

CORPORATE EQUALITY INDEX 2015

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



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

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



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While many Americans are getting to know the transgender community for the first time, Corporate America has long been a leader in the fight for transgender inclusion.

This year marks the 13th edition of the Human Rights Campaign Foundation's Corporate Equality Index. After a historic year of progress for the equal rights of lesbian, gay, bisexual and transgender (LGBT) Americans, we are experiencing a culture shift as well. Now more than ever, we are in the midst of greater visibility and understanding of the transgender community than ever before.

From hit TV shows, to documentaries, authors, and advocates in the news, transgender individuals are being given the opportunity to share their stories. This is not only a great step forward for the LGBT movement, but for the entire nation. The more we can do to lift up the stories of transgender people, the more progress we will all see.

While many Americans are getting to know the transgender community for the first time, Corporate America has long been a leader in the fight for transgender inclusion.

Since the CEI's inception in 2002, America's largest employers embrace LGBT-inclusion as a best business practice, and protections for employees on the basis of gender identity as a non-negotiable. In this year's national benchmarking report, an all-time record of 366 major businesses — spanning nearly every industry and geography — earned a top score of 100 percent and the coveted distinction of "Best Places to Work for LGBT Equality." This designation reflects true inclusion of the transgender workforce, from non-discrimination protections, to inclusive benefits and diversity practices, to respectful gender transition guidelines, allowing employees to self-identify based on gender identity, and engaging the broader transgender community. Wherever these 366 companies are doing business, transgender-inclusion is a priority.

An impressive group of 418 CEI participants now have transgender-inclusive health care coverage. Over Two hundred and ninety have adopted supportive gender transition guidelines, to ensure that employees experience a safe, respectful, successful transition in the workplace. Eight in ten employers in the CEI provide LGBT-inclusive diversity training. The most successful businesses have fully embraced transgender-inclusion as a top priority to support their workforce, their families, and the bottom line.

Even with overall increased visibility and the universal progress we have seen among fair-minded employers, we must remember that our work is not done.

Despite 66% of all Fortune 500 companies now including gender identity in the employment protections, we know that this does not always translate into everyday inclusion of the transgender community. While many companies are leading the way, our nation's federal non-discrimination protections are lagging behind. Critical cultural shifts need to take place to foster greater inclusion. In this case, our elected leaders should be looking to corporate America for a sterling example of how progress is achieved.

We have so much more work left to do. But thanks to the private sector successes documented in the Corporate Equality Index, we have a roadmap to achieve even greater progress. Together, the LGBT community and our 781 CEI corporate partners will keep moving forward every day.

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation



Executive Summary

The background of the page is a dark brown color. Overlaid on this background are the silhouettes of three people in business attire. On the left, a woman is standing and gesturing with her hands. In the center, another woman is standing and looking towards the first woman. On the right, a man is standing and looking towards the other two. The silhouettes are dark and blend into the brown background.

Corporate Equality Index 2015

A New Standard of Equality Emerges from Corporate America

Even after two significant revisions resulting in more stringent criteria, this is the highest number of 100 percent-rated businesses in the entire history of the CEI.

In this 13th edition of the Human Rights Campaign Foundation's Corporate Equality Index, a record 366 businesses achieved a top rating of 100 percent. Even after two significant revisions resulting in more stringent criteria, this is the highest number of 100 percent-rated businesses in the entire history of the CEI.

In the first year of the CEI a decade ago, 13 businesses achieved a top score of 100 percent and in the 2012 CEI, the year of the most recent scorecard updates, just 189 businesses earned top marks.

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

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

- Two-thirds of the Fortune 500 and 89 percent of the entire CEI universe of businesses offer explicit gender identity non-discrimination protections;
- One-third of the Fortune 500 and over half of the CEI universe of businesses offer transgender-inclusive health care coverage, up from 0 in 2002 and nearly ten times as many businesses as five years ago;
- A majority of CEI-rated businesses (eight in ten) offer education and training programs

that specifically include definitions and/ or scenarios on gender identity in the workplace; and,

- Hundreds of major businesses have adopted gender transition guidelines for employees and their teams to establish best practices in transgender inclusion.

The policies, benefits and practices businesses must implement to earn a perfect score are best-in-class demonstrations of corporate commitments to LGBT workers and the broader community at-large.

In addition to the depth of investment the top-rated businesses have made in the name of equality, the 2015 CEI shows an unprecedented breadth of brand new businesses. This year's CEI contains an impressive 48 new businesses that opted into the survey.

