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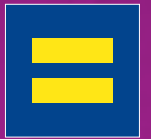
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CORPORATE EQUALITY INDEX 2013

CORPORATE EQUALITY INDEX 2013



HUMAN RIGHTS CAMPAIGN FOUNDATION

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

688

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

99%

Prohibit Discrimination Based on Sexual Orientation

89%

Offer Domestic Partner Health Care Benefits

84%

Prohibit Discrimination Based on Gender Identity

83%

Have an LGBT Employee Resource Group or Diversity Council

42%

Offer Transgender-Inclusive Health Care Benefits

69%

Offer Competency Training, Resources or Accountability Metrics

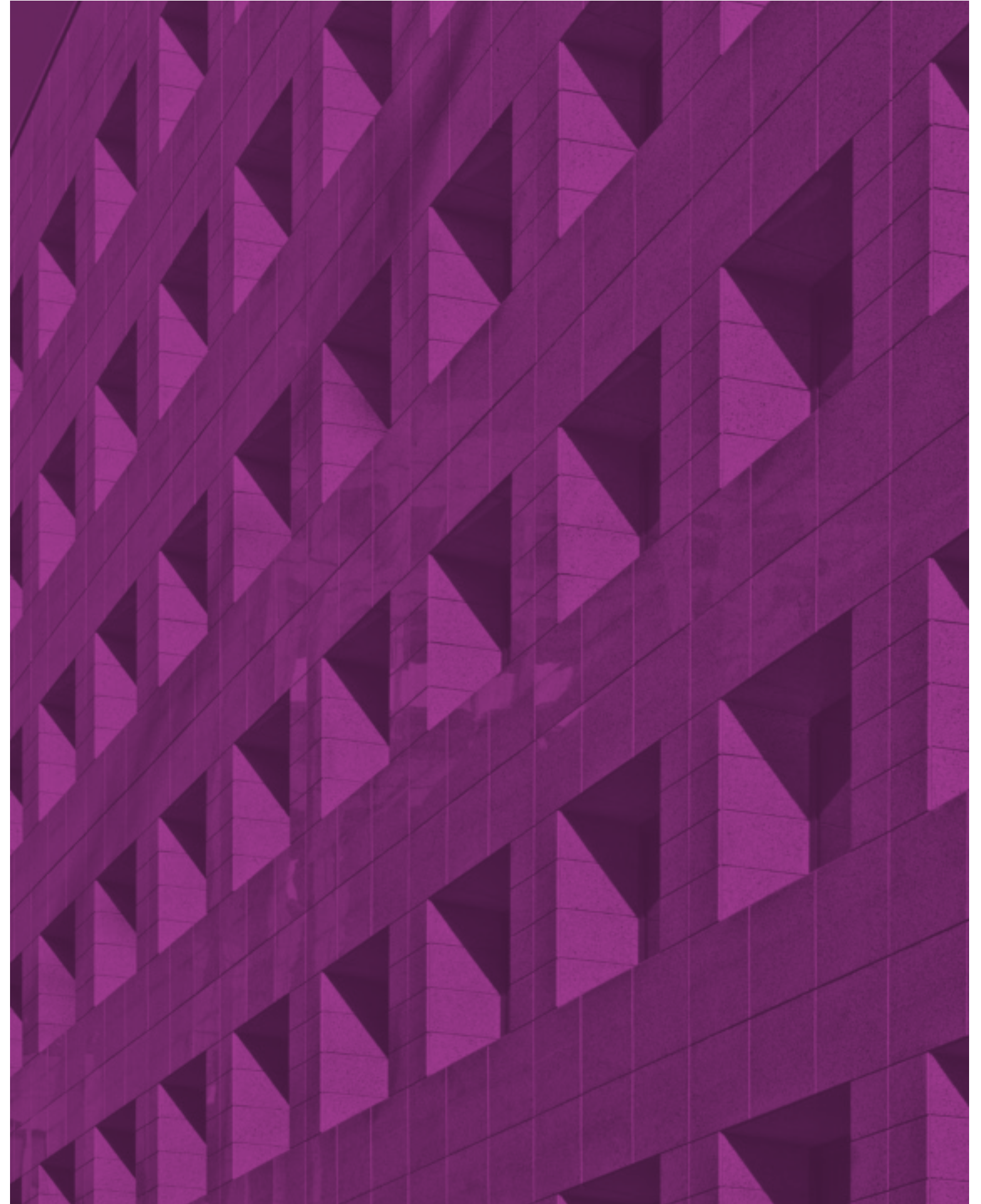
80%

Demonstrate a Public Commitment to the LGBT Community



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CORPORATE EQUALITY INDEX 2013

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The more successful a business is in the United States, the more likely it is to embrace equality.

This year marks the 11th edition of the Human Rights Campaign Foundation's Corporate Equality Index. Back in 2002, when the CEI began, we rejected the idea that LGBT employees should have to depend exclusively on the ballot box to guarantee equal protections in the workplace, and we've learned over the past decade that many companies are ready and eager to do the right thing.

Despite the fact that people can be legally denied a job or fired simply for their sexual orientation in 29 states and their gender identity in 34, our corporate allies have surged well ahead of lagging legislation to afford these protections.

As you will see in this 2013 Corporate Equality Index, businesses have laid a foundation of workplace equality the likes of which no previous generation of employees and job-seekers has ever seen. This year we celebrate some key milestones.

For the first time in history, a majority of the Fortune 500 offers both sexual orientation and gender identity protections. Beyond these basic and essential protections, record numbers of Fortune-ranked and other major businesses have comprehensively updated their benefits packages to ensure that newcomers to their workplaces can expect both partner benefits and transgender-inclusive benefits and that retiring LGBT workers will see the financial benefits that they have worked so hard to accrue will go to their surviving family members.

The numbers are irrefutable: the more successful a business is in the United States, the more likely it is to embrace equality.

Last year, 189 major businesses accomplished a 100 percent rating on the most stringent scorecard the HRC Foundation has ever administered, including comprehensive benefits parity and more robust requirements of corporate responsibility to our community. It is with great pride and privilege that I announce an incredible 252 businesses that are receiving a perfect score this year.

In this year's CEI, you will see an exciting trend crystallizing: businesses are implementing an ethos of LGBT inclusion that goes beyond U.S. employee policies. As you will see, major businesses are ensuring that wherever they do business, here and abroad, LGBT people enjoy the same workplace protections. In addition, these same businesses are aligning their corporate values of LGBT inclusion with their suppliers, funders and within the community at large. Record numbers of businesses stood with our community to endorse pro-equality legislation.

We thank our many partners in this work who have made this a successful year for corporate equality.

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation



Executive Summary

Corporate Equality Index by the Numbers

A Record Year for Corporate Equality

In this 11th edition of the Human Rights Campaign Foundation's Corporate Equality Index, a record 252 businesses achieved a top rating of 100 percent. In the first year of the CEI a decade ago, 13 businesses achieved a top score of 100 percent.

These businesses span nearly every industry and major geography of the United States. The policies, benefits and practices businesses must implement to earn a perfect score are best-in-class demonstrations of corporate commitments to LGBT workers and the broader community at-large.

In addition to the depth of investment the top-rated businesses have made in the name of equality, the 2013 CEI shows an unprecedented breadth of new businesses. This year's CEI contains a record 54 new businesses that opted into the survey.

Furthermore, market norms of inclusion have fundamentally shifted as evidenced by an historic first within the Fortune 500 – this year marks the first time that a majority of the Fortune 500 include both sexual orientation and gender identity protections.

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

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This year marks the first time that a majority of the Fortune 500 include both sexual orientation and gender identity protections.

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

CEI 2013

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

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

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

Executive Summary

Equality at the Fortune-Ranked Companies

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

A record 293 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to 277 last year), with an average rating of 81. One hundred and ten of the Fortune 500-ranked businesses achieved a 100 percent rating, with 13 of the top 20 Fortune-ranked businesses at this top score.

Eighty-eight percent of the Fortune 500 include “sexual orientation” in their nondiscrimination policies and 57 percent include “gender identity.” The majority of the total Fortune 500 – 62 percent – offer equivalent medical benefits between spouses and partners and 25 percent offer transgender-inclusive health care benefits, including surgical procedures.

CEI 2013 Executive Summary

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

	Fortune1000	2013 CEI Score
Wal-Mart Stores Inc.	1	60
Exxon Mobil Corp.	2	-25
Chevron Corp.	3	100
ConocoPhillips	4	55
Federal National Mortgage Association (Fannie Mae)	5	80
General Electric Co.	6	75
Berkshire Hathaway Inc.	7	0
General Motors Co.	8	100
Bank of America Corp.	9	100
Ford Motor Co.	10	100
Hewlett-Packard Co.	11	100
AT&T Inc.	12	100
JPMorgan Chase & Co.	13	100
Citigroup Inc.	14	100
McKesson Corp.	15	75
Verizon Communications Inc.	16	100
AIG	17	100
International Business Machines Corp. (IBM)	18	100
Cardinal Health Inc.	19	100
Federal Home Loan Mortgage Corp. (Freddie Mac)	20	100

Businesses'
Commitment
to LGBT
Employees

	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in Non-Discrimination Policy	88%	99%	72%
Gender Identity in Non-Discrimination Policy	57%	83%	20%
Domestic Partner Health Benefits	62%	94%	17%
Transgender-Inclusive Benefits	25%	41%	0%
Organizational Competency Practices	42%	70%	0%
Public Commitment to the LGBT Community	48%	80%	0%
Average Score	54	81	14

2013 Corporate Equality Index Rating System and Methodology

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

In addition to growing the number of highly-rated employers, the CEI has seen success in the reach of the survey. **The number of employers rated from the first CEI to the present has expanded from 319 to 688**, 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 (2011 Fortune 1000) and
- *American Lawyer* magazine's top 200 revenue-grossing law firms (2011 AmLaw 200).

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

How Ratings Are Used

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



- *HRC Foundation Employer Search*, a free online database of thousands of private and public sector U.S. employers available at www.hrc.org/employerssearch.
- *Buying for Workplace Equality 2013*, a consumer-oriented guide based on CEI ratings, available at www.hrc.org/buyersguide. Coinciding with the start of the winter holiday and shopping season, the guide is distributed via print, online and smartphone applications to thousands of LGBT consumers — estimated to have a cumulative spending power of \$790 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.



LGBT consumers
are estimated to
have a cumulative
buying power
of \$790 billion

Witeck Communications



The Evolution of the Criteria

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

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

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

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

Criteria Evolution Timeline

2002

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

2004

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

2009

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



Criteria

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

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

Criteria 1 Equal employment opportunity policy includes:

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

Criteria 2 Employment benefits

- a. Equivalent spousal and partner benefits_ 15 points
 - Equivalent medical benefits
 - Includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: *COBRA; dental; vision; legal dependent coverage*
- b. Other “soft” benefits – includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: *bereavement leave; employer-provided supplemental life insurance for a partner; relocation/travel assistance; adoption assistance; qualified joint and survivor annuity for partners; qualified pre-retirement survivor annuity for partners; cash balance; rollover and hardship options; retiree health care benefits; and employee discounts* 10 points
- c. Transgender-inclusive health insurance coverage 10 points

Equal health coverage for transgender individuals without exclusion for medically necessary care

 - Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage
 - Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care



Criteria continues on next two pages ►

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

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

Criteria 3 Organizational LGBT competency

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

Criteria 4 Public commitment 15 points

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

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

Criteria 5 Responsible citizenship -25 points

No known activity that would undermine LGBT equality

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

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

CEI 2013 Perfect Score 100 points



How We Obtain the Information The Corporate Equality Index Survey

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

Invitations for the CEI 2013 survey were mailed in late March 2012 and due back at the end of July 2012. If a business had not previously participated in the CEI, surveys were sent to the chief executive officer or managing partner of the firm, as well as the highest-level executive responsible for human resources or diversity when it was possible to obtain their contact information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for prior submissions.

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

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

In total, the sources used include:

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

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

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

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

A total of 1,848 received invitations to take part in the survey.

- Of that number, 530 submitted surveys, and **688 were officially rated**. Last year, a total of 1,737 businesses were sent invitations, 481 submitted surveys and 636 were rated.
- **Fifty-four 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 201 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 201 companies to do the same.

In total, the CEI 2013 officially rates **293** Fortune 500 businesses, **79** Fortune 1000 businesses, **141** AmLaw 200 firms and **175** additional major businesses.

An additional **201** Fortune 500 businesses have unofficial ratings, bringing the total to **889** rated businesses.

Findings in the following sections are based on the **688 officially rated businesses**.



Findings

Non-Discrimination Policies

Where federal laws protect people from workplace discrimination on the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability and genetic information, no such federal law protects workers from workplace discrimination on the basis of sexual orientation and gender identity.

Some states have passed laws and ordinances to establish workplace protections for lesbian, gay, bisexual and transgender employees, **but it remains legal in 29 states to discriminate against job applicants and employees because of their sexual orientation, and in 34 states because of their gender identity.**

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

Sexual Orientation Protections

Criterion 1a Businesses That Prohibit Discrimination Based on Sexual Orientation

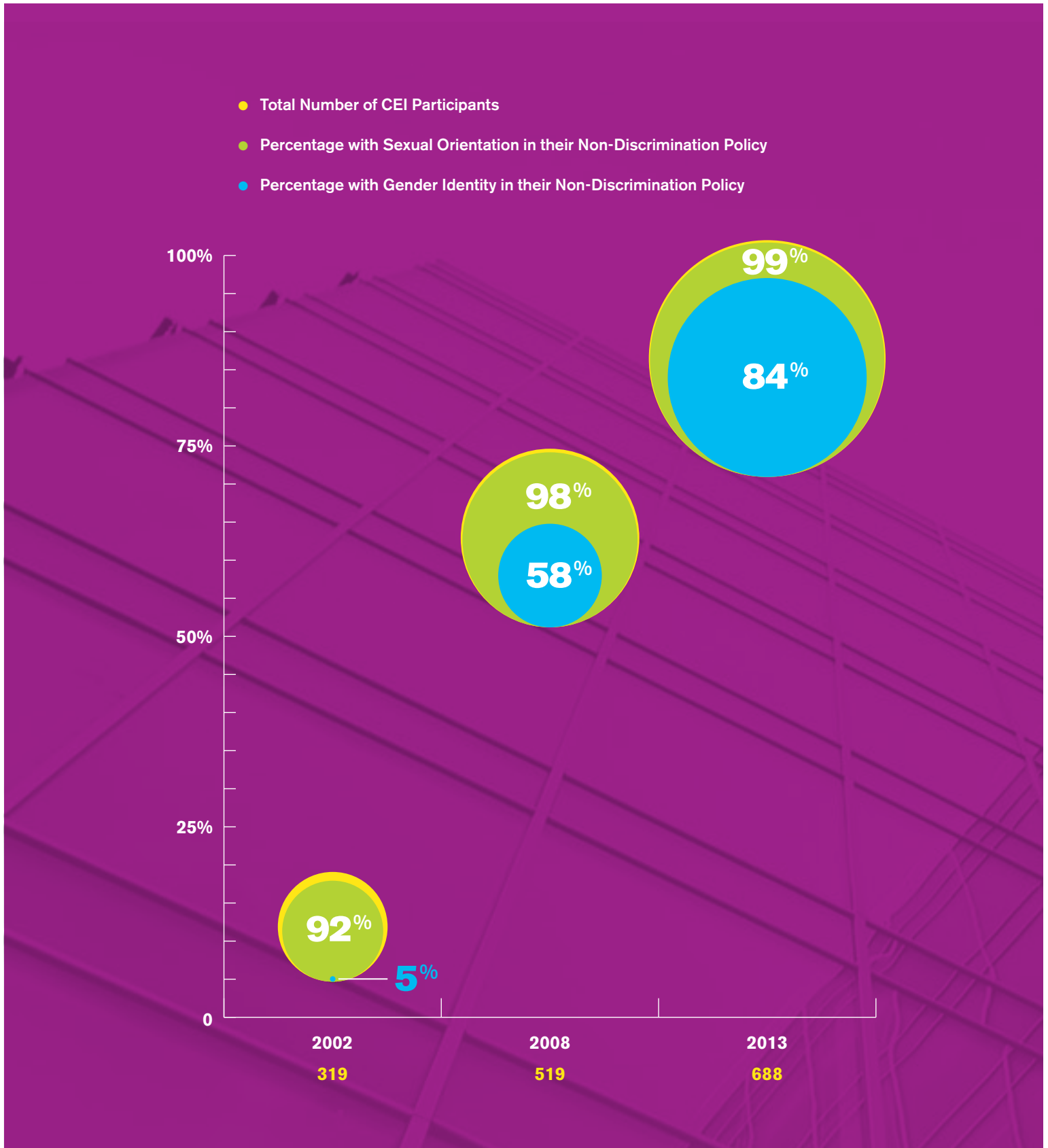
99% of CEI-rated employers provide employment protections on the basis of sexual orientation.

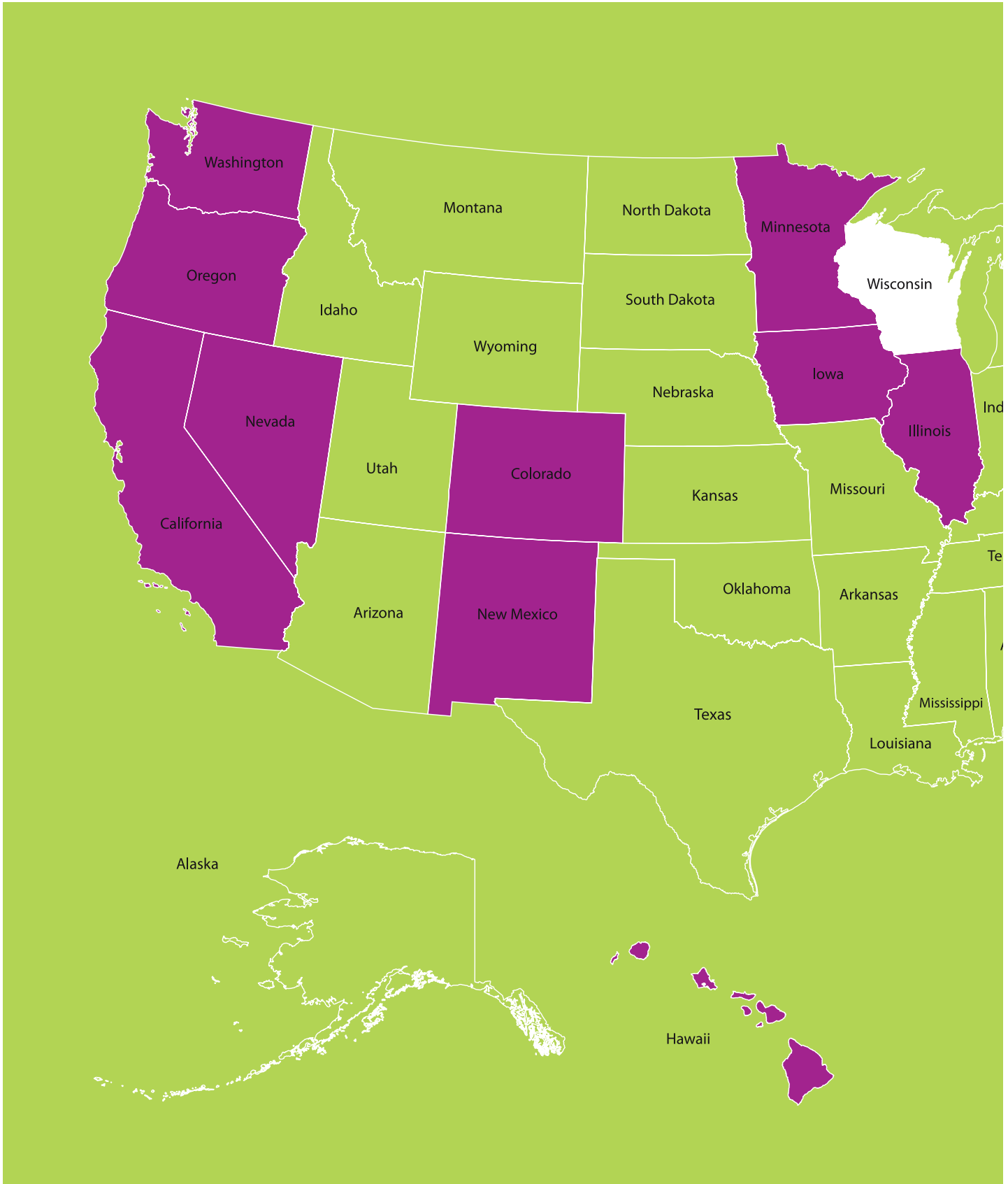
Gender Identity Protections

Criterion 1b Businesses That Prohibit Discrimination Based on Gender Identity

84% of CEI-rated employers provide employment protections on the basis of gender identity or expression – the highest figure to date.

