender identity protections globally.

**95%**

of global CEI businesses have fully inclusive, globally applicable non-discrimination policies and/ or codes of conduct.

Sexual orientation and gender identity protections must be consistently upheld either by global company policy, or must be ensured by the operating U.S. entity in a global partnership. While cultural and operating environments may differ country to country (or even within countries), basic principles of fairness in the workplace are not only critical to business functionality but also ensure greater consistency across an increasingly mobile, international workforce. Business-wide, all employees should have the same set of expectations with regard to sexual orientation and gender identity in the context of hiring, firing and promotional practices.



**95%** of global CEI businesses have fully inclusive, globally applicable non-discrimination policies and/or codes of conduct.

## Criterion 1c Contractor/vendor standards include sexual orientation and gender identity

**87%**

of CEI-rated employers have U.S. supplier non-discrimination standards that include sexual orientation and gender identity.

A business typically relies on other businesses for goods or services, and businesses of the size included in the CEI typically have set standards and guidelines already embedded in their procurement. In order to ensure that suppliers act in a manner that adheres to a business' own standards, it is necessary for businesses to establish standards of conduct that set expectations for behavior of their suppliers. Where supplier mandates currently exist with respect to non-discrimination, these mandates must explicitly include sexual orientation and gender identity alongside other named categories. This ensures consistency in the corporate policies and values of non-discrimination between the employer and its contractors – those it decides to reward with its business. In addition, many worksites have employees from different businesses working side by side. This change makes the expectations and policies in the workplace more consistent.

**87%** of CEI-rated employers have U.S. supplier non-discrimination standards that include sexual orientation and gender identity.

## Equal Benefits

Competitive employer-provided benefits packages are critical to attracting and retaining talent. From health care coverage to retirement investments and more, ensuring LGBT-inclusive benefits to employees and their families is an overall low-cost, high-return proposition for businesses. Most employers report an overall increase of less than one percent of total benefits costs when they implement partner benefits and marginal increases related to transgender-inclusive health care coverage (i.e. a fraction of a decimal point of cost calculations).

In addition, equitable benefits structures align with the principle of equal compensation for equal work. Apart from actual wages paid, benefits account on average for approximately 30 percent of employees' overall compensation.<sup>1</sup> Therefore, employers have amended many benefits structures to ensure that this valuable bundle of benefits is equitably extended to their workforce, irrespective of sexual orientation and gender identity.

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

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

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

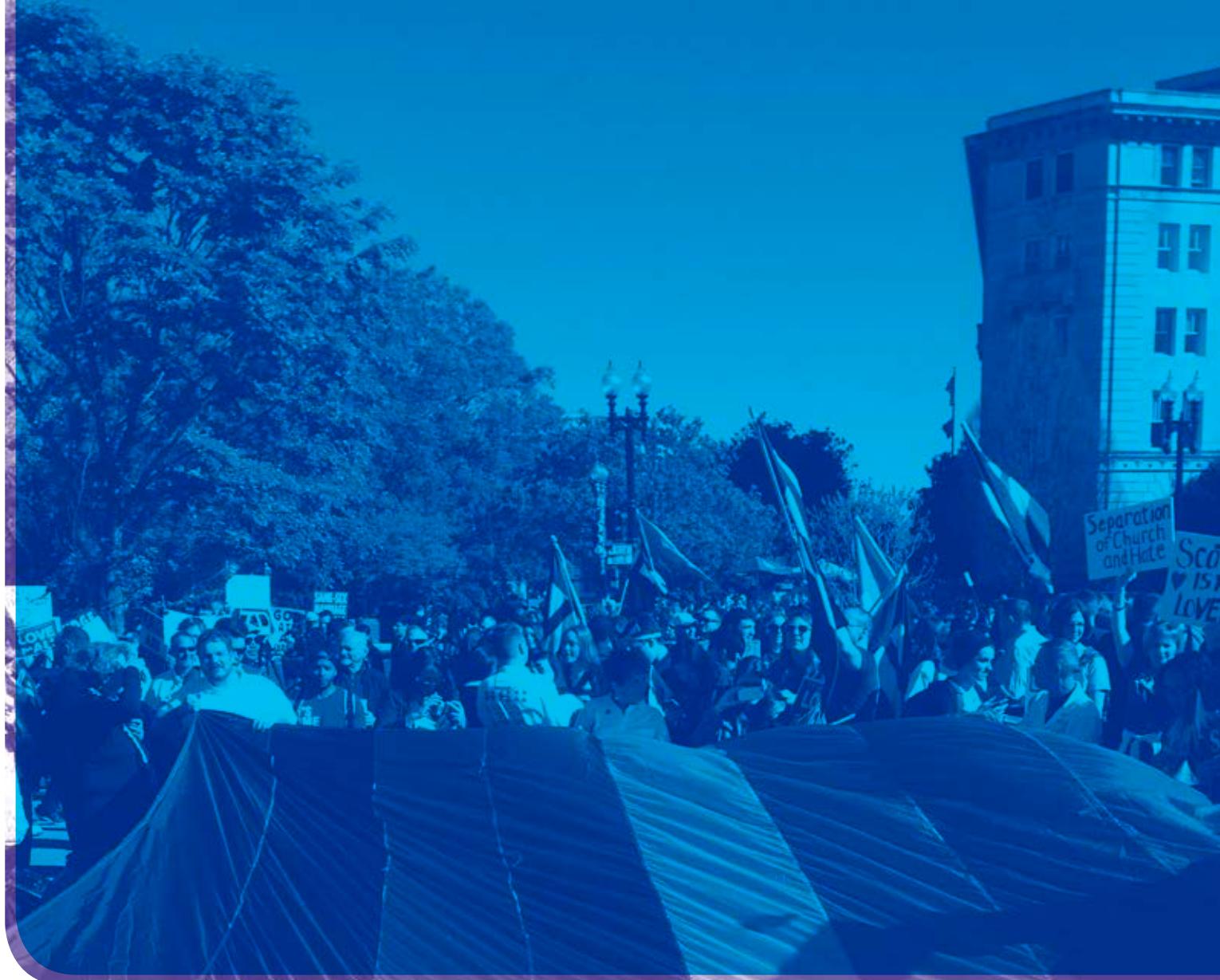
The premise of parity drives the partner benefits and transgender-inclusive health care coverage criteria. In its CEI scoring, the HRC Foundation does not penalize an employer if a particular benefit is not offered to any employees, but holds employers accountable to provide equitable benefits to LGBT employees and their families across the complete package of benefits offered.

In other words, all of the benefits extended to employees with a partner or spouse of a different sex are equally extended to same-sex partners and spouses. Similarly where routine care, hormone therapies and medically necessary surgeries and procedures are available to cis-gender (non-transgender) people, these same health care benefits are equally extended to transgender plan enrollees. Many employers have begun to comprehensively address health insurance coverage for transgender individuals, and most have experienced little to no premium increases as a result.

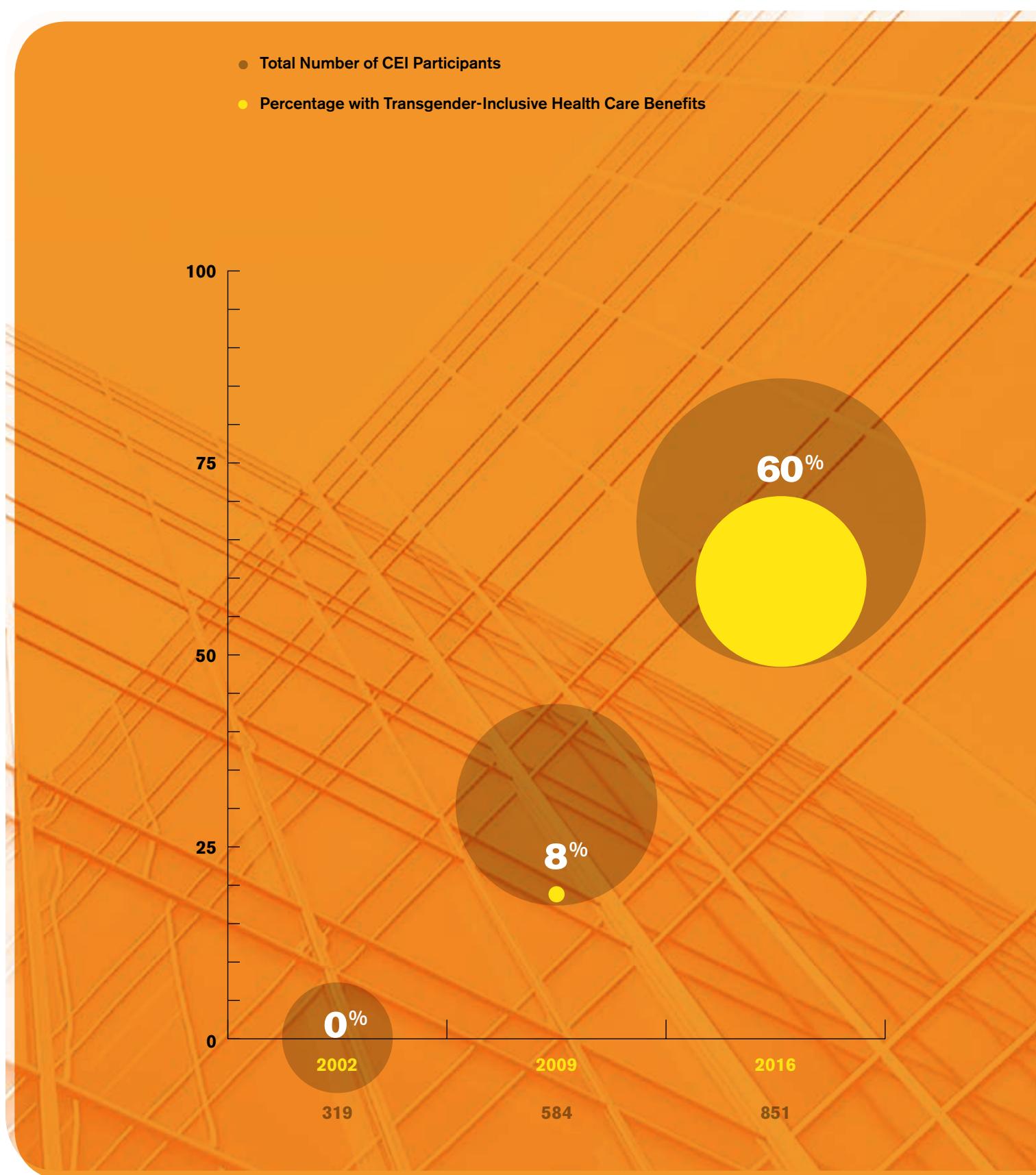
---

<sup>1</sup> U.S. Department of Labor, Bureau of Labor Statistics (2015). "Employment Cost Index – September 2015." News Release, 1.

**This year, the United States Supreme Court determined in Obergefell v. Hodges that same-sex couples have a Constitutional right to marry nationwide.** Since then corporations that previously implemented employee domestic partner benefits have been faced with the questions of whether these benefits and protections should continue to be offered, as well as what their obligations are under the law. Any business that provides benefits based on marriage to an employee's opposite-sex spouse must now provide marital benefits to an employee's same-sex spouse as marital benefits. While there is no legal obligation to provide domestic partner benefits, as a matter of fairness and equal compensation businesses should not only retain their domestic partner benefits policies, but should expand them (where applicable) to include all couples—same and different-sex—and their families.



Findings	Equal Benefits
<b>Transgender-Inclusive Health Care Benefits</b>	<p>Until recently, virtually all commercially available insurance plans contained so-called “transgender exclusions” that barred coverage for routine, chronic and transition-related services.</p>
	<p>In 2004 the HRC Foundation identified transgender-inclusive health care coverage as an area of educational outreach and criteria inclusion. From 2006 through the 2011 CEI, a top score meant businesses needed to mitigate at least one exclusion among five critical categories of transgender health care, namely: mental health; pharmacy benefits for hormone therapy; medical visits and lab procedures related to hormone therapy; surgical procedures; and, short-term leave for surgical procedures. While awareness of barriers to transgender health care coverage steadily increased, a majority of CEI-rated businesses plateaued in offering mental health care coverage and/ or short-term leave for surgical procedures but did not mitigate the exclusions related to other medically necessary treatments.</p>
	<p>In 2009 the HRC Foundation announced a major change to what would be the 2012 CEI criteria: to earn a top rating of 100 percent, a business needed to not just mitigate one or more exclusions, but address the root problem of transgender exclusion in coverage and fully affirm health care coverage for medically necessary transition-related care and other routine and chronic conditions.</p>
	<p>The HRC Foundation embarked on a massive campaign of 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.</p>
	<p>The HRC Foundation has, in partnership with hundreds of major businesses taking part in the CEI, led great change in employer-provided health insurance coverage for transgender people. However, much work remains to change the market standard for coverage to more comprehensively cover the full range of medically necessary treatments that may be part of a gender transition. The HRC Foundation is working with employers and insurance providers to further build out a next generation of best-in-class coverage for future CEIs. In this year's CEI, a record 511, or 60 percent of CEI-rated businesses offer at least one plan option with current market standard coverage, up from 0 in 2002 to 49 in the 2009 CEI to 278 in the 2013 CEI to 336 in 2014 and 418 in 2015.</p>
Criterion 2c	Businesses That Offer at Least One Transgender-Inclusive Health Care Plan
	<p><b>60%</b> of this year's rated businesses afford transgender-inclusive health care coverage options through at least one firm-wide plan. This coverage includes:</p> <ul style="list-style-type: none"> <li>● short-term leave,</li> <li>● counseling by a mental health professional,</li> <li>● hormone therapy,</li> <li>● medical visits to monitor hormone therapy and</li> <li>● surgical procedures</li> </ul> <p>These benefits are critical for the health and well-being of individual transgender people. According to businesses' reporting to the HRC Foundation, making these benefits accessible comes at a negligible cost to the employers' overall health insurance plans. This holds true across industries.</p>



## Organizational Competency in LGBT Inclusion

### Criterion 3a

#### Competency Training, Metrics, Resources or Accountability Measures

**77%**

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

Equitable policies and benefits are critical to LGBT inclusion in the workforce but alone are not sufficient to support a truly inclusive culture within a workplace. Employers recognize that beyond the letter of a policy, additional programming and educational efforts are necessary.

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

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

### Diversity Training and Educational Programs

**84%**

of businesses have inclusive diversity training.

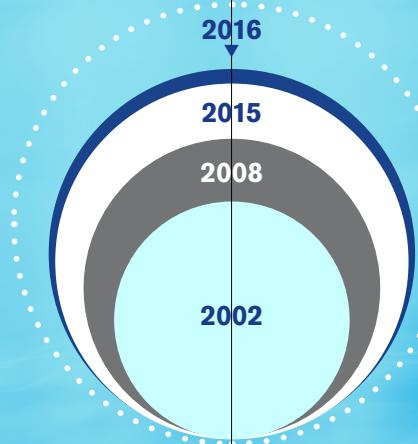
Diversity training and educational programs are often essential to employee onboarding processes as well as managerial and leadership trainings. Practically speaking “sexual orientation” and “gender identity” workplace protections are not self-evident in concept and do not enjoy a history of federal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

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

While some employers meet this requirement with basic new-hire training (78 percent of all employers), others have developed fully integrated diversity and inclusion programs that combine lessons on diversity with other trainings that are skills or policy-based. For example, a training focused on the professional development of new managers may cover a range of topics including job-related software skills, ethics training, and organizational values with respect to promoting diversity and inclusion. Fifty-nine percent of this year’s rated businesses indicated that they offer such integrated training programs.