A grand total of 4,446 major brands fall under rated CEI businesses.

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

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

Fortune 500	2002	2008	2013	2014	2015
Sexual Orientation in Non-Discrimination Policy	61%	88%	88%	91%	89%
Gender Identity in Non-Discrimination Policy	3%	25%	57%	61%	66%

CEI 2015

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

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

2002	2008	2013	2014	2015	100% by Industry
	30	71	81	89	Law Firms
1	32	33	36	49	Banking and Financial Services
1	13	19	20	26	Retail and Consumer Products
	14	12	16	21	Food, Beverages and Groceries
	10	14	16	20	Insurance
	8	14	17	19	Consulting and Business Services
	9	8	10	12	Healthcare
	7	8	11	12	Hotels, Resorts and Casinos
	3	7	9	11	Manufacturing
1	3	7	9	10	Advertising and Marketing
	5	6	9	10	Pharmaceuticals
	1	5	8	9	Computer Software
	3	4	6	9	Entertainment and Electronic Media
4	7	5	6	7	Automotive
	6	5	8	7	Telecommunications
	6	5	6	6	Chemicals and Biotechnology
2	6	4	4	6	Computer Hardware and Office Equipment
	2	4	5	6	Energy and Utilities
1	5	4	4	6	High-Tech/Photo/Science Equip.
		3	4	6	Internet Services and Retailing
1	2	2	2	5	Airlines
	3	4	5	5	Computer and Data Services
	4	2	3	4	Aerospace and Defense
1	8	2	2	2	Apparel, Fashion, Textiles, Dept. Stores
	2		1	2	Real Estate, Commercial
		1	1	1	Home Furnishing
	1		1	1	Mining and Metals
		1	1	1	Oil and Gas
	2	1	1	1	Publishing and Printing
			1	1	Transportation and Travel
		1	1	1	Miscellaneous

Equality at the Fortune-Ranked Companies

A record 306 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to 301 last year), with an average rating of 86. The Fortune 500 list has been invited each year since 2002.

150 of the Fortune 500-ranked businesses achieved a 100 percent rating, with 14 of the top 20 Fortune-ranked businesses at this top score. Eighty-nine percent of the Fortune 500 include “sexual orientation” in their nondiscrimination policies and 66 percent include “gender identity.” The majority of the total Fortune 500 – 66 percent – offer equivalent medical benefits between spouses and partners and 34 percent offer transgender-inclusive health care benefits, including surgical procedures.

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

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

	Fortune1000	2015 CEI Score
Wal-Mart Stores Inc.	1	90
Exxon Mobil Corp.	2	-25
Chevron Corp.	3	100
Phillips 66	4	15
Berkshire Hathaway Inc.	5	0
Apple Inc.	6	100
General Motors Co.	7	100
General Electric Co.	8	100
Valero Energy Corp.	9	15
Ford Motor Co.	10	100
AT&T Inc.	11	100
Federal National Mortgage Association (Fannie Mae)	12	100
CVS Caremark Corp.	13	100
McKesson Corp.	14	100
Hewlett-Packard Co.	15	100
Verizon Communications Inc.	16	90
UnitedHealth Group Inc.	17	100
JPMorgan Chase & Co.	18	100
Cardinal Health Inc.	19	100
International Business Machines Corp. (IBM)	20	100

**Businesses'
Commitment
to LGBT
Employees**

	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in Non-Discrimination Policy	89%	98%	75%
Gender Identity in Non-Discrimination Policy	66%	90%	26%
Domestic Partner Health Benefits	66%	95%	18%
Transgender-Inclusive Benefits	34%	55%	0%
Organizational Competency Practices	48%	78%	0%
Public Commitment to the LGBT Community	51%	83%	0%
Average Score	45	86	12



Equality at the American Lawyer-Ranked Firms

The country's most prominent law firms as ranked by American Lawyer continue to occupy the top spot in terms of industry representation amongst 100 percent-rated employers in the CEI.

The following law firms make up 89 of the 366 employers with top ratings.