This criterion has seen the most rapid growth of any other element of the CEI. In 2002, just 5 percent of the rated businesses included gender identity in their non-discrimination policies and now a strong majority has these protections in place.







Equal Benefits

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

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

Partner Benefits

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

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

Partner benefits remain an overall low-cost, high-return asset for businesses. Many employers have begun to comprehensively address health insurance coverage for transgender individuals, and most have experienced little to no premium increases as a result.

In addition, employers are rated on having full parity across their entire suite of benefits – including non-healthcare benefits such as leave, retirement and others – between different-sex spouses and same-sex partners. The HRC Foundation does not penalize an employer if a particular benefit is not offered to any employees, but holds employers accountable to provide equitable benefits to LGBT employees and their families across the complete package of benefits offered, not just basic health care coverage.

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

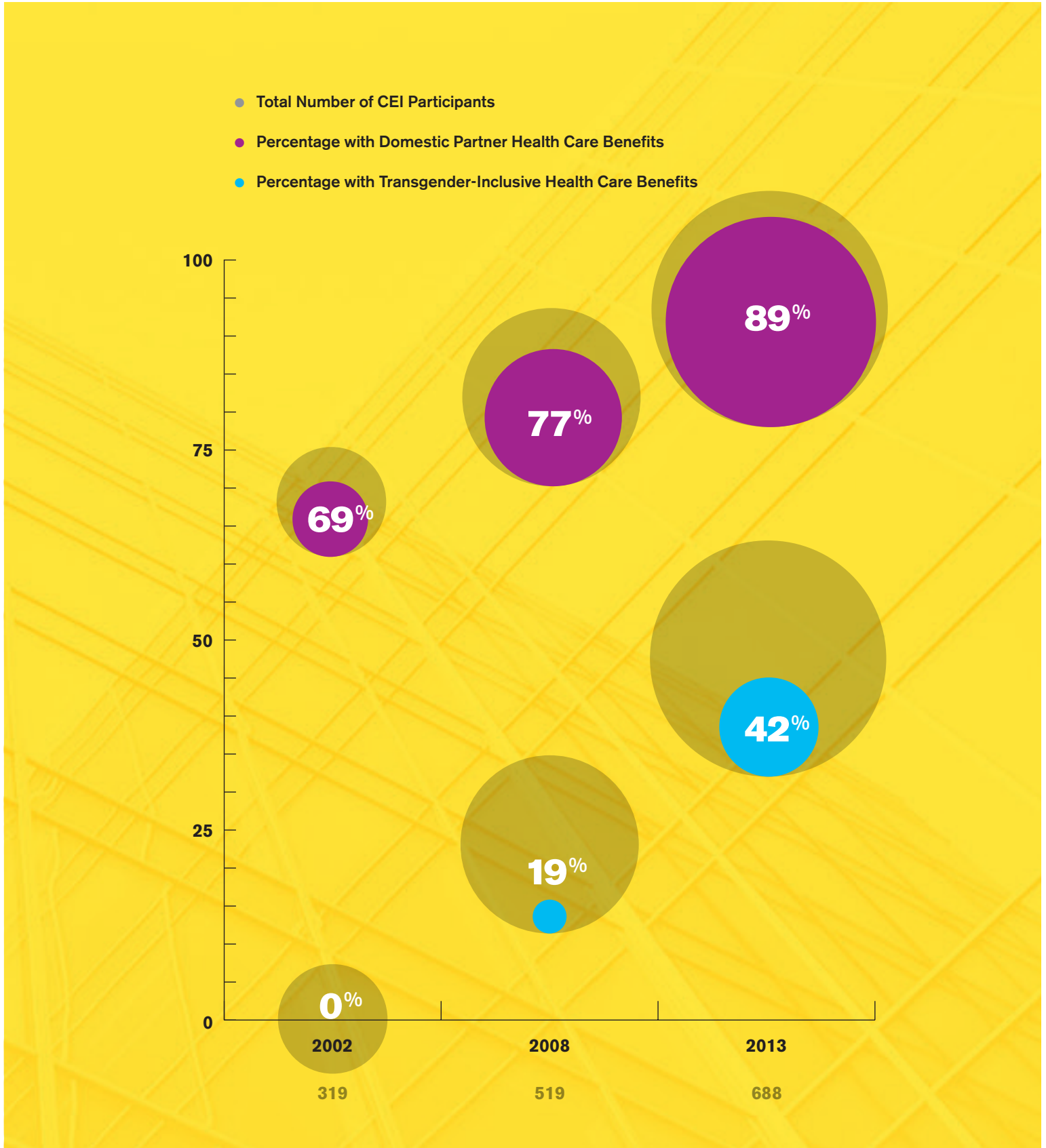
Criterion 2a

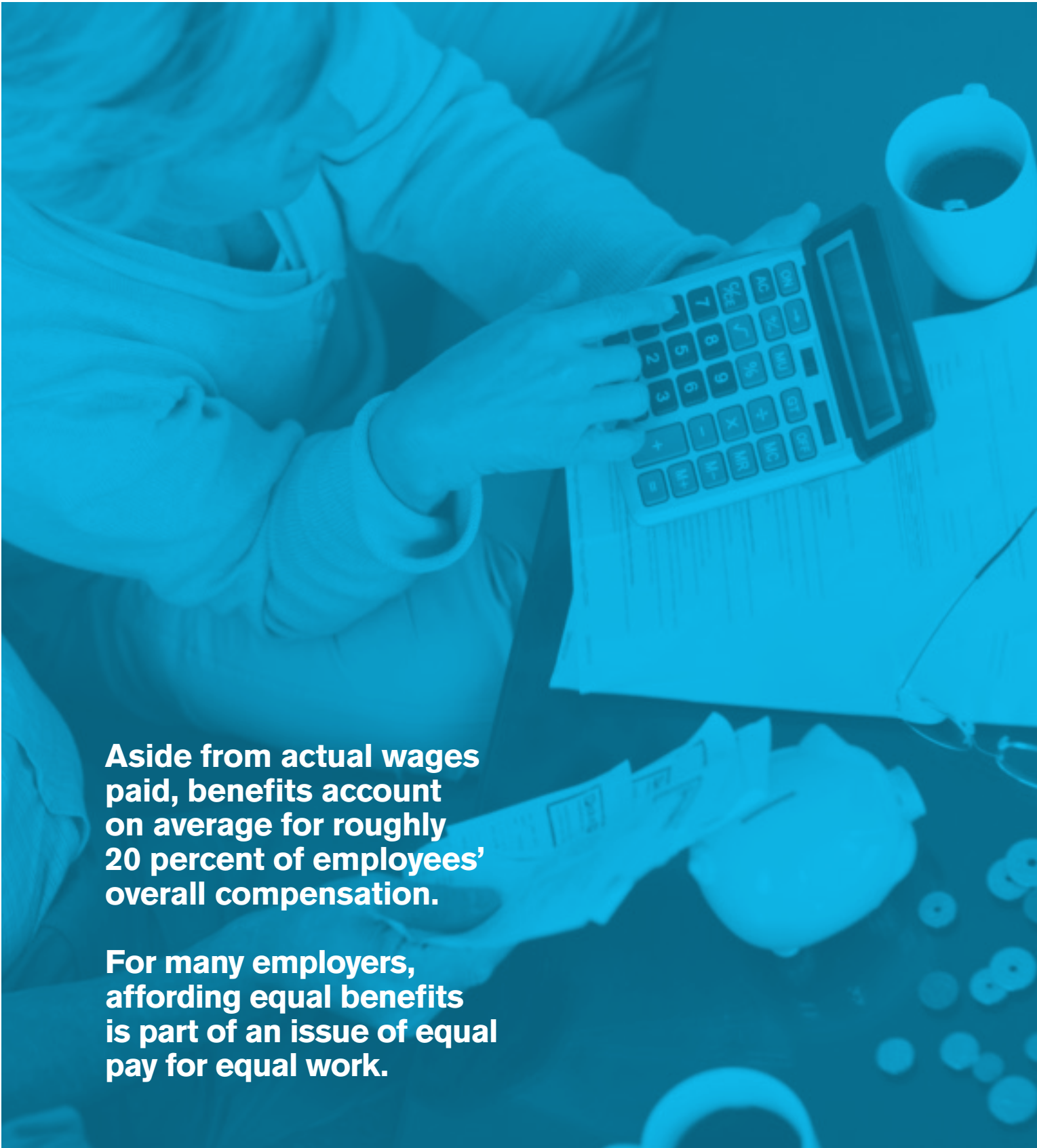
Businesses That Offer Domestic Partner Health Insurance

89% of CEI-rated employers provide medical and comprehensive health benefits such as dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-equivalent continuation coverage.

COBRA/ COBRA-like Continuation Coverage

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



A photograph of a person's hands using a calculator on a desk. The scene is overlaid with a blue tint. In the background, there is a white coffee cup, some papers, and a pair of glasses. The person is wearing a light-colored long-sleeved shirt.

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

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

Findings Equal Benefits

Criterion 2b Parity Across All “Soft” Benefits for Domestic Partners

65% of CEI-rated employers have complete parity in spousal and partner access to “soft” benefits (when such benefits are offered at all) such as bereavement leave, employee assistance programs, employee discounts and relocation assistance.

Those individual benefits with the highest rates of parity include:



*NOT SCORED DUE TO FEDERAL MANDATES.

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

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

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

Retiree Health Care Benefits

Of the CEI-rated employers offering retiree health care coverage, 85 percent of CEI-rated employers extend retiree healthcare coverage to domestic partners.

Retirement Financial Benefits

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

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

Businesses were asked about their retirement plan distribution options. Eighty-eight percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 82 percent equally extend hardship options.

Findings **Equal Benefits**

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

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

A total of 58 percent of participating employers indicated that they offer defined benefits to their employees; 74 percent of those with pensions offer QJSAs to their employees' domestic partners, while 71 percent offer QPSAs.

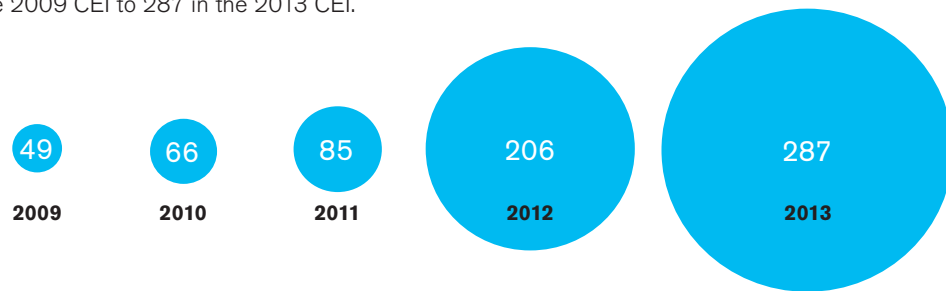
Of those employers offering cash balance pension plans, 85 percent extend the benefit equally to spouses and partners.

**Transgender-
Inclusive Benefits**

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

Through the intensive educational and consultative efforts to address health care and insurance disparities for the transgender population and their families, including: outreach to leading health insurance companies, direct consultation with both fully and self-insured employers to modify their health care plans and collection and dissemination of cost and utilization data from leading businesses, the HRC Foundation led an increase in the number of major U.S. employers affording transgender-inclusive health care coverage, from 49 in the 2009 CEI to 287 in the 2013 CEI.

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



Criterion 2c

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

42% of this year's rated businesses afford transgender-inclusive health care coverage options through at least one firm-wide plan.

This plan includes:

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

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

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

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

Organizational Competency in LGBT Inclusion

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

69% of CEI-rated employers offer a robust set of practices (at least three efforts) to support organizational LGBT diversity competency.

The rates at which major businesses have laid a foundation of equal policies and benefits for LGBT workers are staggering in their speed and comprehensiveness. Even with these critical changes, employers have recognized that additional programming and educational efforts are necessary to make these policies part of the business's culture and competency portfolio. Some of the most common forms of LGBT inclusion efforts are: diversity training programs, LGBT metrics and evaluation mechanisms and gender transition guidelines. Many employers integrate these educational programs into already existing diversity and inclusion programs. To obtain full credit in this criterion, employers must show at least three types of organizational competency programming.

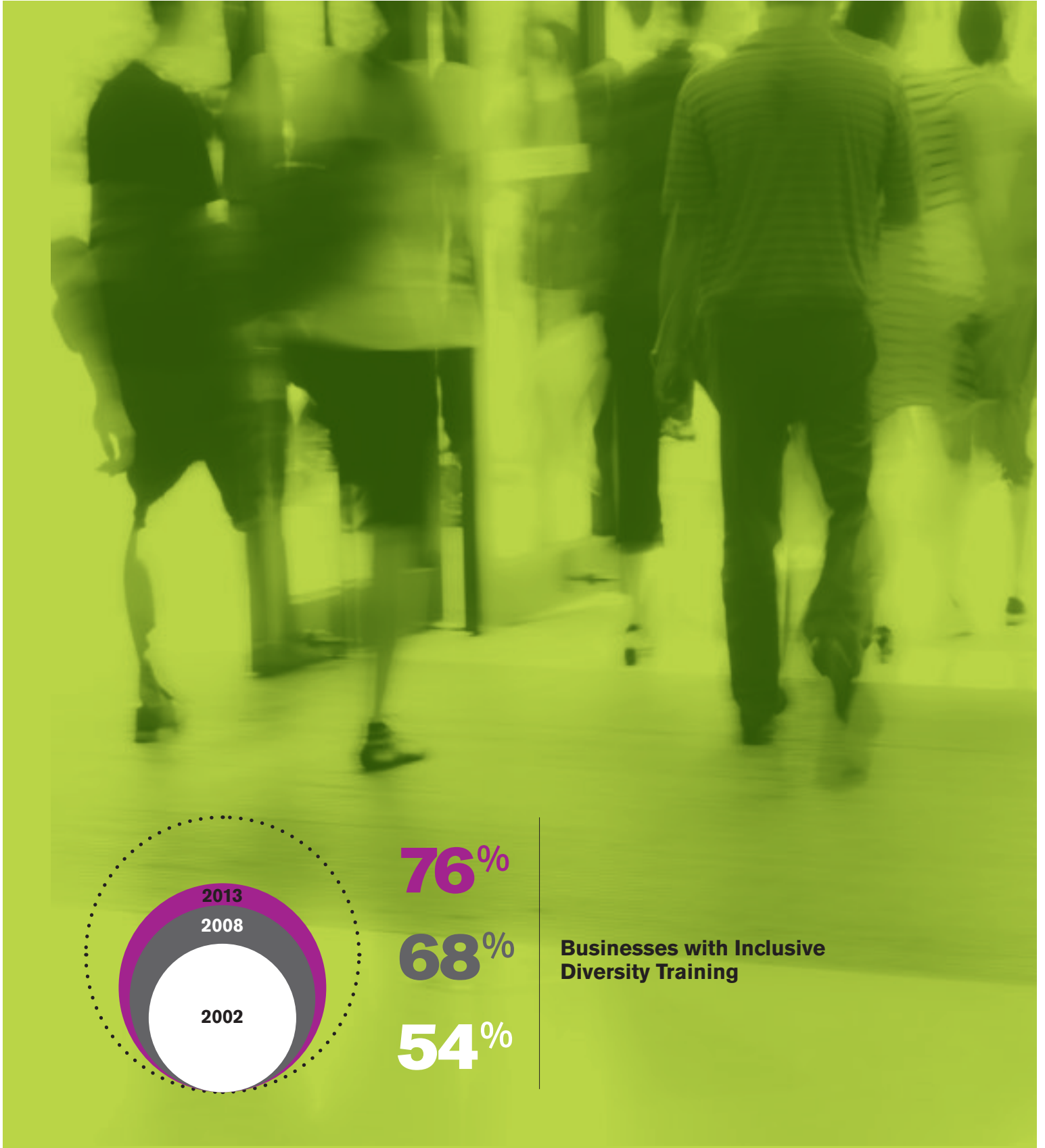
Diversity Training and Educational Programs

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

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

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





Findings **Organizational Competency in LGBT Inclusion**

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

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

Currently, 44 percent of CEI participants allow employees to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential Human Resource records.

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

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

**Senior Leadership
Metrics of Inclusion**

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

**Gender Transition
Guidelines**

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

A record 239 major employers submitted gender transition guidelines – the vast majority of which were adopted from the HRC Foundation's template guidelines (available at www.hrc.org/workplace).

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

44% of CEI-rated employers offer employees question options to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.

Findings Organizational Competency in LGBT Inclusion

Criterion 3b LGBT/Allies Employee Groups and Diversity Councils

83% of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues. Sixty-six percent of rated employers have employee groups, 77 percent have diversity councils and 60 percent of rated employers have both.