**Findings**

**Organizational Competency in LGBT Inclusion**



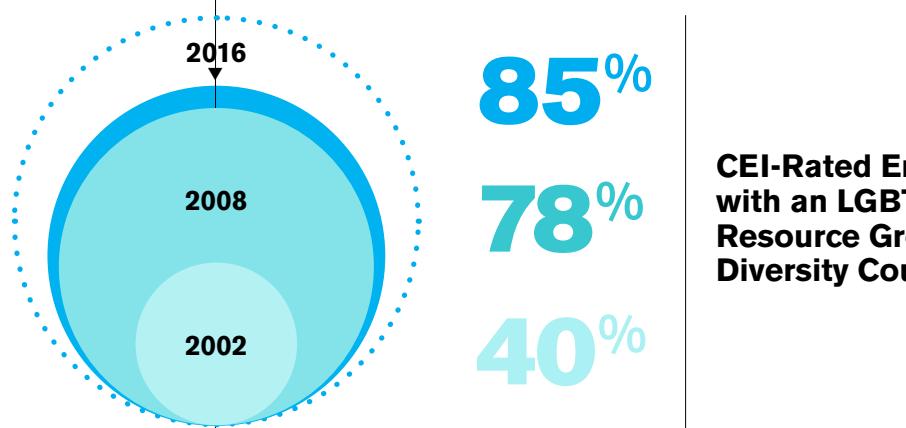
**84%**  
**81%**  
**68%**  
**54%**

**Businesses  
with Inclusive  
Diversity  
Training**

Findings	Organizational Competency in LGBT Inclusion																				
<b>Counting LGBT Employees: Optional Self-Identification Questions</b>	<p><b>45%</b> of CEI-rated employers offer employees question options to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.</p> <p>Unlike other diversity categories such as race and gender, employers are not required by law to collect data on the LGBT people they employ. However, in order to track the progress of their own LGBT-inclusion efforts, many employers have implemented optional self-identification questions for employees to select options for their sexual orientation and gender identity, alongside other standard demographic questions. As the business maxim states: "If you can't measure it, you can't manage it" and so hundreds of businesses have started to count their LGBT employees just as they do other diverse work segments in order to evaluate successes and mitigate challenges to talent investment.</p> <p>Anonymous workplace climate surveys can provide valuable information on broader engagement measures and their reach across the LGBT workforce. Currently, 45 percent of CEI participants allow employees to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential Human Resource records.</p>																				
<b>Senior Leadership Metrics of Inclusion</b>	<p>A steadily growing number of top employers include senior leader engagement around the business's diversity and inclusion goals. By holding their senior leaders accountable through senior performance evaluation, these businesses are raising the structural impact and incentives around diversity and inclusion growth. <b>Forty-one percent</b> of CEI-rated employers allow senior leaders to submit LGBT-focused diversity efforts as part of their annual review of contributions to organizational diversity and inclusion goals.</p>																				
<b>Gender Transition Guidelines</b>	<p>Having easily understandable and accessible guidelines on the gender transition process is a best practice in setting forth some structure to support a respectful and successful workplace transition. The guidelines are aimed at establishing common reference points and expectations for all involved, including the transitioning employee, HR, management and work groups, to further everyone's goal of a respectful transition process that retains the employee and individual engagement.</p> <p><b>A record 330 major employers submitted gender transition guidelines</b> – the vast majority of which were adopted from the HRC Foundation's template guidelines (available at <a href="http://www.hrc.org/workplace">www.hrc.org/workplace</a>).</p> <p>From suggestions on how to have respectful and informative conversations about the topic of transgender inclusion in the workplace to the administrative changes to one's personnel and workplace documents, these guidelines clearly delineate responsibilities and expectations of transitioning employees, their supervisors, colleagues and other staff.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Employers</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>90</td> </tr> <tr> <td>2009</td> <td>115</td> </tr> <tr> <td>2010</td> <td>141</td> </tr> <tr> <td>2011</td> <td>172</td> </tr> <tr> <td>2012</td> <td>208</td> </tr> <tr> <td>2013</td> <td>239</td> </tr> <tr> <td>2014</td> <td>262</td> </tr> <tr> <td>2015</td> <td>291</td> </tr> <tr> <td>2016</td> <td>330</td> </tr> </tbody> </table>	Year	Number of Employers	2008	90	2009	115	2010	141	2011	172	2012	208	2013	239	2014	262	2015	291	2016	330
Year	Number of Employers																				
2008	90																				
2009	115																				
2010	141																				
2011	172																				
2012	208																				
2013	239																				
2014	262																				
2015	291																				
2016	330																				

<b>Findings</b>	<b>Organizational Competency in LGBT Inclusion</b>
<b>Criterion 3b</b>	<p><b>LGBT/Allies Employee Groups and Diversity Councils</b></p> <p>Many large employers have formally recognized employee resource groups (also known as an employee network, business resource or affinity groups) for diverse populations of their workforce, including women, people of color, people of varied abilities and LGBT/allied people. These groups' purpose is two-fold:</p> <ul style="list-style-type: none"> <li>● <b>To foster a sense of community and visibility of these diverse populations within a business and</b></li> <li>● <b>To leverage each unique populations' networks and skills to help accomplish business goals such as market innovation, recruitment and retention of talent.</b></li> </ul> <p>ERGs are great platforms for leadership opportunities for LGBT and allied employees to better their own work environments. In addition, the reach of many ERGs extends beyond the everyday affairs of an employer to policymaking, representing the employer at professional events and external activities, participating in prospective employee recruitment efforts, mentoring, and other retention-focused programming.</p> <p>Employers usually provide these groups with a budget and access to resources such as meeting rooms and e-mail networks. The groups provide a clear line of communication between employees and management. LGBT/A ERGs empower employees as change agents, and also help to provide a sense of safety and acceptance for LGBT employees within the workplace.</p> <p>Recognizing the differences in businesses rated in the CEI, Criterion 3b can also be met with an organization-wide diversity council or working group with a mission that specifically includes LGBT diversity and inclusion.</p>

**85%** of CEI-rated employers have an employee resource group or diversity council that includes LGBT and allied employees and programming. Sixty-nine percent of rated employers have employee groups, 78 percent have diversity councils and 62 percent of rated employers have both.



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

**The Role  
of Allies**

Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion, are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join as membership is not limited to those who are LGBT but open to all supporters of equality. Of those companies with an officially recognized LGBT employee group, **93 percent** reported being expressly for LGBT and allied employees. ERGs have embraced allies as members of the full LGBT community, as allies bring their own unique voice and vantage point to workplace equality.

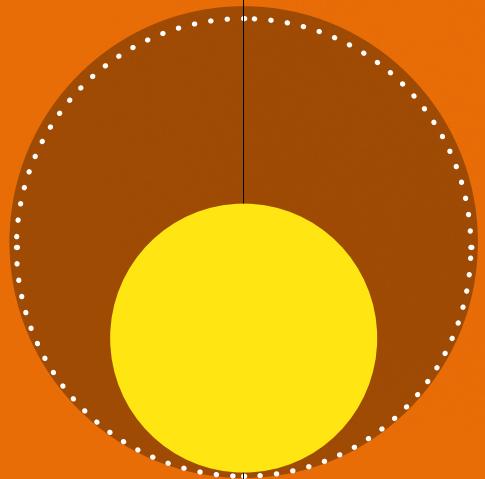
**Executive  
Champions**

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

A majority (57 percent) of executive champions identify as allies, while 38 percent reported being openly LGBT.

**Findings**

**Organizational Competency in LGBT Inclusion**



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

**57%** of those Executive Champions identify as Allies

## Public Commitment

### Criterion 4

#### Businesses That Positively Engage the External LGBT Community

**57%**

of CEI-rated businesses met the standard of demonstrating at least three efforts of public commitment to the LGBT community – marketing, advertising and recruitment efforts, philanthropic contributions to LGBT organizations, LGBT diverse supplier initiatives and public policy weigh-in – AND have met the new 2016 standard demonstrating philanthropic giving guidelines.

#### Promoting Business Growth Through Visibility - Respectful Advertising & Talent Recruiting Efforts

Whether it's investing in talent recruitment efforts at LGBT-focused job fairs or communicating inclusion to the community at large through philanthropic contributions and public policy weigh in, historically, public commitment on the CEI has been measured through a number of individual engagements, namely through marketing, advertising and recruitment efforts, philanthropic contributions, LGBT supplier diversity and public policy weigh-in. This year, the CEI has folded in a set of standards around foundational giving to fully align a business's actions with its core values and to raise the bar for corporate social responsibility.

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

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

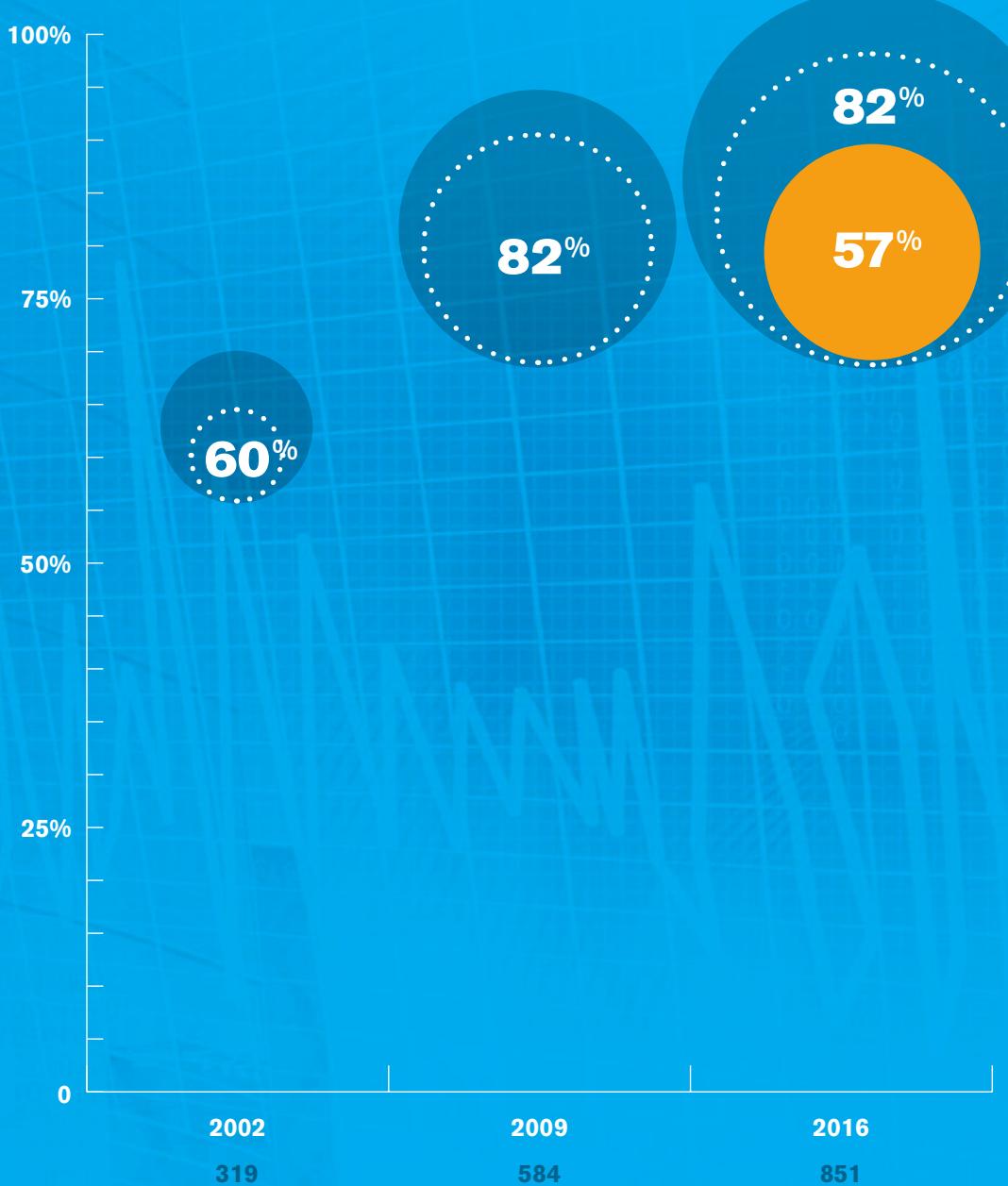
#### Supporting the LGBT Community: Philanthropy

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

#### Corporate Giving Guidelines

The Corporate Equality Index has a systematic tradition of holding companies accountable for what kinds of organizations receive their philanthropic dollars. Currently, the CEI already has a mechanism to account for foundational corporate giving to any organization whose explicit mission included efforts to undermine LGBT equality. This framework has now been widened to hold companies accountable for any giving to a non-religious organization with an explicit policy of discrimination against LGBT people. This requirement sets the standards around responsible foundational giving and ensures that a top rated business does not provide philanthropic support to organizations whose values do not align with theirs.

- Total Number of CEI Participants
- Percentage with a Demonstrated Public Commitment to the LGBT Community
- Percentage with a Demonstrated Public Commitment to the LGBT Community
  - AND have met the new 2016 standard demonstrating philanthropic giving guidelines



**Findings****Public Commitment**

The requirement is that a top rated business must implement internal requirements prohibiting company or law firm philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and gender identity or have a policy explicitly permitting its own chapters, affiliates, etc. to discriminate.

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

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

The National Gay and Lesbian Chamber of Commerce began certifying LGBT-owned small businesses in 2002, a process that requires substantiation of majority LGBT ownership in a business and verification of a business' good standing in the community. Supplier diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, one-third 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.

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

Over the last five years, the rates of corporate engagement on matters of LGBT-relevant public policy and legal matters have skyrocketed. This past March, hundreds of CEI-rated employers signed onto the amicus brief filed in the Obergefell v. Hodges case urging the Supreme Court to uphold marriage equality. HRC's Business Coalition for Equality is a group of leading U.S employers that support the Equality Act, a federal legislation that would provide the same basic protections to LGBT people as are provided to other protected groups under federal law. CEI-rated employers have supported broader issues of LGBT equality both through the courts, and at the federal and municipal level, going on record that equality is good for business.

# Appendices

## Appendix A

### Employers With Ratings of 100 Percent

#### Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation for All Operations (**15 points**)
- 1b** Prohibits Discrimination Based on Gender Identity or Expression for All Operations (**15 points**)
- 1c** Has Contractor/Vendor Non-Discrimination Standards that Include Sexual Orientation and Gender Identity (**5 points**)
- 2a** Offers Partner Health/Medical Insurance (**10 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 (**10 points**)  
**(partial credit of 5 points given for less than 3 efforts)**  
Have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people (**5 points**)

**Appendix A** **Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	101
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	95	152
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	594
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	80	80
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	601
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	57
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	40
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	100
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	100	100
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	100
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	482
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100	100
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	130
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	80	80
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	100
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	100	100	100
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	100	112
American Apparel Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	90
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	681
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	90
American Express Global Business Travel	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	100	85	373
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	249
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	100
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	38
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	100	5
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	209
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	100
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	100
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	11
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	100	243
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	282
AXA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	100	85	85
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	100	85	321
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	181
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	●	100	100	100

**Appendix A Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	381
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	100	100	100
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100	90	189
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●	●	100	100	100
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	100	100	60
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	100	100	375
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	280
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	100
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	100	100	100
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100	100	100
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	100	100	100
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	100	100	100
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	30
Boies, Schiller & Flexner LLP	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	443
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●	●	100	100	100
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	●	100	100	367
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	176
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	100	100	859
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	760
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	100
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	100
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	529
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	318
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	826
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	100	315
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	124
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	22
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	651
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100	100
Carlton Fields Jorden Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	100
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	363
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	182
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	100
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	459
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	●	100	100	100

**Appendix A** **Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion									2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4			
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	100	100	208
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	100	100	97
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	55
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	26
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100	451
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	100	85	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	489
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	58
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	44
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	810
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	100	100	184
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	55	958
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	90	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	100	100	343
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	100	100	
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	100	100	168
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	100	100	12
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	149
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	100	100	319
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	100	100	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	100	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	100	98
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	100	100	296
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	100	100	48
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	100	100	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	86

**Appendix A** Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	704
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	15
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	180
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	213
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	620
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	129
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	128
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	●	100	95	416
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	95	279
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	119
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100	100	341
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	80	80
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	32
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	13
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	100
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	90	90
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	100
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	361
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	261
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	100
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	8
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	100
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100	305
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	178
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	100
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	9
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	159
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	7
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	90	291
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	74
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	46
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	90	90
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	80	80
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	90
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	816
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	90	90
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	●	100	90	471
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	113

**Appendix A** **Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100	292
Henry Schein	Melville, NY	●	●	●	●	●	●	●	●	●	●	100	15	292
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100	100
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	100	100	366
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	17
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	289
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	100
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	100
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	33
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	100	70	311
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	100
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	73
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	756
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	584
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●	●	100	90	100
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	100	53
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	100
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	23
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	369
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	544
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	100	95	235
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	100	466
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	552
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	100
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	39
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	18
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	100
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	100
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	198
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	541
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	100
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	100
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	100
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	156
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	100	100	199
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100

**Appendix A** Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	100	75	413	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	521	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	100	100	639	
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	100	90	232	
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Littlel Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	59	
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100	107	
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	85	144	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	219	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	226	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	100	100	96	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	100	100	326	
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	95	403	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	100	90	106	
McGraw Hill Financial	New York, NY	●	●	●	●	●	●	●	●	●	100	90	484	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	15	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	173	
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	100	100	65	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	42	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	287	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	100	100	34	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	100	100		
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100	89	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	197	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	731	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	100	100	83	
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100		
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	90		
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	91	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	100	100	423	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	95		
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	88	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	436	
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	100	100		
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	115	

**Appendix A** **Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	224
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	574
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	100	100	122
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	110
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	90	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	75	589
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	248
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	82
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	90	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	475
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	51
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	183
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	172
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	100	90	298
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	31
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	72
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	120
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	126
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	85	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	●	100	100	

**Appendix A Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	410	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	100	95	535	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	100	80		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	100	100		
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100			
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	100	100		
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	100	100	87	
Sedgwick LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	100		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	267	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	100	95		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	100		
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	100	100		
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●	100			
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	95		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	100	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	100	100		
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	90	160	
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	100	100		
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100		
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	127	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	196	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100	424	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	100	95	41	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	275	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	100	100	753	
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	100	100		
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	314	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	378	
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100		
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	36	
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●	100		772	
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100		
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●	100			
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	100	100	95	

