



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION®

CORPORATE EQUALITY INDEX

A Report Card on Lesbian, Gay, Bisexual and Transgender Equality in Corporate America

09

Human Rights Campaign Foundation

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The Human Rights Campaign Foundation believes that all Americans should have the opportunity to care for their families, earn a living, serve their country and live open, honest and safe lives at home, at work and in their community.

Through pioneering research, advocacy and education, the HRC Foundation pursues practices and policies that support and protect lesbian, gay, bisexual and transgender individuals and their families in education, healthcare, corporate, public and private organizations across the country.

The HRC Foundation also provides accurate, timely research and information vital to the LGBT community, straight allies and policymakers on a wide range of issues, including: family law, senior health and housing, parenting, schools, workplace policies and law, religion, civil unions, marriage, adoption, financial planning and healthcare.

Our programs, which include the Workplace Project, the Religion and Faith Program, the Coming Out Project, the Family Project, Youth and Campus Outreach and the Center for the Study of Equality, are possible through the generous gifts of individual donors and corporate and private philanthropic foundations. Contributions to the HRC Foundation are tax-deductible to the fullest extent of the law. See www.hrc.org for more.

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ISBN 10: 1-934765-05-8

ISBN 13: 978-1-934765-05-0

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LETTER

FROM THE HRC FOUNDATION PRESIDENT

I am thrilled to share the 2009 Corporate Equality Index with you.

It is hard to believe that this is just the seventh year of the report. Originally designed as a roadmap for creating fair workplaces for lesbian, gay, bisexual and transgender employees at a time when discrimination against LGBT employees persisted and businesses lacked concrete guidance on LGBT inclusion, the CEI has burgeoned into the premiere benchmarking tool for gauging workplace equality.

Since that first report in 2002, the rates at which corporate America has expanded policies, practices and benefits to include LGBT employees have been faster than perhaps many thought possible. The progress has been vast in its reach and deep in its impact. LGBT employees and consumers can recognize the hallmarks of an inclusive employer — from fully inclusive non-discrimination policies and diversity programming to equal benefits. As more businesses participate in the annual survey, LGBT Americans and our allies can make more informed decisions about where to work and spend money. Senior partners and CEOs have taken note of these choices and the competition for LGBT talent and consumer dollars is at an all-time high.

In step with the CEI's trend line of upward growth, **the number of top-rated businesses reached an unprecedented 260 this year** — 65 more than last year, totaling over 9.3 million full-time employees working for 100 percent rated businesses. Many businesses are also seeking out practices to further distinguish their workplaces

beyond the minimum benchmarks. The Human Rights Campaign Foundation continues to seek out the expertise of private-sector diversity leaders, LGBT workplace advocates and employees to build on the success of the CEI to date.

A record-breaking number of businesses submitted surveys this year. While not all of those are among the top-tier percentage-wise, we commend these businesses for engaging with the Human Rights Campaign Foundation and committing to transparency in their progress. I look forward to ushering more businesses into our 100-percent tier and having the opportunity to work side-by-side with these businesses as they move toward equality.

We hope that you find this report useful and that the information contained herein can better inform your daily actions, because advancing LGBT equality must rest with all of us. From choosing a particular business in which to invest or buy goods or services, to sparking conversation at your workplace about LGBT issues, we can work together to move our colleagues, employers and communities toward change.

Thank you,



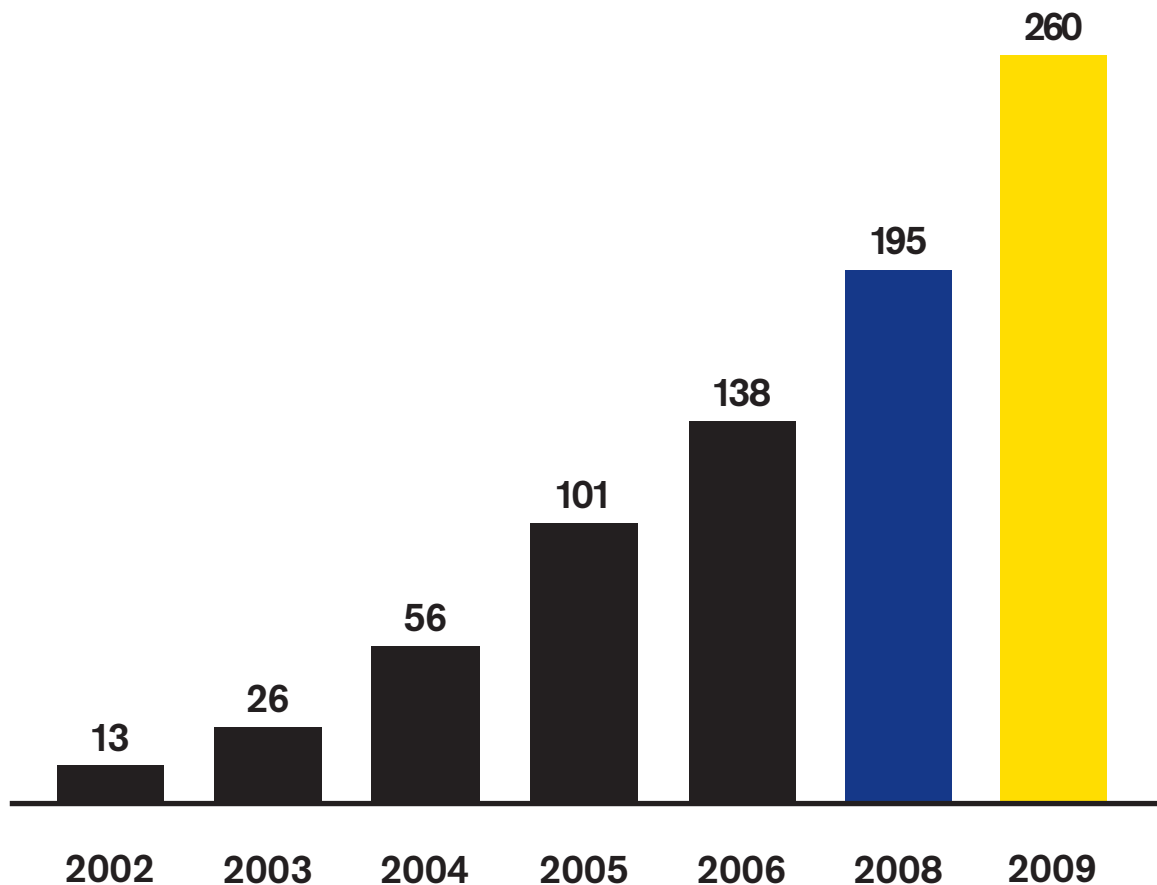
Joe Solmonese
President, Human Rights Campaign Foundation

OVERVIEW C

260

businesses achieved the top rating of 100 percent this year, compared with 195 businesses that received perfect ratings in the previous year. Collectively, these businesses employ 9,345,581 full-time U.S. workers. The total number of businesses at 100 percent represent an increase of one-third over the previous year's total number of 195 businesses. When the Human Rights Campaign Foundation Corporate Equality Index was launched in 2002, only 13 companies received 100 percent.

A complete list of employers that achieved a perfect rating is available as Appendix A on p. 23.



OF FINDINGS

A total of 584 businesses were rated this year, an increase of 13 percent over the 2008 CEI. **The average rating across the entire index was 83**, compared to 81 percent last year.

Other businesses showed tremendous progress from last year's rating. Four businesses had improvements of at least 50 percentage points: **American International Group Inc.**, **Bayer Corp.**, **Nestle Purina PetCare Co.** and **Omnicom Group**.

Two companies continued to get a rating of zero, **Exxon Mobil Corp.** and **Perot Systems Corp.**

Neither company has taken steps to improve its rating; ExxonMobil has resisted mounting shareholder pressure to amend its non-discrimination policies. In a sign of improvement, **Meijer**, a grocery chain that received a rating of zero in 2008, added sexual orientation to its non-discrimination policy and raised its score to 15 percent.

Two other companies opposed shareholder resolutions to amend their non-discrimination policies to include gender identity, **Verizon Communications Inc.** and **Wal-Mart Stores Inc.** Their scores were 70 and 40, respectively.

Progress at the Fortune-Ranked Companies

This year marked the third 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.

Of the 255 Fortune 500-ranked businesses that the CEI rated, 120 received 100 percent ratings. The average CEI rating of Fortune 500 companies was 83. Of the 54 Fortune-ranked businesses between 500 and 1000, 17 received 100 percent ratings. The average rating of these companies was 72.

Ten of the top 20 Fortune-ranked companies received 100 percent ratings, including newly rated Cardinal Health.

	2007 FORTUNE RANK	2009 CEI RATING
Wal-Mart Stores Inc.	1	40
Exxon Mobil Corp.	2	0
General Motors Corp.	3	100
Chevron Corp.	4	100
ConocoPhillips	5	60
General Electric Co.	6	80
Ford Motor Co.	7	100
Citigroup Inc.	8	100
Bank of America Corp.	9	100
American International Group Inc.	10	85
J.P. Morgan Chase & Co	11	100
Berkshire Hathaway*	12	–
Verizon Communications Inc.	13	70
Hewlett-Packard Co.	14	100
International Business Machines Corp.	15	100
Valero Energy*	16	–
Home Depot Inc.	17	85
McKesson Corp.	18	68
Cardinal Health	19	100
Morgan Stanley	20	100

* The HRC Foundation does not have sufficient information to provide a rating for this company.

FINDINGS / PERFORMANCE BY GEOGRAPHY

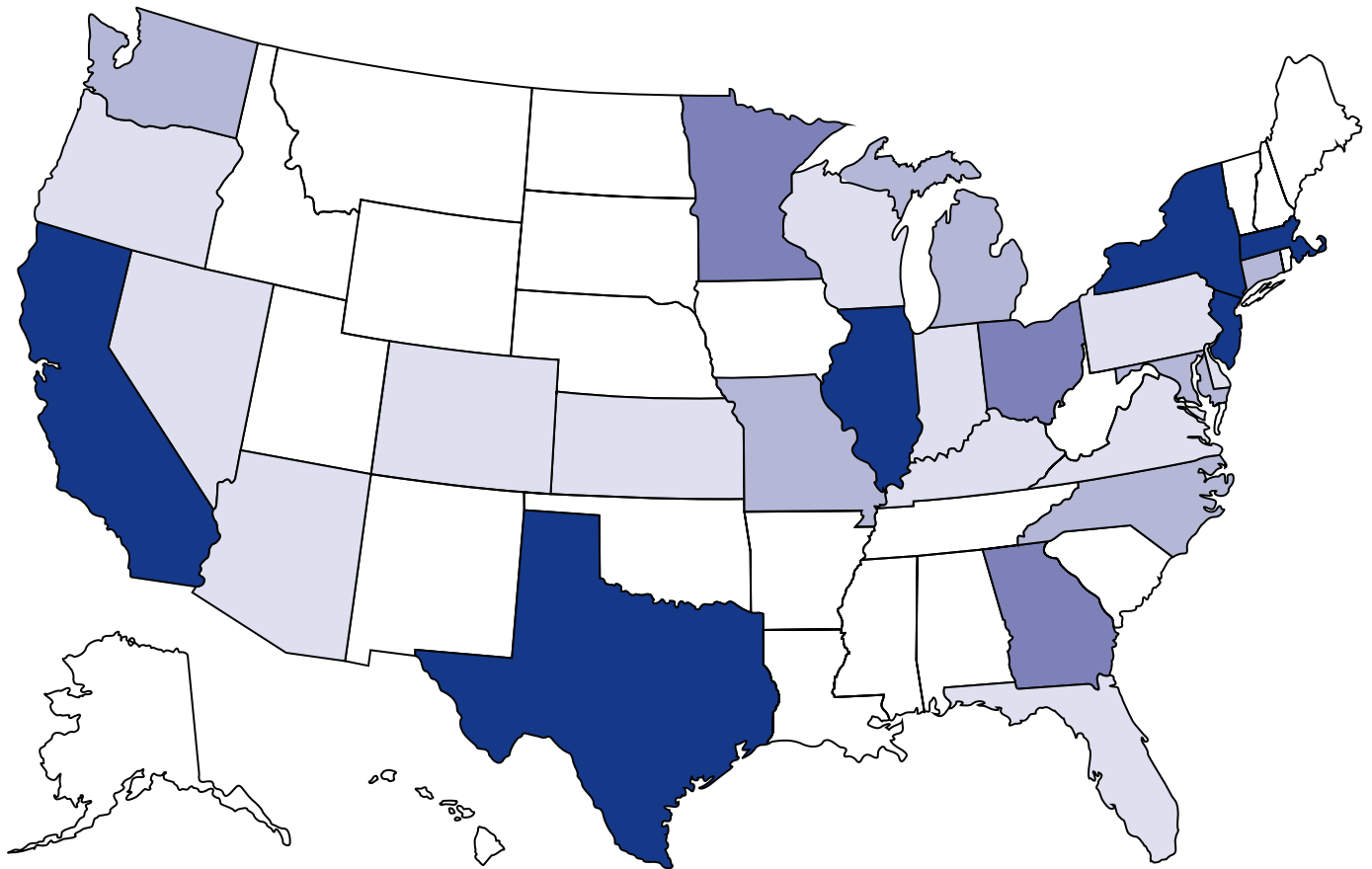
California and **New York** continue to accelerate ahead of other states, each adding at least seven new top-rated businesses to its list. However, 25 other states and the District of Columbia have at least one 100 percent rated business with its headquarters located there. Adding two businesses, **Illinois** continued to house many top-rated businesses and **Texas** added eight top-percent rated businesses. The location of top-rated Corporate Equality Index employers resembles the number of Fortune 500-ranked companies in each state.

Number of Businesses Rating 100 Percent on the CEI by Headquarters Location

Alabama*	–
Alaska*	–
Arizona	1
Arkansas	–
California	43
Colorado	1
Connecticut	6
Delaware*	1
District of Columbia	9
Florida	3
Georgia	11
Hawaii*	–
Idaho	–
Illinois	22
Indiana	3
Iowa*	–
Kansas*	1
Kentucky	1
Louisiana	–
Maine*	–
Maryland	5
Massachusetts	16
Michigan	8
Minnesota	12
Mississippi*	–
Missouri	4
Montana*	–
Nebraska	–
Nevada	1
New Hampshire*	–
New Jersey	15
New Mexico	–
New York	52
North Carolina	5
North Dakota*	–
Ohio	9
Oklahoma	–
Oregon*	1
Pennsylvania	1
Rhode Island	–
South Carolina*	–
South Dakota*	–
Tennessee	–
Texas	17
Utah*	–
Vermont	–
Virginia	3
Washington	7
West Virginia*	–
Wisconsin	2
Wyoming*	–

* State has fewer than 5 Fortune 500-ranked business.

NUMBER OF BUSINESSES IN EACH STATE WITH CEI RATINGS OF 100 PERCENT



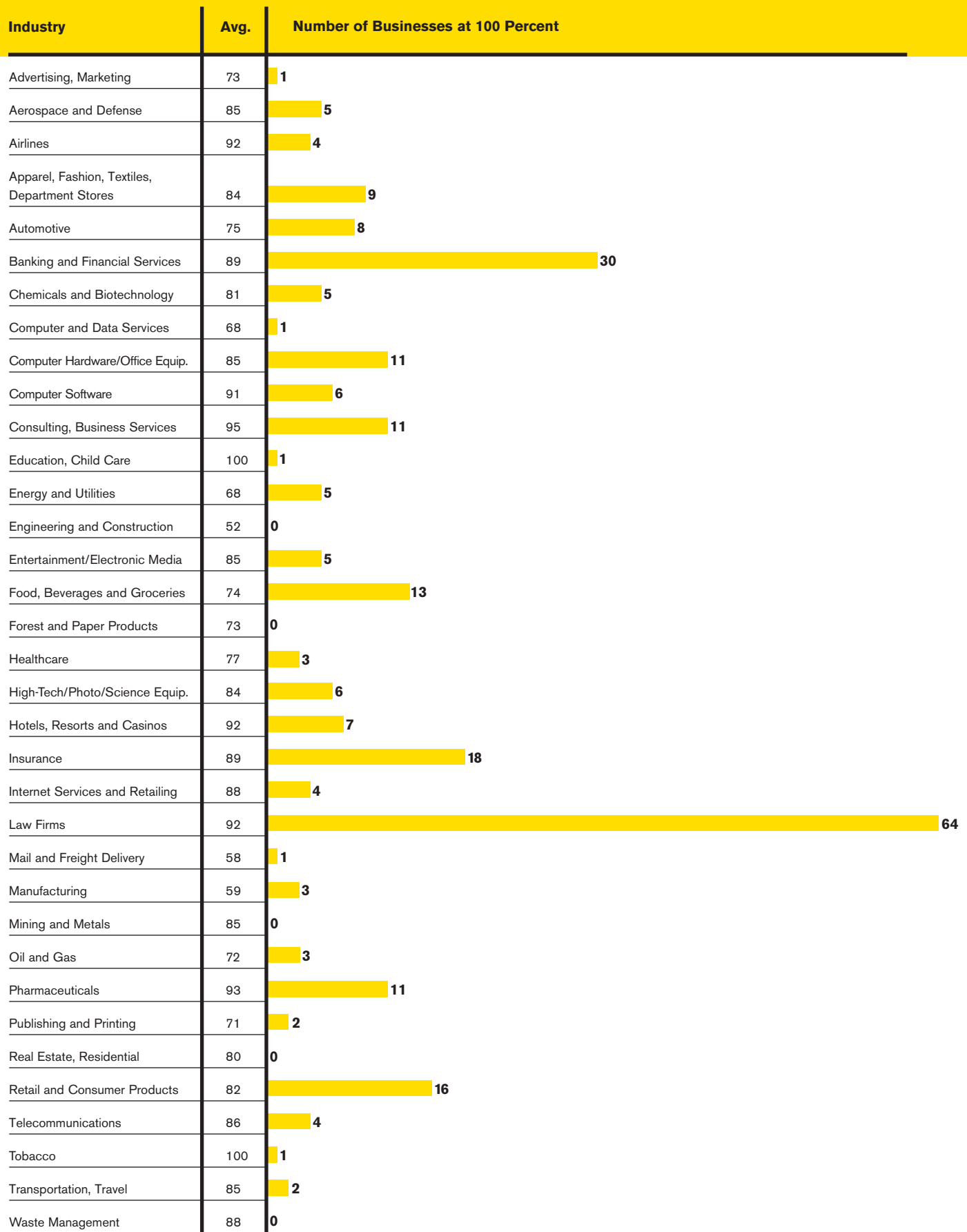
- 1-3 businesses
- 4-8 businesses
- 9-12 businesses
- 13 or more businesses

Several industries saw improvement in both the average rating and the number of top-rated businesses: **airlines**; **computer hardware and office equipment**; **food, beverages and groceries**; **insurance**; **law firms**; and, **retail and consumer products**.