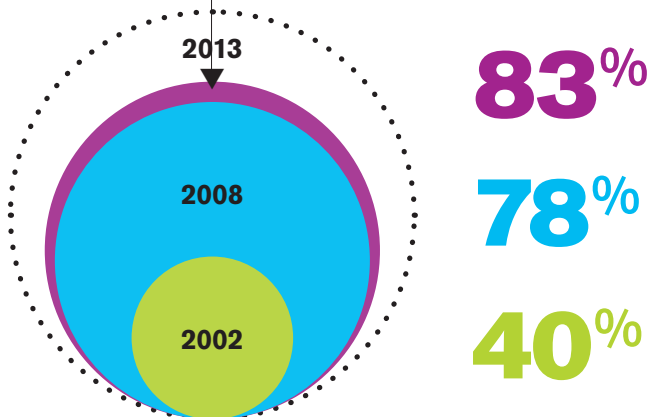
Many large employers have formally recognized employee resource groups (ERGs, also known as an employee network groups or affinity groups) for diverse populations of their workforce, including women, people of color, people of varied abilities and LGBT/Allies people. These groups' purpose is often two-fold:

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

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

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

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



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



The Role of Allies

Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join, as membership is not limited to those who are LGBT. Of those companies with an officially recognized LGBT employee group, 86 percent reported being expressly for LGBT and allied employees. ERGs have embraced allies as members of the full LGBT community, as allies bring their own unique voice and vantage point to workplace equality.

Executive Champions

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

A majority (54 percent) of executive champions identify as allies, while 35 percent reported being openly LGBT.



Public Commitment

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

80% of CEI-rated businesses report some form of public engagement with the LGBT community, through marketing, advertising and recruitment efforts, philanthropic contributions to LGBT organizations.

This 80 percent of participants represents at least three discreet engagement efforts per business. An additional ten percent of companies reported engaging the wider LGBT community through one or two efforts.

Promoting Business Growth Through Visibility - Respectful Advertising & Talent Recruiting

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

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

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

Supporting the Community - Philanthropy

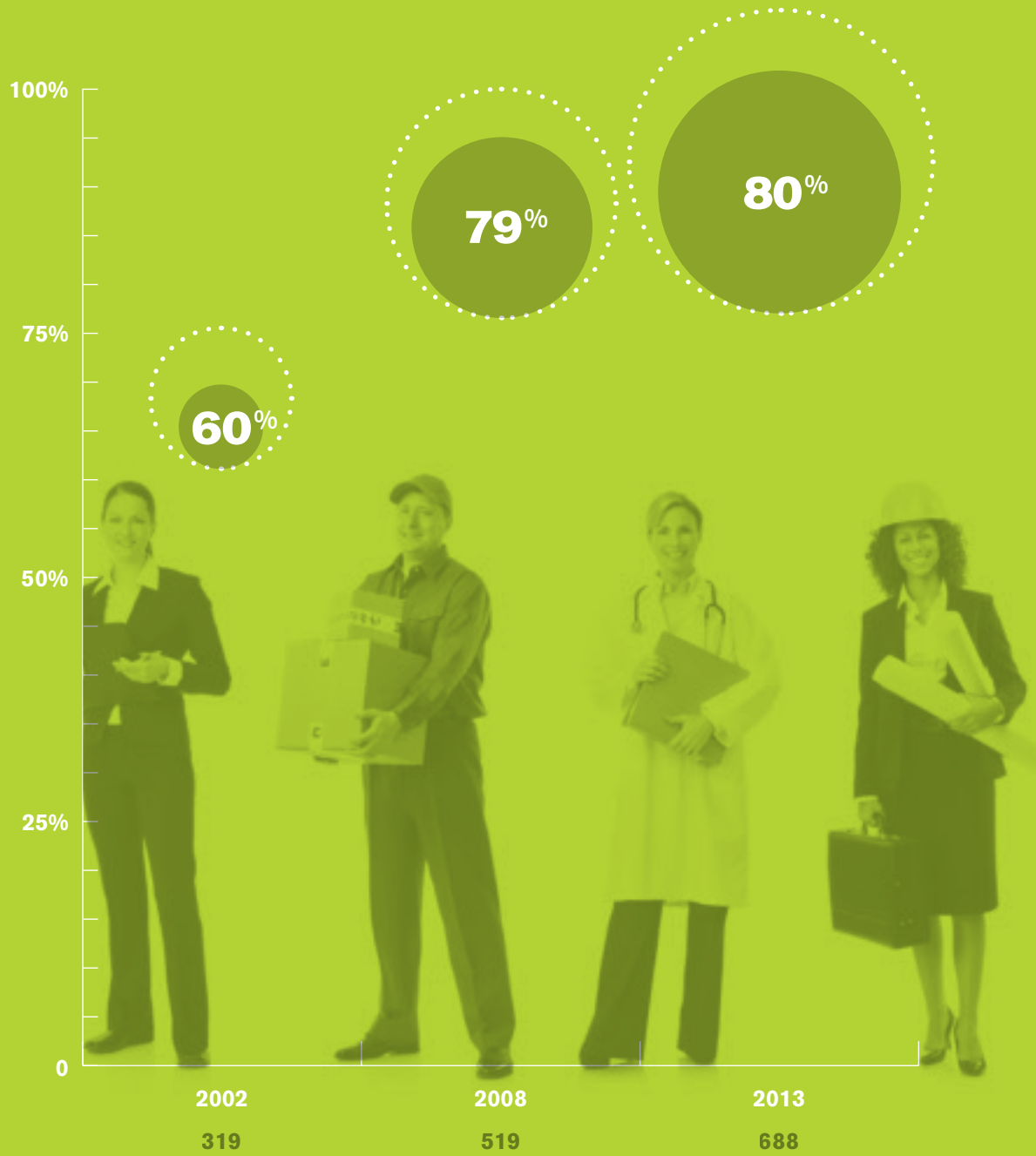
Corporate philanthropic activities ranging from financial support to in-kind donations of products or services can bolster a business's profile in the LGBT community. Corporate giving to organizations promoting LGBT health, education or political efforts further demonstrates this commitment to broader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

Business to Business: Leveraging Supply Chain Management for Equality

Supplier diversity programs ensure that the procurement process includes specific opportunities for minority-owned businesses, including women-owned, veteran-owned and, more recently, LGBT-owned businesses.

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

- Total Number of CEI Participants
- Percentage with a Demonstrated Public Commitment to the LGBT Community



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, 29 percent of this year's rated companies and law firms demonstrated their commitment to LGBT inclusion and now reap the benefits of working with businesses in the diverse communities in which they operate.

In another show of steadfast support for the LGBT community, 60 percent of CEI participants noted that they require suppliers to prohibit discrimination based on the protections in their own inclusive non-discrimination policy. A majority of businesses are responsibly engaging suppliers and vendors to ensure that their own standards for diversity and inclusion are upheld in all business-to-business operations. Requiring suppliers' adherence to established nondiscrimination policies provides an engagement opportunity for businesses that typically rely on other businesses for goods or services, rather than consumers, to demonstrate their overarching commitment to the LGBT community.

Companies Standing Up for Equality: A New Era of Business Support For Marriage

Since 2008's Prop 8 campaign for marriage equality, business support for efforts to legally recognize same-sex couples has skyrocketed – dozens of businesses signed on to amicus briefs challenging the Defense of Marriage Act and dozens more lent their corporate names and resources to the fights for marriage equality in the states.



Total F500 Businesses that Went on Record for State Marriage Laws and/ or in Amicus Briefs Challenging the Defense of Marriage Act

(F500 Rank Highlighted in Purple)

Other rankings include F1000 and AmLaw 200 top Law Firms

State Level Marriage Endorsements, 2011-2012 (Maine, Maryland, New York and Washington)

A|X Armani Exchange
Alcoa Inc. (123)
Amazon.com Inc. (78)
eBay Inc. (269)
EMC Corp. (152)
Expedia Inc. (617)
Google Inc. (92)
Group Health Cooperative

Massachusetts Mutual Life Insurance Co. (101)
McGraw-Hill Companies Inc., The (372)
Microsoft Corp. (38)
Nike Inc. (135)
Nixon Peabody LLP (64)
Nordstrom Inc. (254)

Ogilvy Group Inc., The
Recreational Equipment Inc.
Skadden, Arps, Slate, Meagher & Flom LLP (2)
Starbucks Corp. (229)
T-Mobile USA Inc.
Vulcan Inc.
Xerox Corp. (121)

Businesses that Opposed State Level Proposed Marriage Bans/ Constitutional Amendments, 2012 (Minnesota and North Carolina)

General Mills Inc. (166)
Mitchell Gold + Bob Williams Replacements, Ltd.
St. Jude Medical Inc. (436)

Leadership of the following Law Firms:

Faegre Baker Daniels LLP (merger of Faegre & Benson LLP and Baker & Daniels LLP in 2012)
Lindquist & Vennum PLLP
Robins, Kaplan, Miller & Ciresi LLP (149)

Joined Amicus Brief/s to U.S. Court of Appeals opposing the federal Defense of Marriage Act (DOMA)

Abt Associates Inc.
Aetna Inc. (77)
Arnold & Porter LLP (48)
Baker & McKenzie LLP (1)
Bank of New York Mellon Corp., The (165)
Biogen Idec Inc. (476)
Blue Cross and Blue Shield of Massachusetts, Inc.
Bright Horizons Family Solutions Inc.
Broadcom Corp. (343)
CBS Corp. (174)
Chubb Corp. (185)
Constellation Energy Group Inc. (172)
Diageo North America
eBay Inc. (269)
Edwards Wildman Palmer LLP (92)
Electronic Arts Inc. (571)

Exelon Corp. (141)
Foley Hoag LLP (164)
Gap Inc. (167)
Goulston & Storrs (192)
Goodwin Procter LLP (35)
Google Inc. (92)
Kimpton Hotel & Restaurant Group Inc.
Kramer, Levin, Naftalis & Frankel LLP (87)
Levi Strauss & Co. (496)
Massachusetts Mutual Life Insurance Co. (101)
McCarter & English LLP (127)
McGraw-Hill Companies Inc., The (372)
Microsoft Corp. (38)
National Grid USA

Nationwide (127)
New Balance Athletic Shoe Inc.
Nike Inc. (135)
Nixon Peabody LLP (64)
Ogilvy Group Inc., The
Ropes & Gray LLP (27)
Seyfarth Shaw LLP (62)
Starbucks Corp. (229)
State Street Corp. (253)
Stonyfield Farm Inc.
Sun Life Financial Inc. (U.S.)
Time Warner Cable Inc. (137)
Viacom Inc. (180)
Xerox Corp. (121)
Zipcar, Inc.
Zynga, Inc.

Going Global

LGBT Workplace Inclusion Abroad

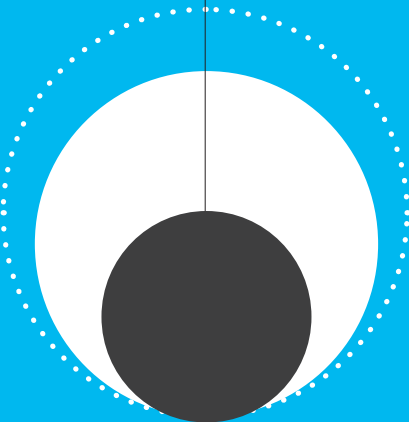
The majority of businesses surveyed in the CEI – 68 percent of rated employers – have operations outside of the United States. For the eighth year in a row, the CEI included questions on employers' levels of LGBT inclusion within their global operations.

Eighty-five percent of employers report that their non-discrimination policies apply across each of their global operations, and 52 percent have distinct global codes of conduct or employment standards that are inclusive of both sexual orientation and gender identity. While global policies or codes of conduct are important, individual human resources policies are often decentralized, making it critical that there be clear non-discrimination policies in every operating location.

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

A key sign of visible LGBT inclusion and an asset for many employers is the presence of an established LGBT employee resource group. Thirty-two percent of responding internal businesses report such established ERGs are in place overseas and an additional 46 percent report that employees around the globe are given an opportunity to join a resource group that may be based in another location but have online or other programming.

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



85% CEI-Rated Employers report that their non-discrimination policies apply across each of their global operations

52% CEI-Rated Employers have distinct global codes of conduct or employment standards that are inclusive of both sexual orientation and gender identity





Appendices

Appendix A

Employers With Ratings of 100 Percent

Corporate Equality Index Rating Criteria

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
3M Co.	St. Paul, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	97		
A.T. Kearney Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Abercrombie & Fitch Co.	New Albany, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	599		
Accenture Ltd.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Aetna Inc.	Hartford, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	77		
AIG	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	85	17		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		32	
Alcatel-Lucent	Murray Hill, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Alcoa Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	123		
Alston & Bird LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		47	
AMC Entertainment Inc.	Kansas City, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	765		
American Express Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	91		
Ameriprise Financial Inc.	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	246		
AMR Corp. (American Airlines)	Fort Worth, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	118		
Aon Corp.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	286		
Apple Inc.	Cupertino, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	35		
Arnold & Porter LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		48	
AT&T Inc.	Dallas, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	12		
Automatic Data Processing Inc.	Roseland, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	275		
Avon Products Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	226		
Bain & Co. Inc./ Bridgespan Group	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Baker & McKenzie LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		1	
Bank of America Corp.	Charlotte, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	9		
Bank of New York Mellon Corp., The	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	165		
Barclays	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Barnes & Noble Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	395		
Best Buy Co. Inc.	Richfield, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	47		
Bingham McCutchen LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		24	
BlackRock	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	75	282		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Blue Cross Blue Shield of Minnesota	Eagan, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
BMO Bankcorp Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
BNP Paribas	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	85			
Boehringer Ingelheim USA Corp.	Ridgefield, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90			
Booz Allen Hamilton Inc.	McLean, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	438		
Boston Consulting Group	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Bristol-Myers Squibb Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	131		
Broadridge Financial Solutions Inc.	Lake Success, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	802		
Brown Rudnick LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		151	
Brown-Forman Corp.	Louisville, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	754		
Bryan Cave LLP	Saint Louis, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		52	
CA Inc.	Islandia, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	80	504		
Cadwalader, Wickersham & Taft LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	85		66	
Caesars Entertainment Corp.	Las Vegas, NV	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	277		
Capital One Financial Corp.	McLean, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	134		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	19	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100		
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	159	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		162
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	491	
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		168
Choice Hotels International Inc.	Silver Spring, MD	●	●	●	●	●	●	●	●	●	●	100	100		
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	100	100	59	
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	100	185	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	90	122	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	62	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	14	
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		17
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	411	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	70	
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	80	66	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	●	100	100	350	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		45
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		81
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	100	186	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	100	90	332	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		36
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100			37
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100	100		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	100	100	41	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100			
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Dewey & LeBoeuf LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		22
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100		
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90		107
Digitas Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100			
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	3	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100		83
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	100	45	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	100	60		
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	327	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	269	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	90	378	
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		92
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	90	571	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	115	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	152	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Am Law 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	141	
Faegre & Benson LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100		112
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	20	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100		131
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	60		39
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	10	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		60
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	75	262	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	167	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	166	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	85	8	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100		15
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100		
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	54	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	92	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	90	117	
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	85		
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100		
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	11	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		133
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		5
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		
Hunton & Williams LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	90		43
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	591	
ING North America Insurance Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	18	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	355	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	597	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		72
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	40	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	13	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100		16
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	90		
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	85		63
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	199	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	90	417	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		6
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Kraft Foods Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	49	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85		87
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	496	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	100	90	512	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Limited Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	258	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		71
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	100	52	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	225	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	90	410	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90		12
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		28
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	158	
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	100	90	53	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	46	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	90	380	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	38	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		41
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100		95
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	80	234	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	864	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100		13
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	63	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		20
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	127	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	135	
Nixon Peabody LLP	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100		64
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	100	70		
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	254	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	537	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	75		
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	211	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90		29
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	96	
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		26
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	448	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		146
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100		23
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		30
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	95	43	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100		59
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	31	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	177	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		54
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	90	151	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	100	90	164	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	64	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	104	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100			
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	85		
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	100	100		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	149	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	466	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	27	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	100	90		
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	124	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	100	57	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	139	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	274	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	62	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	31	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	75	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	80	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	8	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	21	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	2	
SNR Denton US LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90	61	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	100			
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	85	
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	56	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	108	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	85		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	441	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	90	137	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100		
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	244	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	100	100	61	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	96	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	382	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	85	33	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100		
Teachers Insurance & Annuity Assn. - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	87	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	109	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	154	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	85	141	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	137	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	95	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion											2013 CEI Rating	2012 CEI Rating	Fortune 1000	Am Law 200		
		1a	1b	2a	2b	2c	3a	3b	4	5	15 points	15 points					15 points	10 points
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	119	
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		76
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	126	
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	114	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	44	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	22	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	20	16	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90		
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		46
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90	32	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	65	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	23	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	143	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		9
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		18
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		34
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90	552	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90	514	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	121	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	365	