Akerman LLP	Mayer Brown LLP
Akin, Gump, Strauss, Hauer & Feld LLP	McDermott Will & Emery LLP
Alston & Bird LLP	Milbank, Tweed, Hadley & McCloy LLP
Arent Fox LLP	Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC
Arnold & Porter LLP	Morgan Lewis & Bockius LLP
Baker & McKenzie LLP	Morrison & Foerster LLP
Bingham McCutchen LLP	Nixon Peabody LLP
Brown Rudnick LLP	O'Melveny & Myers LLP
Bryan Cave LLP	Orrick, Herrington & Sutcliffe LLP
Cadwalader, Wickersham & Taft LLP	Patterson Belknap Webb & Tyler LLP
Carlton Fields Jordan Burt	Paul Hastings LLP
Chapman and Cutler LLP	Paul, Weiss, Rifkind, Wharton & Garrison LLP
Choate, Hall & Stewart LLP	Pepper Hamilton LLP
Cleary Gottlieb Steen & Hamilton LLP	Perkins Coie LLP
Clifford Chance US LLP	Pillsbury Winthrop Shaw Pittman LLP
Covington & Burling LLP	Quarles & Brady LLP
Crowell & Moring LLP	Reed Smith LLP
Davis Wright Tremaine LLP	Robins, Kaplan, Miller & Ciresi LLP
Debevoise & Plimpton LLP	Ropes & Gray LLP
Dechert LLP	Schiff Hardin LLP
Dentons US LLP	Sedgwick LLP
DLA Piper	Seyfarth Shaw LLP
Dorsey & Whitney LLP	Shearman & Sterling LLP
Dykema Gossett PLLC	Sheppard, Mullin, Richter & Hampton LLP
Edwards Wildman Palmer LLP	Shook, Hardy & Bacon LLP
Faegre Baker Daniels	Sidley Austin LLP
Fenwick & West LLP	Simpson, Thacher & Bartlett LLP
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Skadden, Arps, Slate, Meagher & Flom LLP
Fish & Richardson PC	Squire Patton Boggs
Foley & Lardner LLP	Stoel Rives LLP
Foley Hoag LLP	Sutherland Asbill & Brennan LLP
Fried, Frank, Harris, Shriver & Jacobson LLP	Thompson Coburn LLP
Frost Brown Todd LLC	Thompson Hine LLP
Gibson, Dunn & Crutcher LLP	Troutman Sanders LLP
Goodwin Procter LLP	Vinson & Elkins LLP
Hinshaw & Culbertson LLP	Wachtell, Lipton, Rosen & Katz
Hogan Lovells US LLP	Weil, Gotshal & Manges LLP
Holland & Knight LLP	White & Case LLP
Hunton & Williams LLP	Wilmer Cutler Pickering Hale & Dorr LLP
Jenner & Block LLP	Winston & Strawn LLP
K&L Gates LLP	Womble Carlyle Sandridge & Rice, LLP
Katten Muchin Rosenman LLP	
King & Spalding LLP	
Kirkland & Ellis LLP	
Kramer Levin Naftalis & Frankel LLP	
Latham & Watkins LLP	
Lindquist & Vennum LLP	
Little Mendelson PC	

2015 Corporate Equality Index Rating System and Methodology

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

In addition to growing the number of highly-rated employers, the CEI has seen success in the reach of the survey. **The number of employers rated from the first CEI to the present has expanded from 319 to 781**, encompassing all major industry sectors and geographic regions of the U.S.

What Businesses Are Rated

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

- **Fortune magazine's 1,000 largest publicly traded businesses (2012 Fortune 1000) and**
- **American Lawyer magazine's top 200 revenue-grossing law firms (2012 AmLaw 200).**

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

How Ratings Are Used

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



- **HRC Foundation Employer Search**, a free online database of thousands of private and public sector U.S. employers available at www.hrc.org/employersearch.
- **Buying for Workplace Equality 2015**, a consumer-oriented guide based on CEI ratings, available at www.hrc.org/buyersguide. Coinciding with the start of the winter holiday and shopping season, the guide is distributed via print, online and smartphone applications to thousands of LGBT consumers — estimated to have a cumulative spending power of \$830 billion, according to Witeck Communications market research. This accessible reference has given over 1 million consumers easy access to the CEI ratings corresponding to recognizable consumer brands. ►