Improvements made by **Alaska Airlines** and **Continental Airlines Inc.** brought them to 100 percent alongside **US Airways** and seventh time top-rated business, **American Airlines**. Within computer hardware and office equipment, **CDW Corp.**'s expansion of equal benefits and workplace protections raised this industry's overall ratings. The growth in the food, beverages and groceries industry is attributed to both newcomers to the 100 percent tier such as **Diageo North America**, as well as significant positive changes at businesses like **Food Lion LLC** – which added gender identity protections to its non-discrimination policy, and **H.J. Heinz Co.** – which implemented domestic partner benefits. Within the insurance industry, **New York Life Insurance Co.** and **The Progressive Corp.** both added gender identity protections, among other changes, further elevating the industry rating. In retail and consumer products, **Barnes & Noble Inc.** joined **Borders Group Inc.** at 100 percent while **Target Corp.**, **Unilever** and **Kimberly-Clark Corp.** reached the 100 percent tier this year as well.

In 2006, the first year law firms were invited to participate, 12 achieved a score of 100 percent. That figure has leaped to an unprecedented industry high of 64 businesses occupying the 100 percent tier, eclipsing banking and financial services. Law firms are highly competitive in their recruitment efforts for law school graduates, and are also held to increasing standards of diversity by their corporate clients. LGBT equality is an integral part of these efforts to recruit and retain top talent and cultivate clients. Beyond the LGBT community, many allies look to CEI ratings as a bellwether for a potential employer's commitment to diversity.

Of the 35 industries represented on the HRC Foundation Corporate Equality Index, five have no top-rated companies: **engineering and construction**; **forest and paper products**; **mining and metals**; **residential real estate**; and **waste management**.



2009 CORPORATE EQUALITY

Since its inception in 2002, the Human Rights Campaign Foundation Corporate Equality Index has provided businesses with a blueprint for establishing and maintaining inclusive workplaces for lesbian, gay, bisexual and transgender employees. Beyond modeling success, the resources that supplement the CEI equip businesses with the tools they need to effect change throughout their organization.

With an ever-increasing response rate, the extent to which businesses rely on the CEI has solidified its status as the benchmark by which businesses and their employees can gauge their success against competitors on LGBT inclusion.

The HRC Foundation offers continually updated resources for employers on each of the criteria on its website at www.hrc.org/workplace.

THE EVOLUTION OF THE CRITERIA

The HRC Foundation is committed to maintaining rigorous, transparent and achievable criteria for the Corporate Equality Index and, just as importantly, providing the tools for employers to meet them. Changes to the criteria are made with input from expert LGBT workplace advocates and leaders at the most advanced firms, taking into consideration the changing landscape of legal protections for LGBT employees and their families from state to state.

In 2002, the first CEI rated employers on seven criteria that remain the basis for today's rating system. The original criteria were guided in part by the Equality Principles -- 10 key practices for businesses committed to equal treatment of LGBT employees, consumers and investors. For more information, visit www.equalityproject.org/principles/en.html.

Just 13 businesses achieved top ratings in that first year; by 2005, more than 100 businesses had achieved perfect ratings, with many establishing the next best practices such as spousal-equivalent partner benefits and transgender-inclusive benefits.

In 2006, the HRC Foundation rolled out the second and current version of the CEI criteria, with greater weight given to spousal-equivalent partner benefits and to transgender inclusion; these criteria remain in effect for the 2009 report. Future changes to the criteria will be announced at least 12 months before going into effect.

THE 'BEST PLACES TO WORK' DISTINCTION

Businesses that are recognized in this report with a rating of 100 percent are further recognized as "Best Places to Work for LGBT Equality." Such businesses are invited to use this distinction and the accompanying trademark in their recruitment and advertising efforts.



THE CURRENT CRITERIA

The following rating system has been in effect since the 2006 CEI report, and remains effective through this and the 2010 report. ►

EQUALITY INDEX RATING SYSTEM

& METHODOLOGY ►

	POINTS POSSIBLE
1. Non-discrimination policy, diversity training – sexual orientation	
a. Equal Employment Opportunity policy includes sexual orientation	15
b. Diversity training covers sexual orientation	5
2. Non-discrimination policy, diversity training & benefits – gender identity or expression	
a. Equal Employment Opportunity policy includes gender identity or expression	15
b. Gender identity diversity training offered OR supportive gender transition guidelines in place*	5
c. Offers transgender-inclusive insurance coverage for at least one type of benefit* At least one: Counseling by a mental health professional; pharmacy benefits covering hormone therapy; medical visits to monitor the effects of hormone therapy and other associated lab procedures; medically necessary surgical procedures such as hysterectomy; or short-term disability leave for surgical procedures	5
3. Partner benefits	
a. Partner health insurance	15
b. Partner COBRA, dental, vision and legal dependent coverage*	5
c. Other partner benefits* At least three: FMLA-like leave;† 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; retiree healthcare benefits; or employee discounts	5
4. LGBT employee resource group / diversity council, or (half credit) Would support a LGBT employee resource group with employer resources if employees expressed an interest	15
5. Positively engages the external LGBT community	15
6. Employer exhibits responsible behavior toward the LGBT community; does not engage in action that would undermine LGBT equality	–**
	100

* Criterion was added to the Corporate Equality Index in 2006.

** Employers found engaging in activities that would undermine LGBT equality will have 15 points removed from their scores.

† Benefit provided to the employee on behalf of the employee's same-sex partner.

HRC CORPORATE EQUALITY INDEX RATING SYSTEM & **METHODOLOGY**

WHAT BUSINESSES ARE RATED

The Human Rights Campaign Foundation utilizes lists of the largest and most successful U.S. employers as a basis for inviting businesses to participate in the Corporate Equality Index, including *Fortune* magazine's 1,000 largest publicly traded businesses (the 2007 Fortune 1000) and *American Lawyer* magazine's top 200 revenue-grossing law firms (the 2007 AmLaw 200). Additionally, any private-sector, for-profit employer with 500 or more full-time U.S. employees can request to participate by e-mailing workplace@hrc.org.

HOW WE OBTAIN THE INFORMATION / THE HRC CORPORATE EQUALITY INDEX SURVEY

The primary source of information for the CEI rating is the CEI survey (see Appendix D on page 65). While many questions on the survey are required for participation in the CEI, others are informational questions that help gauge trends and best practices among all businesses or particular industries.

Invitations for the 2009 CEI survey were mailed in March 2008. 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 information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for previous submissions.

The web-based survey included links to sample policies and other guidance on the HRC Foundation Workplace Project website. 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 HRC Foundation may occasionally 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 1,567 businesses received invitations to take part in the survey. Of that number, 466 submitted surveys and 584 were ultimately rated. Last year, a total of 1,806 businesses were sent invitations, 416 submitted surveys and 519 were rated. Fewer businesses received invitations this year to better focus on the primary target pool of businesses, namely the Fortune 1000 and AmLaw 200 as well as businesses that have pro-actively reached out to the Human Rights Campaign Foundation.

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 rate businesses. 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 Corporate Equality Index 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 foundation 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 gave them 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 lose 15 points from their overall rating through criterion 6, with a minimum possible total rating of zero points.

A NOTE ABOUT BUSINESSES' RATINGS

Recognizing that many of the businesses rated in the CEI employ thousands of employees that span most, if not all, of the 50 states, each business's rating should be viewed as a snapshot of its activity. A CEI rating cannot convey all the nuances of a business's particular approach to LGBT workplace issues. Furthermore, some businesses' ratings dropped from the previous year; the bulk of these businesses lost points because some data was no longer reliable and/or businesses experienced fluctuations in their external engagement efforts.

FINDINGS

Non-Discrimination Policies and Diversity Training/Awareness

A clear and defined non-discrimination policy with respect to conditions of employment including hiring, promotions, termination and compensation that includes “sexual orientation” and “gender identity” or “gender identity or expression” – in addition to federally protected classes such as age, race, sex, religion, national origin and disability – is an essential baseline policy for lesbian, gay, bisexual and transgender inclusion.

To read more about *Equal Opportunity Employment Issues for LGBT Workers*, please visit www.hrc.org/issues/about_equal_opportunity.asp.

Diversity awareness or employee training programs are important vehicles through which an employer communicates its expectations of fair treatment to employees. Rather than isolating diversity issues, an increasing number of employers are integrating lessons on diversity with other standard trainings that are skills or policy-based. Each employer handles diversity training differently; some require all employees to attend, while others might only require managers or supervisors to attend.

SEXUAL ORIENTATION

Sexual orientation is generally defined as an individual's enduring physical, romantic, emotional and/or spiritual attraction to another person.

99%

of CEI-rated employers provide employment protections on the basis of sexual orientation (criterion 1a). A total of **92 percent** of rated employers cover “sexual orientation” as a topic of diversity training, though not all employees may be required to attend (criterion 1b).

Criterion 1a (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Prohibit Discrimination Based on Sexual Orientation



Criterion 1b (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Provide Diversity Training Covering Sexual Orientation



2009 2008

GENDER IDENTITY

Gender identity is generally defined as an individual's internal, personal sense of being a man or a woman. For transgender people, their birth-assigned sex and their own internal sense of gender identity do not match. *Gender expression* refers to all of the external characteristics and behaviors that are socially defined as either masculine or feminine, such as dress, grooming, mannerisms, speech patterns and social interactions. It is worth noting that social or cultural norms can vary widely and some characteristics that may be accepted as masculine, feminine or neutral in one culture may not be assessed similarly in another.

Gender identity and gender expression are distinct from sexual orientation – transgender people may be heterosexual, lesbian, gay or bisexual.

Employers that revise their non-discrimination policies should examine internal policies and procedures with an eye toward how employees express their gender. This includes things such as personnel records and directories, restroom and changing facilities, as well as dress codes and harassment policies. Gender transition guidelines help ensure consistent treatment with regard to these matters when an employee transitions on the job. The Human Rights Campaign Foundation provides resources to address these issues on its website at www.hrc.org/workplace/transgender.

66% of CEI-rated employers provide employment protections on the basis of gender identity or expression, the highest figure to date. The expansion of these protections has been remarkable; growth from the 2002 CEI has been 12-fold when just 5 percent of CEI-rated employers included gender identity protections in 2002 (criterion 2a).

Seventy-two percent of this year's rated businesses have written gender transition guidelines and/or cover gender identity as a topic of diversity training, up from 68 percent last year (criterion 2b). A total of 115 employers have transition guidelines, up from 90 last year.

Criterion 2a (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Prohibit Discrimination Based on Gender Identity or Expression



Criterion 2b (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Provide Diversity Training Covering Gender Identity OR Have Supportive Gender Transition Guidelines



2009 2008

FINDINGS

Health Insurance Benefits

On average, roughly 20 percent of employees' overall compensation is provided in the form of health insurance benefits for themselves and often, for their families. For employees with partners and/or children not eligible for those benefits, this disparity in compensation is profound. Since the 1990s, domestic partner benefits have become the norm – the majority of Fortune 500 companies now provide them. More recently, employers have started to address health insurance discrimination against transgender individuals.

TRANSGENDER-INCLUSIVE BENEFITS

Most transgender people are categorically denied health insurance coverage for necessary medical treatment, often irrespective of whether treatment is related to sex reassignment. Up until the last few years, nearly all health insurance plans in the United States excluded coverage for sex reassignment or related treatment, and sometimes a plan's exclusion is worded broadly to exclude many other necessary treatments. While not all transgender people have the same medical needs, ending this discrimination against transgender people in benefits is a critical goal that the Human Rights Campaign Foundation is working with employers to achieve. *For more information, please visit www.hrc.org/issues/9568.htm.*

In 2001, the city and county of San Francisco made history by becoming the first U.S. municipalities to remove transgender access exclusions from their employee health plans. A 2006 statement from the San Francisco's Human Rights Commission proclaimed, "Despite actuarial fears of over-utilization and a potentially expensive benefit, the Transgender Health Benefit Program has proven to be appropriately accessed and undeniably more affordable than other, often routinely covered, procedures." Employees of the city and county of San Francisco, as well as their dependents, may now access necessary medical treatments without needing to pay additional premiums, as they did the first few years the program was available.

Since 2006, CEI survey participants have been asked to examine their insurance policies for transgender exclusions, and to ensure that at least one of the five general types of medically necessary treatment was available without exclusion. If treatment was generally available without exclusion (e.g.: if a plan covered medically necessary surgical procedures), the business was asked to provide supporting documentation.

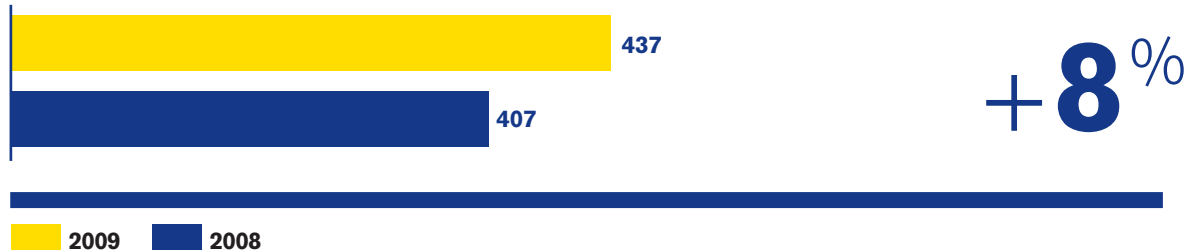
The original intent of this criterion was not just to educate employers about these exclusions but also to encourage employers to remove them. Through our conversations and educational efforts with participating employers over the years, the Human Rights Campaign Foundation has helped spotlight these discriminatory insurance exclusions, and we have seen tremendous progress in removing them.

Some major insurers now provide limited options for employers to provide inclusive coverage. Nonetheless, based on feedback given to the HRC Foundation, employers that do not self-insure are at a disadvantage in being able to obtain comprehensive coverage. For self-insured plans, the employer assumes the risk of providing the benefits and paying all the claims and so it generally has greater control over what treatment is covered by the plan. These plans often involve a health insurance company or other third party to administer the plan. Smaller employers are much less likely to self-fund, and are thus limited to commercial health insurance options.

75% of this year's rated businesses have examined their transgender exclusions to determine that coverage is available for at least one of five categories of treatment (criterion 2c).

Criterion 2c (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer at Least One Transgender-Inclusive Benefit



Of the employers that met this criterion:

- 71 percent provide mental health benefits for counseling by a mental health professional.
- 26 percent provide pharmacy benefits for hormone therapy.
- 21 percent cover medical visits and lab procedures related to hormone therapy.
- 12 percent provide health benefits for surgical procedures.
- 72 percent provide short-term leave for surgical procedures.

FINDINGS

ENDING BENEFITS DISCRIMINATION AGAINST TRANSGENDER EMPLOYEES

This year, in order to verify the information submitted for this criterion, the Human Rights Campaign Foundation asked survey participants to submit documentation to support that various medically necessary treatments would be covered by the insurance plan. Such documentation included:

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

While the Human Rights Campaign Foundation cannot attest that insurance coverage would ultimately be applied equally from business to business or even between multiple insurance plans used by the same business, our review suggests that a number of businesses have taken significant and substantial steps to remove discrimination from at least one of their health insurance plans for employees and their dependents.

49

businesses had insurance plans that indicated that most medically necessary treatments would be covered. **These businesses are highlighted in Appendices B & C with a “+” under column 2c.**

Some of the first businesses to implement inclusive coverage placed a maximum financial amount of insurance coverage available to transgender-specific treatment over an individual’s lifetime. Of the 49 businesses that indicated most medically necessary treatments would be covered, only six reported a maximum financial cap, ranging from \$10,000 to \$75,000, with most reporting more than \$50,000. Similar to the city and county of San Francisco, the Human Rights Campaign Foundation anticipates that businesses will eventually increase or eliminate these caps entirely.

The vast majority of employers that obtain credit for criterion 2c have done so through short-term leave coverage – which generally does not fall under health insurance and its exclusions – or mental health counseling – which can also fall outside of the health insurance plan or, if covered by the health insurance plan, can fall outside the scope of more limited transgender exclusions.

Where the Human Rights Campaign Foundation has seen detailed documentation of coverage, it has generally been limited to specific procedures or treatments; such limitations could eventually be viewed as insufficient. Because there has not been a plan that clearly outlines coverage for the variety of possible treatments that could increase the likelihood of a successful transition and such plans are relatively new to insurers and employers, a top research goal of the Human Rights Campaign Foundation is to issue a more detailed report of the types of coverage generally available at these employers, as well as identified best and worst practices of such plans.

Although not all transgender people have the same medical needs, standards of medical care for transgender people are maintained by the World Professional Association for Transgender Health, which can be found online at www.wpath.org.

FINDINGS

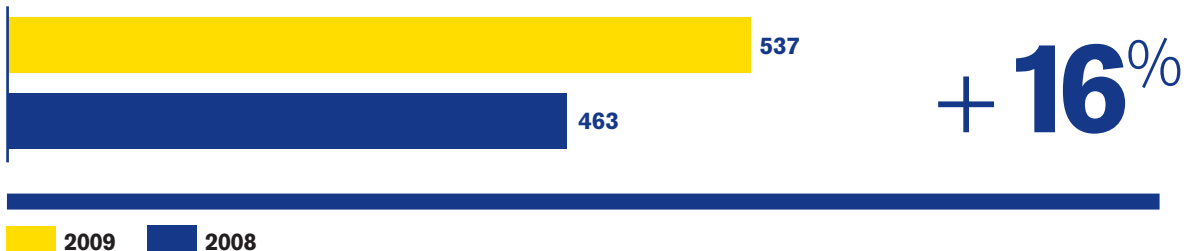
PARTNER BENEFITS

Partner benefits are a low-cost, high-value employment benefit and are now the norm among employers committed to their LGBT employees. A 2005 Hewitt Associates study found that the majority of employers offering the benefits – 64 percent – experience a total financial impact of less than 1 percent of total benefits cost, 88 percent experience financial impacts of 2 percent or less and only 5 percent experience financial impacts of 3 percent or greater of total benefits cost. The HRC Foundation Corporate Equality Index looks to employers to provide equal benefits to LGBT employees and their families and does not penalize an employer if a particular benefit is not offered to any employees.