Appendix B

Ratings and Criteria Breakdowns

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	97	
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	95			
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●	●	●	60	60	69	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	599	
AbitibiBowater Inc.	Greenville, SC	●	●	●	●	●	●	●	●	●	●	0	0	474	
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Acer Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	35	35		
Adecco North America LLC	Melville, NY	●	●	●	●	●	●	●	●	●	●	90	90		
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	90	90	556	
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●	●	●	●	●	●	●	●	●	0	30	387	
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	65	70	357	
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	90	85	353	
AEGON USA Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	20	20		
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75		771	
AES Corp., The	Arlington, VA	●	●	●	●	●	●	●	●	●	●	15	15	150	
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	77	
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●	30	30	125	
Agco	Duluth, GA	●	●	●	●	●	●	●	●	●	●	15	15	340	
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	90	75	419	
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	55	55		
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	17	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	90	80	271	
AK Steel Holding Corp.	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	383	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		32
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	90	554	
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	100		
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	123	
Allegheny Energy Inc.	Greensburg, PA	●	●	●	●	●	●	●	●	●	●	15	15	548	
Allergan Inc.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	15	15	457	
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	50	50	602	
Alliant Techsystems Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	50	35	472	
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	60	60		
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30	30		
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	85	85	89	
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	15	15	149	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100		47
Altria Group Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	15	15	154	
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	90	78	
AMC Entertainment Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	90	765	
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	85	60	313	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	95	80	671	
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	55	15	169	
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	91	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	55	55	358	
American Financial Group	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	0	0	489	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Amerigroup Corp.	Virginia Beach, VA	●											15	0	396	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	246	
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●								55	15	27	
Amgen Inc.	Thousand Oaks, CA	●	●	●	●						●		60	45	163	
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	100	100	118	
Anadarko Petroleum	The Woodlands, TX	●											15	15	223	
Andrews Kurth LLP	Houston, TX	●	●	●	●					●	●	●	90	90		104
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●					●	●	●	90	90		
Anixter International Inc.	Glenview, IL	●	●										30	30	414	
AOL	New York, NY	●	●	●	●	●					●	●	90		764	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	286	
Apache Corp.	Houston, TX	●	●										30	30	206	
Apollo Group Inc.	Phoenix, AZ	●											15		452	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	35	
Applied Materials Inc.	Santa Clara, CA	●	●	●	●					●	●	●	85	85	259	
Aramark Corp.	Philadelphia, PA	●	●	●	●					●	●	●	90	90	194	
Archer Daniels Midland Co.	Decatur, IL	●		●	●								35	35	39	
Arent Fox LLP	Washington, DC	●	●	●	●					●	●	●	85	85		125
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	90		48
Arrow Electronics	Melville, NY	●											15	15	140	
ArvinMeritor Inc.	Troy, MI	●											15	15	463	
Ashland Inc.	Covington, KY	●											15	15	272	
Assurant	New York, NY	●	●	●	●					●	●	●	85	80	285	
Astellas Pharma US, Inc.	Deerfield, IL	●		●	●					●	●	●	55	55		
AstraZeneca PLC	Wilmington, DE	●		●	●						●	●	50	60		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	100	100	12	
Atmos Energy Corp.	Dallas, TX	●	●										30	30	473	
Austin Radiological Assn.	Austin, TX	●		●	●						●		40	40		
Autoliv Inc.	Auburn Hills, MI	●											15	30	329	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	275	
AutoNation Inc.	Fort Lauderdale, FL	●											15	15	197	
Auto-Owners Insurance Group	Lansing, MI												0	0	425	
AutoZone Inc.	Memphis, TN	●											15	15	322	
Avaya Inc.	Basking Ridge, NJ	●	●	●	●	●	●			●	●	●	80	80	445	
Avery Dennison	Pasadena, CA	●											15	15	356	
Avis Budget Group Inc.	Parsippany, NJ	●	●		●						●	●	50	60	432	
Avnet Inc.	Phoenix, AZ	●		●	●						●	●	50	50	132	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	226	
AXA Equitable Life Insurance Company	New York, NY	●	●	●	●	●	●	●	●	●	●	●	95			
B J's Wholesale Club	Westborough, MA	●	●		●								35	15	221	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100		
Baker & Daniels LLP	Indianapolis, IN	●	●	●	●					●	●	●	90	90		160
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100		1
Baker Botts LLP	Houston, TX	●	●	●	●					●	●	●	90	90		48
Baker Hughes Inc.	Houston, TX	●											15	15	170	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●					●	●	●	85	85		116
Baldor Electric Co.	Fort Smith, AR	●			●								25	25		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Ball Corp.	Broomfield, CO	●		●	▶		●	▶	▶			55	40	300	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●		●	●	●	●		90	90		102
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●		100	100	9	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	165	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	395	
BASF Corp.	Florham Park, NJ	●	●	●	●		●	●	●	●		90	90		
Bausch & Lomb Inc.	Rochester, NY	●	●	●	▶			●	●	▶		75	85		
Baxter International Inc.	Deerfield, IL	●	●	●	▶				●	●		75	60	192	
Bayer Corp.	Pittsburgh, PA	●	●	●	●				●	●		80	90		
BB&T Corp.	Winston-Salem, NC	●	●	●	▶			●	▶	●		80	70	220	
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●									30	30	316	
Bed Bath & Beyond Inc.	Union, NJ	●	●									30	30	304	
Bemis Co. Inc.	Neenah, WI	●										15		462	
Berkshire Hathaway Inc.	Omaha, NE											0	15	7	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●		100	100	47	
Big Lots	Columbus, OH	●										15	15	453	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100		24
Biogen Idec Inc	Weston, MA	●	●	●	▶			●	●	●		85	15	476	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●		100	75	282	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●		100	100		
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●		▶	●	●	●	●	●		80			
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●		100	100		
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●		●	●			●	●		75	60		
BMC Software Inc.	Houston, TX	●	●	●	●				●	●		80	80	899	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●		100	85		
Bob Evans Farms Inc.	Columbus, OH	●	●	●	▶			●	●	▶		75	15	962	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●		100	90		
Boeing Co.	Chicago, IL	●	●	●	▶			●	●	●		85	85	36	
Bon-Ton Stores, Inc.	York, PA	●	●	●	●			●	●	●		90	90	660	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	438	
BorgWarner Inc.	Auburn Hills, MI	●	●									30	30	403	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●		100	100		
Boston Scientific Corp.	Natick, MA	●		●	●				●	●		65	65	305	
BP America Inc.	Houston, TX	●	●	●	●			●	●	●		90	85		
Bracewell & Giuliani	Houston, TX	●			●			●	●	●		60	60		97
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		▶			●	●	●		70	70		
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●			●	●	●		90	90		
Brightpoint, Inc	Indianapolis, IN	●			▶				▶	▶		30	15	582	
Brinker International Inc.	Dallas, TX	●	●	●	▶				●			60	60	631	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	131	
Broadcom Corp.	Irvine, CA	●			▶							20	15	343	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●		100	90	802	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100		151
Brown Shoe Company, Inc.	St. Louis, MO	●			▶				●	▶		35	45	747	
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	754	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100		52
Burger King Corp.	Miami, FL	●		●	▶					▶	●	55	55	748	
Burlington Coat Factory Warehouse Corp.	Burlington, NJ	●	●	●	●					▶		60	15	568	
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●									▶	20	20		
C&S Wholesale Grocers Inc.	Keene, NH	●		●								30	30		
C. H. Robinson Worldwide	Eden Prairie, MN	●										15	15	265	
CA Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	●	100	80	504	
Cablevision Systems Corp.	Bethpage, NY	●										15	15	321	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	66	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	277	
Calpine Corp.	Houston, TX	●		●	▶					▶		40	40	349	
Cameron International Corp.	Houston, TX											0	0	375	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●				●	●	90	100	312	
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	▶				●	●		70	70		
Capgemini U.S. LLC	New York, NY	●	●	●	●				●	●	●	90	50		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	134	
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	19	
CareFusion Corp.	San Diego, CA	●	●	●	●	●				●	●	90	90	524	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100		
Carlson Companies Inc.	Minnetonka, MN	●	●	●	▶				●	●	●	85	85		
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	159	
CarMax Inc.	Richmond, VA	●	●	●	▶				●	●	●	85	85	311	
Caterpillar Inc.	Peoria, IL	●	●		▶				●	●	●	70	70	58	
CBRE, Inc.	Los Angeles, CA	●	●	●	▶				●	●	●	85	85	440	
CBS Corp.	New York, NY	●	●	●					●	●	●	90	90	174	
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●					▶	●	75	75	391	
CDW Corp.	Vernon Hills, IL	●	●	●	●				●	●	●	90	90		
Celanese Corp.	Dallas, TX	●										15	15	388	
Centene Corp.	St. Louis, MO	●										0	0	493	
CenterPoint Energy Inc.	Houston, TX	●										15	15	279	
CenturyLink Inc.	Monroe, LA	●		●	▶					●	▶	50	50	334	
Cerner Corp.	Kansas City, MO	●	●	●	▶				●	▶	▶	70	70	923	
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	▶				●	●	●	85	85	422	
Chadbourne & Parke LLP	New York, NY	●	●	●	●				●	●	●	90	90	88	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	▶					▶		40	40		
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	162	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	491	
Charter Communications	St. Louis, MO	●										15	15	333	
Chesapeake Energy Corp.	Oklahoma City, OK	●										15	15	263	
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3	
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●					▶	●	75	75	928	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	168	
Choice Hotels International Inc.	Silver Spring, MD	●	●	●	●	●	●	●	●	●	●	100	100		
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	100	100	59	
CHS Inc.	Inver Grove Heights, MN	●										0	0	103	
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	100	185	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	90	122	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	62	
CIT Group Inc.	New York, NY	●										15	15	364	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	14	
Classified Ventures LLC	Chicago, IL	●	●	●	●					●	●	90	80		
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	17	
Cleveland-Cliffs Inc.	Cleveland, OH	●	●									30		477	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	411	
CMS Energy Services	Jackson, MI	●							●	●	●	35	15	360	
CNA Insurance	Chicago, IL	●	●	●	●				●	●	●	85	85		
Coach Inc.	New York, NY	●	●	●	●					●	●	75	15	579	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	70	
Cognizant Technology Solutions Corp.	Teaneck, NJ	●										15		484	
Colgate-Palmolive Co.	New York, NY	●	●	●	●				●	●	●	85	85	160	
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	80	66	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	95	95	721	
Commercial Metals	Irving, TX	●	●									30	0	361	
Community Health Systems Inc.	Franklin, TN	●	●									30	30	190	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●		●	●					●	●	55	55		
Compass Group USA Inc.	Charlotte, NC	●		●	●					●	●	50	35		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●				●	●	●	85	85	155	
Compuware Corp.	Detroit, MI	●	●	●	●					●	●	60	70		
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	95	75	200	
ConocoPhillips	Houston, TX	●		●	●				●	●	●	55	55	4	
Consol Energy, Inc.	Canonsburg, PA	●										15	15	428	
Consolidated Edison Co.	New York, NY	●	●	●	●				●	●	●	90	90	184	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●				●	●	●	90	90	172	
Convergys Corp.	Cincinnati, OH	●			●					●	●	35	45	794	
Con-way Inc.	Ann Arbor, MI	●	●									30	15	454	
Cooper Tire & Rubber Co.	Findlay, OH		●		●						●	25	25	615	
Corbis Corp.	Seattle, WA	●	●	●	●							50	50		
CoreLogic	Santa Ana, CA	●	●	●	●				●	●	●	90	90	919	
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	412	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	●	100	100	350	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●				●	●	●	90	90	28	
Coventry Health Care	Bethesda, MD	●										15	15	212	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	45	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●				●	●	●	90	90		
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●					●	●	35	35	768	
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●				●	●	●	90			
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●				●	●	●	90	90	44	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	81	
Crown Holdings	Philadelphia, PA	●										15	15	301	
CSX Corp.	Jacksonville, FL	●	●	●	●				●	●	●	85	85	230	
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	100	186	
CUNA Mutual Insurance Group	Madison, WI	●			●					●	●	30	30	683	

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
CVS Caremark Corp.	Woonsocket, RI	●	●	●	⋈					●			60	75	21	
Dana Holding Corp.	Maumee, OH	●		●	⋈					⋈	⋈		45	15	376	
Danaher Corp.	Washington, DC	●	●	●	⋈								50	15	187	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●		100	90	332	
Davis Polk & Wardwell LLP	New York, NY	●	●		●			●	●	●	●		75	90		25
Davis Wright Tremaine LLP	Seattle, WA	●	●		●	●	●	●	●	●	●		85	85		106
DaVita Inc.	Denver, CO	●											15	15	359	
Dean Foods Co.	Dallas, TX	●		●	⋈					⋈			40	40	203	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●		100	100		36
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●		100			37
Deere & Co.	Moline, IL	●		●	●					●	●		65	60	98	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●		100	100		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●		100	100	41	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●		100	100		
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●			●	●	●	●		90	90	88	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●		100			
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●		100	100		
Devon Energy Corp.	Oklahoma City, OK	●	●								⋈		30	30	231	
Dewey & LeBoeuf LLP	New York, NY	●	●	●	●	●	●	●	●	●	●		100	100		22
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●		100	100		
Dick's Sporting Goods Inc.	Coraopolis, PA	●											15	15	464	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●		100	90		107
Digitas Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●		100			
Dillard's Inc.	Little Rock, AR	●	●										30	30	370	
DIRECTV	El Segundo, CA	●	●	●	⋈	●	●	●	●	●	●		95	75	110	
Discover Financial Services	Riverwoods, IL	●	●		⋈					⋈	⋈		45	45	291	
DISH Network Corp.	Englewood, CO												0	0	193	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●		100	100		3
Dole Food Co. Inc.	Westlake Village, CA	●		●									30	30	341	
Dollar General Corp.	Goodlettsville, TN	●	●		⋈					●			45	0	188	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	⋈			●	⋈	⋈			70	80		
Dollar Tree Stores Inc.	Chesapeake, VA	●	●										30	30	390	
Dominion Resources Inc.	Richmond, VA	●	●	●	⋈			●	●	●			85	85	162	
Domino's Pizza Inc.	Ann Arbor, MI	●			⋈					●	⋈		35	35		
Domtar Corp.	Fort Mill, SC	●											15	15	394	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●		100	100		83
Dover Corp.	Downers Grove, IL	●											15	0	331	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●		100	100	45	
DR Horton Inc.	Fort Worth, TX												0	30	499	
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●						●		70	60	404	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●			●	●	●	●		90	90		73
DTE Energy Co.	Detroit, MI	●			⋈					●	⋈		35	45	283	
Duane Morris LLP	Philadelphia, PA	●	●	●	⋈			●	●	●	●		85	85		67
Duke Energy Corp.	Charlotte, NC	●	●	●	●			●	●	●	●		90	70	173	
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●									30	30	980	
Dykema Gossett PLLC	Detroit, MI	●	●	●	⋈	●	●	●	●	●	●		95	70		145
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●		100	60		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
E*TRADE Financial Corp.	New York, NY	●	●	●	⋈				⋈				55	60	773	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	⋈	●	●	●	●	●			95	100	84	
EarthLink Inc.	Atlanta, GA	●	●	●	⋈				⋈				55	55		
Eastman Chemical Co.	Kingsport, TN	●											15	15	348	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●		100	100	327	
Eaton Corp.	Cleveland, OH	●											15	15	178	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●		100	100	269	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●		100	90	378	
Edison International	Rosemead, CA	●	●										30	30	198	
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●		100	100		92
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●		100	90	571	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●		100	100	115	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●		100	100	152	
EMCOR Group Inc	Norwalk, CT	●											15	15	439	
Emerson Electric Co.	St. Louis, MO	●							●		●		40	40	120	
Enbridge Energy Partners	Houston, TX	●											15	15	309	
Energy Future Holdings Corp	Dallas, TX	●											15	15	292	
Energy Transfer Partners, L.P.	Dallas, TX	●											0	0	351	
Entergy Corp.	New Orleans, LA	●	●	●	●				●	●	●		90	90	213	
Enterprise Holdings Inc.	St. Louis, MO	●		●	●					●	●		65	50		
Enterprise Products Partners LP	Houston, TX	●											15	15	80	
EOG Resources	Houston, TX	●											15	15	377	
Epstein Becker & Green PC	New York, NY	●	●	●	●				●	●	●		90	90		156
Erie Insurance Group	Erie, PA	●	●										30	30	461	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●		100	100		
Estée Lauder Companies Inc., The	New York, NY	●	●	●	⋈				●	●	●		85	75	307	
Esurance Inc.	San Francisco, CA	●	●	●	●				●	⋈	●		85	90		
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●				●	●	●		90	90		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●		100	100	141	
Expedia Inc.	Bellevue, WA	●	●	●	●					●	●		80	80	617	
Expeditors International of Washington, Inc.	Seattle, WA	●											15	15	384	
Express Scripts Inc.	St. Louis, MO	●	●										30	30	55	
Exxon Mobil Corp.	Irving, TX											●	-25	-25	2	
Faegre & Benson LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●		100	100		112
Family Dollar Stores	Matthews, NC	●	●										30	30	302	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●		100	100	20	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●					●	●		80	80	5	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●					●	●		80	70		
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●					●	●		80			
FedEx Corp.	Memphis, TN	●	●	●	⋈				●	●	●		85	75	73	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●		100	100		131
Fidelity National Financial Corp.	Jacksonville, FL	●	●										30	30	398	
Fidelity National Information Services Inc.	Jacksonville, FL	●											15		426	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	⋈				●	●	●		85	70	326	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●				●	●	●		90	65		
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●				●	●	●		90	90		84
First Data Corp.	Atlanta, GA	●			⋈						●		30	15	236	

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
First Horizon National Corp.	Memphis, TN	●	●	●	▶		●	●	●			85	85	927	
FirstEnergy Corp.	Akron, OH											0	15	183	
Fish & Richardson PC	Boston, MA	●	●	●	●			●	●	●		90	90	70	
Fluor Corp	Irving, TX	●		●	▶					●	▶	50	0	124	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	60	39	
Foley Hoag LLP	Boston, MA	●	●	●	▶	●	●	●	●	●	●	95	85	164	
Foot Locker Inc.	New York, NY	●										15	15	446	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	10	
Fortune Brands Inc.	Deerfield, IL	●										15	15	352	
Franklin Resources Inc.	San Mateo, CA	●		●	●							40	40	393	
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ											0	0	136	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●					●	●	80	80		
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	60	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●			●	●	●	●	90	90	147	
Fulbright & Jaworski LLP	Houston, TX	●	●	●	●			●	●	●	●	90	90	40	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●			●	●	●	●	90	90		
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	75	262	
Gannett Co. Inc.	McLean, VA	●		●	▶					●		45	45	415	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	167	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	▶					▶	●	70	70		
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100		
General Cable Corp.	Highland Heights, KY	●										15	15	465	
General Dynamics Corp.	Falls Church, VA	●	●	●	▶			●	●	●		85	85	86	
General Electric Co.	Fairfield, CT	●	●	●	▶					●	●	75	60	6	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	166	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	85	8	
Genuine Parts Co.	Atlanta, GA	●										15	15	215	
Genworth Financial Inc.	Richmond, VA	●	●	●	●					▶	▶	65	30	243	
Genzyme Corp.	Cambridge, MA	●										15	15	487	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	15	
Gilead Sciences Inc	Foster City, CA											0	0	299	
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100		
Global Partners	Waltham, MA											0	0	306	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	54	
Goodrich Corp.	Charlotte, NC											0	0	337	
Goodwin Procter LLP	Boston, MA	●	●	●	●			●	●	●	●	90	85	35	
Goodyear Tire & Rubber Co.	Akron, OH	●										15	15	139	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	92	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●			●	●	●	●	90	90	155	
Goulston & Storrs	Boston, MA	●	●	●	●					●	●	80	80	192	
Grant Thornton LLP	Chicago, IL	●	●	●	●			●	●	●	●	90	65		
Graybar Electric Company, Inc.	St. Louis, MO	●										15	15	480	
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ											0	0	278	
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●	●	●	●	▶	●		95	15		
Greenberg Traurig LLP	New York, NY	●	●	●	▶			●	●	●		85	85	10	
Group 1 Automotive	Houston, TX	●										15	15	413	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100		