**Appendix A** **Employers with Ratings of 100 Percent**

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	100	111	
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100	965	
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	100	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	85	215	
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	134	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	102	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	108	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	100	100	648	
Toyota North America Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	100	100	100	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	90	114	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	100	
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	90	90	
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	100	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	140	
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	100	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	100	100	100	
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	78	
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	100	95	100	
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	210	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	100	100	100	
Visa	Foster City, CA	●	●	●	●	●	●	●	●	●	100	100	238	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	100	100	100	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	100	100	295	
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	100	100	37	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	100	100	61	
WeddingWire Inc.	Chevy Chase, MD	●	●	●	●	●	●	●	●	●	100	100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	29	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	100	100	153	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100	
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●	100	100	100	
Wiley Rein LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	100	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	100	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	100	100	100	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	452	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	137	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	100	100	522	
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	100	

## Appendix B

### Ratings and Criteria Breakdowns

#### Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation for All Operations (**15 points**)
- 1b** Prohibits Discrimination Based on Gender Identity or Expression for All Operations (**15 points**)
- 1c** Has Contractor/Vendor Non-Discrimination Standards that Include Sexual Orientation and Gender Identity (**5 points**)
- 2a** Offers Partner Health/Medical Insurance (**10 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 (**10 points**)  
**(partial credit of 5 points given for less than 3 efforts)**  
Have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people (**5 points**)

#### Ratings in Gray

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

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	101
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	85	100	100
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●	●	●	75	75	136
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	95	152
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	594
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	25	35	35
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	85	90	90
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	80	80
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	601
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●	●	●	●	●	●	●	●	●	20	30	402
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	80	75	474
AECOM	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	85	90	332
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	85	950
AES Corp., The	Arlington, VA	●	●	●	●	●	●	●	●	●	●	0	15	174
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	57
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●	75	85	125
Agco	Duluth, GA	●	●	●	●	●	●	●	●	●	●	10	15	262
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	90	90	384
AGL Resources Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	70	70	532
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	40	55	55
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	40
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	95	95	276
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	100
Airgas Inc.	Radnor, PA	●	●	●	●	●	●	●	●	●	●	0	0	498
AK Steel Holding Corp.	West Chester, OH	●	●	●	●	●	●	●	●	●	●	20	30	455
Akamai Technologies Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	75	75	75
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	100	100
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	100
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	482
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100	100
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	130
Alleghany Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	20	20	497
Allegheny Energy Inc.	Greensburg, PA	●	●	●	●	●	●	●	●	●	●	10	15	15
Allergan Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	10	15	408
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	80	80
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	90	85	687
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	35	50	564
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	85	90	90
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30	30	30
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	85	85	92
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	20	15	273
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	100

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Altria Group Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	90	161
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	85	90	35
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	100	100	100
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	85	379
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	100	112
American Apparel Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	90
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	681
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	95	80	186
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	90
American Express Global Business Travel	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	100	85	373
American Financial Group	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	20	0	487
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	249
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●	●	●	●	●	●	●	75	55	28
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	●	90	80	154
Anadarko Petroleum	The Woodlands, TX	●	●	●	●	●	●	●	●	●	●	20	15	202
Andersons Inc., The	Maumee, OH	●	●	●	●	●	●	●	●	●	●	20	0	453
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	90
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	100
Anixter International Inc.	Glenview, IL	●	●	●	●	●	●	●	●	●	●	20	30	420
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	38
AOL	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	882
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
Apache Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	20	30	179
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	100	5
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	80	85	350
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	209
Archer Daniels Midland Co.	Decatur, IL	●	●	●	●	●	●	●	●	●	●	35	20	27
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	95	100	100
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	100
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	100
Arrow Electronics	Englewood, CO	●	●	●	●	●	●	●	●	●	●	75	15	138
Asbury Automotive Group	Duluth, GA	●	●	●	●	●	●	●	●	●	●	10	15	472
Ashland Inc.	Covington, KY	●	●	●	●	●	●	●	●	●	●	65	15	344
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	304
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	100	100
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	90	85	85
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	11
Austin Radiological Assn.	Austin, TX	●	●	●	●	●	●	●	●	●	●	30	40	40
Autodesk Inc.	San Rafael, CA	●	●	●	●	●	●	●	●	●	●	85	85	897
Autoliv Inc.	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	20	15	310
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	100	243
AutoNation Inc.	Fort Lauderdale, FL	●	●	●	●	●	●	●	●	●	●	10	15	162
Auto-Owners Insurance Group	Lansing, MI	●	●	●	●	●	●	●	●	●	●	0	0	428

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
AutoZone Inc.	Memphis, TN	●										10	15	300
Avaya Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●		75	75	520
Avery Dennison	Glendale, CA	●										10	15	398
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	●		75	75	340
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●		80	80	117
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	282
AXA	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
B J's Wholesale Club	Westborough, MA	●	●			●						25	35	
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●		85	90	
Bain & Co. Inc./Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●		85	90	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●		85	90	
Baker Hughes Inc.	Houston, TX	●										10	15	132
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●		100	85	
Baldor Electric Co.	Fort Smith, AR	●		●		●		●		●		25	25	
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●		100	85	321
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		85	90	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●		100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	181
Barclays	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●		100	100	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	381
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●		100	100	
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●		75	75	
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●		100	90	189
Bayer Corp.	Whippany, NJ	●	●	●	●	●	●	●	●	●		75	80	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●		80	80	269
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●	●	●	●	●		65	30	336
Bed Bath & Beyond Inc.	Union, NJ	●	●									20	30	258
Bemis Co. Inc.	Neenah, WI	●										10	15	492
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●		100		
Berkshire Hathaway Inc.	Omaha, NE											0	0	4
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●		100	100	60
Big Lots	Columbus, OH	●	●									20	30	473
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●		95	100	
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●		100	100	375
Black & Veatch Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●		80	65	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●		100	100	280
Blackstone Group LP, The	New York, NY	●										10		391
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100		
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●		65	70	590
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●		100	100	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●		100	100	

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000			
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points						
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	95	85			
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●	●	95	100	100		
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	●	100	100	100		
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	60	60		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	70	80	915	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	90	100	100	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100	
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	●	●	90	45	45	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	30	
Boies, Schiller & Flexner LLP	Armonk, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100	
Bon-Ton Stores Inc.	York, PA	●	●	●	●	●	●	●	●	●	●	●	●	85	90	763	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	443	
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100	
BorgWarner Inc.	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	●	●	20	30	352	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	367	
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	85	90	90
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	85	90	90
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	●	●	●	●	70	70	70
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	85	90	90
Brightpoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●	●	●	30	30	30
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	55	70	761
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	176
Broadcom Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	15	20	328
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	859
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	85	75	75
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	760
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100
Buckeye Partners LP	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	10	10	485
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	●	●	●	85	80	80
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	20	20	20
Burlington Store Inc.	Burlington, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	55	60	551
C&S Wholesale Grocers Inc.	Keene, NH	●	●	●	●	●	●	●	●	●	●	●	●	●	20	30	30
C. H. Robinson Worldwide	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	20	15	220
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	529
Cablevision Systems Corp.	Bethpage, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	10	15	397
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	318
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	826
Calpine Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	30	40	414

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Calumet Specialty Products	Indianapolis, IN											0	467	
Cambia Health Solutions Inc.	Portland, OR	●	●	●	●	●	●		●	●		90	90	
Cameron International Corp.	Houston, TX	●	●									20	0	286
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●		100	100	315
Canadian Imperial Bank of Commerce	New York, NY	●	●		●	●	●	●	●	●		55	70	
Capgemini US LLC	New York, NY	●	●	●	●	●	●	●	●	●		85	90	
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	124
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	100	22
CareFirst Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●		85		
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	651
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●		100	100	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●									50	60	
Carlson Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		85	85	
Carlton Fields Jorden Burt	Tampa, FL	●	●	●	●	●	●	●	●	●		100	100	
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●		95	85	240
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●		85	85	
Casey's General Stores Inc.	Ankeny, IA											0	0	389
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●		90	90	49
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	363
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	182
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●		90	90	265
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●		100		
Celanese Corp.	Irving, TX	●	●	●	●	●	●	●	●	●		85	80	399
Celgene Corp.	Summit, NJ	●	●	●	●	●	●	●	●	●		70	30	401
Centene Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●		80	0	251
CenterPoint Energy Inc.	Houston, TX	●										10	15	333
CenturyLink Inc.	Monroe, LA	●	●	●	●	●	●	●	●	●		75	80	158
Cerner Corp.	North Kansas City, MO	●	●	●	●	●	●	●	●	●		85	90	742
CF Industries Holdings Inc.	Deerfield, IL	●										20	0	463
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●	●	●	●	●		85	90	437
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●		85	90	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●										30	40	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	459
Charter Communications	Stamford, CT	●										10	15	331
Chesapeake Energy Corp.	Oklahoma City, OK	●	●	●	●	●	●	●	●	●		65	15	163
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●		100	100	3
CHG Healthcare Services Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●		85	80	
Chipotle Mexican Grill Inc.	Denver, CO	●	●									70	75	696
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●		100	100	
CHS Inc.	Inver Grove Heights, MN	●										20	0	62
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●		100	100	208

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	100	100	97	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	55	
CIT Group Inc.	New York, NY	●									10	15	654	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	26	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Cleveland-Cliffs Inc.	Cleveland, OH	●									10	30	445	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100	451	
CME Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	70		738	
CMS Energy Services	Jackson, MI	●									35	35	394	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	100	85		
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	489	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	58	
Cognizant Technology Solutions Corp.	Tearneek, NJ	●	●								20	15	308	
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	95	90	167	
Columbia Pipeline Group	Houston, TX	●	●	●	●	●	●	●	●	●	70			
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	44	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	810	
Commercial Metals	Irving, TX	●	●								20	30	370	
Community Health Systems Inc.	Franklin, TN	●	●								20	30	192	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	90	65		
Compass Group USA Inc.	Charlotte, NC	●			●	●	●	●	●	●	50	65		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	80	85	185	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	100	100	184	
ConocoPhillips	Houston, TX	●	●	●	●	●	●	●	●	●	80	75	47	
Consol Energy Inc.	Canonsburg, PA	●									10	15	434	
Consolidated Edison Co.	New York, NY	●	●		●	●	●	●	●	●	90	100	225	
Constellation Brands Inc.	Victor, NY				●	●	●	●	●	●	40	50	770	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	80	90		
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	55	958	
Con-way Inc.	Ann Arbor, MI	●	●								20	30	464	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	90		
Cooper Tire & Rubber Co.	Findlay, OH	●				●					20	25	669	
Corbis Corp.	Seattle, WA	●	●		●	●					35	50		
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	70	90		
Core-Mark Holding Company Inc.	South San Francisco, CA										0	0	346	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	100	100	343	
Costco Wholesale Corp.	Issaquah, WA	●	●		●	●	●	●	●	●	80	90	19	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90		
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●	●	●				55	45	797	
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●	90	90		
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	85	90		
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000	
			1a	1b	1c	2a	2b	2c	3a	3b	4	15 points				
Crowell & Moring LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100		
Crown Holdings	Philadelphia, PA		■										10	15	313	
CSAA Insurance Group	Walnut Creek, CA		●	●	●	●	●	●	●	●	●	●	100	100		
CST Brands	San Antonio, TX		■										10	266		
CSX Corp.	Jacksonville, FL		●	●	●	●	●	●					75	70	231	
Cummins Inc.	Columbus, IN		●	●	●	●	●	●	●	●	●	●	100	100	168	
CUNA Mutual Insurance Group	Madison, WI		●	●	●	●	●	●	●	●	●	●	90	50	675	
CVS Health Corp.	Woonsocket, RI		●	●	●	●	●	●	●	●	●	●	100	100	12	
Dana Holding Corp.	Maumee, OH					●	●	●	●	●	●	●	30	30	385	
Danaher Corp.	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100	149	
Darden Restaurants Inc.	Orlando, FL		●	●	●	●	●	●	●	●	●	●	100	100	319	
Davis Polk & Wardwell LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	95	90		
Davis Wright Tremaine LLP	Seattle, WA		●	●	●	●	●	●	●	●	●	●	100	100		
DaVita Inc.	Denver, CO		●			●	●	●	●	●	●	●	●	45	15	230
Day Pitney LLP	Hartford, CT		●	●	●	●	●	●	●	●	●	●	90	90		
Dean Foods Co.	Dallas, TX		■	■		●	●	●	●	●	●	●	●	40	40	285
Debevoise & Plimpton LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100		
Dechert LLP	Philadelphia, PA		●	●	●	●	●	●	●	●	●	●	100	100		
Deere & Co.	Moline, IL		●	●	●	●	●	●	●	●	●	●	●	75	65	80
Delhaize America Inc.	Salisbury, NC		●	●	●	●	●	●	●	●	●	●	100	100		
Dell Inc.	Round Rock, TX		●	●	●	●	●	●	●	●	●	●	100	100		
Deloitte LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100		
Delta Air Lines Inc.	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	90	90	81	
Denny's Corp.	Spartanburg, SC		●	●	●	●	●	●	●	●	●	●	●	75	15	
Dentons US LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100		
Deutsche Bank	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100		
Devon Energy Corp.	Oklahoma City, OK		■	■									20	30	270	
Diageo North America	Norwalk, CT		●	●	●	●	●	●	●	●	●	●	100	100		
Dick's Sporting Goods Inc.	Coraopolis, PA		■	■									20	30	421	
Dickstein Shapiro LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	●	85	95	
DigitasLBi	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100		
Dillard's Inc.	Little Rock, AR		■	■									20	30	386	
DIRECTV	El Segundo, CA		●	●	●	●	●	●	●	●	●	●	100	100	98	
Discover Financial Services	Riverwoods, IL		●	●	●	●	●	●	●	●	●	●	100	100	296	
Discovery Communications Inc.	Silver Spring, MD		■	■									20	460		
DISH Network Corp.	Englewood, CO												0	0	204	
DLA Piper	Baltimore, MD		●	●	●	●	●	●	●	●	●	●	100	100		
Dole Food Co. Inc.	Westlake Village, CA												10	30		
Dollar General Corp.	Goodlettsville, TN		●	●	●	●	●	●	●	●	●	●	85	70	164	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK		■	■	●	●	●	●	●	●	●	●	●	60	70	
Dollar Tree Stores Inc.	Chesapeake, VA		■	■									20	30	342	
Dominion Resources Inc.	Richmond, VA		■	■	●	●	●	●	●	●	●	●	70	85	212	
Domino's Pizza Inc.	Ann Arbor, MI		●	●	●	●	●	●	●	●	●	●	75	35		

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Domtar Corp.	Fort Mill, SC	●										10	15	469
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
Dover Corp.	Downers Grove, IL	●										10	15	301
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●		100	100	48
DR Horton Inc.	Fort Worth, TX	●										20	0	418
Dr Pepper Snapple Group Inc.	Plano, TX	●	●									60	70	430
Drinker Biddle & Reath LLP	Milwaukee, WI	●	●									80	90	
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100		
DSW	Columbus, OH	●	●	●	●	●	●	●	●	●		80		872
DTE Energy Co.	Detroit, MI	●	●	●	●	●	●	●	●	●		75	35	290
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		85	90	
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●		90	90	123
Dun & Bradstreet Corp., The	Short Hills, NJ	●										20	30	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●		100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●		100	100	
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●		65	55	980
E.I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●		100	100	86
EarthLink Inc.	Atlanta, GA	●	●									40	55	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Eastman Chemical Co.	Kingsport, TN	●										20	15	297
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	100	704
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	15	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	100	180
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●		100	100	213
Edison International	Rosemead, CA	●										20	30	222
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●		100	100	620
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●		100	100	129
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●		100	100	128
EMCOR Group Inc.	Norwalk, CT	●										10	15	407
Emerson Electric Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		80	80	121
Emmis Communications Corporation	Indianapolis, IN	●										60	75	
Energy Future Holdings Corp.	Dallas, TX	●										20	15	438
Energy Transfer Partners LP	Dallas, TX	●										20	0	54
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●		85	90	242
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●		75	65	
Enterprise Products Partners LP	Houston, TX	●										10	15	56
EOG Resources	Houston, TX	●										10	15	203
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●		90	90	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●		100	95	416
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Essendant Inc.	Deerfield, IL	●										10	15	488
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	95	279
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		90	90	
Eventbrite Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		85		