92% of CEI-rated employers provide partner health coverage to employees (criterion 3a), up 16 percent from the previous year. Of these employers, 67 percent provide them to both same and opposite-sex partners of employees (just a one percentage point increase from last year).

Criterion 3a (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer Partner Health Insurance



The Human Rights Campaign Foundation provides resources relating to domestic partner benefits on its website at www.hrc.org/issues/domestic_partner_benefits.htm.

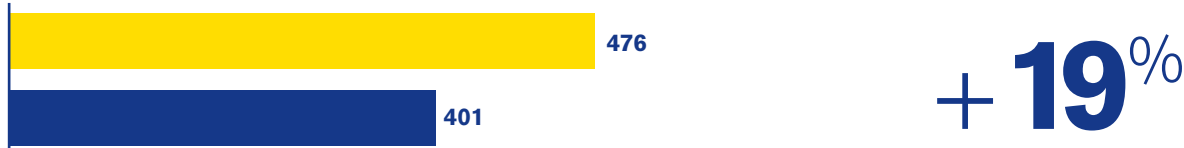
Beyond the extension of basic health insurance coverage, growth continues in the entire set of comprehensive health benefits made available to partners (criterion 3b), with 82 percent of rated employers providing equal dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-like continuation coverage, up 19 percent from the previous year. COBRA-like benefits continuation is the area that prevents many employers from obtaining credit on this criterion, which requires that all health benefits be offered equally to opposite-sex spouses and domestic partners of current employees; however, this gap is closing, as 83 percent of rated businesses now have parity in COBRA-like benefits.

Where last year's CEI saw significant growth in comprehensive health benefits but less so in the promotion of parity in "soft" benefits (criterion 3c), such as Family and Medical Leave Act (FMLA)-like leave benefits, bereavement leave, retirement benefits and employee discounts, this year the increase is 18 percent for a total of 89 percent.

The CEI requires that at least three benefits be offered equally to opposite-sex spouses and domestic partners. Those "soft" benefits most often extended to domestic partners include bereavement leave (86 percent of rated employers), employee assistance programs (83 percent), relocation assistance (75 percent) and FMLA-like leave (74 percent).

Criterion 3b (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer Partners Dental, Vision, COBRA and Dependent Coverage Benefits



Criterion 3c (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer at Least Three Other 'Soft' Benefits for Partners



2009 2008

RETIREMENT BENEFITS

Until the passage of the federal Pension Protection Act of 2006, same-sex partners listed as beneficiaries to retirement plans were prohibited from rolling those retirement plans into their own individual retirement accounts, as opposite-sex spouses were able to do. The Internal Revenue Service issued guidance to employers on how to provide the retirement rollover option in early 2007, but that guidance came too late for the HRC Foundation to include the question on an informational basis in its 2008 CEI survey. *To read more about the Pension Protection Act, please visit www.hrc.org/1342.htm.*

This year, businesses were asked about their retirement plan distribution options for informational purposes only. Forty-seven percent of CEI-rated businesses reported offering the rollover option to same-sex partners and 24 percent reported that the hardship distribution within their retirement plans was offered to same-sex partners.

The HRC Foundation continued to survey employers with defined benefit plans (pensions) on whether they provided survivor options for domestic partners of employees, either in the form of Qualified Joint and Survivor Annuities or Qualified Pre-retirement Survivor Annuities. A total of 43 percent of participating employers indicated that they offer QJSAs to their employees' domestic partners, while 27 percent offer QPSAs. *To read more, please visit www.hrc.org/issues/8813.htm.*

FINDINGS

LGBT Employee Resource Groups and Diversity Councils

The support of lesbian, gay, bisexual and transgender employee resource groups (also known as employee network groups or affinity groups) is a crucial step toward workplace equality – these groups foster a sense of community and team cohesion as well as provide leadership opportunities for LGBT employees to better their own work environments. Businesses usually provide these groups with a budget and access to resources such as meeting rooms and e-mail networks. The groups provide a clear line of communication between employees and management, ensuring that policies and practices have their intended effect. LGBT ERGs have been involved in policy-making, providing input on marketing and workplace protection policies, attracting and retaining talented individuals, leadership development, cultural change and representation at external events. In addition to giving guidance and input on LGBT-specific workplace policies and practices, LGBT ERGs also help to provide a sense of safety and acceptance for LGBT employees within the workplace.

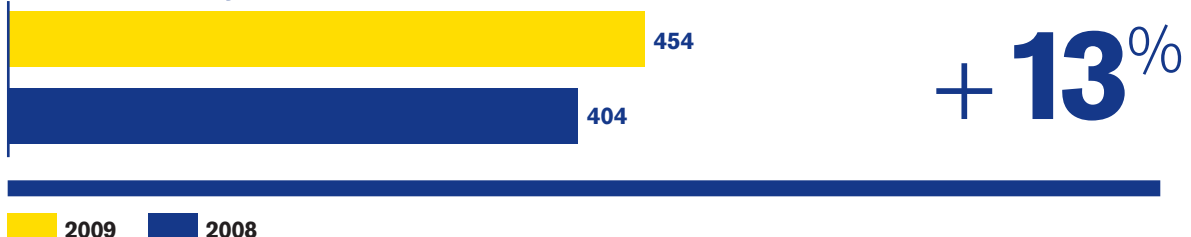
Recognizing the differences in businesses rated in the CEI, criterion 4 can also be met with an organization-wide diversity council or working group with a mission that specifically includes LGBT diversity. However, most businesses garner credit in this section for having an ERG.

More information on ERGs and helpful tips on forming them are available at the HRC Foundation's website at www.hrc.org/issues/GLBT_employee_groups.htm.

78% of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues (criterion 4). Of those businesses that have an employee resource group, 90 percent of the groups are sponsored by an executive champion – someone in upper management who connects the group to the senior decision makers of the company.

Criterion 4 (See Appendix B. on p. 31 for individual employer ratings)

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



External Engagement

The HRC Foundation Corporate Equality Index rewards employers that demonstrate their commitment to lesbian, gay, bisexual and transgender workers through engaging with and supporting the broader LGBT community. Such efforts include positive, targeted marketing and advertising, philanthropic activities and event sponsorships.

Many employers engage LGBT consumers directly through local or national marketing or advertising campaigns in LGBT media. Consumer-facing businesses are vying to capture a portion of the ever-growing LGBT market, projected by Witeck-Combs Communications and Harris Interactive to grow from \$723 billion in 2008 to \$831 billion by 2011, while other businesses may engage in recruitment or awareness campaigns.

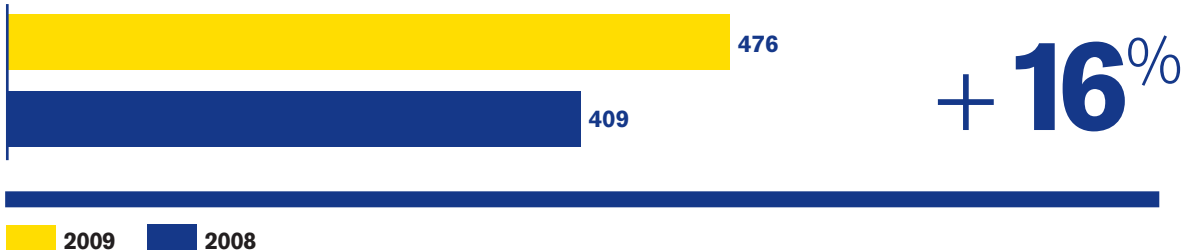
Philanthropic activities in the form of cash grants or in-kind donations of products or services may include contributions to such causes as LGBT health, education or political organizations or projects. These gifts often have a strategic long-term approach to a business's bottom line; for example, official sponsors of the International Gay and Lesbian Travel Association include various airlines, travel and car rental operators, hotels and tourism associations.

Similarly, event and conference sponsorships can provide businesses with targeted audiences that can assist their bottom line. For example, businesses that support LGBT pride celebrations in particular cities can establish local connections with LGBT consumers.

82% of CEI-rated businesses report some form of external engagement with the LGBT community, through marketing efforts, advertisements in LGBT media, sponsorship of LGBT events or financial or in-kind contributions to LGBT organizations (criterion 5).

Criterion 5 (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Positively Engage the External LGBT Community



Increasingly, CEI-rated businesses are engaged with professional recruiting events, such as the annual Lavender Law conference and Reaching Out MBA Career Expo, which are a win-win for LGBT job-seekers and employers. A new generation is entering the work force with more expectations of fairness around LGBT policies and practices than previous cohorts. Professional job fairs such as these provide attendees the opportunity to interact with employers that are very clearly interested in hiring LGBT professionals.

A total of 178 businesses, or 38 percent of businesses that garnered credit for criterion 5 reported at least one effort with the primary purpose of recruiting LGBT job candidates.

FINDINGS

Other Emerging Best Practices in LGBT Workplace Issues

Each year, the Human Rights Campaign Foundation's Corporate Equality Index surveys employers on a variety of issues that are not included in the CEI rating to stay on the vanguard of LGBT workplace inclusion efforts.

SUPPLIER DIVERSITY PROGRAMS

Supplier diversity programs help firms identify smaller businesses owned primarily by minorities, including lesbian, gay, bisexual and transgender people. The National Gay and Lesbian Chamber of Commerce has certified LGBT-owned businesses since 2002 at www.nglcc.org.

15% of CEI-rated employers use LGBT-owned suppliers up from 12% last year. Of the 583 rated employers, 342 have supplier diversity programs, of which 26 percent include LGBT-owned suppliers.

ANTI-HARASSMENT POLICIES

In lieu of federal protections for LGBT employees, many businesses take more pro-active steps to ensure clear and robust policies to protect LGBT workers from discrimination or hostility. For the first time, the Human Rights Campaign Foundation asked informational questions about the inclusion of "sexual orientation" and "gender identity" or "gender identity or expression" in anti-harassment policies. While EEO/non-discrimination policies are typically considered the primary legal safety net for workers, anti-harassment policies can further elaborate on behavior that is not tolerated in the workplace. In addition, the inclusion of the terms helps human resource professionals, managers and other potential mediators fully grasp the issues involved should a conflict arise. Seventy-two percent of CEI-rated businesses include "sexual orientation" in their anti-harassment policies and 54 percent include "gender identity" or "gender identity or expression."

SELF-IDENTIFICATION

Unlike other diversity categories, such as race and gender, employers are not required to collect statistics on the number of LGBT people they employ. Employers have sought to determine the number of their employees who identify as lesbian, gay, bisexual and transgender while balancing privacy concerns. Some employers use their LGBT employee group numbers to provide estimates, but this method is limited by the scope of such voluntary groups over a highly dispersed workforce.

More recently, employers have gathered statistics through anonymous employee engagement or satisfaction surveys.

36% of CEI-rated employers, 211 of all rated employers, use surveys or other tools that allow employees to voluntarily disclose their sexual orientation or gender identity, compared with 27 percent in the previous year.

APPENDIX A

EMPLOYERS WITH RATINGS OF 100 PERCENT | 23 – 30 ►

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
3M Co.	St. Paul, MN	1						
AAA Northern California, Nevada and Utah	San Francisco, CA				4			
Abercrombie & Fitch Co.	New Albany, OH			3				
Accenture Ltd.	New York, NY		2					
Aetna Inc.	Hartford, CT							7
Agilent Technologies Inc.	Santa Clara, CA					5		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC		2					
Alaska Airlines	Seattle, WA	1						
Alcatel-Lucent	Murray Hill, NJ							7
Allianz Life Insurance Co. of North America	Minneapolis, MN			3				
Allstate Corp., The	Northbrook, IL		2					
Alston & Bird LLP	Atlanta, GA				4			
American Express Co.	New York, NY					5		
Ameriprise Financial Inc.	Minneapolis, MN			3				
AMR Corp. (American Airlines)	Fort Worth, TX							7
Anheuser-Busch Companies Inc.	St. Louis, MO			3				
Aon Corp.	Chicago, IL		2					
Apple Inc.	Cupertino, CA							7
Arent Fox LLP	Washington, DC	1						
Arnold & Porter LLP	Washington, DC			3				
AT&T Inc.	San Antonio, TX				4			
Bain & Co. Inc. (& Bridgespan Group Inc.)	Boston, MA			3				
Baker & Daniels LLP	Indianapolis, IN	1						
Bank of America Corp.	Charlotte, NC			3				
Bank of New York Mellon Corp., The	New York, NY	1						
Barnes & Noble Inc.	New York, NY	1						
BASF Corp.	Florham Park, NJ	1						
Bausch & Lomb Inc.	Rochester, NY						6	
Best Buy Co. Inc.	Richfield, MN					5		
Bingham McCutchen LLP	Boston, MA		2					
BMC Software Inc.	Houston, TX	1						
Boehringer Ingelheim Pharmaceuticals Inc.	Ridgefield, CT		2					
Boeing Co.	Chicago, IL			3				
Borders Group Inc.	Ann Arbor, MI				4			
Boston Consulting Group	Boston, MA		2					
BP America Inc.	Houston, TX				4			
Bright Horizons Family Solutions Inc.	Watertown, MA			3				
Brinker International Inc.	Dallas, TX			3				

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Bristol-Myers Squibb Co.	New York, NY			3				
Brown Rudnick LLP	Boston, MA	1						
Bryan Cave LLP	St. Louis, MO		2					
Campbell Soup Co.	Camden, NJ	1						
Capital One Financial Corp.	McLean, VA						6	
Cardinal Health	Dublin, OH	1						
Cargill Inc.	Wayzata, MN					5		
Carlson Companies Inc.	Minnetonka, MN			3				
Carmax Inc.	Richmond, VA	1						
Charles Schwab Corp., The	San Francisco, CA					5		
Chevron Corp.	San Ramon, CA				4			
ChoicePoint Inc.	Alpharetta, GA					5		
Chrysler LLC	Auburn Hills, MI				4			
Chubb Corp.	Warren, NJ					5		
Cisco Systems Inc.	San Jose, CA					5		
Citigroup Inc.	New York, NY					5		
Clear Channel Communications Inc.	San Antonio, TX			3				
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY		2					
Clifford Chance US LLP	New York, NY	1						
Clorox Co.	Oakland, CA			3				
CNA Insurance	Chicago, IL			3				
Coca-Cola Co., The	Atlanta, GA			3				
Coca-Cola Enterprises Inc.	Atlanta, GA	1						
Constellation Energy Group Inc.	Baltimore, MD	1						
Continental Airlines Inc.	Houston, TX	1						
Coors Brewing Co.	Denver, CO					5		
Corning Inc.	Corning, NY				4			
Covington & Burling LLP	Washington, DC	1						
Cox Enterprises Inc./Cox Communications Inc.	Atlanta, GA	1						
Cravath, Swaine & Moore LLP	New York, NY	1						
Credit Suisse USA Inc.	New York, NY				4			
Cummins Inc.	Columbus, IN				4			
Debevoise & Plimpton LLP	New York, NY	1						
Dell Inc.	Round Rock, TX					5		
Deloitte LLP	New York, NY			3				
Deutsche Bank	New York, NY						6	
Dewey & LeBoeuf LLP	New York, NY	1						
Diageo North America	Norwalk, CT	1						

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Dickstein Shapiro LLP	Washington, DC		2					
DLA Piper	Baltimore, MD	1						
Dorsey & Whitney LLP	Minneapolis, MN			3				
Dow Chemical Co.	Midland, MI				4			
DuPont (E.I. du Pont de Nemours)	Wilmington, DE			3				
Eastman Kodak Co.	Rochester, NY							7
eBay Inc.	San Jose, CA	1						
Edwards Angell Palmer & Dodge LLP	Boston, MA	1						
Electronic Arts Inc.	Redwood City, CA		2					
Eli Lilly & Co.	Indianapolis, IN			3				
Ernst & Young LLP	New York, NY				4			
Estee Lauder Companies	New York, NY				4			
Esurance Inc.	San Francisco, CA		2					
Faegre & Benson LLP	Minneapolis, MN					5		
Fannie Mae	Washington, DC			3				
Foley & Lardner LLP	Milwaukee, WI		2					
Foley Hoag LLP	Boston, MA		2					
Ford Motor Co.	Dearborn, MI					5		
Freescale Semiconductor Inc.	Austin, TX				4			
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	1						
GameStop Corp.	Grapevine, TX		2					
Gap Inc.	San Francisco, CA				4			
Genentech Inc.	South San Francisco, CA		2					
General Motors Corp.	Detroit, MI			3				
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	1						
GlaxoSmithKline plc	Philadelphia, PA				4			
Global Hyatt Corp.	Chicago, IL				4			
Goldman Sachs Group Inc., The	New York, NY					5		
Google Inc.	Mountain View, CA			3				
Harrah's Entertainment Inc.	Las Vegas, NV		2					
Hartford Financial Services Co.	Hartford, CT		2					
Harvard Pilgrim Health Care Inc.	Wellesley, MA			3				
Haynes and Boone LLP	Dallas, TX	1						
Heller Ehrman LLP	San Francisco, CA			3				
Herman Miller Inc.	Zeeland, MI		2					
Hewitt Associates	Lincolnshire, IL			3				
Hewlett-Packard Co.	Palo Alto, CA						6	
Hoffmann-La Roche Inc.	Nutley, NJ	1						

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Holland & Knight LLP	Miami, FL		2					
Honeywell International Inc.	Morristown, NJ			3				
Hospira Inc.	Lake Forest, IL			3				
Howrey LLP	Washington, DC	1						
HSBC - North America	Mettawa, IL		2					
Husch Blackwell Sanders LLP	Kansas City, MO	1						
IndyMac Bancorp Inc.	Pasadena, CA		2					
ING North America Insurance Corp.	Atlanta, GA			3				
Intel Corp.	Santa Clara, CA							7
International Business Machines Corp. (IBM)	Armonk, NY						6	
Intuit Inc.	Mountain View, CA				4			
J.C. Penney Co. Inc.	Plano, TX		2					
J.P. Morgan Chase & Co.	New York, NY							7
Jenner & Block LLP	Chicago, IL				4			
Johnson & Johnson	New Brunswick, NJ				4			
Kaiser Permanente	Oakland, CA				4			
KeyCorp	Cleveland, OH		2					
Kimberly-Clark Corp.	Irving, TX	1						
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA					5		
Kirkland & Ellis LLP	Chicago, IL		2					
KPMG LLP	New York, NY				4			
Kramer Levin Naftalis & Frankel LLP	New York, NY		2					
Latham & Watkins LLP	New York, NY		2					
Lehman Brothers Holdings Inc.	New York, NY						6	
Levi Strauss & Co.	San Francisco, CA						6	
Lexmark International Inc.	Lexington, KY				4			
Littler Mendelson PC	San Francisco, CA	1						
Liz Claiborne Inc.	New York, NY			3				
Lockheed Martin Corp.	Bethesda, MD	1						
Macy's Inc.	Cincinnati, OH		2					
Manatt, Phelps & Phillips LLP	Los Angeles, CA	1						
Marriott International Inc.	Bethesda, MD		2					
Marsh & McLennan Companies Inc.	New York, NY	1						
Massachusetts Mutual Life Insurance Co.	Springfield, MA		2					
MasterCard Inc.	Purchase, NY		2					
McDermott Will & Emery LLP	Chicago, IL			3				
McKinsey & Co. Inc.	New York, NY			3				
Merck & Co. Inc.	Whitehouse Station, NJ			3				