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Group Health Permanente	Seattle, WA	●	●	●	▶	●	●	●	●	●		95	90		
Guardian Life Insurance Co. of America, The	New York, NY	●		●	▶							35	35	245	
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●							55	15		
H&R Block Inc.	Kansas City, MO	●		●	▶							35	50	550	
H.E. Butt Grocery Co.	San Antonio, TX	●		●						●		40	40		
H.J. Heinz Co.	Pittsburgh, PA	●		●	●					▶	●	60	65	232	
Hachette Book Group	New York, NY	●	●	●	●					▶	●	75			
Hain Celestial Group Inc.	Melville, NY	●	●	●	●			●	●	●		90	65		
Halliburton Co.	Houston, TX	●										15	15	144	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●			●	●	●	●	90	90		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●						▶	60	60	505	
Hanover Direct Inc.	Weehawken, NJ	●	●	●	▶					▶	●	70	70		
Harley-Davidson Inc.	Milwaukee, WI	●										15	15	458	
Harris Corp.	Melbourne, FL	●	●		●			●	●	●	▶	65	30	429	
Harris Interactive Inc.	New York, NY	●	●	●	▶					▶	●	70	70		
Harris Teeter Supermarkets Inc.	Charlotte, NC											0		498	
Harry & David Holdings Inc.	Medford, OR	●	●	●	▶					▶	●	70	70		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	90	117	
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	85		
Hasbro Inc.	Pawtucket, RI	●								●		25	25	538	
Haynes and Boone LLP	Dallas, TX	●	●	●	▶			●	●	●		85	85		93
HCA - Hospital Corporation of America	Nashville, TN	●	●									30	15	90	
Health Care Service Corp.	Chicago, IL	●	●	●	▶			●	●	●		85	85		
Health Management Associates Inc.	Naples, FL	●	●									30	0	435	
Health Net Inc.	Woodland Hills, CA	●	●	●	▶			●	▶	●		80	80	179	
Henry Schein	Melville, NY	●										15	15	317	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100		
Herrick Feinstein LLP	New York, NY	●	●	●	▶			●	●	●	▶	75	75		182
Hershey Co., The	Hershey, PA	●	●	●	▶			●	●	●		85	85	402	
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	▶					●		65	65	315	
Hess Corp.	New York, NY	●										15	15	74	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	11	
Hillshire Brands Co.	Downers Grove, IL	●	●	●	▶			●	●	●		85	85	191	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●			●	●	●		90	60		
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	133	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	5	
Holland & Hart LLP	Denver, CO	●	●	●	▶					●	●	75	75	135	
Holland & Knight LLP	Tampa, FL	●	●	●	●			●	●	●		90	90	50	
HollyFrontier Corp.	Dallas, TX	●										0	0	289	
Holme Roberts & Owen LLP	Denver, CO	●		●	▶					●		45	45	190	
Home Depot Inc., The	Atlanta, GA	●	●	●	▶					●	●	75	75	30	
Honeywell International Inc.	Morris Township, NJ	●	●	●	▶			●	●	●		85	85	81	
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●			●	●	▶		80			
Hormel Foods Corp.	Austin, MN	●	●		▶			●	●	▶		60	60	325	
Hospira Inc.	Lake Forest, IL	●	●	●	▶					●	●	75	75	544	
Host Hotels & Resorts Inc.	Bethesda, MD			●								15	30	494	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●					▶	●	75	25		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			▶						▶		25	25		
Howrey LLP	Washington, DC	●	●	●	▶			●	●	●	●	●	85	85	108	
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90		
Humana Inc.	Louisville, KY	●	●	●	●			●	●	●	●	●	90	90	79	
Huntington Bancshares Inc.	Columbus, OH	●		●	▶					●	▶		50	60	632	
Hunton & Williams LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	100	90	43	
Huntsman Corp.	Salt Lake City, UT	●	●		▶						▶		40	0	264	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●			●	●	●	●	●	90	90		
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●			●	●	●	●	●	90	90	98	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	591	
Icahn Enterprises LP	New York, NY												0	0	270	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	▶						▶	▶	60	60	156	
Imation Corp.	Oakdale, MN	●	●	●	▶						▶	●	70	70		
ING North America Insurance Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100		
Ingram Micro	Santa Ana, CA	●	●		●			●	●	●	●	●	75	60	75	
Insight Enterprises, Inc.	Tempe, AZ												0	0	471	
Integrus Energy Group Inc.	Chicago, IL	●	●										30	30	430	
Intel Corp.	Santa Clara, CA	●	●	●	▶	●	●	●	●	●	●	●	95	95	56	
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●			●	●	●	●	●	90	65		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	18	
International Paper Co.	Memphis, TN	●	●	●	▶					●	●	●	45	45	105	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	85	355	
INTL FCStone Inc.	New York, NY												0	0	51	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	597	
ITT Corp.	White Plains, NY	●	●	●	▶					●	●	●	75	75	217	
J. M. Smucker Co.	Orrville, OH												0	0	482	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	▶	●	●	●	●	●	●	●	95	85	146	
Jabil Circuit Inc.	St. Petersburg, FL	●											15	15	182	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	▶								50	50	250	
Jarden Corp.	Rye, NY	●	●	●	▶						▶	●	70	30	379	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	72	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●			●	●	●	●	●	90	90	560	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●					●	●	●	80	80		
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	40	
Johnson Controls Inc.	Milwaukee, WI	●	●										30	30	76	
Jones Group, The	New York, NY	●	●	●	▶						▶	●	70	70	574	
Jones Lang LaSalle	Chicago, IL	●	●	●	●						●	●	80	680		
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	13	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	16	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	●	100	90		
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	85	63	
Kaye Scholer LLP	New York, NY	●	●	●	●			●	●	●	●	●	90	90	65	
KB Home	Los Angeles, CA	●	●	●	▶								50	50		
KBR Inc.	Houston, TX												0	0	242	
Keane Inc.	Boston, MA	●									●		25	25		
Kelley Drye & Warren LLP	New York, NY	●	●	●	●			●	●	●	●	●	90	90	132	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	●	100	100	199	

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Kelly Services Inc.	Troy, MI	●	●										30	30	455	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●				●	●	●		90	90		
KeyCorp	Cleveland, OH	●	●	●	●	●		●	●	●	●		100	90	417	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●				●	●	●		90	90		114
Kimberly-Clark Corp.	Irving, TX	●	●	●	●				●	●	●		90	90	130	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●		●	●	●	●		100	100		
Kinder Morgan Inc.	Houston, TX	●											15	15	294	
King & Spalding LLP	Atlanta, GA	●	●	●	●				●	●	●		90	90		33
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●		●	●	●	●		100	100		6
KKR & Co. LP	New York, NY	●											15		256	
KLA-Tencor Corp.	Milpitas, CA	●		●							●		35	35	934	
Kohl's Corp.	Menomonee Falls, WI	●											15	15	142	
KPMG LLP	New York, NY	●	●	●	●	●		●	●	●	●		100	100		
Kraft Foods Inc.	Northfield, IL	●	●	●	●	●		●	●	●	●		100	100	49	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●		●	●	●	●		100	85		87
Kroger Co., The	Cincinnati, OH	●	●	●	●	●			●	●	●		85	85	25	
Kutak Rock LLP	Omaha, NE	●	●	●	●				●	●	●		90	90		148
L.L. Bean Inc.	Freeport, ME	●	●	●	●	●			●	●	●		65	65		
L-3 Communications Holdings	New York, NY	●	●										30	15	159	
Laboratory Corporation of America Holdings	Burlington, NC	●											15	15	447	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●					●	●		80	45	959	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●				●	●	●		90	90	218	
Las Vegas Sands Corp.	Las Vegas, NV												0	0	342	
Latham & Watkins LLP	New York, NY	●	●	●	●				●	●	●		90	85		4
Lear Corp.	Southfield, MI	●											15	0	207	
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●			●	●	●		90			
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●		●	●	●	●		100	100	496	
LexisNexis Group	Miamisburg, OH	●	●	●	●				●	●	●		90	90		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●		●	●	●	●		100	90	512	
Liberty Global Inc.	Englewood, CO	●											15	0	255	
Liberty Interactive Corp.	Englewood, CO												0	0	224	
Liberty Mutual Group	Boston, MA												0	0	82	
Limited Brands Inc.	Columbus, OH	●	●	●	●	●		●	●	●	●		100	100	258	
Lincoln National Corp.	Radnor, PA	●	●	●	●	●			●	●	●		85	60	235	
Lindquist & Vennum PLLP	Minneapolis, MN	●		●	●	●				●	●		70	60		
Little Mendelson PC	San Francisco, CA	●	●	●	●	●		●	●	●	●		100	100		71
Live Nation Inc.	Beverly Hills, CA	●	●	●	●						●		70	70	444	
Liz Claiborne Inc.	New York, NY	●	●	●	●	●			●	●	●		85	85	734	
Locke Lord Bissell & Liddell LLP	Houston, TX	●		●	●	●				●			45	45		68
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●		●	●	●	●		100	100	52	
Loeb & Loeb LLP	Los Angeles, CA	●	●	●	●	●				●	●		75			117
Loews Corp.	New York, NY	●		●	●	●							35	35	168	
Lowe's Companies Inc.	Mooresville, NC	●											15	15	50	
Lubrizol Corporation	Wickliffe, OH	●											15	15	423	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		●	●			●	●	●		70	70		194
M&T Bank Corp.	Buffalo, NY	●	●		●	●			●	●	●		70	15	553	
Macy's Inc.	Cincinnati, OH	●	●	●	●				●	●	●		90	90	107	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●		●	●	●	●		90	90		111
ManpowerGroup	Milwaukee, WI	●		●	▶				●	●		60	50	138	
Marathon Oil Corp.	Houston, TX	●										15	15	29	
Marriott International Inc.	Bethesda, MD	●	●	●	●			●	●	●		90	90	210	
Mars Inc.	Mt. Olive, NJ	●	●	●	▶					▶	▶	60	55		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	225	
Masco Corp.	Taylor, MI	●										15	15	314	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●			●	●	●		90	90	101	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	90	410	
Mattel Inc.	El Segundo, CA	●	●	●	▶			●	●	●		85	75	392	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	90		12
Mayo Clinic	Rochester, MN	●		●	▶			●	●	●		70	70		
McAfee Inc.	Santa Clara, CA	●			▶					▶		25	25	853	
McCarter & English LLP	Newark, NJ	●	●	●	●			●	●	●		90	90		127
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		28
McDonald's Corp.	Oak Brook, IL	●		●	●			●	●	●		75	75	111	
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●			●	●	●		90	90	372	
McGuireWoods LLP	Richmond, VA	●	●	●	▶			●	●	●		85	85		54
McKenna, Long & Aldridge LLP	Washington, DC	●	●	●	●				●	●		80	80		100
McKesson Corp.	San Francisco, CA	●	●	●	▶				●	●		75	60	15	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100		
MeadWestvaco Corp.	Richmond, VA	●		●	▶				●	▶		50	50	373	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	158	
Meijer Inc.	Grand Rapids, MI	●			▶					▶		25	25		
Men's Wearhouse Inc., The	Houston, TX	●	●									30	30	843	
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●		100	90	53	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	46	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	90	380	
Micron Technology Inc.	Boise, ID	●										15	15	287	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●		100	100	38	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	90		41
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●		100	100		95
Mirant Corp.	Atlanta, GA	●		●								30	30		
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●		100	100		
Mohawk Industries Inc.	Calhoun, GA			●	▶							20	20	427	
Momentive Specialty Chemicals Inc.	Columbus, OH	●										15	0	433	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	80	234	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	864	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	▶				●	▶		65	55		152
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100		13
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●		100	100	63	
Morningstar Inc.	Chicago, IL	●	●	●	●			●	●	●		90	90		
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100		20
Mosaic Company	Plymouth, MN	●	●	●	▶				▶	●		70	30	346	
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●			●	●	●		90	90	116	
MSLGROUP Americas	New York, NY	●	●	●	▶	●	●	●	●	●		95			

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●		▶				●	●		60	60		140
Murphy Oil	El Dorado, AR	●										15	15	113	
Mutual of Omaha Insurance	Omaha, NE	●		●	▶					●	●	60	60	399	
Mylan Laboratories Inc.	Canonsburg, PA											0	0	418	
Nash Finch	Minneapolis, MN	●	●									30	15	449	
National Grid USA	Brooklyn, NY	●	●	●	●				●	●	●	90	90		
National Oilwell Varco, Inc.	Houston, TX	●										15	15	202	
Nationwide	Columbus, OH	●	●	●	●	●		●	●	●	●	100	100	127	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●		●	●	●	●	100	100		
Navistar International Corp.	Warrenville, IL	●	●							●		40	10	204	
NCR Corp.	Duluth, GA	●	●	●	●	●				●	●	90	80	469	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	▶					●	●	60	60	128	
Nestlé Purina PetCare Co.	St. Louis, MO	●			▶					●	●	45	45		
NetApp Inc.	Sunnyvale, CA	●	●	●	●				●	●	●	90	90	541	
New York Life Insurance Co.	New York, NY	●	●	●	▶				●	●	●	85	85	71	
New York Times Co.	New York, NY	●	●	●	●				●	●	●	90	90	774	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	▶				●	●	●	85	90	397	
Newmont Mining Corporation	Greenwood Village, CO	●										15	15	260	
News Corp.	New York, NY	●										15	15	83	
NextEra Energy Inc.	Juno Beach, FL	●	●		▶				●	●	●	70	15	161	
Nielsen Co., The	New York City, NY	●	●	●	●				●	●	●	90	90		
NII Holdings	Reston, VA											0	0	406	
Nike Inc.	Beaverton, OR	●	●	●	●	●		●	●	●	●	100	100	135	
NiSource Inc.	Merrillville, IN	●										15	15	362	
Nissan North America Inc.	Franklin, TN	●	●	●	▶					●	●	75	30		
Nixon Peabody LLP	Rochester, NY	●	●	●	●	●		●	●	●	●	100	100	64	
Nokia Corp.	Irving, TX	●	●	●	●	●		●	●	●	●	100	70		
Nordstrom Inc.	Seattle, WA	●	●	●	●	●		●	●	●	●	100	100	254	
Norfolk Southern Corp.	Norfolk, VA	●		●	●					▶	▶	50	50	261	
Nortel Networks Corp.	Richardson, TX	●		●	▶					●	▶	50	60		
Northeast Utilities	Berlin, CT	●			▶					●		30	30	459	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●		●	●	●	●	100	100	537	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	▶	●		●	●	●	●	95	75	72	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●				●	●	●	90	50	112	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●		●	●	●	●	100	75		
NRG Energy Inc.	Princeton, NJ	●		●	●							40	15	276	
Nucor Corp.	Charlotte, NC											0	0	157	
NuStar Energy LP	San Antonio, TX	●										15	0	497	
NV Energy Inc.	Las Vegas, NV	●	●		▶				●	●	●	70	70	621	
NYSE Euronext Inc.	New York, NY	●			▶					●	●	45	15	495	
Occidental Petroleum	Los Angeles, CA	●	●									30	30	129	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●		●	●	●	●	100	100	211	
OfficeMax Inc.	Naperville, IL	●	●	●	●				●	●	●	90	85	330	
Ogilvy Group Inc., The	New York, NY	●	●	●	●				●	●	●	90			
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●		●	●	●	●	100	90	29	
Omnicare	Covington, KY	●										15	0	371	
Omnicom Group	New York, NY	●	●		●					●	●	65	65	195	