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	510
Exelixis	McLean, VA	●	●	●	●	●	●	●	●	●	●	80	85	510
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	119
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	90	90	515
Expeditors International of Washington Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	20	15	425
Express Scripts Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	70	20
Exxon Mobil Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	40	-25	2
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100	100	341
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	80	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Family Dollar Stores	Matthews, NC	●	●	●	●	●	●	●	●	●	●	20	30	271
FCA US LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	95	100	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	32
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	13
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Chicago	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	90	
Federal Reserve Bank of New York	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	100	
FedEx Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	85	64
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Fidelity National Financial Corp.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	20	30	316
Fidelity National Information Services Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	10	15	426
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	85	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	361
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	85	90	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	95	100	
First American Financial Corp.	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	10	15	499
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	261
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	75	
FirstEnergy Corp.	Akron, OH	●	●	●	●	●	●	●	●	●	●	10	0	195
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	100	
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	75	80	
Fluor Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	85	75	109
FMC Technologies Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	10	15	368
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Foot Locker Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	10	15	400
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	8
Fossil Inc.	Richardson, TX	●	●	●	●	●	●	●	●	●	●	60	50	691
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	90	65	337
Freeport-McMoRan Copper & Gold Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	0	0	142
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	75	80	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100		
Galloway, Johnson, Tompkins, Burr & Smith PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	90	90		
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	100	100	305	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	178	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	50	70		
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
General Cable Corp.	Highland Heights, KY	●									10	15	405	
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	85	85	99	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	100	100	9	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	159	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	7	
Genuine Parts Co.	Atlanta, GA	●									20	15	205	
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	100	90	291	
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	85	75		
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	95	100		
Gilead Sciences Inc.	Foster City, CA	●	●	●	●	●	●	●	●	●	80	0	250	
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	95	100		
Global Partners	Waltham, MA	●									10	0	146	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	74	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Goodyear Tire & Rubber Co.	Akron, OH	●									10	15	147	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	46	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	90		
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	100	80		
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	85	90		
Graybar Electric Company Inc.	St. Louis, MO	●									20	15	449	
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	90		
Group 1 Automotive	Houston, TX	●			●	●					35	40	307	
Group Health Cooperative	Seattle, WA	●	●		●	●	●	●	●		95	100		
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	75	85		
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	816	
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	75	35	245	
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●	●	●	●	70	70		
H&R Block Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	70	35	743	
H.E. Butt Grocery Co.	San Antonio, TX	●			●						30	40		
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	80	95	239	
Hachette Book Group	New York, NY	●	●	●	●	●	●	●	●	●	70	75		
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	90	90		
Halliburton Co.	Houston, TX	●									10	15	103	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	90		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	85	80	530	
Hanover Direct Inc.	Weehawken, NJ	●	●		●	●	●	●	●	●	40	70		
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	●	●	90	80	514	

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Harbinger Group	New York, NY		●										10	456	
Harley-Davidson Inc.	Milwaukee, WI		●										10	15	433
Harris Corp.	Melbourne, FL		●	●	●	●	●	●	●	●	●		100	90	471
Harris Interactive Inc.	New York, NY		●	●	●	●	●	●	●	●	●		60	70	
Harry & David Holdings Inc.	Medford, OR		●	●	●	●	●	●	●	●	●		40	70	
Hartford Financial Services Group Inc., The	Hartford, CT		●	●	●	●	●	●	●	●	●		100	100	113
Harvard Pilgrim Health Care Inc.	Wellesley, MA		●	●	●	●	●	●	●	●	●		100	100	
Hasbro Inc.	Pawtucket, RI		●	●	●	●	●	●	●	●	●		90	75	597
Hawaiian Airlines Inc.	Honolulu, HI		●	●	●	●	●	●	●	●	●		65	926	
Haynes and Boone LLP	Dallas, TX		●	●		●	●	●	●	●	●		80	90	
HCA - Hospital Corporation of America	Nashville, TN		●	●		●	●	●	●	●	●		70	75	79
HD Supply	Atlanta, GA		●	●									20		317
Health Care Service Corp.	Chicago, IL		●	●	●	●	●	●	●	●	●		95	85	
Health Net Inc.	Woodland Hills, CA		●	●	●	●	●	●	●	●	●		65	80	254
Henry Schein	Melville, NY		●	●	●	●	●	●	●	●	●		100	15	292
HERE North America LLC	Chicago, IL		●	●	●	●	●	●	●	●	●		100	100	
Herman Miller Inc.	Zeeland, MI		●	●	●	●	●	●	●	●	●		100	100	
Herrick Feinstein LLP	New York, NY		●	●	●	●	●	●	●	●	●		90	80	
Hershey Co., The	Hershey, PA		●	●	●	●	●	●	●	●	●		100	100	366
Hertz Global Holdings Inc.	Park Ridge, NJ		●	●	●	●	●	●	●	●	●		55	65	264
Hess Corp.	New York, NY		●	●	●	●	●	●	●	●	●		65	40	84
Hewlett-Packard Co.	Palo Alto, CA		●	●	●	●	●	●	●	●	●		100	100	17
Hilton Worldwide Inc.	McLean, VA		●	●	●	●	●	●	●	●	●		100	100	289
Hinshaw & Culbertson LLP	Chicago, IL		●	●	●	●	●	●	●	●	●		100	100	
Hogan Lovells US LLP	Washington, DC		●	●	●	●	●	●	●	●	●		100	100	
Holland & Hart LLP	Denver, CO		●	●	●	●	●	●	●	●	●		55	75	
Holland & Knight LLP	Tampa, FL		●	●	●	●	●	●	●	●	●		100	100	
HollyFrontier Corp.	Dallas, TX		●	●									20	0	145
Holme Roberts & Owen LLP	Denver, CO		●			●	●	●	●	●	●		35	45	
Home Depot Inc., The	Atlanta, GA		●	●	●	●	●	●	●	●	●		100	90	33
HomeAway Inc.	Austin, TX		●	●	●	●	●	●	●	●	●		55		
Honda North America Inc.	Marysville, OH		●				●	●	●	●	●		50		
Honeywell International Inc.	Morris Township, NJ		●	●	●	●	●	●	●	●	●		75	85	77
Horizon Healthcare Services Inc.	Newark, NJ		●	●	●	●	●	●	●	●	●		70	80	
Hormel Foods Corp.	Austin, MN		●	●	●	●	●	●	●	●	●		100	70	311
Hospira Inc.	Lake Forest, IL		●	●	●	●	●	●	●	●	●		65	75	606
Host Hotels & Resorts Inc.	Bethesda, MD		●			●							20	15	477
Houghton Mifflin Harcourt Publishing Co.	Boston, MA		●	●	●	●	●	●	●	●	●		80	85	
Howard & Howard Attorneys PLLC	Kalamazoo, MI		●					●					20	25	
Howrey LLP	Washington, DC		●	●	●	●	●	●	●	●	●		55	85	
HSBC USA	New York, NY		●	●	●	●	●	●	●	●	●		95	100	
HSN Inc.	St. Petersburg, FL		●	●	●	●	●	●	●	●	●		85	85	670
Hughes Hubbard & Reed LLP	New York, NY		●	●	●	●	●	●	●	●	●		100	85	
Humana Inc.	Louisville, KY		●	●	●	●	●	●	●	●	●		100	100	73

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Huntington Bancshares Inc.	Columbus, OH		●	●	●	●	●	●	●	●	●	●	100	100	756
Huntington Ingalls Industries	Newport News, VA		■										10	10	382
Hunton & Williams LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	95	100	
Huntsman Corp.	Salt Lake City, UT		●	●	●	●	●	●	●	●	●	●	35	40	253
Huron Consulting Group Inc.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	
Husch Blackwell LLP	St. Louis, MO		●	●	●	●	●	●	●	●	●	●	90	90	
Hyatt Hotels Corp.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	584
Hyundai Motor America	Fountain Valley, CA		●	●	●	●	●	●	●	●	●	●	95	75	
IAC/InterActiveCorp.	New York, NY		●	●	●	●	●	●	●	●	●	●	75	15	727
Icahn Enterprises LP	New York, NY												0	0	143
iHeartMedia Inc.	San Antonio, TX		●	●									55	75	419
IKEA Holding US Inc.	Conshohocken, PA		●	●	●	●	●	●	●	●	●	●	100	90	
Illinois Tool Works Inc.	Glenview, IL		●	●	●	●	●	●	●	●	●	●	60	60	171
Imation Corp.	Oakdale, MN		●	●	●	●	●	●	●	●	●	●	60	70	
Infosys Limited Inc.	Plano, TX		●	●	●	●	●	●	●	●	●	●	70	70	
Ingersoll-Rand Company	Davidson, NC		●	●	●	●	●	●	●	●	●	●	90		
Ingram Micro	Santa Ana, CA		●	●	●	●	●	●	●	●	●	●	75	90	69
Ingredion Inc.	Westchester, IL												0	15	412
Insight Enterprises Inc.	Tempe, AZ		●	●	●	●	●	●	●	●	●	●	60	70	483
Integrys Energy Group Inc.	Chicago, IL		■	■									20	30	450
Intel Corp.	Santa Clara, CA		●	●	●	●	●	●	●	●	●	●	100	100	53
InterContinental Hotels Group Americas	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	100	100	
International Business Machines Corp. (IBM)	Armonk, NY		●	●	●	●	●	●	●	●	●	●	100	100	23
International Paper Co.	Memphis, TN												25	45	105
Interpublic Group of Companies Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	369
INTL FCStone Inc.	New York, NY		■										10	0	66
Intuit Inc.	Mountain View, CA		●	●	●	●	●	●	●	●	●	●	100	100	544
Invesco Ltd.	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	65	70	
ITT Corp.	White Plains, NY		●	●	●	●	●	●	●	●	●	●	55	75	839
J. B. Hunt Transport Services Inc.	Lowell, AR												0	0	454
J. M. Smucker Co.	Orrville, OH		●	●	●	●	●	●	●	●	●	●	75	60	435
J.C. Penney Co. Inc.	Plano, TX		●	●	●	●	●	●	●	●	●	●	100	95	235
Jabil Circuit Inc.	St. Petersburg, FL		■										10	15	155
Jackson Walker LLP	Dallas, TX		●	●	●	●	●	●	●	●	●	●	70		
Jacobs Engineering Group Inc.	Pasadena, CA		●	●	●	●	●	●	●	●	●	●	35	50	237
Jarden Corp.	Boca Raton, FL		●	●	●	●	●	●	●	●	●	●	90	90	356
Jenner & Block LLP	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	
JetBlue Airways Corp.	Long Island City, NY		●	●	●	●	●	●	●	●	●	●	100	100	466
JLL	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	552
John Hancock Financial Services Inc.	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100	
Johnson & Johnson	New Brunswick, NJ		●	●	●	●	●	●	●	●	●	●	100	100	39
Johnson Controls Inc.	Milwaukee, WI		●	●	●	●	●	●	●	●	●	●	60	50	68
Jones Financial Companies LLP	Des Peres, MO		■										10	0	444
Jones Group, The	New York, NY		●	●	●	●	●	●	●	●	●	●	50	70	623

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Joy Global Inc.	Milwaukee, WI	●										10	15	493
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	18
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●		90	90	
KB Home	Los Angeles, CA	●	●		●	●						35	50	948
KBR Inc.	Houston, TX	●										20	0	360
Keane Inc.	Boston, MA	●										20	25	
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●		95	95	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●		100	100	198
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	●	●		95	30	468
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●		85	90	
Kenyon & Kenyon	New York, NY	●	●	●	●	●	●	●	●	●		80	90	
Keurig Green Mountain	Waterbury, VT	●	●	●	●	●	●	●	●	●		95	85	565
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	541
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	90	
Kimberly-Clark Corp.	Irving, TX	●	●		●	●	●	●	●	●		90	90	139
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Kinder Morgan Inc.	Houston, TX	●										20	15	206
Kindred Healthcare Inc.	Louisville, KY	●										10	15	441
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
KKR & Co. LLP	New York, NY	●	●	●	●	●	●	●	●	●		90		288
KLA-Tencor Corp.	Milpitas, CA	●				●						25	35	762
Kohl's Corp.	Menomonee Falls, WI	●		●	●	●	●	●	●	●		60	15	151
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●		100	100	156
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●		95	85	24
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●		80	90	
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		95	100	263
L.L. Bean Inc.	Freeport, ME	●	●		●	●						60	65	
L-3 Communications Holdings	New York, NY	●										20	30	221
Laboratory Corporation of America Holdings	Burlington, NC	●										20	15	440
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●	●	●	●	●		80	80	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●		100	100	199
Lane Powell PC	Seattle, WA	●	●	●	●	●	●	●	●	●		85		
Las Vegas Sands Corp.	Las Vegas, NV	●										10	15	211
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●		85	75	177
LeClairRyan	Richmond, VA	●				●						50		
Leidos Holdings	McLean, VA	●										20	15	442
Lend Lease Americas Inc.	New York, NY	●	●	●	●	●	●	●	●	●		75	70	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Lennar Corp.	Miami, FL	●	●									20	15	431
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Leucadia National Corporation	New York, NY											0	0	252
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●		100	75	413
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	521
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●	●	●	●		85	90	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●		100	100	639
Liberty Interactive Corp.	Englewood, CO											0	0	246
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●		85	85	76
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●		100	90	232
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●		75	70	404
LKQ Corp.	Chicago, IL											0		490
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●		95	80	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	59
Loeb & Loeb LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		55	75	
Loews Corp.	New York, NY	●	●	●	●	●	●	●	●	●		25	35	193
L'Oréal USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●		85	85	
Lorillard Inc.	Greensboro, NC											0		496
Lowe's Companies Inc.	Moorestown, NC	●	●									20	30	52
LPL Financial Holdings Inc.	Boston, MA	●	●	●	●	●	●	●	●	●		95		
Lubrizol Corp.	Wickliffe, OH	●	●	●	●	●	●	●	●	●		80	15	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●	●	●	●	●	●	●	●		45	70	
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●		95	70	509
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	100	107
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		90	90	
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	85	144
Marathon Oil Corp.	Houston, TX	●	●	●	●	●	●	●	●	●		85	75	188
Marathon Petroleum Corp.	Findlay, OH	●	●	●	●	●	●	●	●	●		55	0	25
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	219
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●		80	60	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	226
Masco Corp.	Taylor, MI	●										10	15	323
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●		100	100	96
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	326
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●		100	95	403
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
McAfee Inc.	Santa Clara, CA	●										20	25	
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●		85	90	
McCormick & Company Inc.	Sparks, MD	●	●	●	●	●	●	●	●	●		70	15	591
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●		100	90	106
McGraw Hill Financial	New York, NY	●	●	●	●	●	●	●	●	●		100	90	484

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	90	
McKenna Long & Aldridge LLP	Washington, DC	●	●		●	●		●	●	●	●	80	90	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	15
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MeadWestvaco Corp.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	65	45	457
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	173
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	85	70	
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	●	100	100	65
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	42
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	287
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	85	
Micron Technology Inc.	Boise, ID	●	●									20	15	302
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	34
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Mirant Corp.	Atlanta, GA	●				●						20	30	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Mohawk Industries Inc.	Calhoun, GA					●	●	●	●	●	●	15	20	357
Molina Healthcare Inc.	Long Beach, CA	●	●	●	●	●	●	●	●	●	●	60	15	393
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	89
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	197
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	731
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	85	75	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	83
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	90	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●	●	●	●	●	85	85	283
Motorola Solutions Inc.	Schaumburg, IL	●	●			●	●	●	●	●	●	80	90	312
MRC Global	Houston, TX	●										10	15	478
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	
Murphy Oil	El Dorado, AR	●										10	15	470
Murphy USA	El Dorado, AR											0		175
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	●	70	55	392
Mylan Laboratories Inc.	Canonsburg, PA											0	0	377
NASDAQ OMX Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	85	15	697
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●	●	80	90	
National Oilwell Varco Inc.	Houston, TX	●										10	15	131
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	91
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Navistar International Corp.	Lisle, IL	●	●									30	40	259
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	100	423

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●	●	●	●	●	●	85	50	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	95	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	95	100	411
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●	●	90	80	563
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	88
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	75	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	436
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●	●	80	60	327
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●	●	60	70	191
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	100	
NII Holdings	Reston, VA	●	●	●	●	●	●	●	●	●	●	10	0	495
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	115
NiSource Inc.	Merrillville, IN	●	●	●	●	●	●	●	●	●	●	75	15	448
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Noble Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	0	491	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	224
Norfolk Southern Corp.	Norfolk, VA	●	●	●	●	●	●	●	●	●	●	45	50	247
Nortel Networks Corp.	Richardson, TX	●	●	●	●	●	●	●	●	●	●	45	50	
Northeast Utilities	Springfield, MA	●	●	●	●	●	●	●	●	●	●	25	30	359
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	574
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	100	100	122
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	110
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	90	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
NRG Energy Inc.	Princeton, NJ	●	●	●	●	●	●	●	●	●	●	65	70	244
Nucor Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	10	0	150
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	45	70	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	75	589
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	40	45	
Occidental Petroleum	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	20	30	116
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	248
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●	●	●	●	●	●	85	75	
Old Republic International	Chicago, IL	●	●	●	●	●	●	●	●	●	●	0	0	465
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Omnicare	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	20	15	415
Omnicon Group	New York, NY	●	●	●	●	●	●	●	●	●	●	85	65	201
ONE Gas Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	70		
ONEOK Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	85	70	200
OppenheimerFunds Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	60		
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	82
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
O'Reilly Automotive Inc.	Springfield, MO	●	●	●	●	●	●	●	●	●	●	10	15	390