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Merrill Lynch & Co.	New York, NY				4			
MetLife Inc.	New York, NY						6	
Microsoft Corp.	Redmond, WA				4			
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA		2					
Mitchell Gold + Bob Williams	Taylorsville, NC						6	
Morgan Stanley	New York, NY			3				
Morrison & Foerster LLP	San Francisco, CA						6	
Motorola Inc.	Schaumburg, IL					5		
National Grid USA	Brooklyn, NY		2					
Nationwide	Columbus, OH					5		
NCR Corp.	Dayton, OH							7
New York Life Insurance Co.	New York, NY	1						
New York Times Co.	New York, NY					5		
Newell Rubbermaid Inc.	Atlanta, GA		2					
Nielsen Co., The	Schaumburg, IL	1						
Nike Inc.	Beaverton, OR							7
Nixon Peabody LLP	New York, NY			3				
Nordstrom Inc.	Seattle, WA				4			
Northern Trust Corp.	Chicago, IL			3				
Northrop Grumman Corp.	Los Angeles, CA			3				
Novartis Pharmaceutical Corp.	East Hanover, NJ	1						
O'Melveny & Myers LLP	Washington, DC		2					
Oracle Corp.	Redwood City, CA		2					
Orbitz Worldwide Inc.	Chicago, IL	1						
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA			3				
Owens Corning	Toledo, OH					5		
Patterson Belknap Webb & Tyler LLP	New York, NY	1						
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA		2					
Pepsi Bottling Group Inc., The	Somers, NY	1						
PepsiCo Inc.	Purchase, NY					5		
Perkins Coie	Seattle, WA	1						
Pfizer Inc.	New York, NY					5		
PG&E Corp.	San Francisco, CA						6	
Pillsbury Winthrop Shaw Pittman LLP	San Francisco, CA			3				
Powell Goldstein LLP	Atlanta, GA			3				
PricewaterhouseCoopers LLP	New York, NY			3				
Progressive Corp., The	Mayfield Village, OH	1						
Proskauer Rose LLP	New York, NY	1						

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Prudential Financial Inc.	Newark, NJ						6	
Raymond James Financial Inc.	St. Petersburg, FL	1						
Raytheon Co.	Waltham, MA				4			
Recreational Equipment Inc.	Kent, WA		2					
Replacements Ltd.	McLeansville, NC							7
Reynolds American Inc.	Winston-Salem, NC	1						
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	1						
Ropes & Gray LLP	Boston, MA	1						
Sabre Holdings Inc.	Southlake, TX	1						
S. C. Johnson & Son Inc.	Racine, WI						6	
Schering-Plough Corp.	Kenilworth, NJ			3				
Sears Holdings Corp.	Hoffman Estates, IL				4			
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA	1						
Sempra Energy	San Diego, CA	1						
Seyfarth Shaw LLP	Chicago, IL	1						
Shell Oil Co.	Houston, TX	1						
Sidley Austin LLP	Chicago, IL		2					
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	1						
Sodexo Inc.	Gaithersburg, MD		2					
Sonnenschein, Nath & Rosenthal LLP	Chicago, IL		2					
Southern California Edison Co.	Rosemead, CA	1						
Sprint Nextel Corp.	Overland Park, KS				4			
Squire, Sanders & Dempsey LLP	Cleveland, OH	1						
Starbucks Corp.	Seattle, WA		2					
Starcom MediaVest Group	Chicago, IL			3				
Starwood Hotels & Resorts Worldwide	White Plains, NY			3				
State Street Corp.	Boston, MA			3				
Subaru of America Inc.	Cherry Hill, NJ		2					
Sullivan & Cromwell LLP	New York, NY	1						
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	1						
Sun Microsystems Inc.	Santa Clara, CA				4			
SunTrust Banks Inc.	Atlanta, GA				4			
Supervalu Inc.	Eden Prairie, MN		2					
Symantec Corp.	Cupertino, CA	1						
Target Corp.	Minneapolis, MN	1						
Tech Data Corp.	Clearwater, FL				4			
Texas Instruments Inc.	Dallas, TX	1						
Thompson Coburn LLP	St. Louis, MO	1						
Time Warner Inc.	New York, NY		2					

APPENDIX A. 2009 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
TJX Companies, Inc., The	Framingham, MA	1						
Toyota Financial Services Corp.	Torrance, CA	1						
Toyota Motor Sales USA Inc.	Torrance, CA			3				
Travelport Inc.	Parsippany, NJ		2					
Troutman Sanders LLP	Atlanta, GA	1						
U.S. Bancorp	Minneapolis, MN		2					
UBS AG	Stamford, CT				4			
Unilever	Englewood Cliffs, NJ	1						
United Business Media LLC	Manhasset, NY	1						
United Parcel Service Inc. (UPS)	Atlanta, GA		2					
US Airways Group Inc.	Tempe, AZ				4			
Viacom Inc.	New York, NY				4			
Vinson & Elkins LLP	Houston, TX	1						
Visa	Foster City, CA			3				
Visteon Corp.	Van Buren Township, MI	1						
Volkswagen of America Inc.	Herndon, VA			3				
Wachovia Corp.	Charlotte, NC			3				
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	1						
Walgreen Co.	Deerfield, IL				4			
Walt Disney Co.	Burbank, CA			3				
Washington Mutual Inc.	Seattle, WA			3				
Weil, Gotshal & Manges LLP	New York, NY	1						
Wells Fargo & Co.	San Francisco, CA					5		
Whirlpool Corp.	Benton Harbor, MI					5		
White & Case LLP	New York, NY	1						
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	1						
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	1						
Winston & Strawn LLP	Chicago, IL	1						
Wyndham Worldwide Corp.	Parsippany, NJ			3				
Xerox Corp.	Norwalk, CT							7
Yahoo! Inc.	Sunnyvale, CA		2					

APPENDIX B

CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN | 32 – 47 ►

- Criterion 1a** Prohibits Discrimination Based on Sexual Orientation (15 points)
- Criterion 1b** Provides Diversity Training Covering Sexual Orientation (5 points)
- Criterion 2a** Prohibits Discrimination Based on Gender Identity or Expression (15 points)
- Criterion 2b** Provides Diversity Training Covering Gender Identity OR Has Supportive Gender Transition Guidelines (5 points)
- Criterion 2c** Offers Transgender-Inclusive Insurance Coverage for at Least One Type of Benefit (5 points)
(+ Offers Transgender-Inclusive Insurance Coverage, Including Surgical Procedures)
- Criterion 3a** Offers Partner Health Insurance (15 points)
- Criterion 3b** Offers Partner Dental, Vision, COBRA and Dependent Coverage Benefits (5 points)
- Criterion 3c** Offers at Least Three Other “Soft” Benefits for Partners (5 points)
- Criterion 4** Has Employer-Supported Employee Resource Group OR Firm-Wide Diversity Council (15 points)
(/ Would Support ERG if Employees Express Interest, half-credit)
- Criterion 5** Positively Engages the External LGBT Community (15 points)
- Criterion 6** Exhibits Responsible Behavior Toward the LGBT Community; Does Not Engage in Action That Would Undermine LGBT Equality. Employers Found Engaging in Such Activities Will Have 15 Points Removed From Their Scores. (–)

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)										
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
3M Co.	St. Paul, MN	97		100	85					+						
A.T. Kearney Inc.	Chicago, IL			80												
AAA Northern California, Nevada and Utah	San Francisco, CA			100	100											
Abbott Laboratories	Abbott Park, IL	102		80	75											
Abercrombie & Fitch Co.	New Albany, OH	602		100	100											
Accenture Ltd.	New York, NY			100	100											
Acer Inc.	Irvine, CA	529		50	65											
Adecco North America LLC	Melville, NY			85												
Adobe Systems Inc.	San Jose, CA	727		95	100											
Advanced Micro Devices Inc.	Sunnyvale, CA	407		80	80											
AEGON USA Inc.	Cedar Rapids, IA			40	40											
Aetna Inc.	Hartford, CT	85		100	100											
Affiliated Computer Services	Dallas, TX	424		60	80											
Agilent Technologies Inc.	Santa Clara, CA	387		100	100											
Ahold USA Inc.	Quincy, MA			78	78											
Air Products & Chemicals Inc.	Allentown, PA	275		75	75											
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC		25	100	100											
Alaska Airlines	Seattle, WA	596		100	95											
Alcatel-Lucent	Murray Hill, NJ	282		100	100					+						
Alcoa Inc.	New York, NY	71		85												
Allegheny Energy	Greensburg, PA	630		45	30											
Alliant Energy Corp.	Madison, WI	587		85	80											
Alliant Techsystems	Edina, MN	617		65	65											
Allianz Life Insurance Co. of North America	Minneapolis, MN			100	100											
Allstate Corp., The	Northbrook, IL	61		100	100											
ALLTEL Corp.	Little Rock, AR	256		80	80											
Alston & Bird LLP	Atlanta, GA		55	100	100											
Amazon.com Inc.	Seattle, WA	237		80	80											
AMC Entertainment Inc.	Kansas City, MO	935		63												
Ameren Corp.	St. Louis, MO	339		45												
American Express Co.	New York, NY	79		100	100					+						
American Family Insurance Group	Madison, WI	338		95	90											
American International Group Inc.	New York, NY	10		85	30											
American Power Conversion Corp.	West Kingston, RI			63	58											
Ameriprise Financial Inc.	Minneapolis, MN	297		100	100					+						
Amgen Inc.	Thousand Oaks, CA	171		70	85											
AMR Corp. (American Airlines)	Fort Worth, TX	101		100	100											

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

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						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
AmTrust Bank	Cleveland, OH			83	75											
Andrews Kurth LLP	Houston, TX		103	70	65											
Anheuser-Busch Companies Inc.	St. Louis, MO	146		100	100											
Aon Corp.	Chicago, IL	247		100	100											
Apple Inc.	Cupertino, CA	121		100	100											
Applied Materials Inc.	Santa Clara, CA	274		88	93											
Aquila	Kansas City, MO	891		35	35											
Aramark Corp.	Philadelphia, PA	214		75	80											
Archer Daniels Midland Co.	Decatur, IL	59		15	15											
Arent Fox LLP	Washington, DC		139	100	75											
Arnold & Porter LLP	Washington, DC		51	100	100											
AstraZeneca PLC	Wilmington, DE			80	85											
AT&T Inc.	San Antonio, TX	27		100	100					+						
Austin Radiological Assn.	Austin, TX			53	53											
Automatic Data Processing Inc.	Roseland, NJ	272		95	95											
AutoZone Inc.	Memphis, TN	384		25	25											
Avaya Inc.	Basking Ridge, NJ	440		85	85					+						
Avis Budget Group Inc.	Parsippany, NJ	405		80	60											
Avnet Inc.	Phoenix, AZ	172		30	30											
Avon Products Inc.	New York, NY	283		60	60											
Bain & Co. Inc. (& Bridgespan Group Inc.)	Boston, MA			100	100											
Baker & Botts LLP	Houston, TX		48	80	85											
Baker & Daniels LLP	Indianapolis, IN		172	100	95											
Baker & McKenzie	Chicago, IL		3	75												
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN		128	35												
Baldor Electric Co.	Fort Smith, AR			20	25											
Ball Corp.	Broomfield, CO	348		58	58											
Ballard, Spahr, Andrews & Ingersoll LLP	Philadelphia, PA		100	80	80											
Bank of America Corp.	Charlotte, NC	9		100	100											
Bank of New York Mellon Corp., The	New York, NY	358		100	100											
Barclays Capital	New York, NY			90	90											
Barnes & Noble Inc.	New York, NY	430		100	63											
BASF Corp.	Florham Park, NJ			100	95											
Bausch & Lomb Inc.	Rochester, NY			100	100											
Baxter International Inc.	Deerfield, IL	245		80	73											
Bayer Corp.	Pittsburgh, PA			80	15											
BB&T Corp.	Winston-Salem, NC	265		48	25											
Best Buy Co. Inc.	Richfield, MN	72		100	100											

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Bingham McCutchen LLP	Boston, MA		26	100	100											
Black & Decker Corp., The	Towson, MD	356		55												
BMC Software Inc.	Houston, TX			100	70											
BNSF Railway Co.	Fort Worth, TX	157		30	30											
Boehringer Ingelheim Pharmaceuticals Inc.	Ridgefield, CT			100	100											
Boeing Co.	Chicago, IL	28		100	100											
Booz Allen Hamilton Inc.	McLean, VA			80	80											
Borders Group Inc.	Ann Arbor, MI	516		100	100											
Boston Consulting Group	Boston, MA			100	100											
BP America Inc.	Houston, TX			100	100											
Bridgestone Americas Holding Inc.	Nashville, TN			80	80											
Bright Horizons Family Solutions Inc.	Watertown, MA			100	100											
Brinker International Inc.	Dallas, TX	502		100	100											
Bristol-Myers Squibb Co.	New York, NY	129		100	100											
Brown Rudnick LLP	Boston, MA		168	100												
Brown-Forman Corp.	Louisville, KY	828		20												
Bryan Cave LLP	St. Louis, MO		61	100	100											
C&S Wholesale Grocers Inc.	Keene, NH			40	40											
Cadwalader, Wickersham & Taft LLP	New York, NY		39	95	95											
Calpine Corp.	San Jose, CA	344		48	48											
Campbell Soup Co.	Camden, NJ	311		100	95					+						
Canadian Imperial Bank of Commerce	New York, NY			95	95											
Capital One Financial Corp.	McLean, VA	154		100	100											
Cardinal Health	Dublin, OH	19		100												
Cargill Inc.	Wayzata, MN			100	100											
Carlson Companies Inc.	Minnetonka, MN			100	100											
Carlton Fields	Tampa, FL		188	90												
Carmax Inc.	Richmond, VA	365		100												
Caterpillar Inc.	Peoria, IL	55		55	45											
CBRL Group Inc. (Cracker Barrel)	Lebanon, TN	711		15	15											
CDW Corp.	Vernon Hills, IL	342		88	58											
Cerner Corp.	Kansas City, MO			65	65											
CH2M HILL Companies Ltd.	Englewood, CO	526		80	80											
Chadbourne & Parke LLP	New York, NY		97	90	70											
Chamberlin Edmonds & Associates Inc.	Atlanta, GA			68	68											
Charles Schwab Corp., The	San Francisco, CA	389		100	100											
Chevron Corp.	San Ramon, CA	4		100	100											
ChoicePoint Inc.	Alpharetta, GA			100	100											

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Chrysler LLC	Auburn Hills, MI			100	100					+						
Chubb Corp.	Warren, NJ	176		100	100											
CIGNA Corp.	Philadelphia, PA	139		95	85											
Circuit City Stores Inc.	Richmond, VA	215		55	55											
Cisco Systems Inc.	San Jose, CA	77		100	100					+						
Citigroup Inc.	New York, NY	8		100	100											
Clear Channel Communications Inc.	San Antonio, TX	330		100	100											
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY		19	100	100											
Clifford Chance US LLP	New York, NY			100						+						
Clorox Co.	Oakland, CA	475		100	100											
CNA Insurance	Chicago, IL			100	100											
Coca-Cola Co., The	Atlanta, GA	94		100	100					+						
Coca-Cola Enterprises Inc.	Atlanta, GA	118		100	70											
Colgate-Palmolive Co.	New York, NY	200		73	58											
Comcast Corp.	Philadelphia, PA	84		80	80											
Comerica Inc.	Dallas, TX	487		80	80											
Compass Group USA Inc.	Charlotte, NC			65	65											
Compuware Corp.	Detroit, MI			93												
ConAgra Foods Inc.	Omaha, NE	173		90												
ConocoPhillips	Houston, TX	5		60	63											
Consolidated Edison Co.	New York, NY	204		95	80											
Constellation Energy Group Inc.	Baltimore, MD	119		100	73											
Continental Airlines Inc.	Houston, TX	186		100	80											
Convergys Corp.	Cincinnati, OH	684		80												
Cooper Tire & Rubber	Findlay, OH	701		33	33											
Coors Brewing Co.	Denver, CO	386		100	100											
Corbis Corp.	Seattle, WA			80	80											
Corning Inc.	Corning, NY	439		100	100											
Costco Wholesale Corp.	Issaquah, WA	32		93	93											
Covington & Burling LLP	Washington, DC		63	100	80					+						
Cox Enterprises Inc./Cox Communications Inc.	Atlanta, GA			100	95											
Cravath, Swaine & Moore LLP	New York, NY		40	100	95											
Credit Suisse USA Inc.	New York, NY			100	100											
Crowell & Moring LLP	Washington, DC		122	95	100											
CSX Corp.	Jacksonville, FL	261		75	85											
Cummins Inc.	Columbus, IN	221		100	100											
CUNA Mutual Insurance Group	Madison, WI	667		65	65											
CVS Corp.	Woonsocket, RI	51		90												