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
ONEOK Inc	Tulsa, OK	●	●										30	15	189	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	96	
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100		
O'Reilly Automotive Inc.	Springfield, MO												0	0	424	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100		26
Oshkosh Corp.	Oshkosh, WI	●											15	15	252	
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●						●		70	15		
Owens & Minor Inc.	Mechanicsville, VA	●			●						●		35	25	295	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	448	
Owens-Illinois Inc.	Perrysburg, OH	●											15	15	345	
Paccar Inc.	Bellevue, WA	●											15	15	238	
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●						●	●	80	80	405	
PacificCorp	Portland, OR	●	●	●	●				●	●	●	●	80	80		
Palm Management Corp.	Washington, DC	●		●	●				●	●	●	●	65	65		
Pantry Inc., The	Cary, NC	●	●										30	0	363	
Parker Hannifin Corp.	Cleveland, OH	●											15	15	248	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		146
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●						●	●	60	60	625	
Patton Boggs LLP	Washington, DC	●	●	●	●				●	●	●	●	90	90	78	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	23	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	30	
Peabody Energy Corp	St. Louis, MO	●											15	15	338	
Pearson Inc.	New York, NY	●	●	●	●	●					●	●	90	90		
Penske Automotive Group	Bloomfield Hills, MI												0	0	228	
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●						●	●	65	70	887	
Pepco Holdings Inc.	Washington, DC	●	●	●	●				●	●	●	●	85	60	335	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●				●	●	●	●	90	90		85
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	●	100	95	43	
Perkins + Will Inc.	Chicago, IL	●		●	●						●		45	45		
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100		59
Peter Kiewit Sons' Inc	Omaha, NE	●											15	15	249	
PetSmart Inc.	Phoenix, AZ	●	●		●				●	●	●	●	75	60	400	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	31	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	177	
Philip Morris International Inc.	New York, NY												0	0	94	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		54
Pinnacle West Capital	Phoenix, AZ	●	●								●		35	35	619	
Pitney Bowes Inc.	Stamford, CT	●		●	●								35	50	421	
Plains All American Pipeline, L.P.	Houston, TX												0	0	99	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	90	151	
PNM Resources Inc.	Albuquerque, NM	●	●								●		35	35	983	
Polaroid Corp.	Waltham, MA	●			●						●		30	30		
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●				●	●	●	●	85	85		126
Portland General Electric Co.	Portland, OR	●	●	●	●				●	●	●	●	90	90	948	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●						●	●	75	60	181	
PPL Corp.	Allentown, PA	●			●						●	●	50	65	280	
Praxair Inc.	Danbury, CT	●		●	●						●	●	50	50	241	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5	-25 points					
Precision Castparts Corp	Portland, OR	●	●										30	30	409	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
Principal Financial Group	Des Moines, IA	●	●	●	●					●	●	●	90	85	268	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●					●	●	●	90	90	26	
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	●	100	90	164	
Proskauer Rose LLP	New York, NY	●	●	●	●					●	●	●	90	90		38
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	64	
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	85	85	201	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90		
Publix Super Markets	Lakeland, FL												0	15	102	
PulteGroup Inc.	Bloomfield Hills, MI	●											15	15	486	
PVH Corp.	New York, NY	●	●		●					●	●	●	60	15	479	
QUALCOMM Inc.	San Diego, CA	●	●	●	●					●	●	●	90	90	222	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●				●	●	●	85	85		130
Quest Diagnostics Inc.	Madison, NJ	●		●	●					●	●	●	65	65	320	
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●					●	●	●	90	80	247	
RadioShack Corp.	Fort Worth, TX	●	●	●									30	30	492	
Ralph Lauren Corp.	New York, NY	●	●	●	●					●	●	●	90	15	451	
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●					●	●	●	90	90	673	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	104	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100			
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	85		
RBS Securities Inc./RBS Citizens Financial Group	Stamford, CT	●	●		●					●	●	●	75			
Realogy Corp.	Parsippany, NJ	●			●					●	●	●	35	45	526	
Recreational Equipment Inc.	Kent, WA	●	●	●	●					●	●	●	90	65		
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●				●	●	●	85	90		19
Regions Financial Corp.	Birmingham, AL	●		●	●					●	●	●	60	15	293	
Reinsurance Group of America Inc.	Chesterfield, MO	●											15	15	290	
Reliance Steel & Aluminum Co.	Los Angeles, CA	●											15	15	367	
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	●	100	100		
Republic Services Inc.	Phoenix, AZ	●											15	15	296	
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●					●	●	●	85	70	284	
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●				●	●	●	60	45	100	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●					●	●	●	85	75	634	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●					●	●	●	90	70		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100		149
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	100	90	466	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	●	90	75	478	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100		27
Ross Stores	Pleasanton, CA												0	0	303	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●					●	●	●	90	60		
RRI Energy Inc.	Houston, TX	●		●	●	●				●	●	●	50	60	807	
Ryder System Inc.	Miami, FL	●	●	●	●	●				●	●	●	70	80	437	
Ryland Group Inc., The	Calabasas, CA	●			●								20	20		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	●	100	90		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●				●	●	●	75	75		
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	●	●	85	85	60	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
SAIC Inc.	McLean, VA	●										15	15	219	
salesforce.com Inc.	San Francisco, CA	●	●	●	●					●	●	80	90	991	
SanDisk Corp.	Milpitas, CA	●	●									30	0	468	
Sanmina-SCI	San Jose, CA											0	0	366	
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●						●	●	45	45		
SAP America Inc.	Newtown Square, PA	●	●	●	●			●	●	●	●	90	90		
Sapient Corp.	Boston, MA	●			●					●	●	45			
Saul Ewing LLP	Philadelphia, PA	●	●	●	●			●	●	●	●	90	30	178	
SCANA Corp.	Cayce, SC	●										15	15	483	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	124	
Schulte, Roth & Zabel LLP	New York, NY	●		●	●					●	●	45	60	74	
Seaboard Corp.	Shawnee Mission, KS											0	0	500	
Seagate Technology LLC	Scotts Valley, CA	●		●	●					●	●	45	45		
Sealed Air Corp	Elmwood Park, NJ											0	0	490	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	100	57	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	139	
Selective Insurance Group	Branchville, NJ	●	●	●	●					●	●	65	65		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	274	
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●							50	50		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	62	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	31	
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	95	85		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	75	
Sherwin-Williams Co., The	Cleveland, OH	●										15	15	308	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	80	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	8	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	21	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●					●	●	75	75	689	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	2	
SLM Corp. (Sallie Mae)	Newark, DE	●		●	●					●	●	45	45	344	
Smithfield Foods Inc.	Smithfield, VA	●										15	0	216	
SNR Denton US LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90	61	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100		
Software AG USA Inc.	Reston, VA	●	●	●	●					●	●	70	80		
Software House International	Somerset, NJ	●										15	15		
Sonic Automotive Inc.	Charlotte, NC	●										15	15	339	
Sony Electronics Inc.	San Diego, CA	●	●	●	●					●	●	90	90		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	100			
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Southern Co.	Atlanta, GA	●			●					●	●	40	40	147	
Southwest Airlines Co.	Dallas, TX	●	●	●	●					●	●	90	90	205	
Spectra Energy Corp	Houston, TX	●	●	●	●					●	●	85	85	441	
Spectrum Group International Inc.	Irvine, CA											0	0	381	
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	85	
SPX Corp.	Charlotte, NC											0	0	460	
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	56	
SRA International Inc.	Fairfax, VA	●	●	●	●					●	●	80	45	987	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●				▶	●		75	60	436	
Stanley Black & Decker Inc.	New Britain, CT	●			▶						▶	25	25	288	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	108	
Starbucks Corp.	Seattle, WA	●	●	●	●			●	●	●	●	90	90	229	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	85		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	441	
State Farm Group	Bloomington, IL	●	●	●	▶	●	●	●	●	●	●	95	95	37	
State Street Corp.	Boston, MA	●	●	●	●			●	●	●	●	90	90	253	
Steel Dynamics, Inc.	Fort Wayne, IN	●	●									30	30	368	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●			●	●	●	●	90	90	801	
Step toe & Johnson LLP	Washington, DC	●	●	●	●				●	●	●	80	80	77	
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●			●	●	●	●	90	90	165	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	90	137	
Stryker Corp.	Kalamazoo, MI	●										15	15	323	
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	▶			●	●	●	●	85	85		
Sullivan & Cromwell LLP	New York, NY	●	●	●	●			●	●	●	●	90	90	14	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100		
SunGard Data Systems Inc.	Wayne, PA	●										15	15	434	
Sunoco Inc.	Philadelphia, PA	●	●									30	15	68	
SunPower Corp.	San Jose, CA	●	●	●	●	●			▶	▶		75		817	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	244	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	100	100	61	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	96	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	382	
SYNNEX Corp.	Fremont, CA											0	0	281	
SYSCO Corp.	Houston, TX											0	0	67	
Targa Resources Corp.	Houston, TX											0	0	416	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	85	33	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100		
Teachers Insurance & Annuity Assn. - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	87	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	109	
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●										15	0	450	
Tenet Healthcare	Dallas, TX	●		●	▶				▶	▶		45	45	266	
Tenneco Inc.	Lake Forest, IL	●										15	0	386	
Terex Corp.	Westport, CT	●	●	●								45	30	485	
Tesoro Corp.	San Antonio, TX	●										15	15	128	
Texas Instruments Inc.	Dallas, TX	●	●	●	▶			●	●	●	●	85	90	175	
Textron Inc.	Providence, RI	●		●	●				●	▶		55	15	233	
The Shaw Group Inc.	Baton Rouge, LA	●										15	15	336	
Thermo Fisher Scientific Inc.	Waltham, MA	●		●	●				▶	▶		50	50	227	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	154	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	85	141	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90		
Thrivent Financial for Lutherans	Minneapolis, MN	●										15	15	318	
Tiffany & Co.	New York, NY	●	●	●	▶	●	●	●	▶	●		90	90	652	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	137	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	95	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	119	
T-Mobile USA Inc.	Bellevue, WA	●	●		▶					●	●	60	55		
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100		
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●					▶	●	75	65	176	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	▶				●	▶	●	80	80		
TravelCenters of America	Westlake, OH	●										15	15	385	
Travelers Companies Inc., The	New York, NY	●	●	●	●			●	●	●	●	90	90	106	
Travelport Ltd.	Parsippany, NJ	●	●	●	▶					●	▶	65	65		
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	76	
True Value Co.	Chicago, IL	●		●	▶						▶	40	0	942	
TRW Automotive Holdings Corp.	Livonia, MI									●		10	10	171	
Tyson Foods, Inc.	Springdale, AR	●										15	15	93	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	126	
UBM plc	Manhasset, NY	●		●	▶					●	●	60	60		
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100		
UGI Corp.	King of Prussia, PA	●	●									30	30	407	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100	100		
Union Pacific Corp.	Omaha, NE	●	●		▶			●	▶	▶		55	65	153	
Unisys Corp.	Blue Bell, PA	●	●							●		40	40	521	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	114	
United Parcel Service Inc. (UPS)	Atlanta, GA	●	●	●	●			●	●	●	●	90	90	48	
United Services Automobile Association	San Antonio, TX											0	0	145	
United States Steel Corp.	Pittsburgh, PA											0	0	148	
United Stationers Inc.	Deerfield, IL	●										15	15	467	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	44	
UnitedHealth Group Inc.	Minnnetonka, MN	●	●	●	●	●	●	●	●	●	●	100	100	22	
Universal American Corp.	Rye Brook, NY											0	0	401	
Universal Health Services	King of Prussia, PA	●										15	15	408	
Unum Group	Chattanooga, TN	●	●	●	▶					▶	●	70	70	239	
URS Corp.	San Francisco, CA	●										15	15	267	
US Airways Group Inc.	Tempe, AZ	●	●	●	●			●	●	●	●	90	85	208	
US Foods Inc.	Rosemont, IL	●	●	●	●	●				▶	▶	75	50		
Valassis Communications Inc.	Livonia, MI	●	●		●			●	●	●	▶	65	75	789	
Valero Energy Corp.	San Antonio, TX	●										15	15	24	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	20	16	
VF Corp.	Greensboro, NC	●										15	15	310	
Viacom Inc.	New York, NY	●	●	●	●			●	●	●	●	90	90	180	
Vinson & Elkins LLP	Houston, TX	●	●	●	●			●	●	●	●	90	90	42	
Virgin America	Burlingame, CA	●	●	●	●			●	●	●	●	90	90		
Virgin Media Inc.	New York, NY											0	15	374	
Visa	San Francisco, CA	●	●	●	●			●	●	●	●	90	85	297	
Visteon Corp.	Van Buren Township, MI	●	●	●	▶			●	●	▶		75	85	319	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●		●	●	●	●	100	90		
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●					●	●	80	80	161	
W.R. Berkley	Greenwich, CT											0	0	475	
W.W. Grainger	Lake Forest, IL											0	15	328	

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Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		46
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100	90	32	
Wal-Mart Stores Inc.	Bentonville, AR	●	●		●				●	●		60	60	1	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	100	65	
Washington Post Co.	Washington, DC											0	0	470	
Waste Management Inc.	Houston, TX	●	●	●	●			●	●	●	●	90	90	196	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●			●	●	●	●	90	90		11
WellCare Health Plans, Inc.	Tampa, FL	●										15	15	420	
WellPoint Inc.	Indianapolis, IN	●	●	●	●			●	●	●	●	90	85	42	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	23	
WESCO International Inc.	Pittsburgh, PA											0	15	443	
Western & Southern Financial Group	Cincinnati, OH											0	0	456	
Western Digital Corp.	Lake Forest, CA	●	●									30	15	251	
Western Refining Inc.	El Paso, TX											0	0	298	
Western Union Co., The	Englewood, CO	●	●									30	30	431	
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●			●	●	●	●	85	60	354	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	100	143	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		9
Whole Foods Market Inc.	Austin, TX	●	●		●			●	●	●	●	75	75	273	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●				●	●	●	45	45		
Williams Companies Inc.	Tulsa, OK	●		●	●				●	●	●	60	60	257	
Williams Mullen PC	Richmond, VA	●	●	●	●			●	●	●	●	90	90		174
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●				●	●	●	80	30	594	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●			●	●	●	●	85	85		53
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		18
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●			●	●	●	●	85	85		58
Winn-Dixie Stores Inc.	Jacksonville, FL	●										15	15	324	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		34
Wisconsin Energy Corp.	Milwaukee, WI	●			●				●	●	●	45	45	511	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●			●	●	●	●	90	60		105
World Fuel Services	Miami, FL	●	●									30	30	133	
WPP Group USA	New York, NY	●	●	●	●			●	●	●	●	80	90		
Wyeth	Madison, NJ	●		●	●				●	●	●	45	60		
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	100	90	552	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	90	514	
Xcel Energy Inc.	Minneapolis, MN	●	●					●	●	●	●	75	75	237	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	121	
Xylem Inc.	White Plains, NY	●	●	●	●				●	●	●	65			
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	100	365	
YRC Worldwide Inc.	Overland Park, KS	●								●	●	20	20	488	
Yum! Brands Inc.	Louisville, KY	●	●	●	●				●	●	●	70	45	214	
Zurich North America	Schaumburg, IL	●	●	●	●				●	●	●	65	65		