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	100	100	
Oshkosh Corp.	Oshkosh, WI		■										10	15	347
Outerwall Inc.	Bellevue, WA		●	●	●	●	●	●	●	●	●	●	100	90	
Overstock.com Inc.	Salt Lake City, UT		●	●	●	●	●	●	●	●	●	●	80	80	
Owens & Minor Inc.	Mechanicsville, VA		●	●	●	●	●	●	●	●	●	●	85	35	303
Owens Corning	Toledo, OH		●	●	●	●	●	●	●	●	●	●	100	100	475
Owens-Illinois Inc.	Perrysburg, OH		■										10	15	372
Paccar Inc.	Bellevue, WA		■	■									20	15	169
Pacific Life Insurance Co.	Newport Beach, CA		●	●	●	●	●	●	●	●	●	●	70	85	333
Pacific Medical Centers	Seattle, WA		●		●	●	●	●	●	●	●	●	60	60	
PacifiCorp	Portland, OR		●	●			●	●	●	●	●	●	50	80	
Palm Management Corp.	Washington, DC		●		●	●	●	●	●	●	●	●	55	65	
Pantry Inc., The	Cary, NC		■										10	15	371
Parker Hannifin Corp.	Cleveland, OH		■	■									20	15	217
Patterson Belknap Webb & Tyler LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN		■	■		●	●	●	●	●	●	●	40	60	642
Patton Boggs LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	85	90	
Paul Hastings LLP	Los Angeles, CA		●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
PayPal Holdings Inc.	San Jose, CA		●	●	●	●	●	●	●	●	●	●	100		
PBF Energy	Parisippany, NJ												0		148
Peabody Energy Corp.	St. Louis, MO		■										10	15	365
Pearson Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
Penske Automotive Group Inc.	Bloomfield Hills, MI												0	0	194
Pep Boys-Manny, Moe & Jack	Philadelphia, PA		■	■		●	●	●	●	●	●	●	45	65	945
Pepco Holdings Inc.	Washington, DC		●	●	●	●	●	●	●	●	●	●	80	85	561
Pepper Hamilton LLP	Philadelphia, PA		●	●	●	●	●	●	●	●	●	●	100	100	
PepsiCo Inc.	Purchase, NY		●	●	●	●	●	●	●	●	●	●	100	100	43
Perkins + Will Inc.	Chicago, IL		■			●	●	●	●	●	●	●	35	45	
Perkins Coie LLP	Seattle, WA		●	●	●	●	●	●	●	●	●	●	100	100	
Pernod Ricard USA LLC	New York, NY		●	●	●	●	●	●	●	●	●	●	85	90	
Peter Kiewit Sons' Inc.	Omaha, NE		■										10	15	236
PetSmart Inc.	Phoenix, AZ		●	●	●								75	75	376
Pfizer Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	51
PG&E Corp.	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	100	100	183
Philip Morris International Inc.	New York, NY		■										10	0	100
Phillips 66	Houston, TX		■	■									20	15	6
Pillsbury Winthrop Shaw Pittman LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
Pinnacle West Capital	Phoenix, AZ		■	■	●	●	●	●	●	●	●	●	50	60	667
Pitney Bowes Inc.	Stamford, CT		■	■	●	●	●	●	●	●	●	●	70	80	540
Plains GP Holdings	Houston, TX												0		70
PNC Financial Services Group Inc., The	Pittsburgh, PA		●	●	●	●	●	●	●	●	●	●	100	100	172
PNM Resources Inc.	Albuquerque, NM		●	●	●	●	●	●	●	●	●	●	65	35	
Polaroid Corp.	Waltham, MA		■										25	30	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Polsinelli	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	85	70	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	75	75	190
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	95	65	234
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	●	95	75	233
Precision Castparts Corp.	Portland, OR	●	●	●	●	●	●	●	●	●	●	20	30	322
priceline.com LLC	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	70	15	383
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	100	90	298
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	31
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	90	100	157
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	72
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	●	80	90	284
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	●	90	100	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	95	100	
Publix Super Markets Inc.	Lakeland, FL	●	●	●	●	●	●	●	●	●	●	20	0	104
PulteGroup Inc.	Bloomfield Hills, MI	●	●	●	●	●	●	●	●	●	●	10	15	446
PVH Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	70	330
Quaintance-Weaver Inc.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	60	65	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	120
Quanta Services	Houston, TX	●	●	●	●	●	●	●	●	●	●	10	0	396
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	90	90	364
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	●	●	95	60	
Quintiles Transnational	Durham, NC	●	●	●	●	●	●	●	●	●	●	20	486	
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90	268
RadioShack Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	40	45	657
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	374
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	85	90	537
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	126
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
RBS Securities Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	●	75	75	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	85	
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	75	90	476
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	●	95	100	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●	●	●	●	●	●	85	35	722
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	85	85	447
Reinsurance Group of America Inc.	Chesterfield, MO	●	●	●	●	●	●	●	●	●	●	20	15	274
Reliance Steel & Aluminum Co.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	10	15	299
Replacements Ltd.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Republic Services Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	80	15	325
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	80	85	329
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●	●	65	30	118
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	85	85	577
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	95	100	
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	●	100		
Rock-Tenn Company	Norcross, GA											0	0	293
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	410
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	100	95	535
Rolls-Royce North America (USA) Holdings Co.	Reston, VA	●	●	●	●	●	●	●	●	●	●	60		
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Rosetta LLC	Hamilton, NJ	●	●	●	●	●	●	●	●	●	●	75		
Ross Stores Inc.	Dublin, CA	●	●	●	●	●	●	●	●	●	●	80	70	277
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	80	
RRI Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	45	50	
Ryder System Inc.	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	85	406
Ryland Group Inc., The	Calabasas, CA	●	●	●	●	●	●	●	●	●	●	15	20	933
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●	●	●	●	●	●	65	75	712
Salesforce	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	95	100	599
SanDisk Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	●	20	30	422
Sanmina-SCI	San Jose, CA											0	0	432
Sanofi	Bridgewater, NJ	●	●	●	●	●	●	●	●	●	●	95	45	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	80	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	85	90	
Sbe	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	75	85	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Scholastic Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	65	75	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	45	
Seaboard Corp.	Shawnee Mission, KS	●	●	●	●	●	●	●	●	●	●	20	0	387
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	●	45	45	
Sealed Air Corp.	Elmwood Park, NJ	●	●	●	●	●	●	●	●	●	●	20	0	345
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	100	87
Sedgwick LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	●	55	65	999
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	267
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●	●	●	●	●	●	●	35	50	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	95	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Sherwin-Williams Co., The	Cleveland, OH	●	●									20	30	278
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●		100	100	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Simon Property Group Inc.	Indianapolis, IN	●										10	0	479
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
SkyWest Airlines Inc.	St. George, UT	●	●	●	●	●	●	●	●	●		90		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	
SLM Corp. (Sallie Mae)	Newark, DE	●	●									35	45	417
Smithfield Foods Inc.	Smithfield, VA	●	●									20	15	214
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●	●	●	●	●		85	90	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●		100	100	
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●		60	70	
Software House International	Somerset, NJ	●										10	15	
Sonic Automotive Inc.	Charlotte, NC											0	0	309
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●	●	●		80	85	
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●		100		
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	95	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●		100	100	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●		100	100	
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●		85	70	170
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	90	160
Spectra Energy Corp.	Houston, TX	●	●	●	●	●	●	●	●	●		85	90	461
Spectrum Group International Inc.	Irvine, CA											0	0	353
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●		100	100	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●		80	80	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●		95	100	462
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●		90	75	
Stanley Black & Decker Inc.	New Britain, CT	●	●	●	●	●	●	●	●	●		45	25	255
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●		100	100	127
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	196
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●		100	100	424
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●		100	95	41
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	275
Steel Dynamics Inc.	Fort Wayne, IN	●	●									20	30	355
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●		100	100	753
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●		85	90	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●		85	90	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●		95	100	
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●		80	65	306
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●		85	90	

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
SunPower Corp.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	75	75	835
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	314
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	80	90	94
Susser Holdings	Corpus Christi, TX											0	0	439
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	378
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	
SYNNEX Corp.	Fremont, CA	●	●	●	●	●	●	●	●	●	●	40	0	260
SYSCO Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	65	15	63
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	95	100	658
Targa Resources Corp.	Houston, TX											0	0	395
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	36
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100		772
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
TE Connectivity Inc.	Berwyn, PA	●	●	●	●	●	●	●	●	●	●	90		
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	95
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	111
TEGNA Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	95	60	481
Tenet Healthcare Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	65	60	229
Tenneco Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	10	15	338
Terex Corp.	Westport, CT	●	●	●	●	●	●	●	●	●	●	35	50	358
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	965
Tesoro Corp.	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	20	15	75
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	85	90	227
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	55	50	228
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	85	215
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	85	45	335
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	95	95	604
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	134
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	102
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	108
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	648
Toyota North America Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	75	75	223
Tractor Supply Company	Brentwood, TN											0		480
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	90	20	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Travel Impressions Ltd.	Farmingdale, NY	●	●		●	●	●	●	●	●	15 points	50	80	20
TravelCenters of America	Westlake, OH											10	15	339
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	90	114
Travelport Ltd.	Parsippany, NJ	●	●		●	●	●	●	●	●		50	65	
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●	●	●	●	●		85	90	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
True Value Co.	Chicago, IL	●	●	●	●	●	●	●	●	●		85	75	
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●		80		
TRW Automotive Holdings Corp.	Livonia, MI											10	10	165
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	90	
Twenty-First Century Fox	New York, NY											10	15	85
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100		
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●		85	30	93
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	140
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100		
UBM plc	Manhasset, NY	●		●	●	●	●	●	●	●		45	60	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
UGI Corp.	King of Prussia, PA											20	30	362
Ultimate Software Group Inc., The	Weston, FL	●	●		●	●	●	●	●	●		80	65	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●		100	100	
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Union Pacific Corp.	Omaha, NE	●	●	●	●	●	●	●	●	●		85	70	135
Unisys Corp.	Blue Bell, PA	●	●									30	40	664
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	78
United Natural Foods Inc.	Providence, RI											10	15	427
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●		90	90	50
United Rentals	Greenwich, CT											0		500
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	●		85	0	141
United States Steel Corp.	Pittsburgh, PA											10	0	166
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●		95	100	45
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		95	100	14
Universal Health Services	King of Prussia, PA											10	15	324
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●		60	60	272
URS Corp.	San Francisco, CA											10	15	256
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●		75	75	133
USG Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		65		650
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●		60	65	
Valero Energy Corp.	San Antonio, TX											10	15	10
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●		100	95	
Vanguard Health Systems	Nashville, TN											10	0	388
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●		85	90	16
VF Corp.	Greensboro, NC	●	●	●	●	●	●	●	●	●		85	15	241
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	210
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●		100	100	

**Appendix B** Ratings and Criteria Breakdowns

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a	1b	1c	2a	2b	2c	3a	3b	4	15 points			
Virgin America	Burlingame, CA		●	●		●	●	●	●	●	●	●	90	100	
Visa	Foster City, CA		●	●	●	●	●	●	●	●	●	●	100	100	238
Visteon Corp.	Van Buren Township, MI		●	●	●	●	●	●	●	●	●	●	95	90	351
Volkswagen Group of America Inc.	Herndon, VA		●	●	●	●	●	●	●	●	●	●	100	100	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH		●	●	●	●	●	●	●	●	●	●	75	80	
Voya Financial	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
W.R. Berkley	Greenwich, CT		●	●									20	0	409
W.W. Grainger Inc.	Lake Forest, IL		●	●	●	●	●	●	●	●	●	●	100	100	295
Wachtell, Lipton, Rosen & Katz	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
Waddell & Reed Financial Inc.	Overland Park, KS		●	●	●	●	●	●	●	●	●	●	75	65	
Walgreen Co.	Deerfield, IL		●	●	●	●	●	●	●	●	●	●	100	100	37
Wal-Mart Stores Inc.	Bentonville, AR		●	●	●	●	●	●	●	●	●	●	90	90	1
Walt Disney Co., The	Burbank, CA		●	●	●	●	●	●	●	●	●	●	100	100	61
Washington Post Co.	Washington, DC			●		●	●	●	●	●	●	●	20	20	614
Waste Management Inc.	Houston, TX		●	●	●	●	●	●	●	●	●	●	90	90	207
Wawa Inc.	Wawa, PA		●	●		●	●	●	●	●	●	●	90	65	
WEC Energy Group	Milwaukee, WI		●	●	●	●	●	●	●	●	●	●	60	45	545
WeddingWire Inc.	Chevy Chase, MD		●	●	●	●	●	●	●	●	●	●	100		
Weil, Gotshal & Manges LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
WellCare Health Plans Inc.	Tampa, FL		●	●									20	15	294
Wellmark Inc.	Des Moines, IA		●	●	●	●	●	●	●	●	●	●	90		
Wells Fargo & Co.	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	100	100	29
Wendy's Co., The	Dublin, OH		●	●	●	●	●	●	●	●	●	●	65	60	843
WESCO International Inc.	Pittsburgh, PA		●	●									10	0	349
Western Digital Corp.	Irvine, CA		●	●									20	30	187
Western Refining Inc.	El Paso, TX		●	●									10	0	281
Western Union Co., The	Englewood, CO		●	●									20	30	458
Weyerhaeuser Co.	Federal Way, WA		●	●	●	●	●	●	●	●	●	●	95	85	320
Whirlpool Corp.	Benton Harbor, MI		●	●	●	●	●	●	●	●	●	●	100	100	153
White & Case LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
WhiteWave Foods Co., The	Denver, CO		●	●	●	●	●	●	●	●	●	●	100		
Whole Foods Market Inc.	Austin, TX		●	●	●	●	●	●	●	●	●	●	85	75	218
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL		●	●	●	●	●	●	●	●	●	●	35	45	
Wiley Rein LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100		
Williams Companies Inc.	Tulsa, OK		●	●	●	●	●	●	●	●	●	●	85	85	380
Williams Mullen PC	Richmond, VA		●	●	●	●	●	●	●	●	●	●	85	90	
Williams-Sonoma Inc.	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	90	90	560
Willkie Farr & Gallagher LLP	New York, NY		●	●	●	●	●	●	●	●	●	●	55	85	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA		●	●		●	●	●	●	●	●	●	80	85	
Windstream Corp.	Little Rock, AR		●	●									20	15	429
Winn-Dixie Stores Inc.	Jacksonville, FL		●	●		●	●	●	●	●	●	●	40	45	
Winston & Strawn LLP	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC		●	●	●	●	●	●	●	●	●	●	100	100	

## Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
World Fuel Services	Miami, FL	●	●								20	30	71	
WPP Group USA	New York, NY	●	●	●	●	●		●	●	●	80	80		
Wyeth	Madison, NJ	●			●	●		●			35	45		
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	95	100	494	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	452	
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	90	90	257	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	137	
Xylem Inc.	Rye Brook, NY	●	●	●	●	●	●		●	●	65	65	617	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	100	100	522	
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Young's Market Co.	Tustin, CA	●	●		●	●		●	●	●	80	65		
YRC Worldwide Inc.	Overland Park, KS	●		●						●	20	20	506	
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●				●	80	80	216	
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Zurich North America	Schaumburg, IL	●	●	●	●	●		●	●	●	75	65		

## Appendix C

### Ratings by Industry, Descending Score

#### Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation for All Operations  
**(15 points)**
- 1b** Prohibits Discrimination Based on Gender Identity or Expression for All Operations **(15 points)**
- 1c** Has Contractor/Vendor Non-Discrimination Standards that Include Sexual Orientation and Gender Identity **(5 points)**
- 2a** Offers Partner Health/Medical Insurance **(10 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 **(10 points)**  
**(partial credit of 5 points given for less than 3 efforts)**  
Have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people **(5 points)**

#### Ratings in Gray

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

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000	
			1a	1b	1c	2a	2b	2c	3a	3b	4	10 points	10 points	10 points	10 points	
<b>Advertising and Marketing</b>																
DigitasLBi	Boston, MA		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Interpublic Group of Companies Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Leo Burnett Company Inc.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	●	●	100	100
MSLGROUP Americas	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Ogilvy Group Inc., The	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Razorfish	Seattle, WA		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Re:Sources USA Inc.	Long Island City, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	85
Saatchi & Saatchi North America Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	
Starcom MediaVest Group	Chicago, IL		●	●	●	●	●	●	●	●	●	●	●	●	100	100
ZenithOptimedia	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Publicis Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	95	100
Publicis Healthcare Communications	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	90	100
Omnicom Group	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	85	65
WPP Group USA	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	80	80
Fleishman-Hillard Inc.	St. Louis, MO		●	●	●	●	●	●	●	●	●	●	●	●	75	80
Rosetta LLC	Hamilton, NJ		●	●	●	●	●	●	●	●	●	●	●	●	75	
Emmis Communications Corporation	Indianapolis, IN		●	●	●	●	●	●	●	●	●	●	●	●	60	75
Valassis Communications Inc.	Livonia, MI		●	●	●	●	●	●	●	●	●	●	●	●	60	65
<b>Aerospace and Defense</b>																
Boeing Co.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Harris Corp.	Melbourne, FL		●	●	●	●	●	●	●	●	●	●	●	●	100	90
Lockheed Martin Corp.	Bethesda, MD		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Northrop Grumman Corp.	Falls Church, VA		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Raytheon Co.	Waltham, MA		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Rockwell Collins Inc.	Cedar Rapids, IA		●	●	●	●	●	●	●	●	●	●	●	●	100	95
BAE Systems Inc.	Arlington, VA		●	●	●	●	●	●	●	●	●	●	●	●	85	90
General Dynamics Corp.	Falls Church, VA		●	●	●	●	●	●	●	●	●	●	●	●	85	85
Exelis	McLean, VA		●	●	●	●	●	●	●	●	●	●	●	●	80	85
Honeywell International Inc.	Morris Township, NJ		●	●	●	●	●	●	●	●	●	●	●	●	75	85
Rolls-Royce North America (USA) Holdings Co.	Reston, VA		●	●	●	●	●	●	●	●	●	●	●	●	60	
Textron Inc.	Providence, RI		●	●	●	●	●	●	●	●	●	●	●	●	55	50
Alliant Techsystems Inc.	Arlington, VA		●	●	●	●	●	●	●	●	●	●	●	●	35	50
L-3 Communications Holdings	New York, NY		●	●	●	●	●	●	●	●	●	●	●	●	20	30
Precision Castparts Corp.	Portland, OR		●	●	●	●	●	●	●	●	●	●	●	●	20	30
<b>Airlines</b>																
Alaska Airlines	Seattle, WA		●	●	●	●	●	●	●	●	●	●	●	●	100	100
American Airlines	Fort Worth, TX		●	●	●	●	●	●	●	●	●	●	●	●	100	100
JetBlue Airways Corp.	Long Island City, NY		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Southwest Airlines Co.	Dallas, TX		●	●	●	●	●	●	●	●	●	●	●	●	100	90
United Airlines	Chicago, IL		●	●	●	●	●	●	●	●	●	●	●	●	100	100
Delta Air Lines Inc.	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	●	●	90	90
SkyWest Airlines Inc.	St. George, UT		●	●	●	●	●	●	●	●	●	●	●	●	90	
Virgin America	Burlingame, CA		●	●	●	●	●	●	●	●	●	●	●	●	90	100