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Dana Holding Corp.	Toledo, OH	255		20	20											
Darden Restaurants	Orlando, FL	404		80	80											
Davis Wright Tremaine LLP	Seattle, WA		121	85												
Davis, Polk & Wardwell	New York, NY		29	95												
Dean Foods Co.	Dallas, TX	246		73	73											
Debevoise & Plimpton LLP	New York, NY		38	100	90											
Deere & Co.	Moline, IL	98		33	33											
Dell Inc.	Round Rock, TX	34		100	100											
Deloitte LLP	New York, NY			100	100					+						
Delphi Corp.	Troy, MI	83		45	45											
Delta Air Lines Inc.	Atlanta, GA	136		85	85											
Deutsche Bank	New York, NY			100	100					+						
Dewey & LeBoeuf LLP	New York, NY			100												
Diageo North America	Norwalk, CT			100	95											
Dickstein Shapiro LLP	Washington, DC		82	100	100											
Discover Financial Services	Riverwoods, IL			58												
DLA Piper	Baltimore, MD		11	100												
Dole Food Co. Inc.	Westlake Village, CA			45	45											
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	958		83												
Dominion Resources Inc.	Richmond, VA	140		90	95											
Domino's Pizza Inc.	Ann Arbor, MI			60	60											
Dorsey & Whitney LLP	Minneapolis, MN		72	100	100											
Dow Chemical Co.	Midland, MI	40		100	100											
Dow Jones & Co. Inc.	New York, NY	896		30	30											
DPR Construction Inc.	Redwood City, CA			30	30											
Drinker Biddle & Reath LLP	Philadelphia, PA		99	95	95											
DTE Energy Co.	Detroit, MI	279		75	75											
Duane Morris LLP	Philadelphia, PA		70	95	80											
Duke Energy Corp.	Charlotte, NC	143		75	60											
Dun & Bradstreet Corp., The	Short Hills, NJ			35	35											
DuPont (E.I. du Pont de Nemours)	Wilmington, DE	74		100	100					+						
Dykema Gossett P, LLC	Detroit, MI		149	80	80											
E*TRADE Financial Corp.	New York, NY	545		93	93											
EarthLink Inc.	Atlanta, GA			88	88											
Eastman Kodak Co.	Rochester, NY	182		100	100					+						
eBay Inc.	San Jose, CA	383		100												
Edison International	Rosemead, CA	192		35	35											
Edwards Angell Palmer & Dodge LLP	Boston, MA		75	100	90											

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						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Electronic Arts Inc.	Redwood City, CA	658		100	100											
Electronic Data Systems Corp.	Plano, TX	111		95	90											
Eli Lilly & Co.	Indianapolis, IN	149		100	100											
EMC Corp.	Hopkinton, MA	224		95	45											
Emerson Electric Co.	St. Louis, MO	115		45	45											
Entergy Corp.	New Orleans, LA	225		95	88											
Enterprise Rent-A-Car Co.	St. Louis, MO			80	85											
Ernst & Young LLP	New York, NY			100	100					+						
Estee Lauder Companies	New York, NY	352		100	100					+						
Esurance Inc.	San Francisco, CA			100	100											
Exelon Corp.	Chicago, IL	150		95	95					+						
Expedia Inc.	Bellevue, WA	800		50												
Exxon Mobil Corp.	Irving, TX	2		0	0											
Faegre & Benson LLP	Minneapolis, MN		98	100	100					+						
Fannie Mae	Washington, DC			100	100											
FedEx Corp.	Memphis, TN	68		55	55											
Fenwick & West LLP	Mountain View, CA		141	95	90											
Fifth Third Bancorp	Cincinnati, OH	299		75	60											
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC		85	40	40											
Fish & Richardson PC	Boston, MA		80	80	75											
Fisher Scientific International	Hampton, NH			40	40											
Foley & Lardner LLP	Milwaukee, WI		27	100	100											
Foley Hoag LLP	Boston, MA		161	100	100											
Food Lion LLC	Salisbury, NC			95	80											
Ford Motor Co.	Dearborn, MI	7		100	100					+						
Franklin Resources Inc.	San Mateo, CA	445		50												
Freddie Mac	McLean, VA	50		85	85											
Freescale Semiconductor Inc.	Austin, TX			100	100											
Fried, Frank, Haris, Shriver & Jacobson LLP	New York, NY		53	100						+						
Frost Brown Todd LLC	Cincinnati, OH		167	85												
Fulbright & Jaworski LLP	Houston, TX		34	85	80											
GameStop Corp.	Grapevine, TX	426		100	100											
Gannett Co. Inc.	McLean, VA	302		65	65											
Gap Inc.	San Francisco, CA	144		100	100											
Genentech Inc.	South San Francisco, CA			100	100					+						
General Dynamics Corp.	Falls Church, VA	92		40	40											
General Electric Co.	Fairfield, CT	6		80	75											

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						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
General Mills Inc.	Minneapolis, MN	213		95	100											
General Motors Corp.	Detroit, MI	3		100	100					+						
Gibson, Dunn & Crutcher LLP	Los Angeles, CA		20	100	80											
GlaxoSmithKline plc	Philadelphia, PA			100	100											
Global Hyatt Corp.	Chicago, IL			100	100											
Goldman Sachs Group Inc., The	New York, NY	24		100	100					+						
Goodwin Procter LLP	Boston, MA		47	75												
Google Inc.	Mountain View, CA	241		100	100											
Gordon & Rees LLP	San Francisco, CA		171	95	85											
Group Health Cooperative	Seattle, WA			78												
H&R Block	Kansas City, MO	459		65												
H.E. Butt Grocery Co.	San Antonio, TX			40	40											
H.J. Heinz Co.	Pittsburgh, PA	269		68	48											
Hain Celestial Group Inc.	Melville, NY			55	30											
Hallmark Cards Inc.	Kansas City, MO			90	90											
Hannaford Brothers	Portland, ME			83	93											
Harrah's Entertainment Inc.	Las Vegas, NV	254		100	100											
Harris Bankcorp Inc.	Chicago, IL			90	95											
Harris Interactive Inc.	Rochester, NY			93	93											
Harry & David Holdings Inc.	Medford, OR			83	43											
Hartford Financial Services Co.	Hartford, CT	82		100	100											
Harvard Pilgrim Health Care Inc.	Wellesley, MA			100	100											
Hasbro Inc.	Pawtucket, RI	626		50	50											
Haynes and Boone LLP	Dallas, TX		105	100	75											
Health Care Service Corp.	Chicago, IL			95												
Health Net Inc.	Woodland Hills, CA	189		93	93											
Heller Ehrman LLP	San Francisco, CA		46	100	100											
Herman Miller Inc.	Zeeland, MI	940		100	100					+						
Hershey Co., The	Hershey, PA	453		70	70											
Hewitt Associates	Lincolnshire, IL	673		100	100											
Hewlett-Packard Co.	Palo Alto, CA	14		100	100											
Hilton Hotels Corp.	Beverly Hills, CA	296		90	95											
Hoffmann-La Roche Inc.	Nutley, NJ			100	80											
Hogan & Hartson LLP	Washington, DC		23	95	80											
Holland & Knight LLP	Miami, FL		32	100	100											
Holme Roberts & Owen LLP	Denver, CO			60												
Home Depot Inc.	Atlanta, GA	17		85	85											
Honeywell International Inc.	Morristown, NJ	69		100	100											

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Hospira Inc.	Lake Forest, IL	697		100	100											
Host Hotels & Resorts	Bethesda, MD	452		45	45											
Hotels.com LP	Dallas, TX			85	85											
Howard & Howard Attorneys PC	Kalamazoo, MI			48	48											
Howrey LLP	Washington, DC		58	100	85											
HSBC - North America	Mettawa, IL			100	100											
Humana Inc.	Louisville, KY	110		45	40											
Huntington Bancshares	Columbus, OH	714		75												
Hunton & Williams LLP	Richmond, VA		41	75	75											
Husch Blackwell Sanders LLP	Kansas City, MO		179	100	80											
IKON Office Solutions	Malvern, PA	507		65												
Illinois Tool Works Inc.	Glenview, IL	175		68	68											
Imation Corp.	Oakdale, MN	995		88	93											
IndyMac Bancorp Inc.	Pasadena, CA	722		100	100											
ING North America Insurance Corp.	Atlanta, GA			100	100											
Intel Corp.	Santa Clara, CA	62		100	100											
International Business Machines Corp. (IBM)	Armonk, NY	15		100	100					+						
International Paper Co.	Memphis, TN	93		70	70											
Interpublic Group of Companies Inc.	New York, NY	368		60	60											
Intuit Inc.	Mountain View, CA	776		100	100											
ITT Industries Inc.	White Plains, NY	295		75	90											
J.C. Penney Co. Inc.	Plano, TX	116		100	100											
J.P. Morgan Chase & Co.	New York, NY	11		100	100											
Jacobs Engineering Group Inc.	Pasadena, CA	322		40												
Jenner & Block LLP	Chicago, IL		73	100	100											
JetBlue Airways Corp.	Forest Hills, NY	775		80	80											
John Hancock Financial Services Inc.	Boston, MA			88	93											
Johnson & Johnson	New Brunswick, NJ	36		100	100					+						
Jones Apparel Group Inc.	New York, NY	470		45												
Kaiser Permanente	Oakland, CA			100	100											
Katten Muchin Rosenman LLP	Chicago, IL		60	85	85					+						
Kaye Scholer LLP	New York, NY		59	80	80											
KB Home	Los Angeles, CA	228		75	75											
Keane Inc.	Boston, MA			50	50											
Kelley Drye & Warren LLP	New York, NY		111	95	85											
Kellogg Co.	Battle Creek, MI	232		60	35											
Kenneth Cole Productions Inc.	New York, NY			95												
KeyCorp	Cleveland, OH	319		100	100											

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Kilpatrick Stockton LLP	Atlanta, GA		88	95	90											
Kimberly-Clark Corp.	Irving, TX	137		100	85											
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA			100	100					+						
King & Spalding LLP	Atlanta, GA		36	95	95											
Kirkland & Ellis LLP	Chicago, IL		7	100	100					+						
KLA-Tencor Corp.	San Jose, CA	837		58	73											
KPMG LLP	New York, NY			100	100					+						
Kraft Foods Inc.	Northfield, IL			95	100											
Kramer Levin Naftalis & Frankel LLP	New York, NY		91	100	100											
Kroger Co., The	Cincinnati, OH	26		75	75											
L.L. Bean Inc.	Freeport, ME			73	73											
Laclede Group Inc.	St. Louis, MO	860		5	5											
Land O'Lakes	Arden Hills, MN	329		53	53											
LaSalle Bank Corp.	Chicago, IL			95	95											
Latham & Watkins LLP	New York, NY		2	100	100					+						
Lauren Manufacturing Co.	New Philadelphia, OH			5	5											
Lear Corp.	Southfield, MI	130		20	20											
Lehman Brothers Holdings Inc.	New York, NY	47		100	100					+						
Levi Strauss & Co.	San Francisco, CA	510		100	100											
Lexmark International Inc.	Lexington, KY	442		100	100											
Lillian Vernon Corp.	White Plains, NY			40	55											
Limited Brands Inc.	Columbus, OH	240		80	70											
Lincoln National Corp.	Radnor, PA	277		95	95											
Littler Mendelson PC	San Francisco, CA		101	100	95											
Liz Claiborne Inc.	New York, NY	451		100	100											
Lockheed Martin Corp.	Bethesda, MD	57		100	85											
Lord, Bissell & Brook	Chicago, IL		147	80	80											
Luce Forward Hamilton & Scripps LLP	San Diego, CA		193	80	70											
Macy's Inc.	Cincinnati, OH	76		100	100											
Manatt, Phelps & Phillips LLP	Los Angeles, CA		112	100	93											
Marriott International Inc.	Bethesda, MD	203		100	100											
Mars Inc.	Mt. Olive, NJ			48												
Marsh & McLennan Companies Inc.	New York, NY	207		100	78											
Massachusetts Mutual Life Insurance Co.	Springfield, MA	90		100	100											
MasterCard Inc.	Purchase, NY	601		100	100											
Mattel Inc.	El Segundo, CA	406		93	88											
Mayer Brown LLP	Chicago, IL		8	95												
McAfee Inc.	Santa Clara, CA			53	53											

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McCarter & English LLP	Newark, NJ		120	90	90											
McDermott Will & Emery LLP	Chicago, IL		16	100	100											
McDonald's Corp.	Oak Brook, IL	108		85	85											
McGraw-Hill Companies Inc., The	New York, NY	366		80	80					+						
McGuireWoods LLP	Richmond, VA		67	95												
McKenna, Long & Aldridge LLP	Atlanta, GA		107	90												
McKesson Corp.	San Francisco, CA	18		68												
McKinsey & Co. Inc.	New York, NY			100	100											
MeadWestvaco Corp.	Glen Allen, VA	350		60	80											
Medtronic Inc.	Minneapolis, MN	222		95	85											
Meijer Inc.	Grand Rapids, MI			15	0											
Men's Wearhouse Inc., The	Houston, TX	892		50	35											
Merck & Co. Inc.	Whitehouse Station, NJ	99		100	100											
Merrill Lynch & Co.	New York, NY	22		100	100											
MetLife Inc.	New York, NY	37		100	100											
MGM Mirage	Las Vegas, NV	315		85	85											
Microsoft Corp.	Redmond, WA	49		100	100					+						
Milbank, Tweed, Hadley & McCloy LLP	New York, NY		42	85												
Miller Brewing Co.	Milwaukee, WI			90	90											
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA		92	100	100											
Mirant Corp.	Atlanta, GA	474		45	45											
Mitchell Gold + Bob Williams	Taylorsville, NC			100	100											
Mohawk Industries Inc.	Calhoun, GA	304		65	65											
Monsanto Co.	St. Louis, MO	323		85												
Moody's Corp.	New York, NY	850		83												
Morgan Lewis & Bockius LLP	Philadelphia, PA		12	80												
Morgan Stanley	New York, NY	20		100	100											
Morningstar Inc.	Chicago, IL			58	65											
Morrison & Foerster LLP	San Francisco, CA		22	100	100					+						
Motorola Inc.	Schaumburg, IL	52		100	100											
Mutual of Omaha Insurance	Omaha, NE	489		80	75											
National City Corp.	Cleveland, OH	188		80	58											
National Grid USA	Brooklyn, NY			100	100											
Nationwide	Columbus, OH	104		100	100											
NCR Corp.	Dayton, OH	374		100	100											
Nestle Purina PetCare Co.	St. Louis, MO			75	15											
New York Life Insurance Co.	New York, NY	78		100	85											
New York Times Co.	New York, NY	583		100	100											

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)										
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Newell Rubbermaid Inc.	Atlanta, GA	343		100	100											
Nielsen Co., The	Schaumburg, IL			100	85											
Nike Inc.	Beaverton, OR	158		100	100					+						
Nissan North America Inc.	Nashville, TN			50	50											
Nixon Peabody LLP	New York, NY		65	100	100											
Nokia	Irving, TX			50	50											
Nordstrom Inc.	Seattle, WA	286		100	100											
Nortel Networks Corp.	Richardson, TX			85	85											
Northeast Utilities	Berlin, CT	337		65	80											
Northern Trust Corp.	Chicago, IL	490		100	100					+						
Northrop Grumman Corp.	Los Angeles, CA	73		100	100											
Northwest Airlines Corp.	Eagan, MN	195		85	85											
Novartis Pharmaceutical Corp.	East Hanover, NJ			100	95											
Office Depot Inc.	Delray Beach, FL	156		60	60											
OfficeMax Inc.	Naperville, IL	280		80	75											
O'Melveny & Myers LLP	Washington, DC		15	100	100											
Omnicom Group	New York, NY	220		80	30											
Oracle Corp.	Redwood City, CA	167		100	100											
Orbitz Worldwide Inc.	Chicago, IL			100												
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA		28	100	100											
Owens & Minor Inc.	Mechanicsville, VA	418		55	85											
Owens Corning	Toledo, OH	355		100	100											
Pacific Mutual Holding Co.	Newport Beach, CA	437		65												
PacifiCorp	Portland, OR			85	85											
Palm Management Corp.	Washington, DC			78	40											
Pathmark Stores Inc.	Carteret, NJ	530		53	53											
Patterson Belknap Webb & Tyler LLP	New York, NY		159	100												
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA		18	100	100											
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY		35	80												
Pepco Holdings Inc.	Washington, DC	290		65												
Pepper Hamilton LLP	Philadelphia, PA		95	90												
Pepsi Bottling Group Inc., The	Somers, NY	191		100	80											
PepsiAmericas Inc.	Minneapolis, MN	531		95	80											
PepsiCo Inc.	Purchase, NY	63		100	100											
Perkins & Will Group, Ltd.,The	Chicago, IL			55	55											
Perkins Coie	Seattle, WA		69	100	85											
Perot Systems Corp.	Plano, TX	788		0	0											
Pfizer Inc.	New York, NY	39		100	100											

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)										
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
PG&E Corp.	San Francisco, CA	196		100	100					+						
Pillsbury Winthrop Shaw Pittman LLP	San Francisco, CA		37	100	100											
Pitney Bowes Inc.	Stamford, CT	395		85	85											
PNC Financial Services Group Inc.	Pittsburgh, PA	231		80	80											
PNM Resources Inc.	Albuquerque, NM	749		43	43											
Polaroid Corp.	Waltham, MA			60	60											
Polsinelli Shalton Welte Suelthaus PC	Kansas City, MO			80												
Powell Goldstein LLP	Atlanta, GA		168	100	100											
PPG Industries Inc.	Pittsburgh, PA	226		45	60											
PPL Corp.	Allentown, PA	336		65	60											
Praxair Inc.	Danbury, CT	291		25	25											
PricewaterhouseCoopers LLP	New York, NY			100	100											
Principal Financial Group	Des Moines, IA	250		95	100											
Procter & Gamble Co.	Cincinnati, OH	25		85	85											
Progress Energy Inc.	Raleigh, NC	238		68	68											
Progressive Corp., The	Mayfield Village, OH	159		100	65											
Proskauer Rose LLP	New York, NY		44	100	85											
Prudential Financial Inc.	Newark, NJ	66		100	100											
QUALCOMM Inc.	San Diego, CA	317		95	95											
Quarles & Brady LLP	Milwaukee, WI		123	80	80											
Quest Diagnostics Inc.	Madison, NJ	364		85	80											
Qwest Communications International Inc.	Denver, CO	178		80	55											
R.R. Donnelley & Sons Co.	Chicago, IL	271		55	20											
RadioShack Corp.	Fort Worth, TX	466		40	40											
Raymond James Financial Inc.	St. Petersburg, FL	712		100												
Raytheon Co.	Waltham, MA	96		100	100											
Realogy Corp.	Parsippany, NJ	354		80												
Recreational Equipment Inc.	Kent, WA			100	100											
Reebok International	Canton, MA			68	68											
Reed Smith LLP	Pittsburgh, PA		30	75												
Reliant Energy Inc.	Houston, TX	229		75	50											
Replacements Ltd.	McLeansville, NC			100	100					+						
Reynolds American Inc.	Winston-Salem, NC	288		100	80											
Rite Aid Corp.	Camp Hill, PA	134		85	85											
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN		130	100	93					+						
Rockwell Collins Inc.	Cedar Rapids, IA	542		75	73											
Rohm and Haas Co.	Philadelphia, PA	292		80	60											
Ropes & Gray LLP	Boston, MA		31	100												