Appendix C

Ratings by Industry, Descending Score

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200		
		1a	1b	2a	2b	2c	3a	3b	4	5							
Advertising and Marketing																	
Digitas Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100			
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	85	355	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90		
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	100			
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	85		
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	95			
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	90			
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90			
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	80	90		
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	65	65	195	
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	●	●	●	65	75	789	
Aerospace and Defense																	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	●	●	100	100	52	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	104	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	95	75	72	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	●	●	90	75	478	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	85	85	36	
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	85	85	86	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	●	●	●	85	85	81	
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●	55	15	233	
Alliant Techsystems Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	50	35	472	
L-3 Communications Holdings	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	30	15	159	
Precision Castparts Corp	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	●	30	30	409	
Goodrich Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	●	●	0	0	337	
Airlines																	
AMR Corp. (American Airlines)	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	●	100	100	118	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	114	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	554	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	88	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90	560	
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	90	90	205	
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	●	●	90	85	208	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	●	●	●	90	90		
Apparel, Fashion, Textiles, Dept. Stores																	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	496	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	●	●	100	100	135	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90		
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	●	90	90	107	
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	15	451	
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	75		771	
Jones Group, The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	70	70	574	
L.L. Bean Inc.	Freeport, ME	●	●	●	●	●	●	●	●	●	●	●	●	65	65		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	●	●	60	60	505	
PVH Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	60	15	479	
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●	●	●	●	●	●	●	55	15		
VF Corp.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	●	●	15	15	310	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200		
		1a	1b	2a	2b	2c	3a	3b	4	5							
Automotive																	
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	59	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	10	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	●	●	100	85	8	
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	90		
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	◐			●	●	●	●	●	●	85	85		
Nissan North America Inc.	Franklin, TN	●	●	●	◐					●	●	●	●	75	30		
Visteon Corp.	Van Buren Township, MI	●	●	●	◐			●	●	●	◐		●	75	85	319	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		◐			●	●	●	●	●	●	70	70		
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	◐							●	●	65	65	315	
Dana Holding Corp.	Maumee, OH	●	●	●	◐						◐	◐		45	15	376	
Navistar International Corp.	Warrenville, IL	●	●								●			40	10	204	
BorgWarner Inc.	Auburn Hills, MI	●	●											30	30	403	
Johnson Controls Inc.	Milwaukee, WI	●	●											30	30	76	
Cooper Tire & Rubber Co.	Findlay, OH		●		◐							◐		25	25	615	
ArvinMeritor Inc.	Troy, MI	●												15	15	463	
Autoliv Inc.	Auburn Hills, MI	●												15	30	329	
AutoNation Inc.	Fort Lauderdale, FL	●												15	15	197	
Goodyear Tire & Rubber Co.	Akron, OH	●												15	15	139	
Group 1 Automotive	Houston, TX	●												15	15	413	
Paccar Inc.	Bellevue, WA	●												15	15	238	
Sonic Automotive Inc	Charlotte, NC	●												15	15	339	
Tenneco Inc.	Lake Forest, IL	●												15	0	386	
Lear Corp.	Southfield, MI	●												15	0	207	
TRW Automotive Holdings Corp.	Livonia, MI										●			10	10	171	
Penske Automotive Group	Bloomfield Hills, MI													0	0	228	
Banking and Financial Services																	
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	91	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	246	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	9	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	165	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	75	282	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	85		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	134	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	491	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	14	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100			
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	20	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	54	
HSBC - North America	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90		
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	13	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	●	100	90	417	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	90	410	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	864	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	63	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	537	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	90	151	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	85		
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	244	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100		
Teachers Insurance & Annuity Assn. - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	87	
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	126	
UBS AG	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100		
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	23	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	95	95	721	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	90	90	919	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	65		
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90		
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	90	90	673	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	70		
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	90	253	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	85	297	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	85	70	326	
First Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	85	927	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	80	70	220	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	80	80	5	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	70		
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	80			
RBS Securities Inc./RBS Citizens Financial Group	Stamford, CT	●	●	●	●	●	●	●	●	●	●	75			
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	●	70	70		
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	●	70	15	553	
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	60	15	293	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	55	55		
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	55	60	773	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	50	60	632	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	45	45	291	
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	45	15	495	
SLM Corp. (Sallie Mae)	Newark, DE	●	●	●	●	●	●	●	●	●	●	45	45	344	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	40	40		
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	40	40	393	
H&R Block Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	35	50	550	
Fidelity National Financial Corp.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	30	30	398	
Western Union Co., The	Englewood, CO	●	●	●	●	●	●	●	●	●	●	30	30	431	
Dun & Bradstreet Corp., The	Short Hills, NJ	●	●	●	●	●	●	●	●	●	●	30	30	980	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	30	15	236	
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	15	15	149	
Fidelity National Information Services Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	15		426	
KKR & Co. LP	New York, NY	●	●	●	●	●	●	●	●	●	●	15		256	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion											2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5							
SunGard Data Systems Inc.	Wayne, PA	●												15	15	434	
CIT Group Inc.	New York, NY	●												15	15	364	
INTL FCStone Inc.	New York, NY													0	0	51	
Chemicals and Biotechnology																	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	45	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	90	378	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	100	80	234	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	●	●	95	100	84	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	●	●	90	80	271	
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	●	●	90	90		
Bayer Corp.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	●	80	90		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	●	75	60	181	
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	●	●	●	50	50	241	
Huntsman Corp.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	●	●	40	0	264	
Ashland Inc.	Covington, KY	●												15	15	272	
Avery Dennison	Pasadena, CA	●												15	15	356	
Celanese Corp.	Dallas, TX	●												15	15	388	
Eastman Chemical Co.	Kingsport, TN	●												15	15	348	
Lubrizol Corporation	Wickliffe, OH	●												15	15	423	
Momentive Specialty Chemicals Inc.	Columbus, OH	●												15	0	433	
Sherwin-Williams Co., The	Cleveland, OH	●												15	15	308	
Computer and Data Services																	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	100	275	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90	802	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	152	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	11	
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●	●	●	●	●	●	●	90	90		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	85	85	155	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	80		991	
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●	●	●	●	80	45	987	
Unisys Corp.	Blue Bell, PA	●	●	●	●	●	●	●	●	●	●	●	●	40	40	521	
Keane Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	25	25		
Cognizant Technology Solutions Corp.	Teaneck, NJ	●												15		484	
SAIC Inc.	McLean, VA	●												15	15	219	
Computer Hardware and Office Equipment																	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	35	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	●	●	100	100	41	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	●	●	100	90	512	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	109	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	100	121	
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	●	●	●	90	90		
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	●	●	90	80	469	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	541	
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	●	●	75	60	75	
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	●	●	50	50	132	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●	●	●	●	●	●	●	●	●	45	45		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Acer Inc.	Irvine, CA	●		●	●								35	35		
Pitney Bowes Inc.	Stamford, CT	●		●	●								35	50	421	
Western Digital Corp.	Lake Forest, CA	●	●										30	15	251	
Arrow Electronics	Melville, NY	●											15	15	140	
United Stationers Inc.	Deerfield, IL	●											15	15	467	
Software House International	Somerset, NJ	●											15	15		
Insight Enterprises, Inc.	Tempe, AZ												0	0	471	
SYNNEX Corp.	Fremont, CA												0	0	281	
Computer Software																
CA Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	●	●	100	80	504	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	●	100	90	571	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	597	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	38	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	96	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	382	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●	90	90	556	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	●	●	90	90		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	80	80	899	
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	●	70	80		
Compuware Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	●	60	70		
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	30	30		
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	●	25	25	853	
Consulting and Business Services																
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100		
Accenture Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	286	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	100	100	438	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	18	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	225	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100		
Adecco North America LLC	Melville, NY	●	●	●	●	●	●	●	●	●	●	●	90	90		
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	90	90	194	
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	50		
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	90	65		
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	90			
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	●	●	90	90		
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	●	85	75	634	
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	70	70		
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	60	50	138	
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	45			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Convergys Corp.	Cincinnati, OH	●			⌋						●	⌋	35	45	794	
Kelly Services Inc.	Troy, MI	●	●										30	30	455	
Education and Child Care																
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●			●		●	●		90	90		
Apollo Group Inc.	Phoenix, AZ	●											15		452	
Energy and Utilities																
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	141	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	177	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	274	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	●	100	100		
Consolidated Edison Co.	New York, NY	●	●	●	●			●		●	●	●	90	90	184	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●			●		●	●	●	90	90	172	
Duke Energy Corp.	Charlotte, NC	●	●	●	●			●		●	●	●	90	70	173	
Entergy Corp.	New Orleans, LA	●	●	●	●			●		●	●	●	90	90	213	
National Grid USA	Brooklyn, NY	●	●	●	●			●		●	●	●	90	90		
Portland General Electric Co.	Portland, OR	●	●	●	●			●		●	●	●	90	90	948	
Ameren Corp.	St. Louis, MO	●	●	●	⌋			●		●	●	●	85	60	313	
Dominion Resources Inc.	Richmond, VA	●	●	●	⌋			●		●	●	●	85	85	162	
Pepco Holdings Inc.	Washington, DC	●	●	●	⌋			●		●	●	●	85	60	335	
Public Service Enterprise Group	Newark, NJ	●	●	●	⌋			●		●	●	●	85	85	201	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●			●		●	●	●	80	45	959	
PacifiCorp	Portland, OR	●	●	●	⌋			●		⌋	●	●	80	80		
SunPower Corp.	San Jose, CA	●	●	●	●	●				⌋	⌋		75		817	
Xcel Energy Inc.	Minneapolis, MN	●	●		●			●		●	●	●	75	75	237	
NextEra Energy Inc.	Juno Beach, FL	●	●		⌋			●		●	●	●	70	15	161	
NV Energy Inc.	Las Vegas, NV	●	●		⌋			●		●	●	●	70	70	621	
Williams Companies Inc.	Tulsa, OK	●		●	⌋					●	●	●	60	60	257	
American Electric Power Co. Inc.	Columbus, OH	●		●	●					●	⌋		55	15	169	
Alliant Energy Corp.	Madison, WI	●		●	⌋					●	⌋		50	50	602	
PPL Corp.	Allentown, PA	●			●					●	●	●	50	65	280	
RRI Energy Inc.	Houston, TX	●		●	⌋					●	⌋		50	60	807	
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	⌋								50	50		
Wisconsin Energy Corp.	Milwaukee, WI	●			⌋					●	●		45	45	511	
Calpine Corp.	Houston, TX	●		●	⌋						⌋		40	40	349	
NRG Energy Inc.	Princeton, NJ	●		●	●								40	15	276	
Southern Co.	Atlanta, GA	●			⌋					⌋	●		40	40	147	
CMS Energy Services	Jackson, MI	●						●		⌋	⌋		35	15	360	
DTE Energy Co.	Detroit, MI	●			⌋					●	⌋		35	45	283	
Pinnacle West Capital	Phoenix, AZ	●	●								⌋		35	35	619	
PNM Resources Inc.	Albuquerque, NM	●	●								⌋		35	35	983	
Atmos Energy Corp.	Dallas, TX	●	●										30	30	473	
Edison International	Rosemead, CA	●	●										30	30	198	
Integrus Energy Group Inc.	Chicago, IL	●	●										30	30	430	
ONEOK Inc	Tulsa, OK	●	●										30	15	189	
UGI Corp.	King of Prussia, PA	●	●										30	30	407	
Mirant Corp.	Atlanta, GA	●		●									30	30		
Northeast Utilities	Berlin, CT	●			⌋					●			30	30	459	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
AES Corp., The	Arlington, VA	●										15	15	150		
CenterPoint Energy Inc.	Houston, TX	●										15	15	279		
Energy Future Holdings Corp.	Dallas, TX	●										15	15	292		
NiSource Inc.	Merrillville, IN	●										15	15	362		
SCANA Corp.	Cayce, SC	●										15	15	483		
Allegheny Energy Inc.	Greensburg, PA	●										15	15	548		
Energy Transfer Partners, L.P.	Dallas, TX											0	0	351		
FirstEnergy Corp.	Akron, OH											0	15	183		
Global Partners	Waltham, MA											0	0	306		
Targa Resources Corp.	Houston, TX											0	0	416		
Engineering and Construction																
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●		●	●	●			90	85	353		
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●		●	●	●		85	85	422		
Fluor Corp	Irving, TX	●		●	●					●	●	50	0	124		
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●							50	50	250		
KB Home	Los Angeles, CA	●	●	●	●							50	50			
Perkins + Will Inc.	Chicago, IL	●		●	●					●		45	45			
Ryland Group Inc., The	Calabasas, CA	●			●							20	20			
EMCOR Group Inc	Norwalk, CT	●										15	15	439		
Peter Kiewit Sons' Inc	Omaha, NE	●										15	15	249		
PulteGroup Inc.	Bloomfield Hills, MI	●										15	15	486		
The Shaw Group Inc.	Baton Rouge, LA	●										15	15	336		
URS Corp.	San Francisco, CA	●										15	15	267		
DR Horton Inc.	Fort Worth, TX											0	30	499		
KBR Inc.	Houston, TX											0	0	242		
Entertainment and Electronic Media																
AMC Entertainment Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●		100	90	765		
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	80	66		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●		100	100	95		
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	95		
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●		100	100	65		
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●		90	90	174		
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●		90	90			
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●		90	90	180		
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●	●	●	●	●	●		75	75	391		
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●					●	●	75	75	689		
Live Nation Inc.	Beverly Hills, CA	●	●	●	●					●		70	70	444		
Corbis Corp.	Seattle, WA	●	●	●	●							50	50			
News Corp.	New York, NY	●										15	15	83		
Food, Beverages and Groceries																
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	754		
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●		100	100			
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	70		
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●		100	90	332		
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●		100	100			
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●		100	100			
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●		100	60			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	166	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	199	
Kraft Foods Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	49	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	95	43	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100		
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	100	100	61	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	95	75	200	
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●	●	●	●	●	●	●	95	15		
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	90		
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	90	100	312	
Hain Celestial Group Inc.	Melville, NY	●	●	●	●	●	●	●	●	●	●	90	65		
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	90	90	218	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	90	229	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	85	85	402	
Hillshire Brands Co.	Downers Grove, IL	●	●	●	●	●	●	●	●	●	●	85	85	191	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	85	85	25	
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	●	85	85	60	
Bob Evans Farms Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	75	15	962	
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	75	75	928	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	75	75	111	
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	75	50		
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	75	75	273	
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	70	60	404	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	70	70		
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	70	45	214	
Palm Management Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	65	65		
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	60	60	631	
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	60	65	232	
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	60	60	325	
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●	●	60	55		
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●	●	60	45	100	
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	55	55		
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	55	55	748	
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	50	35		
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	45	45		
Dean Foods Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	40	40	203	
H.E. Butt Grocery Co.	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	40	40		
Archer Daniels Midland Co.	Decatur, IL	●	●	●	●	●	●	●	●	●	●	35	35	39	
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●	●	●	●	●	●	●	●	●	●	35	35	768	
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	35	35		
Nash Finch	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	30	15	449	
C&S Wholesale Grocers Inc.	Keene, NH	●	●	●	●	●	●	●	●	●	●	30	30		
Dole Food Co. Inc.	Westlake Village, CA	●	●	●	●	●	●	●	●	●	●	30	30	341	
Smithfield Foods Inc.	Smithfield, VA	●	●	●	●	●	●	●	●	●	●	15	0	216	
Tyson Foods, Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●	●	15	15	93	
Winn-Dixie Stores Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	15	15	324	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
CHS Inc.	Inver Grove Heights, MN											0	0	103		
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	412		
Great Atlantic & Pacific Tea Co. Inc., The	Montvale, NJ											0	0	278		
Harris Teeter Supermarkets Inc.	Charlotte, NC											0	0	498		
J. M. Smucker Co.	Orrville, OH											0	0	482		
Publix Super Markets	Lakeland, FL											0	15	102		
Seaboard Corp.	Shawnee Mission, KS											0	0	500		
SYSCO Corp.	Houston, TX											0	0	67		
Forest and Paper Products																
Weyerhaeuser Co.	Federal Way, WA	●	●	●)		●	●	●			85	60	354		
International Paper Co.	Memphis, TN	●		●)					●		45	45	105		
Domtar Corp.	Fort Mill, SC	●										15	15	394		
Healthcare																
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	77		
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	100	100			
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	19		
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	90	122		
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100			
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	90			
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	100	100	22		
Group Health Permanente	Seattle, WA	●	●	●)	●	●	●	●	●	●	95	90			
CareFusion Corp.	San Diego, CA	●	●	●	●	●		●	●	●	●	90	90	524		
Excelsus Health Plan Inc.	Rochester, NY	●	●	●	●			●	●	●	●	90	90			
Humana Inc.	Louisville, KY	●	●	●	●			●	●	●	●	90	90	79		
Health Net Inc.	Woodland Hills, CA	●	●	●)			●	●)	●	80	80	179		
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●			●	●	●)	80				
Bausch & Lomb Inc.	Rochester, NY	●	●	●)			●	●)	●	75	85			
McKesson Corp.	San Francisco, CA	●	●	●)				●	●	●	75	60	15		
Cerner Corp.	Kansas City, MO	●	●	●)			●))		70	70	923		
Mayo Clinic	Rochester, MN	●		●)			●	●	●		70	70			
Quest Diagnostics Inc.	Madison, NJ	●		●	●				●	●		65	65	320		
Abbott Laboratories	Abbott Park, IL	●		●)				●	●		60	60	69		
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●)))	60	60	625		
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●							55	15	27		
Austin Radiological Assn.	Austin, TX	●		●))		40	40			
Owens & Minor Inc.	Mechanicsville, VA	●)					●		35	25	295		
Express Scripts Inc.	St. Louis, MO	●	●									30	30	55		
Amerigroup Corp.	Virginia Beach, VA	●										15	0	396		
Coventry Health Care	Bethesda, MD	●										15	15	212		
Henry Schein	Melville, NY	●										15	15	317		
Laboratory Corporation of America Holdings	Burlington, NC	●										15	15	447		
Omnicare	Covington, KY	●										15	0	371		
WellCare Health Plans, Inc.	Tampa, FL	●										15	15	420		
Centene Corp.	St. Louis, MO	●										0	0	493		
Healthcare Medical Facilities																
Tenet Healthcare	Dallas, TX	●		●)))	45	45	266		
Community Health Systems Inc.	Franklin, TN	●	●									30	30	190		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
HCA - Hospital Corporation of America	Nashville, TN	●	●									30	15	90		
Health Management Associates Inc.	Naples, FL	●	●									30	0	435		
DaVita Inc.	Denver, CO	●										15	15	359		
Universal Health Services	King of Prussia, PA	●										15	15	408		
High-Tech/Photo/Science Equip.																
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	62		
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	327		
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	158		
Nokia Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	100	70			
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	95	95	56		
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	90	75	419		
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	85	85	259		
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	85	90	175		
ITT Corp.	White Plains, NY	●	●	●	●	●	●	●	●	●	●	75	75	217		
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	75	60	436		
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	65	70	357		
Boston Scientific Corp.	Natick, MA	●	●	●	●	●	●	●	●	●	●	65	65	305		
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	50	50	227		
Terex Corp.	Westport, CT	●	●	●	●	●	●	●	●	●	●	45	30	485		
KLA-Tencor Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	●	35	35	934		
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●	●	●	●	●	●	30	30	316		
SanDisk Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	●	30		468		
Polaroid Corp.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	30	30			
Broadcom Corp.	Irvine, CA	●	●	●	●	●	●	●	●	●	●	20	15	343		
Agco	Duluth, GA	●	●	●	●	●	●	●	●	●	●	15	15	340		
Dover Corp.	Downers Grove, IL	●	●	●	●	●	●	●	●	●	●	15	0	331		
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	15	15	178		
General Cable Corp.	Highland Heights, KY	●	●	●	●	●	●	●	●	●	●	15	15	465		
Graybar Electric Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	15	15	480		
Micron Technology Inc.	Boise, ID	●	●	●	●	●	●	●	●	●	●	15	15	287		
Parker Hannifin Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	15	15	248		
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●	●	15	15	323		
Sanmina-SCI	San Jose, CA	●	●	●	●	●	●	●	●	●	●	0	0	366		
SPX Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	0	0	460		
WESCO International Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	0	15	443		
Home Furnishing																
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100			
Fortune Brands Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	15	15	352		
Masco Corp.	Taylor, MI	●	●	●	●	●	●	●	●	●	●	15	15	314		
Hotels, Resorts and Casinos																
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	277		
Choice Hotels International Inc.	Silver Spring, MD	●	●	●	●	●	●	●	●	●	●	100	100			
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	591		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100			
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	90	380		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	441		
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	100	90	552		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	90	514		
Hilton Worldwide Inc.	McLean, VA	●	●	●	●		●	●	●	●		90	60			
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●		●	●	●	●		90	65			
Marriott International Inc.	Bethesda, MD	●	●	●	●		●	●	●	●		90	90	210		
Carlson Companies Inc.	Minnetonka, MN	●	●	●)		●	●	●			85	85			
Host Hotels & Resorts Inc.	Bethesda, MD			●								15	30	494		
Las Vegas Sands Corp.	Las Vegas, NV											0	0	342		
Insurance																
AAA Northern California, Nevada & Utah Insurance Exchange	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100	100			
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	17		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100	100			
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	100	185		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	90	117		
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	85			
ING North America Insurance Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100			
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	46		
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	127		
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	100	90	164		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	64		
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100			
AXA Equitable Life Insurance Company	New York, NY	●	●	●)	●	●	●	●	●	●	95				
State Farm Group	Bloomington, IL	●	●	●)	●	●	●	●	●	●	95	95	37		
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	90	90	101		
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	50	112		
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	90	85	268		
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	106		
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	90	85	42		
Allstate Corp., The	Northbrook, IL	●	●	●)	●	●	●	●	●	●	85	85	89		
Assurant	New York, NY	●	●	●	●	●	●)	●	●	●	85	80	285		
CNA Insurance	Chicago, IL	●	●	●)	●	●	●	●	●	●	85	85			
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●)	●	●	●	85	90			
Health Care Service Corp.	Chicago, IL	●	●	●)	●	●	●	●	●	●	85	85			
Lincoln National Corp.	Radnor, PA	●	●	●)	●	●	●	●	●	●	85	60	235		
New York Life Insurance Co.	New York, NY	●	●	●)	●	●	●	●	●	●	85	85	71		
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●)	●	●	●	●	●	●	80				
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	80			
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●	80	80	405		
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●	●	●	●	●	●	●	●	●	75	60			
Unum Group	Chattanooga, TN	●	●	●)	●	●	●)	●	●	70	70	239		
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●))	●	65	30	243		
Selective Insurance Group	Branchville, NJ	●	●	●)	●	●	●	●)	●	65	65			
Zurich North America	Schaumburg, IL	●	●	●)	●	●	●	●)	●	65	65			
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●)	●	●	●	●	●	●	60	60			
Mutual of Omaha Insurance	Omaha, NE	●	●	●)	●	●	●	●	●	●	60	60	399		
American Family Insurance Group	Madison, WI	●	●	●)	●	●	●)	●	●	55	55	358		
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●)	●	●	●	●	●	●	35	35	245		
Loews Corp.	New York, NY	●	●	●)	●	●	●	●	●	●	35	35	168		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion											2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5							
AFLAC Inc.	Columbus, GA	●	●											30	30	125	
Erie Insurance Group	Erie, PA	●	●											30	30	461	
CUNA Mutual Insurance Group	Madison, WI	●			⌋						●			30	30	683	
AEGON USA Inc.	Cedar Rapids, IA				●	⌋								20	20		
Reinsurance Group of America Inc.	Chesterfield, MO	●												15	15	290	
Thrivent Financial for Lutherans	Minneapolis, MN	●												15	15	318	
American Financial Group	Cincinnati, OH													0	0	489	
Auto-Owners Insurance Group	Lansing, MI													0	0	425	
Berkshire Hathaway Inc.	Omaha, NE													0	15	7	
Liberty Mutual Group	Boston, MA													0	0	82	
United Services Automobile Association	San Antonio, TX													0	0	145	
Universal American Corp.	Rye Brook, NY													0	0	401	
W.R. Berkley	Greenwich, CT													0	0	475	
Western & Southern Financial Group	Cincinnati, OH													0	0	456	
Internet Services and Retailing																	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	269	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	92	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	365	
Amazon.com Inc.	Seattle, WA	●	●	●	●		●	●	●	●	●	●	●	90	90	78	
AOL	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90		764	
Classified Ventures LLC	Chicago, IL	●	●	●	●		●	●	●	●	●	●	●	90	80		
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	●	●	80	80	617	
Hanover Direct Inc.	Weehawken, NJ	●	●	●	⌋						⌋	●		70	70		
Liberty Interactive Corp.	Englewood, CO													0	0	224	
Law Firms																	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	32	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	47	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	90	48	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	1	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	24	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	151	
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	100	100	52	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	85	66	
Carlton Fields PA	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	159	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	162	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	168	
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90	17	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	45	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	81	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	36	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	100		37	
Dewey & LeBoeuf LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	22	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	90	107	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●	●	100	100	3	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	83	
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	92	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
Faegre & Benson LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	112	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	131	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	60	39	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	60	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	15	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	133	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	5	
Hunton & Williams LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	90	43	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	72	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	16	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	85	63	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	6	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	87	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	71	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90	12	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	28	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	41	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	95	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	13	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	20	
Nixon Peabody LLP	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	64	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	29	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	26	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	146	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	23	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	30	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	59	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	54	
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	149	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	27	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	124	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	139	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	62	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	31	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	75	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	80	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	8	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	21	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	2	
SNR Denton US LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90	61	
Squire Sanders	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	56	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	90	137	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	96	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	154	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	85	141	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	76	
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	46	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200
		1a	1b	2a	2b	2c	3a	3b	4	5					
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100		9
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100		18
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100		34
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	95	70		145
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	95	85		164
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90		104
Baker & Daniels LLP	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	90	90		160
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90		48
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90		102
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		88
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		44
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90		73
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		156
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	90		84
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	90		70
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	90		147
Fulbright & Jaworski LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90		40
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90	90		
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	85		35
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90		155
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	90	90		50
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	90	90		98
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		65
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		132
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90		114
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90		33
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	90	90		148
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	85		4
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	90	90		111
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	●	90	90		127
Patton Boggs LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	90		78
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90		85
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		38
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	30		178
Stinson Morrison Hecker LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	90		165
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		14
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90		42
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90		11
Williams Mullen PC	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	90		174
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	90	60		105
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	85	85		125
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	85		116
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	85	85		106
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	85	85		67
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	85	85		10
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	85	85		93
Howrey LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	85	85		108