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Hawaiian Airlines Inc.	Honolulu, HI	●	●	●	●	●	●			●	●	65	926	
<b>Apparel, Fashion, Textiles, Dept. Stores</b>														
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	80	
American Apparel Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	521
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	107
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	115
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	374
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	85	950
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	85	80	530
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	
PVH Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	70	330
VF Corp.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	85	15	241
DSW	Columbus, OH	●	●	●	●	●	●	●	●	●	●	80	872	
Fossil Inc.	Richardson, TX	●	●	●	●	●	●	●	●	●	●	60	50	691
L.L. Bean Inc.	Freeport, ME	●	●	●	●	●	●	●	●	●	●	60	65	
Jones Group, The	New York, NY	●	●	●	●	●	●	●	●	●	●	50	70	623
<b>Automotive</b>														
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	8
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	7
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	965
Toyota North America Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	100	100	
FCA US LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	95	100	
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●	●	●	●	●	●	95	75	
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●	●	95	90	351
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●	●	85	75	177
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	●	85	90	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	●	70	70	
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●	●	55	65	264
Honda North America Inc.	Marysville, OH	●			●	●	●	●	●	●	●	50		
Group 1 Automotive	Houston, TX	●			●	●	●	●	●	●	●	35	40	307
Dana Holding Corp.	Maumee, OH			●	●	●	●	●	●	●	●	30	30	385
Navistar International Corp.	Lisle, IL	●	●								●	30	40	259
Autoliv Inc.	Auburn Hills, MI	●	●									20	15	310
BorgWarner Inc.	Auburn Hills, MI	●	●									20	30	352
Cooper Tire & Rubber Co.	Findlay, OH		●			●	●	●	●	●	●	20	25	669
Paccar Inc.	Bellevue, WA	●	●									20	15	169
Asbury Automotive Group	Duluth, GA	●										10	15	472
AutoNation Inc.	Fort Lauderdale, FL	●										10	15	162
Goodyear Tire & Rubber Co.	Akron, OH	●										10	15	147
Tenneco Inc.	Lake Forest, IL	●										10	15	338
TRW Automotive Holdings Corp.	Livonia, MI										●	10	10	165

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
LKQ Corp.	Chicago, IL											0	0	490
Penske Automotive Group Inc.	Bloomfield Hills, MI											0	0	194
Sonic Automotive Inc.	Charlotte, NC											0	0	309
<b>Banking and Financial Services</b>														
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	80	80
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	90
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	249
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	181
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	280
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	124
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	459
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	26
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	810
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	100	100	296
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	32
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	13
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	90	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	361
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	261
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	74
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	756
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	18
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	541
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	326
McGraw Hill Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	484
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	731
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	83
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	574
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	172
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	72
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	●	100	100	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	275

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	314
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	100
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	100	772
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	100
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	95
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	140
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	100
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	100	95	100
Visa	Foster City, CA	●	●	●	●	●	●	●	●	●	●	100	100	238
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	29
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●	●	95	100	100
LPL Financial Holdings Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	95	95	100
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	●	95	70	509
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	95	100	100
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	95	100	658
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	100	100
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	90	65	100
Federal Reserve Bank of Chicago	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90	90
Federal Reserve Bank of New York	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	90
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	100	100
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	90	65	337
KKR & Co. LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	288
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	75	100
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	85	90	100
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	75	100
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	90	100
NASDAQ OMX Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	85	15	697
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	85	90	537
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	85	85	447
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	80	80	269
RBS Securities Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	●	75	75	100
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	75	65	100
CME Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	70	738	100
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	70	90	100
H&R Block Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	70	35	743
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	65	55	980
Invesco Ltd.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	65	70	100
OppenheimerFunds Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	60	60	100
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	●	55	70	100
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	40	45	100
SLM Corp. (Sallie Mae)	Newark, DE	●	●	●	●	●	●	●	●	●	●	35	45	417
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	30	40	100

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Ally Financial Inc.	Detroit, MI	■	■									20	15	273
Dun & Bradstreet Corp., The	Short Hills, NJ	●			●							20	30	
Fidelity National Financial Corp.	Jacksonville, FL	■	■									20	30	316
Western Union Co., The	Englewood, CO	■	■									20	30	458
CIT Group Inc.	New York, NY	●										10	15	654
Harbinger Group	New York, NY	■										10		456
INTL FCStone Inc.	New York, NY	■										10	0	66
Jones Financial Companies LLLP	Des Peres, MO	■										10	0	444
Leucadia National Corporation	New York, NY											0	0	252
<b>Chemicals and Biotechnology</b>														
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	100	48
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	213
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	197
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	85	215
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	95	95	276
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	●	95	75	233
Celanese Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	85	80	399
Lubrizol Corp.	Wickliffe, OH	●	●	●	●	●	●	●	●	●	●	80	15	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	75	75	190
Ashland Inc.	Covington, KY	●	●	●	●	●	●	●	●	●	●	65	15	344
Huntsman Corp.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	35	40	253
CF Industries Holdings Inc.	Deerfield, IL	■	■									20	0	463
Eastman Chemical Co.	Kingsport, TN	■	■									20	15	297
Quintiles Transnational	Durham, NC	■	■									20		486
Sherwin-Williams Co., The	Cleveland, OH	■	■									20	30	278
Avery Dennison	Glendale, CA	■										10	15	398
<b>Computer and Data Services</b>														
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	100	243
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	100	100	859
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	128
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	80	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	17
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	111
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●	●	●	●	●	85	90	
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	80	85	185
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●	●	80	80	
Arrow Electronics	Englewood, CO	●	●	●	●	●	●	●	●	●	●	75	15	138
Unisys Corp.	Blue Bell, PA	●	●									30	40	664
Cognizant Technology Solutions Corp.	Teterboro, NJ	■	■									20	15	308
Keane Inc.	Boston, MA	●										20	25	

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Leidos Holdings	McLean, VA	●	●									20	15	442
<b>Computer Hardware and Office Equipment</b>														
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	100	5
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	100	100	639
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	100	423
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	137
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	95	100	411
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	●	90	90	265
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	80	80	117
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	75	90	69
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	60	70	483
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	●	45	45	
SYNNEX Corp.	Fremont, CA	●	●	●	●	●	●	●	●	●	●	40	0	260
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	25	35	
Western Digital Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	20	30	187
Essendant Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	10	15	488
Software House International	Somerset, NJ	●	●	●	●	●	●	●	●	●	●	10	15	
<b>Computer Software</b>														
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	601
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	529
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	620
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	544
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	34
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	82
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	378
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
Salesforce	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	95	100	599
Autodesk Inc.	San Rafael, CA	●	●	●	●	●	●	●	●	●	●	85		897
Ultimate Software Group Inc., The	Weston, FL	●	●	●	●	●	●	●	●	●	●	80	65	
Akamai Technologies Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	75		
Avaya Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	75	75	520
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	70	80	915
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	●	70	80	540
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	60	70	
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30	30	
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	20	25	
Fidelity National Information Services Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	10	15	426
<b>Consulting and Business Services</b>														
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	443

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	55	958
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	23
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	85	144
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	226
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	100	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	648
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	●	●	●	95	30	468
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	80	
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	85	90	
Capgemini US LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	90	
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	85	85	577
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	80		
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	70	70	
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	60	70	
<b>Education and Child Care</b>														
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	85	90	
<b>Energy and Utilities</b>														
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	119
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	183
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	267
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100	100	
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	95	80	186
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	95	65	234
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	90	85	687
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	85	379
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	100	225
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	90	90	123
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	90	90	257
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	85	90	242
ONEOK Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	85	70	200

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	85	70	170
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	80	90	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	80	80	
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●	●	80	90	
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	85	561
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	●	80	90	284
DTE Energy Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	75	35	290
NiSource Inc.	Merrillville, IN	●	●	●	●	●	●	●	●	●	●	75	15	448
SunPower Corp.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	75	75	835
AGL Resources Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	70	532	
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	70	85	212
NRG Energy Inc.	Princeton, NJ	●	●	●	●	●	●	●	●	●	●	65	70	244
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●	●	●	●	●	●	65	35	
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●	●	60	70	191
WEC Energy Group	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	60	45	545
PacifiCorp	Portland, OR	●	●	●	●	●	●	●	●	●	●	50	80	
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	50	60	667
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	45	70	
RRI Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	45	50	
CMS Energy Services	Jackson, MI	●	●	●	●	●	●	●	●	●	●	35	35	394
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●	●	●	●	●	●	●	35	50	
Calpine Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	30	40	414
Northeast Utilities	Springfield, MA	●	●	●	●	●	●	●	●	●	●	25	30	359
Edison International	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	20	30	222
Energy Future Holdings Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	20	15	438
Energy Transfer Partners LP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	20	0	54
Integrys Energy Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	20	30	450
Mirant Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	20	30	
UGI Corp.	King of Prussia, PA	●	●	●	●	●	●	●	●	●	●	20	30	362
Allegheny Energy Inc.	Greensburg, PA	●	●	●	●	●	●	●	●	●	●	10	15	
CenterPoint Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	10	15	333
FirstEnergy Corp.	Akron, OH	●	●	●	●	●	●	●	●	●	●	10	0	195
Global Partners	Waltham, MA	●	●	●	●	●	●	●	●	●	●	10	0	146
AES Corp., The	Arlington, VA	●	●	●	●	●	●	●	●	●	●	0	15	174
Targa Resources Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	0	0	395
<b>Engineering and Construction</b>														
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
AECOM	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	85	90	332
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	85	90	437
Fluor Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	85	75	109
Black & Veatch Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	80	65	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●	●	●	●	●	●	●	35	50	237
KB Home	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	35	50	948
Perkins + Will Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	35	45	

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
DR Horton Inc.	Fort Worth, TX	■	■									20	0	418
KBR Inc.	Houston, TX	■	■									20	0	360
Lennar Corp.	Miami, FL	■	■									20	15	431
Ryland Group Inc., The	Calabasas, CA	●				●						15	20	933
EMCOR Group Inc.	Norwalk, CT	■										10	15	407
Peter Kiewit Sons' Inc.	Omaha, NE	■										10	15	236
PulteGroup Inc.	Bloomfield Hills, MI	■										10	15	446
Quanta Services	Houston, TX	■										10	0	396
URS Corp.	San Francisco, CA	■										10	15	256
United Rentals	Greenwich, CT											0		500
<b>Entertainment and Electronic Media</b>														
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	100	100	
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	182
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	44
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	100	100	98
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	102
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	210
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	100	61
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90	
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●	●	90	80	563
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●	●	●	●	●	●	85	35	722
Sony Computer Entertainment America LLC	Foster City, CA	●	●		●	●	●	●	●	●	●	80	85	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	●	75	70	404
iHeartMedia Inc.	San Antonio, TX	●	●		●	●	●	●	●	●	●	55	75	419
Corbis Corp.	Seattle, WA	●	●		●	●	●	●	●	●	●	35	50	
Discovery Communications Inc.	Silver Spring, MD	■	■									20		460
Twenty-First Century Fox	New York, NY	■										10	15	85
<b>Food, Beverages and Groceries</b>														
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	209
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●	●	100		
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	760
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	100	315
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	58
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	100	184
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	100	100	319
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	100	100	

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	159
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	100	100	366
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	100	70	311
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	198
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	156
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	100	100	199
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	100	90	106
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	89
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100	
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●	●	100		
Keurig Green Mountain	Waterbury, VT	●	●	●	●	●	●	●	●	●	●	95	85	565
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	95	85	24
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	90	45	
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Wawa Inc.	Wawa, PA	●	●	●	●	●	●	●	●	●	●	90	65	
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	80	
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	85	75	
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●	●	85	30	93
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	85	75	218
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	80	95	239
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	80	90	94
Young's Market Co.	Tustin, CA	●	●	●	●	●	●	●	●	●	●	80	65	
Denny's Corp.	Spartanburg, SC	●	●	●	●	●	●	●	●	●	●	75	15	
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	75	35	
J. M. Smucker Co.	Orrville, OH	●	●	●	●	●	●	●	●	●	●	75	60	435
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	75	75	133
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	80	80	216
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	70	75	696
McCormick & Company Inc.	Sparks, MD	●	●	●	●	●	●	●	●	●	●	70	15	591
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	●	65	70	590
SYSCO Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	65	15	63
Wendy's Co., The	Dublin, OH	●	●	●	●	●	●	●	●	●	●	65	60	843
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	60	70	430
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	55	70	761
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●	●	●	●	●	●	●	●	●	●	55	45	797
Palm Management Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	55	65	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	50	60	
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	50	65	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	50	70	
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	40	55	
Constellation Brands Inc.	Victor, NY	●	●	●	●	●	●	●	●	●	●	40	50	770

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Dean Foods Co.	Dallas, TX	●	●		●	●				●		40	40	285
Winn-Dixie Stores Inc.	Jacksonville, FL	●			●	●				●		40	45	
Archer Daniels Midland Co.	Decatur, IL	●	●	●	●	●	●	●		●		35	20	27
H.E. Butt Grocery Co.	San Antonio, TX	●			●					●		30	40	
C&S Wholesale Grocers Inc.	Keene, NH	●			●					●		20	30	
CHS Inc.	Inver Grove Heights, MN	●	●	●								20	0	62
Publix Super Markets Inc.	Lakeland, FL	●	●	●								20	0	104
Seaboard Corp.	Shawnee Mission, KS	●	●									20	0	387
Smithfield Foods Inc.	Smithfield, VA	●	●									20	15	214
Dole Food Co. Inc.	Westlake Village, CA				●							10	30	
United Natural Foods Inc.	Providence, RI	●										10	15	427
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	346
Ingredion Inc.	Westchester, IL											0	15	412
<b>Forest and Paper Products</b>														
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●	●	●	●	●	●	●	95	85	320
International Paper Co.	Memphis, TN				●	●				●		25	45	105
Domtar Corp.	Fort Mill, SC	●										10	15	469
<b>Healthcare</b>														
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	57
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	●	100	100	367
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	22
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	651
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	97
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	●	100	100	12
Henry Schein	Melville, NY	●	●	●	●	●	●	●	●	●	●	100	15	292
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	73
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	15
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	95	100	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	95	100	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	95	100	14
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	90	90	384
Express Scripts Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	70	20
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	90	90	364
Cerner Corp.	North Kansas City, MO	●	●	●	●	●	●	●	●	●	●	85	90	742
CHG Healthcare Services Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	85	80	
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●	●	●	●	●	●	85	35	303
Centene Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	80	0	251
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●	●	●	75	75	136
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●	●	●	●	●	●	●	75	55	28
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	75	75	
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	●	75	85	
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	70	80	

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●	●	65	80	254	
Molina Healthcare Inc.	Long Beach, CA	●	●	●	●	●	●	●	●	●	60	15	393	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●	●	●	●	●	●	40	60	642	
Austin Radiological Assn.	Austin, TX	●	●	●	●	●	●	●	●	●	30	40		
Laboratory Corporation of America Holdings	Burlington, NC	●	●	●	●	●	●	●	●	●	20	15	440	
Omnicare	Cincinnati, OH	●	●	●	●	●	●	●	●	●	20	15	415	
WellCare Health Plans Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	20	15	294	
<b>Healthcare Medical Facilities</b>														
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●	●	●	●	●	●	70	75	79	
Tenet Healthcare Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	65	60	229	
Pacific Medical Centers	Seattle, WA	●	●	●	●	●	●	●	●	●	60	60		
DaVita Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	45	15	230	
Community Health Systems Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	20	30	192	
Kindred Healthcare Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	10	15	441	
Universal Health Services	King of Prussia, PA	●	●	●	●	●	●	●	●	●	10	15	324	
Vanguard Health Systems	Nashville, TN	●	●	●	●	●	●	●	●	●	10	0	388	
<b>High-Tech/Photo/Science Equip.</b>														
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100	704	
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	100	100	53	
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	173	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	100	75	589	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	95	100	462	
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	85	90	227	
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	80	75	474	
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	80	85	350	
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●	●	●	●	●	65	30	336	
ITT Corp.	White Plains, NY	●	●	●	●	●	●	●	●	●	55	75	839	
Terex Corp.	Westport, CT	●	●	●	●	●	●	●	●	●	35	50	358	
KLA-Tencor Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	25	35	762	
Polaroid Corp.	Waltham, MA	●	●	●	●	●	●	●	●	●	25	30		
Graybar Electric Company Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	20	15	449	
Micron Technology Inc.	Boise, ID	●	●	●	●	●	●	●	●	●	20	15	302	
Parker Hannifin Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●	20	15	217	
SanDisk Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	20	30	422	
Broadcom Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	15	20	328	
Agco	Duluth, GA	●	●	●	●	●	●	●	●	●	10	15	262	
Dover Corp.	Downers Grove, IL	●	●	●	●	●	●	●	●	●	10	15	301	
General Cable Corp.	Highland Heights, KY	●	●	●	●	●	●	●	●	●	10	15	405	
Joy Global Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	10	15	493	
WESCO International Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	10	0	349	
Sanmina-SCI	San Jose, CA	●	●	●	●	●	●	●	●	●	0	0	432	
<b>Home Furnishing</b>														
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●	100	90		