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)										
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Royal Caribbean Cruises Ltd.	Miami, FL			55	55											
Ryder System Inc.	Miami, FL	362		93	93											
Ryland Group	Calabasas, CA	467		30	30											
Sabre Holdings Inc.	Southlake, TX	678		100												
SAFECO Corp.	Seattle, WA	363		75	75											
Safeway Inc.	Pleasanton, CA	56		75	75											
Sanofi-Aventis U.S. LLC	Bridgewater, NJ			65	80											
SAP America Inc.	Newton Square, PA			90	90											
Sara Lee Corp.	Downers Grove, IL	125		75	70											
Saul Ewing LLP	Philadelphia, PA		177	68												
S. C. Johnson & Son Inc.	Racine, WI			100	100											
Schering-Plough Corp.	Kenilworth, NJ	242		100	100											
Schiff Hardin LLP	Chicago, IL		124	80												
Scholastic Corp.	New York, NY	790		50	50											
Schulte, Roth & Zabel LLP	New York, NY		68	80	80											
Seagate Technology LLC	Scotts Valley, CA			60	75											
Sears Holdings Corp.	Hoffman Estates, IL	38		100	100											
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA		136	100												
Selective Insurance Group	Branchville, NJ	919		85												
Sempra Energy	San Diego, CA	210		100	80											
Severn Trent Services Inc.	Fort Washington, PA			65	65											
Seyfarth Shaw LLP	Chicago, IL		66	100	95											
Shell Oil Co.	Houston, TX			100	85											
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA		76	95	75											
Shook, Hardy & Bacon LLP	Kansas City, MO		82	85	85											
Sidley Austin LLP	Chicago, IL		5	100	100											
Sierra Health Services Inc.	Las Vegas, NV	943		88	88											
Sirius Satellite Radio Inc.	New York, NY			80	58											
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY		1	100	95											
SLM Corp. (Sallie Mae)	Reston, VA	284		60	60											
Sodexo Inc.	Gaithersburg, MD			100	100											
Software House International	Somerset, NJ			40	40											
Sonnenschein, Nath & Rosenthal LLP	Chicago, IL		57	100	100											
Southern California Edison Co.	Rosemead, CA			100	95											
Southern Co.	Atlanta, GA	168		48	48											
Southwest Airlines Co.	Dallas, TX	276		90	90											
Sprint Nextel Corp.	Overland Park, KS	53		100	100											
Squire, Sanders & Dempsey LLP	Cleveland, OH		54	100												

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)											
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6	
SRA International Inc.	Fairfax, VA			75	75												
Staples Inc.	Framingham, MA	126		93	93												
Starbucks Corp.	Seattle, WA	310		100	100												
Starcom MediaVest Group	Chicago, IL			100	100												
Starwood Hotels & Resorts Worldwide	White Plains, NY	381		100	100												
State Farm Group	Bloomington, IL	31		80	80					+							
State Street Corp.	Boston, MA	263		100	100												
Steelcase Inc.	Grand Rapids, MI	670		60													
Step toe & Johnson LLP	Washington, DC		79	85	85												
Stinson Morrison Hecker LLP	Kansas City, MO		173	95	80												
Stoel Rives LLP	Portland, OR		143	95	95												
Subaru of America Inc.	Cherry Hill, NJ			100	100												
Sullivan & Cromwell LLP	New York, NY		13	100	90												
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA			100													
Sun Microsystems Inc.	Santa Clara, CA	187		100	100					+							
SunTrust Banks Inc.	Atlanta, GA	183		100	100												
Supervalu Inc.	Eden Prairie, MN	117		100	100												
Sutherland Asbill & Brennan LLP	Atlanta, GA		94	95	85												
Symantec Corp.	Cupertino, CA	515		100	85												
Target Corp.	Minneapolis, MN	33		100	80												
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	80		78													
Tech Data Corp.	Clearwater, FL	109		100	100												
Tenet Healthcare	Dallas, TX	258		35													
Texas Instruments Inc.	Dallas, TX	162		100	75												
Thelen Reid Brown Raysman & Steiner LLP	San Francisco, CA		102	95	70												
Thompson Coburn LLP	St. Louis, MO		173	100	85												
Tiffany & Co.	New York, NY	709		68	73												
Time Warner Inc.	New York, NY	48		100	100												
TJX Companies, Inc., The	Framingham, MA	133		100													
Toyota Financial Services Corp.	Torrance, CA			100													
Toyota Motor Sales USA Inc.	Torrance, CA			100	100												
Toys 'R' Us Inc.	Wayne, NJ	202		65	45												
Travel Impressions, Ltd.	Farmington, NY			93													
Travelers Companies Inc., The	St. Paul, MN	89		50	50												
Travelpart Inc.	Parsippany, NJ			100	100												
Troutman Sanders LLP	Atlanta, GA		74	100	90												
U.S. Bancorp	Minneapolis, MN	123		100	100												

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)										
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
U.S. Foodservice Inc.	Rosemont, IL			58	50											
UAL Corp. (United Airlines)	Chicago, IL	120		88	88											
UBS AG	Stamford, CT			100	100											
Unilever	Englewood Cliffs, NJ			100	85											
Union Pacific Corp.	Omaha, NE	151		58	58											
Unisys Corp.	Blue Bell, PA	400		70	70											
United Business Media LLC	Manhasset, NY			100	100											
United Parcel Service Inc. (UPS)	Atlanta, GA	43		100	100											
United Technologies Corp.	Hartford, CT	42		65	40											
UnitedHealth Group Inc.	Minnetonka, MN	21		95												
University Hospitals of Cleveland	Cleveland, OH			50	65											
Unum Group	Chattanooga, TN	236		88	73											
US Airways Group Inc.	Tempe, AZ	216		100	100											
Verizon Communications Inc.	New York, NY	13		70	85											
Vertis Inc.	Baltimore, MD			30	30											
Viacom Inc.	New York, NY	218		100	100											
Vinson & Elkins LLP	Houston, TX		43	100	80											
Visa	Foster City, CA			100	100											
Vision Service Plan	Rancho Cordova, CA			65	65											
Visteon Corp.	Van Buren Township, MI	219		100	95											
Vivendi	New York, NY			35	35											
Volkswagen of America Inc.	Herndon, VA			100	100											
Vorys, Sater, Seymour & Pease LLP	Columbus, OH		146	80												
Wachovia Corp.	Charlotte, NC	46		100	100											
Wachtell, Lipton, Rosen & Katz LLP	New York, NY		52	100	75											
Walgreen Co.	Deerfield, IL	44		100	100											
Wal-Mart Stores Inc.	Bentonville, AR	1		40	40											
Walt Disney Co.	Burbank, CA	64		100	100											
Washington Mutual Inc.	Seattle, WA	81		100	100											
Waste Management Inc.	Houston, TX	181		85	100											
Weil, Gotshal & Manges LLP	New York, NY		9	100	95											
WellPoint Inc.	Indianapolis, IN	35		95	85											
Wells Fargo & Co.	San Francisco, CA	41		100	100											
West	Eagan, MN			95	95											
Weyerhaeuser Co.	Federal Way, WA	105		75	75											
Whirlpool Corp.	Benton Harbor, MI	127		100	100											
White & Case LLP	New York, NY		6	100	80											
Whole Foods Market Inc.	Austin, TX	411		90	90											

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)										
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL		200	80	80											
Williams Companies Inc.	Tulsa, OK	211		55	55											
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC		14	100												
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA		56	100	85											
Winston & Strawn LLP	Chicago, IL		33	100	85											
Wisconsin Energy Corp.	Milwaukee, WI	525		55	55											
Womble Carlyle Sandridge & Rice LLC	Winston-Salem, NC		89	65	65											
WPP Group USA	New York, NY			93	93											
Wyeth	Madison, NJ	113		80	80											
Wyndham Worldwide Corp.	Parsippany, NJ	546		100	100											
Xcel Energy	Minneapolis, MN	251		60	60											
Xerox Corp.	Norwalk, CT	145		100	100											
XM Satellite Radio Holdings Inc.	Washington, DC			93	88											
Yahoo! Inc.	Sunnyvale, CA	357		100	100											
YRC Worldwide Inc.	Overland Park, KS	249		30	30											
Yum! Brands Inc.	Louisville, KY	262		65												
Zurich North America	Schaumburg, IL			65	50											

APPENDIX C

CORPORATE EQUALITY INDEX RATINGS | 49 – 64 ► BY INDUSTRY, DESCENDING SCORE

- Criterion 1a** Prohibits Discrimination Based on Sexual Orientation (15 points)
- Criterion 1b** Provides Diversity Training Covering Sexual Orientation (5 points)
- Criterion 2a** Prohibits Discrimination Based on Gender Identity or Expression (15 points)
- Criterion 2b** Provides Diversity Training Covering Gender Identity OR Has Supportive Gender Transition Guidelines (5 points)
- Criterion 2c** Offers Transgender-Inclusive Insurance Coverage for at Least One Type of Benefit (5 points)
(+ Offers Transgender-Inclusive Insurance Coverage, Including Surgical Procedures)
- Criterion 3a** Offers Partner Health Insurance (15 points)
- Criterion 3b** Offers Partner Dental, Vision, COBRA and Dependent Coverage Benefits (5 points)
- Criterion 3c** Offers at Least Three Other “Soft” Benefits for Partners (5 points)
- Criterion 4** Has Employer-Supported Employee Resource Group OR Firm-Wide Diversity Council (15 points)
(/ Would Support ERG if Employees Express Interest, half-credit)
- Criterion 5** Positively Engages the External LGBT Community (15 points)
- Criterion 6** Exhibits Responsible Behavior Toward the LGBT Community; Does Not Engage in Action That Would Undermine LGBT Equality. Employers Found Engaging in Such Activities Will Have 15 Points Removed From Their Scores. (–)

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
ADVERTISING AND MARKETING												
Starcom MediaVest Group	100											
WPP Group USA	93											
Omnicom Group	80											
Interpublic Group of Companies Inc.	60											
Vertis Inc.	30											
AEROSPACE AND DEFENSE												
Boeing Co.	100											
Honeywell International Inc.	100											
Lockheed Martin Corp.	100											
Northrop Grumman Corp.	100											
Raytheon Co.	100											
Rockwell Collins Inc.	75											
Alliant Techsystems	65											
General Dynamics Corp.	40											
AIRLINES												
Alaska Airlines	100											
AMR Corp. (American Airlines)	100											
Continental Airlines Inc.	100											
US Airways Group Inc.	100											
Southwest Airlines Co.	90											
UAL Corp. (United Airlines)	88											
Delta Air Lines Inc.	85											
Northwest Airlines Corp.	85											
JetBlue Airways Corp.	80											
APPAREL, FASHION, TEXTILES, DEPT. STORES												
Abercrombie & Fitch Co.	100											
Gap Inc.	100											
J.C. Penney Co. Inc.	100											
Levi Strauss & Co.	100											
Liz Claiborne Inc.	100											
Nike Inc.	100											
TJX Companies, Inc., The	100											
Macy's Inc.	100											
Nordstrom Inc.	100											
Kenneth Cole Productions Inc.	95											
L.L. Bean Inc.	73											
Reebok International	68											
Tiffany & Co.	68											
Men's Wearhouse Inc., The	50											
Jones Apparel Group Inc.	45											
Lillian Vernon Corp.	40											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
AUTOMOTIVE												
Carmax Inc.	100											
Chrysler LLC	100					+						
Ford Motor Co.	100					+						
General Motors Corp.	100					+						
Subaru of America Inc.	100											
Toyota Motor Sales USA Inc.	100											
Visteon Corp.	100											
Volkswagen of America Inc.	100											
Bridgestone Americas Holding Inc.	80											
Nissan North America Inc.	50											
Delphi Corp.	45											
Cooper Tire & Rubber	33											
Dana Holding Corp.	20											
Lear Corp.	20											
BANKING AND FINANCIAL SERVICES												
American Express Co.	100					+						
Ameriprise Financial Inc.	100					+						
Bank of America Corp.	100											
Bank of New York Mellon Corp., The	100											
Capital One Financial Corp.	100											
Charles Schwab Corp., The	100											
Citigroup Inc.	100											
Credit Suisse USA Inc.	100											
Deutsche Bank	100					+						
Fannie Mae	100											
Goldman Sachs Group Inc., The	100					+						
HSBC - North America	100											
IndyMac Bancorp Inc.	100											
J.P. Morgan Chase & Co.	100					+						
KeyCorp	100											
Lehman Brothers Holdings Inc.	100					+						
MasterCard Inc.	100											
Merrill Lynch & Co.	100											
Morgan Stanley	100					+						
Northern Trust Corp.	100					+						
Raymond James Financial Inc.	100											
State Street Corp.	100											
SunTrust Banks Inc.	100											
Toyota Financial Services Corp.	100											
U.S. Bancorp	100											
UBS AG	100											
Visa	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Wachovia Corp.	100											
Washington Mutual Inc.	100											
Wells Fargo & Co.	100					+						
Canadian Imperial Bank of Commerce	95											
LaSalle Bank Corp.	95											
E*TRADE Financial Corp.	93											
Barclays Capital	90											
Harris Bankcorp Inc.	90											
Freddie Mac	85											
AmTrust Bank	83											
Moody's Corp.	83											
Comerica Inc.	80											
National City Corp.	80											
PNC Financial Services Group Inc.	80											
Fifth Third Bancorp	75											
Huntington Bancshares	75											
Chamberlin Edmonds & Associates Inc.	68											
H&R Block	65											
SLM Corp. (Sallie Mae)	60											
Discover Financial Services	58											
Morningstar Inc.	58											
Franklin Resources Inc.	50											
BB&T Corp.	48											
Dun & Bradstreet Corp., The	35											
CHEMICALS AND BIOTECHNOLOGY												
3M Co.	100					+						
BASF Corp.	100											
Dow Chemical Co.	100											
DuPont (E.I. du Pont de Nemours)	100					+						
Genentech Inc.	100					+						
Monsanto Co.	85											
Bayer Corp.	80											
Rohm and Haas Co.	80											
Air Products & Chemicals Inc.	75											
PPG Industries Inc.	45											
Praxair Inc.	25											
COMPUTER AND DATA SERVICES												
ChoicePoint Inc.	100											
Automatic Data Processing Inc.	95											
Electronic Data Systems Corp.	95											
SRA International Inc.	75											
Unisys Corp.	70											
Affiliated Computer Services	60											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Keane Inc.	50											
Perot Systems Corp.	0											
COMPUTER HARDWARE AND OFFICE EQUIPMENT												
Apple Inc.	100											
Cisco Systems Inc.	100					+						
Dell Inc.	100											
Herman Miller Inc.	100					+						
Hewlett-Packard Co.	100											
International Business Machines Corp. (IBM)	100					+						
Lexmark International Inc.	100											
NCR Corp.	100											
Sun Microsystems Inc.	100					+						
Tech Data Corp.	100											
Xerox Corp.	100											
EMC Corp.	95											
CDW Corp.	88											
Imation Corp.	88											
Avaya Inc.	85					+						
Pitney Bowes Inc.	85											
IKON Office Solutions	65											
Seagate Technology LLC	60											
Acer Inc.	50											
Software House International	40											
Avnet Inc.	30											
COMPUTER SOFTWARE												
BMC Software Inc.	100											
Electronic Arts Inc.	100											
Intuit Inc.	100											
Microsoft Corp.	100					+						
Oracle Corp.	100											
Symantec Corp.	100											
Adobe Systems Inc.	95											
Compuware Corp.	93											
SAP America Inc.	90											
Cerner Corp.	65											
McAfee Inc.	53											
CONSULTING, BUSINESS SERVICES												
Accenture Ltd.	100											
Bain & Co. Inc. (& Bridgespan Group Inc.)	100											
Boston Consulting Group	100											
Deloitte LLP	100					+						
Ernst & Young LLP	100					+						
Hewitt Associates	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
KPMG LLP	100					+						
Marsh & McLennan Companies Inc.	100											
McKinsey & Co. Inc.	100											
Nielsen Co., The	100											
PricewaterhouseCoopers LLP	100											
Harris Interactive Inc.	93											
Adecco North America LLC	85											
A.T. Kearney Inc.	80											
Booz Allen Hamilton Inc.	80											
Convergys Corp.	80											
EDUCATION, CHILD CARE												
Bright Horizons Family Solutions Inc.	100											
ENERGY AND UTILITIES												
Constellation Energy Group Inc.	100											
National Grid USA	100											
PG&E Corp.	100					+						
Sempra Energy	100											
Southern California Edison Co.	100											
Consolidated Edison Co.	95											
Entergy Corp.	95											
Exelon Corp.	95					+						
Dominion Resources Inc.	90											
Alliant Energy Corp.	85											
PacifiCorp	85											
DTE Energy Co.	75											
Duke Energy Corp.	75											
Reliant Energy Inc.	75											
Progress Energy Inc.	68											
Northeast Utilities	65											
Pepco Holdings Inc.	65											
PPL Corp.	65											
Severn Trent Services Inc.	65											
Xcel Energy	60											
Williams Companies Inc.	55											
Wisconsin Energy Corp.	55											
Calpine Corp.	48											
Southern Co.	48											
Allegheny Energy	45											
Ameren Corp.	45											
Mirant Corp.	45											
PNM Resources Inc.	43											
Aquila	35											
Edison International	35											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Laclede Group Inc.	5											
ENGINEERING AND CONSTRUCTION												
CH2M HILL Companies Ltd.	80											
KB Home	75											
Perkins & Will Group, Ltd.,The	55											
Jacobs Engineering Group Inc.	40											
DPR Construction Inc.	30											
Ryland Group	30											
ENTERTAINMENT AND ELECTRONIC MEDIA												
Clear Channel Communications Inc.	100											
Cox Enterprises Inc./Cox Communications Inc.	100											
Time Warner Inc.	100											
Viacom Inc.	100											
Walt Disney Co.	100					+						
XM Satellite Radio Holdings Inc.	93											
Corbis Corp.	80											
Comcast Corp.	80											
Sirius Satellite Radio Inc.	80											
AMC Entertainment Inc.	63											
Vivendi	35											
FOOD, BEVERAGES AND GROCERIES												
Anheuser-Busch Companies Inc.	100											
Brinker International Inc.	100											
Campbell Soup Co.	100					+						
Cargill Inc.	100											
Coca-Cola Co., The	100					+						
Coca-Cola Enterprises Inc.	100											
Coors Brewing Co.	100											
Diageo North America	100											
Pepsi Bottling Group Inc., The	100											
PepsiCo Inc.	100											
Sodexo Inc.	100											
Starbucks Corp.	100											
Supervalu Inc.	100											
Food Lion LLC	95											
General Mills Inc.	95											
Kraft Foods Inc.	95											
PepsiAmericas Inc.	95											
ConAgra Foods Inc.	90											
Miller Brewing Co.	90											
Whole Foods Market Inc.	90											
McDonald's Corp.	85											
Hannaford Brothers	83											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Darden Restaurants	80											
Ahold USA Inc.	78											
Palm Management Corp.	78											
Aramark Corp.	75											
Kroger Co., The	75											
Nestle Purina PetCare Co.	75											
Safeway Inc.	75											
Sara Lee Corp.	75											
Dean Foods Co.	73											
Hershey Co., The	70											
H.J. Heinz Co.	68											
Compass Group USA Inc.	65											
Yum! Brands Inc.	65											
Domino's Pizza Inc.	60											
Kellogg Co.	60											
U.S. Foodservice Inc.	58											
Hain Celestial Group Inc.	55											
Land O'Lakes	53											
Pathmark Stores Inc.	53											
Mars Inc.	48											
Dole Food Co. Inc.	45											
C&S Wholesale Grocers Inc.	40											
H.E. Butt Grocery Co.	40											
Brown-Forman Corp.	20											
Archer Daniels Midland Co.	15											
CBRL Group Inc. (Cracker Barrel)	15											
Meijer Inc.	15											
FOREST AND PAPER PRODUCTS												
Weyerhaeuser Co.	75											
International Paper Co.	70											
HEALTHCARE												
Bausch & Lomb Inc.	100											
Cardinal Health	100											
Kaiser Permanente	100											
CIGNA Corp.	95											
Health Care Service Corp.	95											
UnitedHealth Group Inc.	95											
Health Net Inc.	93											
Sierra Health Services Inc.	88											
Quest Diagnostics Inc.	85											
Abbott Laboratories	80											
Baxter International Inc.	80											
Group Health Cooperative	78											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
McKesson Corp.	68											
Vision Service Plan	65											
Owens & Minor Inc.	55											
Austin Radiological Assn.	53											
University Hospitals of Cleveland	50											
Humana Inc.	45											
Tenet Healthcare	35											
HIGH-TECH/PHOTO/SCIENCE EQUIP.												
Agilent Technologies Inc.	100											
Corning Inc.	100											
Eastman Kodak Co.	100											
Freescale Semiconductor Inc.	100											
Intel Corp.	100											
Texas Instruments Inc.	100											
Medtronic Inc.	95											
Applied Materials Inc.	88											
Advanced Micro Devices Inc.	80											
ITT Industries Inc.	75											
Polaroid Corp.	60											
KLA-Tencor Corp.	58											
Fisher Scientific International	40											
HOTELS, RESORTS AND CASINOS												
Carlson Companies Inc.	100											
Global Hyatt Corp.	100											
Harrah's Entertainment Inc.	100											
Kimpton Hotel & Restaurant Group Inc.	100											
Marriott International Inc.	100											
Starwood Hotels & Resorts Worldwide	100											
Wyndham Worldwide Corp.	100											
Hilton Hotels Corp.	90											
MGM Mirage	85											
Host Hotels & Resorts	45											
INSURANCE												
AAA Northern California, Nevada and Utah	100											
Aetna Inc.	100											
Allianz Life Insurance Co. of North America	100											
Allstate Corp., The	100											
Aon Corp.	100											
Chubb Corp.	100											
CNA Insurance	100											
Esurance Inc.	100											
Hartford Financial Services Co.	100											
Harvard Pilgrim Health Care Inc.	100											



APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
ING North America Insurance Corp.	100											
Massachusetts Mutual Life Insurance Co.	100											
MetLife Inc.	100											
Nationwide	100											
New York Life Insurance Co.	100											
Progressive Corp., The	100											
Prudential Financial Inc.	100											
Sun Life Financial Inc. (U.S.)	100											
American Family Insurance Group	95											
Lincoln National Corp.	95											
Principal Financial Group	95											
WellPoint Inc.	95											
John Hancock Financial Services Inc.	88											
Unum Group	88											
American International Group Inc.	85											
Selective Insurance Group	85											
Mutual of Omaha Insurance	80											
State Farm Group	80											
Teachers Insurance and Annuity Association -	78											
College Retirement Equities Fund												
SAFECO Corp.	75											
CUNA Mutual Insurance Group	65											
Pacific Mutual Holding Co.	65											
Zurich North America	65											
Travelers Companies Inc., The	50											
AEGON USA Inc.	40											
INTERNET SERVICES AND RETAILING												
eBay Inc.	100											
Google Inc.	100											
Orbitz Worldwide Inc.	100											
Yahoo! Inc.	100											
Amazon.com Inc.	80											
Expedia Inc.	50											
LAW FIRMS												
Akin, Gump, Strauss, Hauer & Feld LLP	100											
Alston & Bird LLP	100											
Arent Fox LLP	100											
Arnold & Porter LLP	100											
Baker & Daniels LLP	100											
Bingham McCutchen LLP	100											
Brown Rudnick LLP	100											
Bryan Cave LLP	100											
Cleary, Gottlieb, Steen & Hamilton LLP	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Clifford Chance US LLP	100					+						
Covington & Burling LLP	100					+						
Cravath, Swaine & Moore LLP	100											
Debevoise & Plimpton LLP	100											
Dewey & LeBoeuf LLP	100											
Dickstein Shapiro LLP	100											
DLA Piper	100											
Dorsey & Whitney LLP	100											
Edwards Angell Palmer & Dodge LLP	100											
Faegre & Benson LLP	100					+						
Foley & Lardner LLP	100											
Foley Hoag LLP	100											
Fried, Frank, Harris, Shriver & Jacobson LLP	100					+						
Gibson, Dunn & Crutcher LLP	100											
Haynes and Boone LLP	100											
Heller Ehrman LLP	100											
Holland & Knight LLP	100											
Howrey LLP	100											
Husch Blackwell Sanders LLP	100											
Jenner & Block LLP	100											
Kirkland & Ellis LLP	100					+						
Kramer Levin Naftalis & Frankel LLP	100											
Latham & Watkins LLP	100					+						
Littler Mendelson PC	100											
Manatt, Phelps & Phillips LLP	100											
McDermott Will & Emery LLP	100											
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	100											
Morrison & Foerster LLP	100					+						
Nixon Peabody LLP	100											
O'Melveny & Myers LLP	100											
Orrick, Herrington & Sutcliffe LLP	100											
Patterson Belknap Webb & Tyler LLP	100											
Paul, Hastings, Janofsky & Walker LLP	100											
Perkins Coie	100											
Pillsbury Winthrop Shaw Pittman LLP	100											
Powell Goldstein LLP	100											
Proskauer Rose LLP	100											
Robins, Kaplan, Miller & Ciresi LLP	100					+						
Ropes & Gray LLP	100											
Sedgwick, Detert, Moran & Arnold LLP	100											
Seyfarth Shaw LLP	100											
Sidley Austin LLP	100											
Skadden, Arps, Slate, Meagher & Flom LLP	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Sonnenschein, Nath & Rosenthal LLP	100					+						
Squire, Sanders & Dempsey LLP	100											
Sullivan & Cromwell LLP	100											
Thompson Coburn LLP	100											
Troutman Sanders LLP	100											
Vinson & Elkins LLP	100											
Wachtell, Lipton, Rosen & Katz LLP	100											
Weil, Gotshal & Manges LLP	100											
White & Case LLP	100											
Wilmer Cutler Pickering Hale & Dorr LLP	100											
Wilson Sonsini Goodrich & Rosati PC	100											
Winston & Strawn LLP	100											
Cadwalader, Wickersham & Taft LLP	95											
Crowell & Moring LLP	95											
Davis, Polk & Wardwell	95											
Drinker Biddle & Reath LLP	95											
Duane Morris LLP	95											
Fenwick & West LLP	95											
Gordon & Rees LLP	95											
Hogan & Hartson LLP	95											
Kelley Drye & Warren LLP	95											
Kilpatrick Stockton LLP	95											
King & Spalding LLP	95											
Mayer Brown LLP	95											
McGuireWoods LLP	95											
Sheppard, Mullin, Richter & Hampton LLP	95											
Stinson Morrison Hecker LLP	95											
Stoel Rives LLP	95											
Sutherland Asbill & Brennan LLP	95											
Thelen Reid Brown Raysman & Steiner LLP	95											
Carlton Fields	90											
Chadbourne & Parke LLP	90											
McCarter & English LLP	90											
McKenna, Long & Aldridge LLP	90											
Pepper Hamilton LLP	90											
Davis Wright Tremaine LLP	85											
Frost Brown Todd LLC	85											
Fulbright & Jaworski LLP	85											
Katten Muchin Rosenman LLP	85					+						
Milbank, Tweed, Hadley & McCloy LLP	85											
Shook, Hardy & Bacon LLP	85											
Stephens & Johnson LLP	85											
Baker & Botts LLP	80											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Ballard, Spahr, Andrews & Ingersoll LLP	80											
Dykema Gossett P, LLC	80											
Fish & Richardson PC	80											
Kaye Scholer LLP	80											
Lord, Bissell & Brook	80											
Luce Forward Hamilton & Scripps LLP	80											
Morgan Lewis & Bockius LLP	80											
Paul, Weiss, Rifkind, Wharton & Garrison LLP	80											
Polsinelli Shalton Welte Suelthaus PC	80											
Quarles & Brady LLP	80											
Schiff Hardin LLP	80											
Schulte, Roth & Zabel LLP	80											
Vorys, Sater, Seymour & Pease LLP	80											
Wildman, Harrold, Allen & Dixon LLP	80											
Baker & McKenzie	75											
Goodwin Procter LLP	75											
Hunton & Williams LLP	75											
Reed Smith LLP	75											
Andrews Kurth LLP	70											
Saul Ewing LLP	68											
Womble Carlyle Sandridge & Rice LLC	65											
Holme Roberts & Owen LLP	60											
Howard & Howard Attorneys PC	48											
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	40											
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	35											
MAIL AND FREIGHT DELIVERY												
United Parcel Service Inc. (UPS)	100											
CSX Corp.	75											
Union Pacific Corp.	58											
FedEx Corp.	55											
BNSF Railway Co.	30											
YRC Worldwide Inc.	30											
MANUFACTURING												
Cummins Inc.	100											
Owens Corning	100											
Whirlpool Corp.	100											
Illinois Tool Works Inc.	68											
United Technologies Corp.	65											
American Power Conversion Corp.	63											
MeadWestvaco Corp.	60											
Steelcase Inc.	60											
Caterpillar Inc.	55											
Emerson Electric Co.	45											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Baldor Electric Co.	20											
Deere & Co.	33											
Lauren Manufacturing Co.	5											
MINING & METALS												
Alcoa Inc.	85											
MISCELLANEOUS												
General Electric Co.	80											
Mohawk Industries Inc.	65											
Ball Corp.	58											
Fisher Scientific International	40											
OIL AND GAS												
BP America Inc.	100											
Chevron Corp.	100											
Shell Oil Co.	100											
ConocoPhillips	60											
Exxon Mobil Corp.	0											
PHARMACEUTICALS												
Boehringer Ingelheim Pharmaceuticals Inc.	100											
Bristol-Myers Squibb Co.	100											
Eli Lilly & Co.	100											
GlaxoSmithKline plc	100											
Hoffmann-La Roche Inc.	100											
Hospira Inc.	100											
Johnson & Johnson	100											
Merck & Co. Inc.	100											
Novartis Pharmaceutical Corp.	100											
Pfizer Inc.	100											
Schering-Plough Corp.	100											
CVS Corp.	90											
AstraZeneca PLC	80											
Wyeth	80											
Amgen Inc.	70											
Sanofi-Aventis U.S. LLC	65											
PUBLISHING AND PRINTING												
New York Times Co.	100											
United Business Media LLC	100											
West	95											
McGraw-Hill Companies Inc., The	80											
Gannett Co. Inc.	65											
R.R. Donnelley & Sons Co.	55											
Scholastic Corp.	50											
Dow Jones & Co. Inc.	30											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
REAL ESTATE, RESIDENTIAL												
Realogy Corp.	80											
RETAIL AND CONSUMER PRODUCTS												
Barnes & Noble Inc.	100											
Best Buy Co. Inc.	100											
Borders Group Inc.	100											
Clorox Co.	100											
Estee Lauder Companies	100					+						
GameStop Corp.	100											
Kimberly-Clark Corp.	100											
Mitchell Gold + Bob Williams	100											
Newell Rubbermaid Inc.	100											
Recreational Equipment Inc.	100											
Replacements Ltd.	100					+						
S. C. Johnson & Son Inc.	100											
Sears Holdings Corp.	100											
Target Corp.	100											
Unilever	100											
Walgreen Co.	100											
Mattel Inc.	93											
Staples Inc.	93											
Hallmark Cards Inc.	90											
Home Depot Inc.	85											
Procter & Gamble Co.	85											
Rite Aid Corp.	85											
Harry & David Holdings Inc.	83											
Limited Brands Inc.	80											
OfficeMax Inc.	80											
Colgate-Palmolive Co.	73											
Toys 'R' Us Inc.	65											
Avon Products Inc.	60											
Office Depot Inc.	60											
Black & Decker Corp., The	55											
Circuit City Stores Inc.	55											
Hasbro Inc.	50											
RadioShack Corp.	40											
Wal-Mart Stores Inc.	40											
AutoZone Inc.	25											
TELECOMMUNICATIONS												
Alcatel-Lucent	100					+						
AT&T Inc.	100					+						
Motorola Inc.	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 48)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
Sprint Nextel Corp.	100											
QUALCOMM Inc.	95											
EarthLink Inc.	88											
Nortel Networks Corp.	85											
ALLTEL Corp.	80											
Qwest Communications International Inc.	80											
Verizon Communications Inc.	70											
Nokia	50											
TOBACCO												
Reynolds American Inc.	100											
TRANSPORTATION, TRAVEL												
Sabre Holdings Inc.	100											
Travelport Inc.	100											
Ryder System Inc.	93											
Travel Impressions, Ltd.	93											
Hotels.com LP	85											
Dollar Thrifty Automotive Group Inc.	83											
Avis Budget Group Inc.	80											
Enterprise Rent-A-Car Co.	80											
Royal Caribbean Cruises Ltd.	55											
WASTE MANAGEMENT												
Waste Management Inc.	85											

APPENDIX D

2009 HRC FOUNDATION CORPORATE EQUALITY INDEX SURVEY | 66 – 80 ►

Questions marked with **2009** were used in part or in their entirety for scoring purposes this year. All other questions were for informational purposes only.

APPENDIX D. 2009 CORPORATE EQUALITY INDEX SURVEY

Use this document for your information only – surveys must be submitted online. Up-to-date help and additional information specific to each survey question is available online. The online survey is pre-populated with previous survey answers and/or information gathered by the Human Rights Campaign Foundation, and can be printed for your use in preparing your answers.

Questions marked with **2009** will be used in part or in their entirety for scoring purposes this year. All other questions are for informational purposes only. http://www.hrc.org/issues/workplace/cei_criteria.htm

RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

BASIC COMPANY AND CONTACT INFORMATION

HRC will not publish or distribute contact information externally.

Headquarters Information:

Street Address Line 1:

Street Address Line 2:

City:

State:

Zip Code:

Main Phone #:

Main Fax #:

Web Address:

Full Time U.S. Employees:

Ten Major Brands:

Stock Ticker Symbol:

Primary Industry:

NON-DISCRIMINATION / EQUAL EMPLOYMENT OPPORTUNITY POLICY

- 2009** 1. Does your primary non-discrimination or equal employment opportunity policy statement include the term “sexual orientation”?

- ☐ Yes, we have this policy firm-wide
- ☐ No, but we have this policy in one or more subsidiaries or labor agreements
- ☐ No, we do not have this policy, but plan to enact in the next one year
- ☐ No, we do not have this policy
- ☐ Do not know

- 1a. If YES to Q1, does the policy apply to all global operations, including non-U.S. citizens based abroad?

- ☐ Yes, we have this policy in all global operations
- ☐ No, but we have this policy in one or more offices outside the U.S.
- ☐ No, we do not have this policy in any global operations
- ☐ No, we do not have this policy, but plan to enact in the next one year
- ☐ Do not know
- ☐ Not applicable, we have no employees based outside the U.S.

APPENDIX D. 2009 CORPORATE EQUALITY INDEX SURVEY

Use this document for your information only – surveys must be submitted online. Up-to-date help and additional information specific to each survey question is available online. The online survey is pre-populated with previous survey answers and/or information gathered by the Human Rights Campaign Foundation, and can be printed for your use in preparing your answers.

Questions marked with **2009** will be used in part or in their entirety for scoring purposes this year. All other questions are for informational purposes only. http://www.hrc.org/issues/workplace/cei_criteria.htm

RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

- 2009** 2. Does your primary non-discrimination or equal employment opportunity policy statement include the terms “gender identity or expression” or “gender identity”?
- ☐ Yes, we have this policy firm-wide
 - ☐ No, but we have this policy in one or more subsidiaries or labor agreements
 - ☐ No, we do not have this policy, but plan to enact in the next one year
 - ☐ No, we do not have this policy
 - ☐ Do not know
- 2a. If YES to Q2, does the policy apply to all global operations including non-U.S. citizens based abroad?
- ☐ Yes, we have this policy in all global operations
 - ☐ No, but we have this policy in one or more offices outside the U.S.
 - ☐ No, we do not have this policy in any global operations
 - ☐ No, we do not have this policy, but plan to enact in the next one year
 - ☐ Do not know
 - ☐ Not applicable, we have no employees based outside the U.S.
3. Please attach a copy of your employee and job applicant non-discrimination or equal employment opportunity policy.
4. Please provide the public web address where your non-discrimination or equal employment opportunity policy is posted.
- http:// _____
5. Do you have a primary anti-harassment policy that names protected categories of workers (i.e. explicitly prohibits harassment based on race, religion, disability, etc)?
- ☐ Yes, we do
 - ☐ No, we do not, but plan to in the next one year
 - ☐ No, we do not
 - ☐ Do not know / not applicable
- 5a. If YES to Q5, does the policy include the term “sexual orientation”?
- ☐ Yes, we have this policy firm-wide
 - ☐ No, but we have this policy in one or more subsidiaries or labor agreements
 - ☐ No, we do not have this policy, but plan to enact in the next one year
 - ☐ No, we do not have this policy
 - ☐ Do not know
- 5b. If YES to Q5, does the policy include the terms “gender identity or expression” or “gender identity”?
- ☐ Yes, we have this policy firm-wide
 - ☐ No, but we have this policy in one or more subsidiaries or labor agreements
 - ☐ No, we do not have this policy, but plan to enact in the next one year
 - ☐ No, we do not have this policy
 - ☐ Do not know

APPENDIX D. 2009 CORPORATE EQUALITY INDEX SURVEY

Use this document for your information only – surveys must be submitted online. Up-to-date help and additional information specific to each survey question is available online. The online survey is pre-populated with previous survey answers and/or information gathered by the Human Rights Campaign Foundation, and can be printed for your use in preparing your answers.