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
McGuireWoods LLP	Richmond, VA	●	●	●)		●	●	●			85	85		54	
Polsinelli Shughart PC	Kansas City, MO	●	●	●)		●	●	●			85	85		126	
Quarles & Brady LLP	Milwaukee, WI	●	●	●)		●	●	●			85	85		130	
Reed Smith LLP	Pittsburgh, PA	●	●	●)		●	●	●			85	90		19	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●)		●	●	●			85	85		53	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●)		●	●	●			85	85		58	
Goulston & Storrs	Boston, MA	●	●	●	●				●	●		80	80		192	
McKenna, Long & Aldridge LLP	Washington, DC	●	●	●	●				●	●		80	80		100	
Step toe & Johnson LLP	Washington, DC	●	●	●	●				●	●		80	80		77	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●				●	●		80	80		161	
Davis Polk & Wardwell LLP	New York, NY	●	●		●				●	●		75	90		25	
Herrick Feinstein LLP	New York, NY	●	●	●)				●	●)	75	75		182	
Holland & Hart LLP	Denver, CO	●	●	●)				●	●	●	75	75		135	
Loeb & Loeb LLP	Los Angeles, CA	●	●	●)				●	●	●	75			117	
Lindquist & Vennum PLLP	Minneapolis, MN	●		●)		●		●	●	●	70	60			
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●)				●	●	●	70	70		194	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●)				●	●)	65	55		152	
Bracewell & Giuliani	Houston, TX	●			●				●	●	●	60	60		97	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●)				●	●	●	60	60		140	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●)				●	●	●	60	60		128	
Holme Roberts & Owen LLP	Denver, CO	●		●)				●	●	●	45	45		190	
Locke Lord Bissell & Liddell LLP	Houston, TX	●		●)				●	●	●	45	45		68	
Schulte, Roth & Zabel LLP	New York, NY	●		●)				●	●	●	45	60		74	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●)					●	●	45	45			
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●))	25	25			
Mail and Freight Delivery																
United Parcel Service Inc. (UPS)	Atlanta, GA	●	●	●	●				●	●	●	90	90	48		
FedEx Corp.	Memphis, TN	●	●	●)				●	●	●	85	75	73		
Union Pacific Corp.	Omaha, NE	●	●)				●))	55	65	153		
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●)	20	20			
YRC Worldwide Inc.	Overland Park, KS	●)	20	20	488		
Manufacturing																
Corning Inc.	Corning, NY	●	●	●	●				●	●	●	100	100	350		
Cummins Inc.	Columbus, IN	●	●	●	●				●	●	●	100	100	186		
Herman Miller Inc.	Zeeland, MI	●	●	●	●				●	●	●	100	100			
Owens Corning	Toledo, OH	●	●	●	●				●	●	●	100	100	448		
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●				●	●	●	100	90	466		
United Technologies Corp.	Hartford, CT	●	●	●	●				●	●	●	100	100	44		
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●				●	●	●	100	100	143		
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●				●	●	●	90	80	247		
Steelcase Inc.	Grand Rapids, MI	●	●	●	●				●	●	●	90	90	801		
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●					●	●	80	80			
General Electric Co.	Fairfield, CT	●	●	●)					●	●	75	60	6		
Caterpillar Inc.	Peoria, IL	●	●)				●	●	●	70	70	58		
Jarden Corp.	Rye, NY	●	●	●))	●	70	30	379		
Deere & Co.	Moline, IL	●		●	●					●	●	65	60	98		
Xylem Inc.	White Plains, NY	●	●	●	●))	65				

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●				●	●		60	60	156		
Ball Corp.	Broomfield, CO	●		●	●			●		●		55	40	300		
Danaher Corp.	Washington, DC	●	●	●	●							50	15	187		
MeadWestvaco Corp.	Richmond, VA	●		●	●					●	●	50	50	373		
Emerson Electric Co.	St. Louis, MO	●						●			●	40	40	120		
Baldor Electric Co.	Fort Smith, AR	●			●						●	25	25			
Mohawk Industries Inc.	Calhoun, GA			●	●							20	20	427		
Crown Holdings	Philadelphia, PA	●										15	15	301		
Jabil Circuit Inc.	St. Petersburg, FL	●										15	15	182		
Oshkosh Corp.	Oshkosh, WI	●										15	15	252		
Owens-Illinois Inc.	Perrysburg, OH	●										15	15	345		
Mining and Metals																
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	123		
Mosaic Company	Plymouth, MN	●	●	●	●					●	●	70	30	346		
AK Steel Holding Corp.	West Chester, OH	●	●									30	30	383		
Apache Corp.	Houston, TX	●	●									30	30	206		
Cleveland-Cliffs Inc.	Cleveland, OH	●	●									30		477		
Commercial Metals	Irving, TX	●	●									30	0	361		
Devon Energy Corp.	Oklahoma City, OK	●	●									30	30	231		
Occidental Petroleum	Los Angeles, CA	●	●									30	30	129		
Steel Dynamics, Inc.	Fort Wayne, IN	●	●									30	30	368		
Anadarko Petroleum	The Woodlands, TX	●										15	15	223		
Chesapeake Energy Corp.	Oklahoma City, OK	●										15	15	263		
Consol Energy, Inc.	Canonsburg, PA	●										15	15	428		
EOG Resources	Houston, TX	●										15	15	377		
Newmont Mining Corporation	Greenwood Village, CO	●										15	15	260		
Peabody Energy Corp	St. Louis, MO	●										15	15	338		
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										15	15	367		
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ											0	0	136		
Icahn Enterprises LP	New York, NY											0	0	270		
Nucor Corp.	Charlotte, NC											0	0	157		
United States Steel Corp.	Pittsburgh, PA											0	0	148		
Miscellaneous																
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90			
Sony Electronics Inc.	San Diego, CA	●	●	●	●			●	●	●		90	90			
Imation Corp.	Oakdale, MN	●	●	●	●					●	●	70	70			
Harris Corp.	Melbourne, FL	●	●		●			●		●	●	65	30	429		
Anixter International Inc.	Glenview, IL	●	●									30	30	414		
Bemis Co. Inc.	Neenah, WI	●										15		462		
Genuine Parts Co.	Atlanta, GA	●										15	15	215		
Sealed Air Corp	Elmwood Park, NJ											0	0	490		
Spectrum Group International Inc.	Irvine, CA											0	0	381		
W.W. Grainger	Lake Forest, IL											0	15	328		
Oil and Gas																
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3		
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	95	85			
BP America Inc.	Houston, TX	●	●	●	●			●	●	●	●	90	85			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Spectra Energy Corp	Houston, TX	●	●	●	●		●	●	●			85	85	441		
ConocoPhillips	Houston, TX	●		●	●		●	●				55	55	4		
Sunoco Inc.	Philadelphia, PA	●	●									30	15	68		
World Fuel Services	Miami, FL	●	●									30	30	133		
Baker Hughes Inc.	Houston, TX	●										15	15	170		
Enbridge Energy Partners	Houston, TX	●										15	15	309		
Enterprise Products Partners LP	Houston, TX	●										15	15	80		
Halliburton Co.	Houston, TX	●										15	15	144		
Hess Corp.	New York, NY	●										15	15	74		
Kinder Morgan Inc.	Houston, TX	●										15	15	294		
Murphy Oil	El Dorado, AR	●										15	15	113		
National Oilwell Varco, Inc.	Houston, TX	●										15	15	202		
NuStar Energy LP	San Antonio, TX	●										15	0	497		
Tesoro Corp.	San Antonio, TX	●										15	15	128		
Valero Energy Corp.	San Antonio, TX	●										15	15	24		
Marathon Oil Corp.	Houston, TX	●										15	15	29		
Cameron International Corp.	Houston, TX											0	0	375		
HollyFrontier Corp.	Dallas, TX											0	0	289		
Plains All American Pipeline, L.P.	Houston, TX											0	0	99		
Western Refining Inc.	El Paso, TX											0	0	298		
Exxon Mobil Corp.	Irving, TX										●	-25	-25	2		
Pharmaceuticals																
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	100	90			
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	131		
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	115		
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100			
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	40		
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	100	90	53		
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	75			
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	31		
Biogen Idec Inc	Weston, MA	●	●	●	●		●	●	●	●	●	85	15	476		
Baxter International Inc.	Deerfield, IL	●	●	●	●				●	●	●	75	60	192		
Hospira Inc.	Lake Forest, IL	●	●	●	●				●	●	●	75	75	544		
Amgen Inc.	Thousand Oaks, CA	●	●	●	●				●		●	60	45	163		
CVS Caremark Corp.	Woonsocket, RI	●	●	●	●				●		●	60	75	21		
Astellas Pharma US, Inc.	Deerfield, IL	●		●	●				●	●	●	55	55			
AstraZeneca PLC	Wilmington, DE	●		●	●				●	●	●	50	60			
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●	●				●	●	●	45	45			
Wyeth	Madison, NJ	●		●	●				●		●	45	60			
Allergan Inc.	Irvine, CA	●										15	15	457		
Genzyme Corp.	Cambridge, MA	●										15	15	487		
Gilead Sciences Inc	Foster City, CA											0	0	299		
Mylan Laboratories Inc.	Canonsburg, PA											0	0	418		
Publishing and Printing																
McGraw-Hill Companies Inc., The	New York, NY	●	●	●	●		●	●	●	●	●	90	90	372		
New York Times Co.	New York, NY	●	●	●	●		●	●	●	●	●	90	90	774		
Pearson Inc.	New York, NY	●	●	●	●	●			●	●	●	90	90			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Hachette Book Group	New York, NY	●	●	●	●				●	●		75				
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●				●	●		75	25			
UBM plc	Manhasset, NY	●		●	●					●	●	60	60			
Gannett Co. Inc.	McLean, VA	●		●	●					●		45	45	415		
AbitibiBowater Inc.	Greenville, SC											0	0	474		
Washington Post Co.	Washington, DC											0	0	470		
Real Estate, Commercial																
CBRE, Inc.	Los Angeles, CA	●	●	●	●		●		●	●		85	85	440		
Jones Lang LaSalle	Chicago, IL	●	●	●	●					●	●	80		680		
Real Estate, Residential																
Realty Corp.	Parsippany, NJ	●			●					●	●	35	45	526		
Retail and Consumer Products																
3M Co.	St. Paul, MN	●	●	●	●		●	●	●	●	●	100	100	97		
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●		●	●	●	●	●	100	100	599		
Avon Products Inc.	New York, NY	●	●	●	●		●	●	●	●	●	100	100	226		
Barnes & Noble Inc.	New York, NY	●	●	●	●		●	●	●	●	●	100	100	395		
Best Buy Co. Inc.	Richfield, MN	●	●	●	●		●	●	●	●	●	100	100	47		
Clorox Co.	Oakland, CA	●	●	●	●		●	●	●	●	●	100	100	411		
GameStop Corp.	Grapevine, TX	●	●	●	●		●	●	●	●	●	100	75	262		
Gap Inc.	San Francisco, CA	●	●	●	●		●	●	●	●	●	100	100	167		
Limited Brands Inc.	Columbus, OH	●	●	●	●		●	●	●	●	●	100	100	258		
Nordstrom Inc.	Seattle, WA	●	●	●	●		●	●	●	●	●	100	100	254		
Office Depot Inc.	Boca Raton, FL	●	●	●	●		●	●	●	●	●	100	100	211		
Replacements, Ltd.	McLeansville, NC	●	●	●	●		●	●	●	●	●	100	100			
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●		●	●	●	●	●	100	90			
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●		●	●	●	●	●	100	100	57		
Staples Inc.	Framingham, MA	●	●	●	●		●	●	●	●	●	100	100	108		
Target Corp.	Minneapolis, MN	●	●	●	●		●	●	●	●	●	100	85	33		
TJX Companies Inc., The	Framingham, MA	●	●	●	●		●	●	●	●	●	100	100	119		
Unilever	Englewood Cliffs, NJ	●	●	●	●		●	●	●	●	●	100	100			
Walgreen Co.	Deerfield, IL	●	●	●	●		●	●	●	●	●	100	90	32		
A X Armani Exchange	New York, NY	●	●	●	●		●	●	●	●	●	95				
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●		●	●	●	●	●	95	80	671		
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●		●	●	●	●	●	95	85	146		
Bon-Ton Stores, Inc.	York, PA	●	●	●	●		●	●	●	●	●	90	90	660		
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●		●	●	●	●	●	90	90	28		
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●		●	●	●	●	●	90				
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●		●	●	●	●	●	90	90			
Kimberly-Clark Corp.	Irving, TX	●	●	●	●		●	●	●	●	●	90	90	130		
OfficeMax Inc.	Naperville, IL	●	●	●	●		●	●	●	●	●	90	85	330		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●		●	●	●	●	●	90	90	26		
Recreational Equipment Inc.	Kent, WA	●	●	●	●		●	●	●	●	●	90	65			
Tiffany & Co.	New York, NY	●	●	●	●		●	●	●	●	●	90	90	652		
CarMax Inc.	Richmond, VA	●	●	●	●		●	●	●	●	●	85	85	311		
Colgate-Palmolive Co.	New York, NY	●	●	●	●		●	●	●	●	●	85	85	160		
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●		●	●	●	●	●	85	75	307		
Liz Claiborne Inc.	New York, NY	●	●	●	●		●	●	●	●	●	85	85	734		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	Amlaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
Mattel Inc.	El Segundo, CA	●	●	●	●		●	●	●			85	75	392		
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●		●	●	●			85	90	397		
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●				●	●		80	30	594		
Coach Inc.	New York, NY	●	●	●	●				●	●		75	15	579		
Home Depot Inc., The	Atlanta, GA	●	●	●	●				●	●		75	75	30		
PetSmart Inc.	Phoenix, AZ	●	●		●		●		●	●		75	60	400		
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●				●	●		75	65	176		
Harry & David Holdings Inc.	Medford, OR	●	●	●	●				●	●		70	70			
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●					●		70	15			
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●				●	●		65	70	887		
Burlington Coat Factory Warehouse Corp.	Burlington, NJ	●	●	●	●				●	●		60	15	568		
Wal-Mart Stores Inc.	Bentonville, AR	●	●		●					●	●	60	60	1		
Dollar General Corp.	Goodlettsville, TN	●	●		●					●		45	0	188		
True Value Co.	Chicago, IL	●		●	●						●	40	0	942		
B J's Wholesale Club	Westborough, MA	●	●		●							35	15	221		
Brown Shoe Company, Inc.	St. Louis, MO	●			●					●	●	35	45	747		
Bed Bath & Beyond Inc.	Union, NJ	●	●									30	30	304		
Dillard's Inc.	Little Rock, AR	●	●									30	30	370		
Dollar Tree Stores Inc.	Chesapeake, VA	●	●									30	30	390		
Family Dollar Stores	Matthews, NC	●	●									30	30	302		
Pantry Inc., The	Cary, NC	●	●									30	0	363		
RadioShack Corp.	Fort Worth, TX	●		●								30	30	492		
Men's Wearhouse Inc., The	Houston, TX	●	●									30	30	843		
Stanley Black & Decker Inc.	New Britain, CT	●			●							25	25	288		
Hasbro Inc.	Pawtucket, RI	●								●		25	25	538		
Meijer Inc.	Grand Rapids, MI	●			●						●	25	25			
Big Lots	Columbus, OH	●										15	15	453		
Dick's Sporting Goods Inc.	Coraopolis, PA	●										15	15	464		
Foot Locker Inc.	New York, NY	●										15	15	446		
Lowe's Companies Inc.	Mooresville, NC	●										15	15	50		
TravelCenters of America	Westlake, OH	●										15	15	385		
AutoZone Inc.	Memphis, TN	●										15	15	322		
Kohl's Corp.	Menomonee Falls, WI	●										15	15	142		
Advance Auto Parts (Advance Holding)	Roanoke, VA											0	30	387		
O'Reilly Automotive Inc.	Springfield, MO											0	0	424		
Ross Stores	Pleasanton, CA											0	0	303		
Telecommunications																
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●		●	●	●	●		100	100			
AT&T Inc.	Dallas, TX	●	●	●	●		●	●	●	●		100	100	12		
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●		●	●	●	●		100	100	85		
Time Warner Cable Inc.	New York, NY	●	●	●	●		●	●	●	●		100	90	137		
Verizon Communications Inc.	New York, NY	●	●	●	●		●	●	●	●		100	20	16		
DIRECTV	El Segundo, CA	●	●	●	●		●	●	●	●		95	75	11		
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●	●		90	90	116		
QUALCOMM Inc.	San Diego, CA	●	●	●	●		●	●	●	●		90	90	222		
Avaya Inc.	Basking Ridge, NJ	●	●	●	●		●		●	●		80	80	445		
T-Mobile USA Inc.	Belleveue, WA	●	●		●					●	●	60	55			

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CEI Rating	2012 CEI Rating	Fortune 1000	AmLaw 200	
		1a	1b	2a	2b	2c	3a	3b	4	5						
EarthLink Inc.	Atlanta, GA	●	●	●	⋈							55	55			
CenturyLink Inc.	Monroe, LA	●		●	⋈							50	50	334		
Nortel Networks Corp.	Richardson, TX	●		●	⋈							50	60			
Brightpoint, Inc	Indianapolis, IN	●			⋈							30	15	582		
Cablevision Systems Corp.	Bethpage, NY	●										15	15	321		
Charter Communications	St. Louis, MO	●										15	15	333		
Liberty Global Inc.	Englewood, CO	●										15	0	255		
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●										15	0	450		
DISH Network Corp.	Englewood, CO											0	0	193		
NII Holdings	Reston, VA											0	0	406		
Virgin Media Inc.	New York, NY											0	15	374		
Tobacco																
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	⋈	●			85	70	284		
Altria Group Inc.	Richmond, VA	●										15	15	154		
Philip Morris International Inc.	New York, NY											0	0	94		
Transportation and Travel																
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100			
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●		●	●	●	●	●	90	60			
CSX Corp.	Jacksonville, FL	●	●	●	⋈		●	●	●	●	●	85	85	230		
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	⋈		●	⋈	●	●	●	80	80			
Sabre Holdings Inc.	Southlake, TX	●	●	●	⋈				●	●	●	75	75			
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	⋈		●	⋈	⋈	⋈	⋈	70	80			
Ryder System Inc.	Miami, FL	●	●	●	⋈		●	⋈	⋈	⋈	⋈	70	80	437		
Enterprise Holdings Inc.	St. Louis, MO	●		●	●				●	●	●	65	50			
Travelport Ltd.	Parsippany, NJ	●	●	●	⋈				●	⋈	⋈	65	65			
Avis Budget Group Inc.	Parsippany, NJ	●	●		⋈				●	⋈	⋈	50	60	432		
Norfolk Southern Corp.	Norfolk, VA	●		●	●					⋈	⋈	50	50	261		
Con-way Inc.	Ann Arbor, MI	●	●									30	15	454		
C. H. Robinson Worldwide	Eden Prairie, MN	●										15	15	265		
Expeditors International of Washington, Inc.	Seattle, WA	●										15	15	384		
Harley-Davidson Inc.	Milwaukee, WI	●										15	15	458		
Waste Management																
Waste Management Inc.	Houston, TX	●	●	●	●		●	●	●			90	90	196		
Republic Services Inc.	Phoenix, AZ	●										15	15	296		

**About HRC
Foundation's
Workplace
Project**

Deena Fidas and Liz Cooper, Authors

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

Project Staff

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

Deena Fidas leads the corporate programs of the Workplace Project, including the Corporate Equality Index survey and annual report. She also leads the Human Rights Campaign Foundation's published research on the experiences of LGBT workers nationwide, including the seminal Degrees of Equality study that found over half of LGBT workers remain closeted on the job. Fidas has consulted directly with dozens of Fortune 500 and other major businesses on the implementation of equitable policies and benefits for diverse employee populations. Most recently Fidas expanded the work of the Corporate Equality programs to include global LGBT workforce best practices. In this capacity, she has conducted trainings in the US and abroad on workforce diversity and best practices for inclusion before corporate and public sector audiences. Fidas has been featured in The Washington Post, Mexico's Reforma, Pacifica Radio and she has been a quoted source for the Associated Press, The Wall Street Journal, Forbes, Fortune and other news outlets. Formerly working in political fundraising, she joined the Workplace Project in 2007. Fidas holds a master's degree in sociology from American University in Washington, D.C.

**Liz Cooper
Manager, HRC Foundation Workplace Project**

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

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CEI 2013 HRC Business Council

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

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