## Appendix C

## Ratings by Industry, Descending Score

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Mitchell Gold + Bob Williams	Taylorsville, NC		●	●	●	●	●	●	●	●	●	●	100	100	
Masco Corp.	Taylor, MI		■										10	15	323
<b>Hotels, Resorts and Casinos</b>															
Borgata Hotel Casino & Spa	Atlantic City, NJ		●	●	●	●	●	●	●	●	●	●	100	100	
Caesars Entertainment Corp.	Las Vegas, NV		●	●	●	●	●	●	●	●	●	●	100	100	318
Choice Hotels International Inc.	Rockville, MD		●	●	●	●	●	●	●	●	●	●	100	100	
Hilton Worldwide Inc.	McLean, VA		●	●	●	●	●	●	●	●	●	●	100	100	289
Hyatt Hotels Corp.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	100	584
InterContinental Hotels Group Americas	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	100	100	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	100	100	
Marriott International Inc.	Bethesda, MD		●	●	●	●	●	●	●	●	●	●	100	100	219
MGM Resorts International	Las Vegas, NV		●	●	●	●	●	●	●	●	●	●	100	100	287
Starwood Hotels & Resorts Worldwide	Stamford, CT		●	●	●	●	●	●	●	●	●	●	100	100	424
The Cosmopolitan of Las Vegas	Las Vegas, NV		●	●	●	●	●	●	●	●	●	●	100	100	
Wynn Resorts Ltd.	Las Vegas, NV		●	●	●	●	●	●	●	●	●	●	100	100	452
Wyndham Worldwide Corp.	Parsippany, NJ		●	●	●	●	●	●	●	●	●	●	95	100	494
Carlson Inc.	Minnetonka, MN		●	●	●	●	●	●	●	●	●	●	85	85	
Tropicana Las Vegas, The	Las Vegas, NV		●	●	●	●	●	●	●	●	●	●	85	90	
Sbe	Los Angeles, CA		●	●	●	●	●	●	●	●	●	●	75	85	
Quaintance-Weaver Inc.	Greensboro, NC		●	●	●	●	●	●	●	●	●	●	60	65	
Host Hotels & Resorts Inc.	Bethesda, MD		■	●	●	●	●	●	●	●	●	●	20	15	477
Las Vegas Sands Corp.	Las Vegas, NV		■	●	●	●	●	●	●	●	●	●	10	15	211
<b>Insurance</b>															
AIG	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	40
American Family Insurance Group	Madison, WI		●	●	●	●	●	●	●	●	●	●	100	85	373
Anthem Inc.	Indianapolis, IN		●	●	●	●	●	●	●	●	●	●	100	100	38
AXA	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross & Blue Shield of Rhode Island	Providence, RI		●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL		●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Massachusetts	Boston, MA		●	●	●	●	●	●	●	●	●	●	100		
Chubb Corp.	Warren, NJ		●	●	●	●	●	●	●	●	●	●	100	100	208
CNA Insurance	Chicago, IL		●	●	●	●	●	●	●	●	●	●	100	85	
CSAA Insurance Group	Walnut Creek, CA		●	●	●	●	●	●	●	●	●	●	100	100	
Erie Insurance Group	Erie, PA		●	●	●	●	●	●	●	●	●	●	100	95	416
Excellus Health Plan Inc.	Rochester, NY		●	●	●	●	●	●	●	●	●	●	100	100	
Genworth Financial Inc.	Richmond, VA		●	●	●	●	●	●	●	●	●	●	100	90	291
Hartford Financial Services Group Inc., The	Hartford, CT		●	●	●	●	●	●	●	●	●	●	100	100	113
Harvard Pilgrim Health Care Inc.	Wellesley, MA		●	●	●	●	●	●	●	●	●	●	100	100	
John Hancock Financial Services Inc.	Boston, MA		●	●	●	●	●	●	●	●	●	●	100	100	
Lincoln National Corp.	Radnor, PA		●	●	●	●	●	●	●	●	●	●	100	90	232
Massachusetts Mutual Life Insurance Co.	Springfield, MA		●	●	●	●	●	●	●	●	●	●	100	100	96
MetLife Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	42
Nationwide	Columbus, OH		●	●	●	●	●	●	●	●	●	●	100	100	91
New York Life Insurance Co.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	88

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	110
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	100	90	298
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	100	95	41
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	114
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●	95	85	
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	95	85	
Cambia Health Solutions Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	90		
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	90	50	675
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	●	●	●	90	80	514
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	90	100	157
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	●	90	75	
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	90	20	
Wellmark Inc.	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	90		
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	85	90	
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	85	85	92
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	304
CareFirst Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	85		
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	85	85	76
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	85	45	335
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	85	0	141
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●	75	85	125
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	●	75	35	245
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	75	65	
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	●	70	55	392
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●	70	85	333
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	●	60	60	
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●	●	60	60	272
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	●	55	65	999
Loews Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	25	35	193
Alleghany Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	20		497
American Financial Group	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	20	0	487
Reinsurance Group of America Inc.	Chesterfield, MO	●	●	●	●	●	●	●	●	●	●	20	15	274
W.R. Berkley	Greenwich, CT	●	●	●	●	●	●	●	●	●	●	20	0	409
First American Financial Corp.	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	10	15	499
Auto-Owners Insurance Group	Lansing, MI	●	●	●	●	●	●	●	●	●	●	0	0	428
Berkshire Hathaway Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	0	0	4
Old Republic International	Chicago, IL	●	●	●	●	●	●	●	●	●	●	0	0	465
<b>Internet Services and Retailing</b>														
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	180
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100	100	341

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	46
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	816
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
WeddingWire Inc.	Chevy Chase, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	100	522
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	90	90	515
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	85	90	35
AOL	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	882
Eventbrite Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	85	85	
IAC/InterActiveCorp.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	15	727
priceline.com LLC	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	70	15	383
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●	●	●	●	●	●	●	40	70	
Liberty Interactive Corp.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	0	0	246
<b>Law Firms</b>														
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	100	85	
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Boies, Schiller & Flexner LLP	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Carlton Fields Jorden Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	90	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points	15 points		
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	100	100
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	100	100
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	90
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	80
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	100	100
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	85
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	100
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	90
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	90
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	100	90
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	100	100
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	100
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points	15 points		
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Sedgwick LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	100	100
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	100	100
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	100	100
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	100	100
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	100	100
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	100	100
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100
Wiley Rein LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	●	100	100
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	95	100
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	95	100
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	95	90
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	95	100
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	95	100
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	95	100
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	95	95
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	95	80
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	●	●	●	95	60
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	95	100
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	90	90
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	●	90	90
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	90
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	90	100
Galloway, Johnson, Tompkins, Burr & Smith PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	●	90	90
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	80
Husch Blackwell LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	90	90
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	90
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	90	90
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	90	85
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	85	90

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Baker Botts LLP	Houston, TX	●	●	●	●	●		●	●	●	●	85	90	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	●	85	90	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●		●	●	●	●	85	90	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●		●	●	●	●	85	90	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●		●	●	●	●	85	90	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	85	95	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	●	85	90	
Lane Powell PC	Seattle, WA	●	●	●	●	●		●	●	●	●	85		
McCarter & English LLP	Newark, NJ	●	●	●	●	●		●	●	●	●	85	90	
McGuireWoods LLP	Richmond, VA	●	●	●	●	●		●	●	●	●	85	90	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●		●	●	●	●	85	75	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●		●	●	●	●	85	50	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●		●	●	●	●	85	75	
Patton Boggs LLP	Washington, DC	●	●	●	●	●		●	●	●	●	85	90	
Polsinelli	Kansas City, MO	●	●	●	●	●		●	●	●	●	85	70	
Proskauer Rose LLP	New York, NY	●	●	●	●	●		●	●	●	●	85	90	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	●	85	90	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●		●	●	●	●	85	45	
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●		●	●	●	●	85	90	
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●		●	●	●	●	85	90	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●		●	●	●	●	85	90	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●		●	●	●	●	85	90	
Williams Mullen PC	Richmond, VA	●	●	●	●	●		●	●	●	●	85	90	
Drinker Biddle & Reath LLP	Milwaukee, WI	●	●	●	●	●		●	●	●	●	80	90	
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●		●	●	●	●	80	90	
Kenyon & Kenyon	New York, NY	●	●	●	●	●		●	●	●	●	80	90	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●		●	●	●	●	80	90	
McKenna Long & Aldridge LLP	Washington, DC	●	●	●	●	●		●	●	●	●	80	90	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●		●	●	●	●	80	85	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●		●	●	●	●	75	80	
Jackson Walker LLP	Dallas, TX	●	●	●	●	●		●	●	●	●	70		
Holland & Hart LLP	Denver, CO	●	●	●	●	●		●	●	●	●	55	75	
Howrey LLP	Washington, DC	●	●	●	●	●		●	●	●	●	55	85	
Loeb & Loeb LLP	Los Angeles, CA	●	●	●	●	●		●	●	●	●	55	75	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●		●	●	●	●	55	85	
LeClairRyan	Richmond, VA	●			●	●		●	●	●	●	50		
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●					●	●	●	●	45	70	
Holme Roberts & Owen LLP	Denver, CO	●			●	●		●	●	●	●	35	45	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●	●		●	●	●	●	35	45	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●				●		●	●	●	●	20	25	
<b>Mail and Freight Delivery</b>														
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●		●	●	●	●	90	90	50
FedEx Corp.	Memphis, TN	●	●	●	●	●		●	●	●	●	85	85	64
Union Pacific Corp.	Omaha, NE	●	●	●	●	●		●	●	●	●	85	70	135

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Burlington Northern Santa Fe Corp.	Fort Worth, TX		►		●						►	►	20	20	
YRC Worldwide Inc.	Overland Park, KS		►		●						►	►	20	20	506
J. B. Hunt Transport Services Inc.	Lowell, AR										0	0	0	0	454
<b>Manufacturing</b>															
3M Co.	St. Paul, MN		●	●	●	●	●	●	●	●	●	●	100	100	101
Ball Corp.	Broomfield, CO		●	●	●	●	●	●	●	●	●	●	100	85	321
Corning Inc.	Corning, NY		●	●	●	●	●	●	●	●	●	●	100	100	343
Cummins Inc.	Columbus, IN		●	●	●	●	●	●	●	●	●	●	100	100	168
Danaher Corp.	Washington, DC		●	●	●	●	●	●	●	●	●	●	100	100	149
Eaton Corp.	Cleveland, OH		●	●	●	●	●	●	●	●	●	●	100	15	
General Electric Co.	Fairfield, CT		●	●	●	●	●	●	●	●	●	●	100	100	9
Herman Miller Inc.	Zeeland, MI		●	●	●	●	●	●	●	●	●	●	100	100	
Nestlé Purina PetCare Co.	St. Louis, MO		●	●	●	●	●	●	●	●	●	●	100	95	
Owens Corning	Toledo, OH		●	●	●	●	●	●	●	●	●	●	100	100	475
Rockwell Automation Inc.	Milwaukee, WI		●	●	●	●	●	●	●	●	●	●	100	100	410
Steelcase Inc.	Grand Rapids, MI		●	●	●	●	●	●	●	●	●	●	100	100	753
United Technologies Corp.	Hartford, CT		●	●	●	●	●	●	●	●	●	●	95	100	45
Caterpillar Inc.	Peoria, IL		●	●	●	●	●	●	●	●	●	●	90	90	49
Ingersoll-Rand Company	Davidson, NC		●	●	●	●	●	●	●	●	●	●	90	90	
Jarden Corp.	Boca Raton, FL		●	●	●	●	●	●	●	●	●	●	90	90	356
R.R. Donnelley & Sons Co.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	90	90	268
TE Connectivity Inc.	Berwyn, PA		●	●	●	●	●	●	●	●	●	●	90	90	
Emerson Electric Co.	St. Louis, MO		●	●	●	●	●	●	●	●	●	●	80	80	121
Mars Inc.	Mt. Olive, NJ		●	●	●	●	●	●	●	●	●	●	80	60	
Stryker Corp.	Kalamazoo, MI		●	●	●	●	●	●	●	●	●	●	80	65	306
Deere & Co.	Moline, IL		●	●	●	●	●	●	●	●	●	●	75	65	80
Freescale Semiconductor Inc.	Austin, TX		●	●	●	●	●	●	●	●	●	●	75	80	
MeadWestvaco Corp.	Richmond, VA		●	●	●	●	●	●	●	●	●	●	65	45	457
USG Corp.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	65	65	650
Xylem Inc.	Rye Brook, NY		●	●	●	●	●	●	●	●	●	●	65	65	617
Illinois Tool Works Inc.	Glenview, IL		●	●	●	●	●	●	●	●	●	●	60	60	171
Johnson Controls Inc.	Milwaukee, WI		●	●	●	●	●	●	●	●	●	●	60	50	68
Baldor Electric Co.	Fort Smith, AR		►		●								25	25	
Mohawk Industries Inc.	Calhoun, GA					●	●						15	20	357
Crown Holdings	Philadelphia, PA		►										10	15	313
Huntington Ingalls Industries	Newport News, VA		►										10		382
Jabil Circuit Inc.	St. Petersburg, FL		►										10	15	155
Oshkosh Corp.	Oshkosh, WI		►										10	15	347
Owens-Illinois Inc.	Perrysburg, OH		►										10	15	372
<b>Mining and Metals</b>															
Alcoa Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	100	100	130
Mosaic Co.	Plymouth, MN		●	●	●	●	●	●	●	●	●	●	85	85	283
Newmont Mining Corporation	Greenwood Village, CO		●	●	●	●	●	●	●	●	●	●	80	60	327
AK Steel Holding Corp.	West Chester, OH		►	►									20	30	455

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Anadarko Petroleum	The Woodlands, TX	●	●									20	15	202
Apache Corp.	Houston, TX	●	●									20	30	179
Commercial Metals	Irving, TX	●	●									20	30	370
Devon Energy Corp.	Oklahoma City, OK	●	●									20	30	270
Occidental Petroleum	Los Angeles, CA	●	●									20	30	116
Steel Dynamics Inc.	Fort Wayne, IN	●	●									20	30	355
Cleveland-Cliffs Inc.	Cleveland, OH	●										10	30	445
Consol Energy Inc.	Canonsburg, PA	●										10	15	434
EOG Resources	Houston, TX	●										10	15	203
Nucor Corp.	Charlotte, NC	●										10	0	150
Peabody Energy Corp.	St. Louis, MO	●										10	15	365
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										10	15	299
United States Steel Corp.	Pittsburgh, PA	●										10	0	166
Freeport-McMoRan Copper & Gold Inc.	Phoenix, AZ											0	0	142
Icahn Enterprises LP	New York, NY											0	0	143
Noble Energy Inc.	Houston, TX											0		491
<b>Miscellaneous</b>														
E.I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	86
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	100	100	295
Imation Corp.	Oakdale, MN	●	●	●	●	●	●	●	●	●	●	60	70	
Anixter International Inc.	Glenview, IL	●	●									20	30	420
Genuine Parts Co.	Atlanta, GA	●	●									20	15	205
Sealed Air Corp.	Elmwood Park, NJ	●	●									20	0	345
Bemis Co. Inc.	Neenah, WI	●										10	15	492
Blackstone Group LP, The	New York, NY	●										10		391
Airgas Inc.	Radnor, PA											0	0	498
Rock-Tenn Company	Norcross, GA											0	0	293
Spectrum Group International Inc.	Irvine, CA											0	0	353
<b>Oil and Gas</b>														
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	95	
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	85	90	
Marathon Oil Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	85	75	188
Spectra Energy Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	85	90	461
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	85	85	380
ConocoPhillips	Houston, TX	●	●	●	●	●	●	●	●	●	●	80	75	47
Columbia Pipeline Group	Houston, TX	●	●	●	●	●	●	●	●	●	●	70		
ONE Gas Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	70		
Chesapeake Energy Corp.	Oklahoma City, OK	●	●	●	●	●	●	●	●	●	●	65	15	163
Hess Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	65	40	84
Marathon Petroleum Corp.	Findlay, OH	●	●	●	●	●	●	●	●	●	●	55	0	25
Exxon Mobil Corp.	Irving, TX	●	●		●	●						40	-25	2
Cameron International Corp.	Houston, TX	●	●									20	0	286
HollyFrontier Corp.	Dallas, TX	●	●									20	0	145