Questions marked with **2009** will be used in part or in their entirety for scoring purposes this year. All other questions are for informational purposes only. http://www.hrc.org/issues/workplace/cei_criteria.htm

RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

Additional Notes to HRC: _____

BENEFITS

2009 6. Does your business offer same-sex (or same- and opposite- sex) domestic partner health insurance coverage to your benefits-eligible U.S. employees?

- ☐ Yes, we have this policy firm-wide
- ☐ No, but we have this policy in one or more subsidiaries or labor agreements
- ☐ No, we do not have this policy, but plan to enact in the next one year
- ☐ No, we do not have this policy
- ☐ Do not know

6a. If YES to Q6, in what year did partner health insurance benefits become available?
Year _____

6b. If YES to Q6, are partner benefits offered to employees in your global operations?

- ☐ Yes, we have this policy in all global operations
- ☐ No, but we have this policy in one or more offices outside the U.S.
- ☐ No, we do not have this policy in any global operations
- ☐ No, we do not have this policy, but plan to enact in the next one year
- ☐ Do not know
- ☐ Not applicable, we have no employees based outside the U.S.

6c. If YES to Q6, do you “gross up” wages for employees who receive domestic partner health benefits to offset the additional, imputed income tax?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

7. Do you require employees to provide documentation for enrolling opposite-sex spouses, children and other dependents in your benefits plan?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

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7a. If you require documentation for the purpose of enrolling an employee's partner in your benefits plan, which of the following forms of documentation are independently sufficient for enrollment purposes? *Select all that apply.*

- ☐ We do not require documentation for the purpose of partner benefits
- ☐ We accept a domestic partnership affidavit
- ☐ We accept a local or state domestic partnership registration
- ☐ We accept a state-issued civil union or marriage certificate
- ☐ We accept a marriage certificate issued in another country

2009 8. Are the following health benefits offered to same-sex partners of benefits-eligible U.S. employees?

Health/Medical

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Dental

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Vision

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Spouse/partner's dependent medical coverage

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

COBRA/COBRA-like benefits²

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

² These benefits are federally mandated for opposite-sex spouses, but may be extended to same-sex partners.

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9. Are the following soft benefits offered to same-sex partners of benefits-eligible U.S. employees?

FMLA/FMLA-like benefits³

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Bereavement leave⁴

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Employer-provided supplemental life insurance for the spouse/partner

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Relocation/travel assistance

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Adoption assistance⁵

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Employee discounts

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

³ FMLA leave provided to employee on behalf of same-sex partner (equivalent treatment as compared to an employee's opposite-sex spouse) or partner's dependents.

⁴ Bereavement leave taken in the event of a spouse or partner's death or, if applicable, the death of a spouse or partner's dependents/ children.

⁵ Offered if spouse or partner adopts a child or if employee adopts spouse or partner's children.

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Employee assistance program

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

2009 10. Are the following *retirement* benefits offered to same-sex partners of benefits-eligible U.S. employees?

Retiree health care benefits

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Defined benefit plan: Qualified joint and survivor annuity (QJSA) for spouse/partner⁶

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Defined benefit plan: Qualified pre-retirement survivor annuity (QPSA) for spouse/partner⁷

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

11. Are the following *retirement* benefits offered to same-sex partners of benefits-eligible U.S. employees?

Rollover distribution option

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

Hardship distribution option

- ☐ Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- ☐ Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- ☐ No, benefit offered to Opposite-sex spouses only
- ☐ No, benefit not offered

⁶ A QJSA relates to a defined benefit/pension plan. Typically, an employer can create a contingent survivor annuity for which the employee can designate the individual of his/her choice in the event of the employee's death.

⁷ A QPSA relates to a defined benefit/pension plan. Typically, an employer can create a contingent survivor annuity for which the employee can designate the individual of his/her choice in the event of the employee's death.

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12. Please describe any other benefits offered to an employee's same-sex partner: _____

Additional Notes to HRC: _____

TRANSGENDER BENEFITS

- 2009** 13. Most health insurance policies – through what is referred to as a “transgender exclusion” clause – deny or exclude coverage for commonplace treatments and procedures for transgender employees that are otherwise covered for most employees.

Do insurance plans available to your work force generally cover the following treatments (benefit offered)?

If so, is there at least one firm-sponsored insurance plan that does not exclude coverage (transgender treatment covered) for medically-necessary treatment related to gender dysphoria or gender reassignment?⁸

➤ *This question requires examining your insurance policy's list of coverage exclusions. Answering “Yes, benefit offered, transgender treatment covered” for the following benefits indicates that medically necessary care for gender reassignment would be covered under one or more insurance plans available to your employees, or through some form of self-insurance.*

Paid short-term leave for surgical procedures⁹

- ☐ Yes, benefit offered, transgender treatment covered
- ☐ No, benefit offered, but transgender treatment excluded
- ☐ No, benefit not offered

⁸ Answering “Benefit offered, transgender treatment covered” for surgical procedures indicates that surgical procedures as related to medically necessary care for gender reassignment would not be excluded and would apply for standard coverage under one or more insurance plans available to your employees

⁹ Paid short-term leave

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Mental health counseling¹⁰

- ☐ Yes, benefit offered, transgender treatment covered
- ☐ No, benefit offered, but transgender treatment excluded
- ☐ No, benefit not offered

Pharmacy benefits

- ☐ Yes, benefit offered, transgender treatment covered
- ☐ No, benefit offered, but transgender treatment excluded
- ☐ No, benefit not offered

Medical visits

- ☐ Yes, benefit offered, transgender treatment covered
- ☐ No, benefit offered, but transgender treatment excluded
- ☐ No, benefit not offered

Surgical procedures

- ☐ Yes, benefit offered, transgender treatment covered
- ☐ No, benefit offered, but transgender treatment excluded
- ☐ No, benefit not offered

14. YES for any of the answers in Q13:

14a. Is coverage for any of the benefit(s) self-insured?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

14b. If coverage for any of the benefit(s) is capped at a maximum lifetime dollar amount specific to transgender treatments, please indicate that cap amount.

\$ _____

14c. What insurance carrier manages or administers the plan?

14d. Please attach documentation that indicates that coverage is available.

¹⁰ Employee Assistance Program coverage is not sufficient coverage

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15. Please describe any other benefits or limitations to benefits available to transgender employees: _____

DIVERSITY MANAGEMENT AND TRAINING

- 2009** 16. Does your business have written gender transition guidelines documenting supportive policy or practice on issues pertinent to a workplace gender transition?
>> Guidelines submitted to the HRC Foundation will be for internal use only and will be evaluated for scoring purposes.
- ☐ Yes, we do
 - ☐ No, we do not, but plan to in the next one year
 - ☐ No, we do not
 - ☐ Do not know / not applicable

16a. If YES to Q16, please attach a copy of the policy as a Microsoft Word (.doc) or Adobe Acrobat (.pdf) file.

- 2009** 17. Does your business have an officially recognized GLBT employee resource group?
- ☐ Yes, we do
 - ☐ No, we do not, but plan to in the next one year
 - ☐ No, we do not
 - ☐ Do not know / not applicable

- 2009** 17a. If NO to Q17, would your business allow GLBT employees to use its facilities, electronic and other resources to form an officially recognized group, if one expressed interest?
- ☐ Yes, we do
 - ☐ No, we do not, but plan to in the next one year
 - ☐ No, we do not
 - ☐ Do not know / not applicable

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17b. If YES to Q10, please provide contact information for the group:

Name of Group: _____

Primary Contact Name: _____

Primary Contact ERG Title: _____

Phone: _____

E-mail: _____

Website: _____

17c. If YES to Q17, does the group have a senior executive champion or sponsor (e.g.: Vice President or higher)?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

17d. If YES to Q17, are there established chapters of the group in your global operations?

- ☐ Yes, we have this policy in all global operations
- ☐ No, but we have this policy in one or more offices outside the U.S.
- ☐ No, we do not have this policy in any global operations
- ☐ No, we do not have this policy, but plan to enact in the next one year
- ☐ Do not know
- ☐ Not applicable, we have no employees based outside the U.S.

2009 18. Does your business have a firm-wide diversity council or working group with a mission that specifically includes GLBT diversity?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

18a. If NO to Q18, does your business have another, non-GLBT specific, company-wide diversity council or working group?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

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19. Can employees voluntarily disclose their sexual orientation and/or gender identity through human resource surveys or other data collection systems? Please select “Do not know/ not applicable” if you do not survey or otherwise collect employee information in aggregate form.

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

20. If you provide diversity awareness or employee training, what topics are covered and who is required to attend? (The topics may be covered as part of a general overview of diversity, or in topic-specific sessions.)

2009

Sexual Orientation

➤ Credit on this question is provided for any training that is offered, irrespective of attendance requirements.

- ☐ Yes, all employees required to attend
- ☐ Yes, all managers/supervisors required to attend
- ☐ Yes, some employees required to attend
- ☐ Yes, no employees required to attend
- ☐ No, not offered

2009

Gender identity and expression

➤ Credit on this question is provided for any training that is offered, irrespective of attendance requirements or, alternatively written gender transition guidelines.

- ☐ Yes, all employees required to attend
- ☐ Yes, all managers/supervisors required to attend
- ☐ Yes, some employees required to attend
- ☐ Yes, no employees required to attend
- ☐ No, not offered

SUPPLY-CHAIN MANAGEMENT

21. Does your business have a supplier diversity program?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

14a. If YES to Q21, does your business seek to include GLBT-owned companies in your supplier diversity program?

➤ GLBT Supplier Diversity Programs: <http://www.hrc.org/issues/workplace/diversity/7012.htm>

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

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21b. If YES to Q21, what dollar amount did you spend with GLBT-owned businesses in your last fiscal year ?

\$: _____

☐ Do not know

22. Does your business require suppliers to prohibit discrimination consistent with the protections provided by your EEO or non-discrimination policy?

- ☐ Yes, we do
- ☐ No, we do not, but plan to in the next one year
- ☐ No, we do not
- ☐ Do not know / not applicable

Additional Notes to HRC: _____

EXTERNAL ENGAGEMENT

23. Please provide the public web address for your business that is devoted to GLBT recruitment (if applicable).

http:// _____

- 2008** 24. During the past year, has your business engaged in
- marketing or advertising to the GLBT community
 - providing financial or in-kind support to GLBT health, educational, political or community-related organizations or events, or
 - targeted recruiting efforts to the GLBT community such as GLBT career fairs?
- ☐ Yes
 - ☐ No
 - ☐ Do not know / Info not available

24a. If YES to Q24, please describe a maximum of three such efforts.

#1 First Effort

Primary purpose of efforts

- ☐ Marketing and advertising to the GLBT community
- ☐ Financial or in-kind support to GLBT organizations or events
- ☐ Recruitment targeting the GLBT community

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Name of Campaign

Type of organization or event (if applicable)

- ☐ Political
- ☐ Education
- ☐ Health
- ☐ Community

Location of effort (leave state blank, if national):

_____, United States

Duration of campaign in years

- # Years: _____
- ☐ Do not know/ info not available

Creative content: if the effort involved any promotional media referencing your business, did such media use imagery, language or people to indicate GLBT content?

- ☐ General Audience, no specific GLBT content
- ☐ GLBT content
- ☐ Not applicable

Recruitment: if this was a recruiting effort, or if this effort had a tracked recruiting component, how many candidates were formally interviewed as a result?

- # : _____
- ☐ Do not know/ info not available

#2 Second Effort

Primary purpose of efforts

- ☐ Marketing and advertising to the GLBT community
- ☐ Financial or in-kind support to GLBT organizations or events
- ☐ Recruitment targeting the GLBT community

Name of Campaign

Type of organization or event (if applicable)

- ☐ Political
- ☐ Education
- ☐ Health
- ☐ Community

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Location of effort (leave state blank, if national):

_____, United States

Duration of campaign in years

Years: _____

☐ Do not know/ info not available

Creative content: if the effort involved any promotional media referencing your business, did such media use imagery, language or people to indicate GLBT content?

☐ General Audience, no specific GLBT content

☐ GLBT content

☐ Not applicable

Recruitment: if this was a recruiting effort, or if this effort had a tracked recruiting component, how many candidates were formally interviewed as a result?

: _____

☐ Do not know/ info not available

#3 Third Effort

Primary purpose of efforts

☐ Marketing and advertising to the GLBT community

☐ Financial or in-kind support to GLBT organizations or events

☐ Recruitment targeting the GLBT community

Name of Campaign

Type of organization or event (if applicable)

☐ Political

☐ Education

☐ Health

☐ Community

Location of effort (leave state blank, if national):

_____, United States

Duration of campaign in years

Years: _____

☐ Do not know/ info not available

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Creative content: if the effort involved any promotional media referencing your business, did such media use imagery, language or people to indicate GLBT content?

- ☐ General Audience, no specific GLBT content
- ☐ GLBT content
- ☐ Not applicable

Recruitment: if this was a recruiting effort, or if this effort had a tracked recruiting component, how many candidates were formally interviewed as a result?

- # : _____
- ☐ Do not know/ info not available

24b. If YES to Q24, attach an example of creative content.

24c. If YES to Q24, please provide any additional information about your business's advertising campaigns.

25. Please include any other information that would illustrate how your business views gay, lesbian, bisexual or transgender employees, consumers or investors.

26. If you have any additional information or supporting documents you would like to submit, please include it in a Microsoft Word (.doc) or Adobe Acrobat (.pdf) file and attach a copy of the file here.

CORPORATE EQUALITY INDEX 2009:
A Report Card on Lesbian, Gay, Bisexual and Transgender Equality in Corporate America

Daryl Herrschaft, Editor
Samir Luther & Deena Fidas, Authors

ABOUT THE HRC FOUNDATION'S WORKPLACE PROJECT

The Human Rights Campaign 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 serves 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 Project also makes available the expertise of the HRC Business Council for invaluable peer-to-peer advice.

PROJECT STAFF

Daryl Herrschaft
Director, HRC Workplace Project

Since 1998, Daryl Herrschaft has overseen the Workplace Project of the Human Rights Campaign Foundation. In this capacity, he monitors and evaluates corporate policies surrounding lesbian, gay, bisexual and transgender employees, consumers and investors. He is the editor of the HRC Foundation's annual Corporate Equality Index and The State of the Workplace for Lesbian, Gay, Bisexual and Transgender Americans.

Herrschaft has consulted with dozens of major corporations on the full range of LGBT-related workplace policies. He has presented HRC findings to diverse audiences, including the Conference Board, the Society for Human Resource Management and the New York City Council. He is frequently called upon by national and local media, including *Time* and *The Wall Street Journal* as well as on CNN, National Public Radio and Voice of America. Before joining HRC, Herrschaft was a research associate at the Urban Institute. He holds a bachelor's degree from the George Washington University.

Eric Bloem
Deputy Director, HRC Workplace Project

Eric Bloem has directly consulted with dozens of major corporations on lesbian, gay, bisexual and transgender-related workplace policies. Before joining the Human Rights Campaign Foundation's Workplace Project in 2005, he spent six years as a manager with Accenture, where he provided change management consulting services to many Fortune 500 companies, including Best Buy, Fidelity, Walgreens and Citigroup. Bloem brings with him notable experience helping companies adapt to strategic change. Bloem developed the HRC Foundation Corporate Equality Series, a group of workshops designed to help human resources and diversity professionals better understand LGBT workplace issues. He conducts these workshops in strategic locations across the country. Bloem holds a bachelor's degree in business administration from Bucknell University.

Samir Luther
Senior Manager, HRC Workplace Project

Samir Luther is a trusted expert on employment non-discrimination policies and workplace benefits in the United States and works with employers to develop model practices and replicate those with other businesses. Luther co-authored the Human Rights Campaign Foundation's 2009 Corporate Equality Index report and has authored previous CEI reports, authors *The State of the Workplace* for Lesbian, Gay, Bisexual and Transgender Americans, as well as special reports including *Transgender Inclusion in the Workplace*, 2nd Edition. Luther holds a bachelor's degree in business administration from Washington University in St. Louis, and he joined the Workplace Project of the HRC Foundation in 2004 as research coordinator.

Deena Fidas
Coordinator, HRC Workplace Project

Formerly working in political fundraising, Deena Fidas joined the Workplace Project staff in September 2007. Fidas took over the day-to-day management of the Corporate Equality Index survey administration, co-authorship of the Human Rights Campaign Foundation's 2009 Corporate Equality Index report as well as leading forthcoming published research on the workplace climate for LGBT employees in large businesses. Over the spring of 2008, Fidas engaged new businesses to take part in the survey and educated already participating businesses on the importance of expanding LGBT workplace protections, equal benefits and robust diversity and inclusion efforts. Fidas holds a master's degree in sociology from American University in Washington, D.C.

Alison Delpercio
Coordinator, HRC Family & Workplace Projects

Alison Delpercio works with employers, healthcare institutions and employees to address workplace and healthcare concerns for gay, lesbian, bisexual and transgender individuals. Before joining the Human Rights Campaign Foundation in 2007, she advocated for GLBT issues in healthcare and higher education at and around the University of Rochester. She holds a bachelor's degree in health and society as well as a Certificate of Management Studies from the university.

ACKNOWLEDGMENTS

Special thanks to HRC Workplace Project staff Alison Delpercio and intern Sarah Turshen for their crucial assistance to survey participants, survey review, meticulous data collection and research. Thanks to temporary staff Sarah Schrag for her contributions to the research on anti-LGBT activity and to Paul Hastings LLP for their research on employment litigation involving LGBT workers.

Thanks also to HRC staff Darrin Hurwitz, Christopher Edelson, Rob Falk and Rebekah DeHaven for their invaluable outreach to law firms on the AmLaw 200.

Thanks to Tony Frye for design and to HRC staff Janice Hughes and Carolyn Simon for editorial guidance.

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 gay, lesbian, bisexual and transgender workplace issues based on their business experience and knowledge.

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ISBN 10: 1-934765-05-8
ISBN 13: 978-1-934765-05-0