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
Kinder Morgan Inc.	Houston, TX	●	●								20	15	206	
Phillips 66	Houston, TX	●	●								20	15	6	
Tesoro Corp.	San Antonio, TX	●	●								20	15	75	
World Fuel Services	Miami, FL	●	●								20	30	71	
Baker Hughes Inc.	Houston, TX	●									10	15	132	
Buckeye Partners LP	Houston, TX	●									10		485	
CST Brands	San Antonio, TX	●									10		266	
Enterprise Products Partners LP	Houston, TX	●									10	15	56	
FMC Technologies Inc.	Houston, TX	●									10	15	368	
Halliburton Co.	Houston, TX	●									10	15	103	
MRC Global	Houston, TX	●									10	15	478	
Murphy Oil	El Dorado, AR	●									10	15	470	
National Oilwell Varco Inc.	Houston, TX	●									10	15	131	
Valero Energy Corp.	San Antonio, TX	●									10	15	10	
Western Refining Inc.	El Paso, TX	●									10	0	281	
Calumet Specialty Products	Indianapolis, IN										0		467	
Murphy USA	El Dorado, AR										0		175	
PBF Energy	Parsippany, NJ										0		148	
Plains GP Holdings	Houston, TX										0		70	
<b>Pharmaceuticals</b>														
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	100	95	152	
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	100	100		
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	100	90	189	
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●	100	100	375	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	100	100		
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	176	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	100	100	129	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	100	100	39	
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	100	100	65	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100		
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	51	
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	95	100		
Sanofi	Bridgewater, NJ	●	●		●	●	●	●	●	●	95	45		
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	90	80	154	
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●	90	85		
Gilead Sciences Inc.	Foster City, CA	●	●	●	●	●	●	●	●	●	80	0	250	
Bayer Corp.	Whippany, NJ	●	●	●	●	●	●	●	●	●	75	80		
Celgene Corp.	Summit, NJ	●	●	●	●	●	●	●	●	●	70	30	401	
Hospira Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	65	75	606	
Wyeth	Madison, NJ	●			●	●					35	45		
Allergan Inc.	Irvine, CA	●									10	15	408	
Mylan Laboratories Inc.	Canonsburg, PA										0	0	377	
<b>Publishing and Printing</b>														
TEGNA Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	95	60	481	

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	75	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	85	
Hachette Book Group	New York, NY	●	●	●	●	●	●	●	●	●	●	70	75	
Scholastic Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	65	75	
UBM plc	Manhasset, NY	●	●	●	●	●	●	●	●	●	●	45	60	
Washington Post Co.	Washington, DC	●	●	●	●	●	●	●	●	●	●	20	20	614
<b>Real Estate, Commercial</b>														
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	363
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	552
Lend Lease Americas Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	70	
<b>Real Estate, Residential</b>														
Realty Holdings Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	75	90	476
Simon Property Group Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	10	0	479
<b>Retail and Consumer Products</b>														
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	594
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	681
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	282
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	381
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	100	100	60
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	826
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	451
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	489
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	95	279
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100	305
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	178
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	90	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	33
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	100	95	235
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	100	95	403
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	436
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	224
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	248
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	90	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	31
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	100	87
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	95	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	127
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	196
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	36
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	108
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	37

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000	
			1a	1b	1c	2a	2b	2c	3a	3b	4	10 points	15 points			
Whirlpool Corp.	Benton Harbor, MI		●	●	●	●	●	●	●	●	●	●	●	100	100	153
CarMax Inc.	Richmond, VA		●	●	●	●	●	●	●	●	●	●	●	95	85	240
Colgate-Palmolive Co.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	95	90	167
L Brands Inc.	Columbus, OH		●	●	●	●	●	●	●	●	●	●	●	95	100	263
Recreational Equipment Inc.	Kent, WA		●	●	●	●	●	●	●	●	●	●	●	95	100	
Tiffany & Co.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	95	95	604
Crate and Barrel / CB2	Northbrook, IL		●	●	●	●	●	●	●	●	●	●	●	90	90	
Hasbro Inc.	Pawtucket, RI		●	●	●	●	●	●	●	●	●	●	●	90	75	597
Kimberly-Clark Corp.	Irving, TX		●	●	●	●	●	●	●	●	●	●	●	90	90	139
Wal-Mart Stores Inc.	Bentonville, AR		●	●	●	●	●	●	●	●	●	●	●	90	90	1
Williams-Sonoma Inc.	San Francisco, CA		●	●	●	●	●	●	●	●	●	●	●	90	90	560
A X Armani Exchange	New York, NY		●	●	●	●	●	●	●	●	●	●	●	85	100	
Bon-Ton Stores Inc.	York, PA		●	●	●	●	●	●	●	●	●	●	●	85	90	763
Dollar General Corp.	Goodlettsville, TN		●	●	●	●	●	●	●	●	●	●	●	85	70	164
HSN Inc.	St. Petersburg, FL		●	●	●	●	●	●	●	●	●	●	●	85	85	670
L'Oréal USA Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	85	85	
Meijer Inc.	Grand Rapids, MI		●	●	●	●	●	●	●	●	●	●	●	85	70	
True Value Co.	Chicago, IL		●	●	●	●	●	●	●	●	●	●	●	85	75	
Costco Wholesale Corp.	Issaquah, WA		●	●	●	●	●	●	●	●	●	●	●	80	90	19
Overstock.com Inc.	Salt Lake City, UT		●	●	●	●	●	●	●	●	●	●	●	80	80	
Ross Stores Inc.	Dublin, CA		●	●	●	●	●	●	●	●	●	●	●	80	70	277
Fifth & Pacific Companies Inc.	New York, NY		●	●	●	●	●	●	●	●	●	●	●	75	85	
PetSmart Inc.	Phoenix, AZ		●	●	●	●	●	●	●	●	●	●	●	75	75	376
Toys 'R' Us Inc.	Wayne, NJ		●	●	●	●	●	●	●	●	●	●	●	75	75	223
H&M Hennes & Mauritz AB	North Arlington, NJ		●	●	●	●	●	●	●	●	●	●	●	70	70	
Rite Aid Corp.	Camp Hill, PA		●	●	●	●	●	●	●	●	●	●	●	65	30	118
Kohl's Corp.	Menomonee Falls, WI		●	●	●	●	●	●	●	●	●	●	●	60	15	151
Burlington Store Inc.	Burlington, NJ		●	●	●	●	●	●	●	●	●	●	●	55	60	551
Pep Boys-Manny, Moe & Jack	Philadelphia, PA		●	●	●	●	●	●	●	●	●	●	●	45	65	945
Stanley Black & Decker Inc.	New Britain, CT		●	●	●	●	●	●	●	●	●	●	●	45	25	255
Harry & David Holdings Inc.	Medford, OR		●	●	●	●	●	●	●	●	●	●	●	40	70	
RadioShack Corp.	Fort Worth, TX		●	●	●	●	●	●	●	●	●	●	●	40	45	657
B J's Wholesale Club	Westborough, MA		●	●	●	●	●	●	●	●	●	●	●	25	35	
Advance Auto Parts (Advance Holding)	Roanoke, VA		●	●	●	●	●	●	●	●	●	●	●	20	30	402
Andersons Inc., The	Maumee, OH		●	●	●	●	●	●	●	●	●	●	●	20	0	453
Bed Bath & Beyond Inc.	Union, NJ		●	●	●	●	●	●	●	●	●	●	●	20	30	258
Big Lots	Columbus, OH		●	●	●	●	●	●	●	●	●	●	●	20	30	473
Dick's Sporting Goods Inc.	Coraopolis, PA		●	●	●	●	●	●	●	●	●	●	●	20	30	421
Dillard's Inc.	Little Rock, AR		●	●	●	●	●	●	●	●	●	●	●	20	30	386
Dollar Tree Stores Inc.	Chesapeake, VA		●	●	●	●	●	●	●	●	●	●	●	20	30	342
Family Dollar Stores	Matthews, NC		●	●	●	●	●	●	●	●	●	●	●	20	30	271
HD Supply	Atlanta, GA		●	●	●	●	●	●	●	●	●	●	●	20	317	
Lowe's Companies Inc.	Mooresville, NC		●	●	●	●	●	●	●	●	●	●	●	20	30	52
AutoZone Inc.	Memphis, TN		●	●	●	●	●	●	●	●	●	●	●	10	15	300

**Appendix C** Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4	10 points			
Foot Locker Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	10	15	400
O'Reilly Automotive Inc.	Springfield, MO	●	●	●	●	●	●	●	●	●	●	10	15	390
Pantry Inc., The	Cary, NC	●	●	●	●	●	●	●	●	●	●	10	15	371
TravelCenters of America	Westlake, OH	●	●	●	●	●	●	●	●	●	●	10	15	339
Casey's General Stores Inc.	Ankeny, IA	●	●	●	●	●	●	●	●	●	●	0	0	389
Susser Holdings	Corpus Christi, TX	●	●	●	●	●	●	●	●	●	●	0	0	439
Tractor Supply Company	Brentwood, TN	●	●	●	●	●	●	●	●	●	●	0	0	480
<b>Telecommunications</b>														
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	11
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	55
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	100	75	413
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	120
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	134
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90	16
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	80	90	312
CenturyLink Inc.	Monroe, LA	●	●	●	●	●	●	●	●	●	●	75	80	158
Nortel Networks Corp.	Richardson, TX	●	●	●	●	●	●	●	●	●	●	45	50	
EarthLink Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	40	55	
Brightpoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	30	30	
Windstream Corp.	Little Rock, AR	●	●	●	●	●	●	●	●	●	●	20	15	429
Cablevision Systems Corp.	Bethpage, NY	●	●	●	●	●	●	●	●	●	●	10	15	397
Charter Communications	Stamford, CT	●	●	●	●	●	●	●	●	●	●	10	15	331
NII Holdings	Reston, VA	●	●	●	●	●	●	●	●	●	●	10	0	495
DISH Network Corp.	Englewood, CO	●	●	●	●	●	●	●	●	●	●	0	0	204
<b>Tobacco</b>														
Altria Group Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	90	161
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	80	85	329
Philip Morris International Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	10	0	100
Lorillard Inc.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	0	0	496
<b>Transportation and Travel</b>														
American Express Global Business Travel	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	80	
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	85	
Ryder System Inc.	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	85	406
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	75	75	340
CSX Corp.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	75	70	231
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	75	65	
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●	●	●	●	●	●	65	75	712
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	60	70	
HomeAway Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	55	55	

**Appendix C Ratings by Industry, Descending Score**

Employer	Headquarters	Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
			1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
Travel Impressions Ltd.	Farmingdale, NY		●	●		●	●		●	●			50	80	
Travelport Ltd.	Parsippany, NJ		●	●		●	●			●	●		50	65	
Norfolk Southern Corp.	Norfolk, VA		●		●	●	●	●		●	●		45	50	247
C. H. Robinson Worldwide	Eden Prairie, MN		●	●									20	15	220
Con-way Inc.	Ann Arbor, MI		●	●									20	30	464
Expeditors International of Washington Inc.	Seattle, WA		●	●									20	15	425
Harley-Davidson Inc.	Milwaukee, WI		●										10	15	433
<b>Waste Management</b>															
Waste Management Inc.	Houston, TX		●	●	●	●	●	●	●	●	●	●	90	90	207
Republic Services Inc.	Phoenix, AZ		●	●	●	●	●	●	●	●	●	●	80	15	325



**HRC  
Foundation's  
Workplace  
Equality  
Program****Project Staff****Deena Fidas and Liz Cooper, Authors**

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

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

Deena Fidas directs the Workplace Equality Program at the Human Rights Campaign Foundation. She leads the annual Corporate Equality Index survey and report of over 1,200 major employers' policies, benefits and practices for LGBT workers. Fidas consults directly with hundreds of Fortune 500 and other major businesses on the implementation of equitable policies and benefits for diverse employee populations. Most recently Fidas expanded the work of the Corporate Equality programs to include global LGBT workforce best practices. In this capacity, she has conducted trainings in the U.S. and abroad on workforce diversity and best practices for inclusion before corporate and public sector audiences.

She also leads the Human Rights Campaign Foundation's published research on the experiences of LGBT workers nationwide, the largest conducted to-date, finding that roughly half of all LGBT employees remain in the closet at work. Fidas has been a featured guest on various programs including the Diane Rehm Show, On Point, CNN Money, Marketplace, Quest Means Business and dozens of print media including Associated Press, The Wall Street Journal, Forbes, Fortune Mexico's Reforma and other news outlets. Prior to joining the Human Rights Campaign in 2007, she worked in fundraising for the American Civil Liberties Union and Hillary Clinton for President, among other clients. Fidas holds a master's degree in sociology from American University in Washington, D.C., where she also worked as a researcher for the university's Women & Politics Institute.

**Beck Bailey**

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

Beck Bailey is Deputy Director of Employee Engagement in the Workplace Equality Program at the Human Rights Campaign Foundation, where he focuses on helping workplaces become more LGBT inclusive through employee engagement, training and education. Bailey regularly supports corporate stakeholders – from executive leadership, to human resource and diversity & inclusion professionals, to employee network leaders – in building greater LGBT-inclusion through public speaking, facilitated workshops, customized training and in one-on-one consultation. Bailey also conducts outreach to engage corporations in deepening their impact by supporting legislative action to create workplace protections for LGBT people.

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

**Liz Cooper**

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

Liz joined HRC in August 2010. As Associate Director, Liz engages directly with employers to identify and improve policies and practices affecting LGBT employees. Cooper brings her background in sales marketing research to develop the Program's resources on LGBT diversity and inclusion best practices aimed at employers, employees, and consumers. She has a special focus on engaging new businesses to participate in the CEI survey, and oversees the annual Buying for Workplace Equality Guide. In her five years at HRC, Cooper has enlisted the support of dozens of major businesses for pro-equality public policy across the country. She also uses her advocacy to elevate the role of allies in the LGBT community. Cooper holds a BA in Political Science from Davidson College in North Carolina and is currently pursuing an MA in Writing at Johns Hopkins University in Washington, D.C.

**Rena Peng**

**Coordinator, HRC Foundation Workplace Equality Program**

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

**Meg Tsuda****Assistant, HRC Foundation Workplace Equality Program**

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

**Acknowledgments**

Special thanks to former Workplace Equality Program Coordinator Jenna Raspanti for her invaluable contributions to HRC, and for her continued dedication to the CEI.

Additional thanks to Workplace Equality Program interns Kate Holcomb and Brooke Baron for working directly with survey respondents, guiding them through the survey process and responding to survey inquiries. Thanks to Workplace Equality Program intern Zachary Frial for his survey review assistance, data validation and research leading up to the 2016 Corporate Equality Index and Buying for Workplace Equality release.

Thank you to HRC staff Janice Hughes, Anastasia Khoo, Sarah Streyle and Robert Villaflor, for editorial and design guidance.

Thank you to Andre Wilson and Jamison Green, Ph.D., of Jamison Green & Associates for the consultation and expertise throughout the CEI process.

Thank you to Mary Beth Maxwell , Senior Vice President for Programs, Research and Training.

CEI 2016 was designed by Tony Frye Design.

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

**Mostafa Abdelguelil**

Manager, Global Diversity & Inclusion  
*Hyatt Hotels Corp.*

**Elizabeth (Betty) Amend**, Co-Chair

Vice President, Human Resources  
*UPS*

**John Barry**

Vice President & Relationship Manager  
Global Funds Services  
*Northern Trust Corp.*

**Wyndolyn (Wendy) C. Bell**

Senior Medical Director & Vice President,  
Health Care Strategies  
*United Healthcare*

**Kenneth (Ken) Charles**

Vice President, Global Inclusion & Staffing  
*General Mills*

**Richard Clark**

Chief Accounting Officer  
*Accenture Ltd.*

**Elaine DeCanio**

Region Manager  
*Shell Oil Co.*

**Rosanna Durruthy**

Chief Diversity Officer  
*Cigna*

**Lori Fox**

President & Founder  
*Lori Fox Diversity Consulting*

**Jeff Gabardi**

General Counsel  
*DC Health Benefit Exchange*

**Lanaya Irvin**

Director, Global Transaction Services  
*Bank of America*

**Michael Lopez**

Director, International Relations, PAC &  
State Government Relations  
*Alcoa Inc.*

**Susan (Sue) McManus**

Vice President, Marketing  
*Nationwide Insurance*

**Michelle Phillips**

Partner  
*Jackson Lewis PC*

**Scott Sapperstein**

Assistant Vice President, Public Affairs  
*AT&T*

**Andrew (Andy) Sendall**, Co-Chair

Director, Continuity of Business  
*Citigroup*

**Kurt Serrano**

Vice President, Human Resources  
*Biogen Idec*

**Corey Smith**

Manager of Corporate Compensation  
*PetSmart Inc.*

**Meghan Stabler**

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

**Charles (Chuck) Stephens**

Head of Diversity & Inclusion, EMEA  
*Google*

**Ed Westreicher**

(retired)  
*The Coca-Cola Company*



HUMAN  
RIGHTS  
CAMPAIGN  
FOUNDATION

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

**TEL** 202-628-4160

**TTY** 202-216-1572

**FAX** 866-304-3257

**WEBSITE** [www.hrc.org/cei](http://www.hrc.org/cei)

**E-MAIL** [cei@hrc.org](mailto:cei@hrc.org)