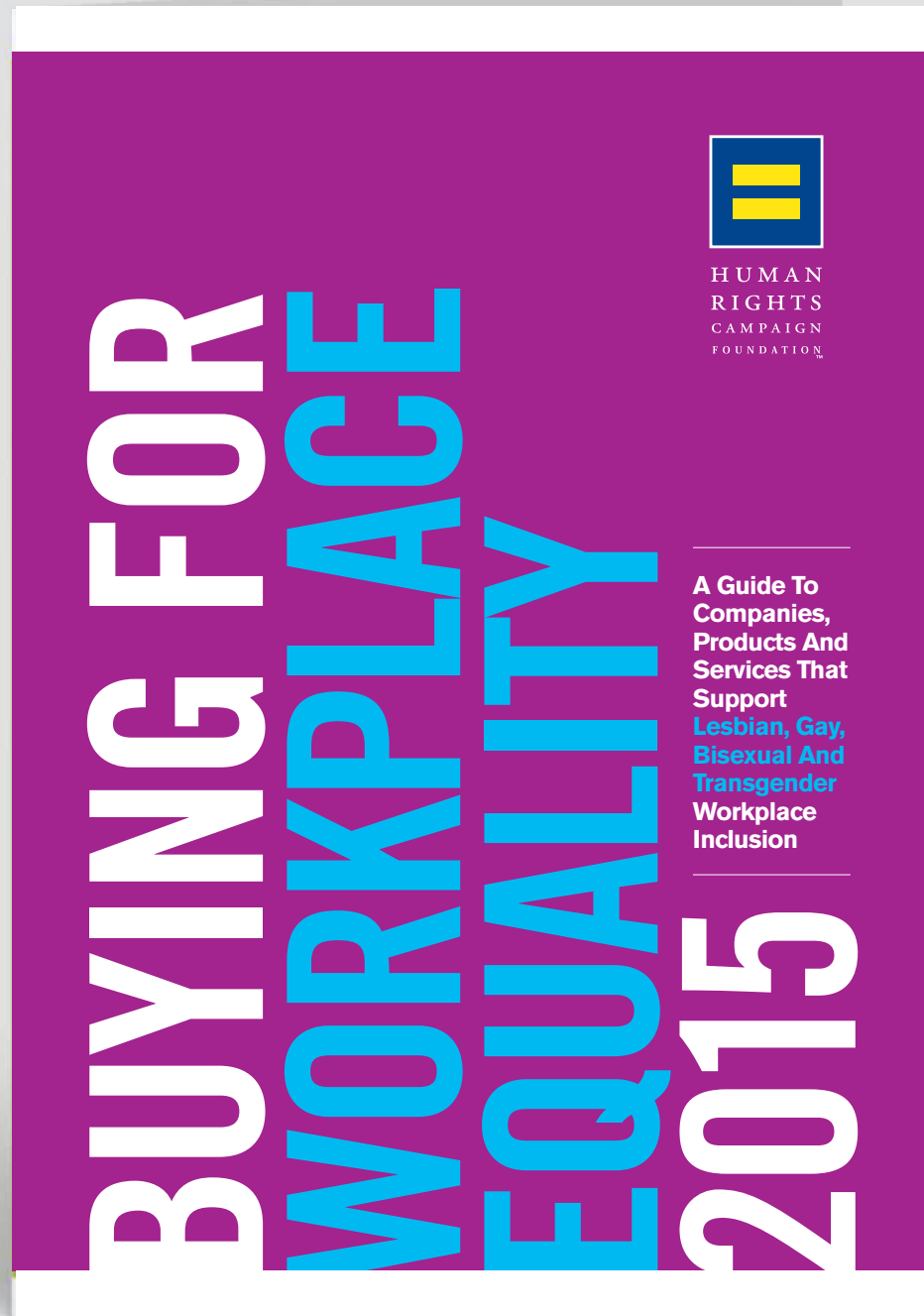
'BEST PLACES TO WORK'

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



The total buying
power of the
LGBT adult
population for
2013 is projected
to be \$830 billion

Witeck Communications



The Evolution of the Criteria

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

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

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

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

Criteria Evolution Timeline

2002

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

2004

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

2009

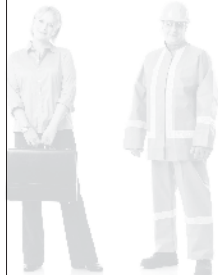
The HRC Foundation announced the third version of the criteria, with comprehensive requirements for partner benefits, transgender-inclusive benefits, organizational competency on LGBT issues and employers' public commitment to equality for the broader LGBT community. **These criteria went into effect in 2011** (for the CEI 2012 report). 2009

2014

The HRC Foundation announces new criteria requirements in place for the 2016 CEI. All of the changes stem from one guiding principle: that discrimination has no place in a top-rated CEI business. For a 100% in the 2016 Corporate Equality Index report, businesses must:

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

(See www.hrc.org/2016cei for more detail)



Criteria

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

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

Criteria 1 Equal employment opportunity policy includes:

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

Criteria 2 Employment benefits

- | | |
|---|-----------|
| a. Equivalent spousal and partner benefits_ | 15 points |
| <ul style="list-style-type: none"> ● Equivalent medical benefits <ul style="list-style-type: none"> ○ Includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: <i>COBRA; dental; vision; legal dependent coverage</i> | |
| b. Other “soft” benefits — includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: <i>bereavement leave; employer-provided supplemental life insurance for a partner; relocation/travel assistance; adoption assistance; qualified joint and survivor annuity for partners; qualified pre-retirement survivor annuity for partners; cash balance; rollover and hardship options; retiree health care benefits; and employee discounts</i> | 10 points |
| c. Transgender-inclusive health insurance coverage
Equal health coverage for transgender individuals without exclusion for medically necessary care | 10 points |
| <ul style="list-style-type: none"> ● Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage ● Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care | |

Criteria continues on next two pages ►

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

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

Criteria 3 Organizational LGBT competency

a. Competency training, resources or accountability measures

10 points

Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements:

- New hire training clearly states that the nondiscrimination policy includes sexual orientation and gender identity and provides definitions or scenarios illustrating the policy for each
- Supervisors undergo training that includes sexual orientation and gender identity as discrete topics (may be part of a broader training), and provides definitions or scenarios illustrating the policy for each
- Integration of sexual orientation and gender identity in professional development, skills-based or other leadership training that includes elements of diversity and/or cultural competency
- Senior management/executive performance measures include LGBT diversity metrics
- Gender transition guidelines with supportive restroom/ facilities, dress code and documentation guidance
- Anonymous employee engagement or climate surveys conducted on an annual or biennial basis allow employees the option to identify as LGBT
- Data collection forms that include employee race, ethnicity, gender, military and disability status – typically recorded as part of employee records – include optional questions on sexual orientation and gender identity

b. Employee group –or– Diversity council

10 points

Criteria 4 Public commitment**15 points**

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

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

Criteria 5 Responsible citizenship**-25 points**

No known activity that would undermine LGBT equality

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

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

CEI 2015 Perfect Score**100 points**



How We Obtain the Information The Corporate Equality Index Survey

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

Invitations for the CEI 2015 survey were mailed in late March 2014 and due back August 2014. If a business had not previously participated in the CEI, surveys were sent to the chief executive officer or managing partner of the firm, as well as the highest-level executive responsible for human resources or diversity when it was possible to obtain their contact information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for prior submissions.

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

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

In total, the sources used include:

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

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

Non-Responders: Official and Unofficial Ratings

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

A total of 1,889 received invitations to take part in the survey.

- Of that number, 606 submitted surveys, and **781 were officially rated**. Last year, a total of 1,923 businesses were sent invitations, 574 submitted surveys and 734 were rated.
- **Forty-eight businesses participated for the first time this year**, increasing the total number of rated businesses.

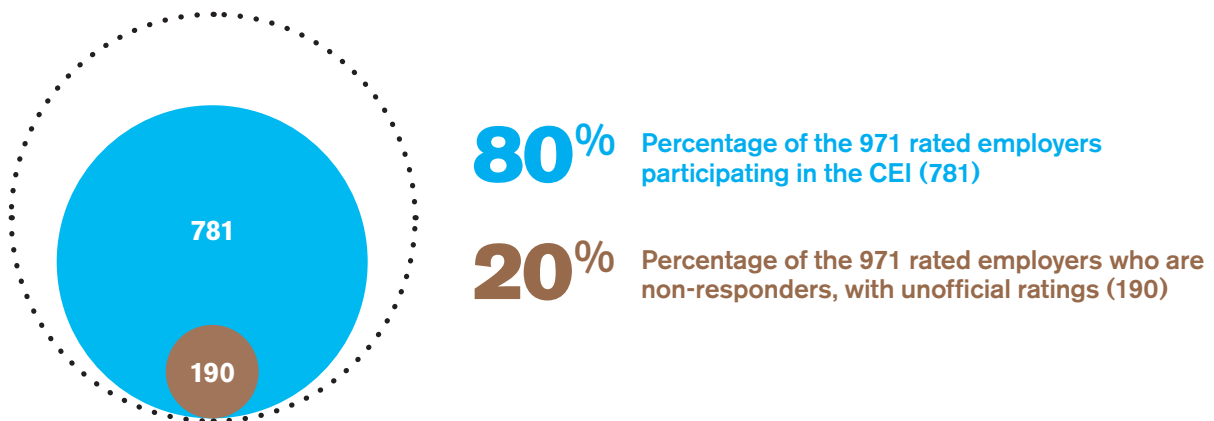
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 190 Fortune 500 companies are noted in gray in Appendix B and C along with unofficial CEI ratings.**

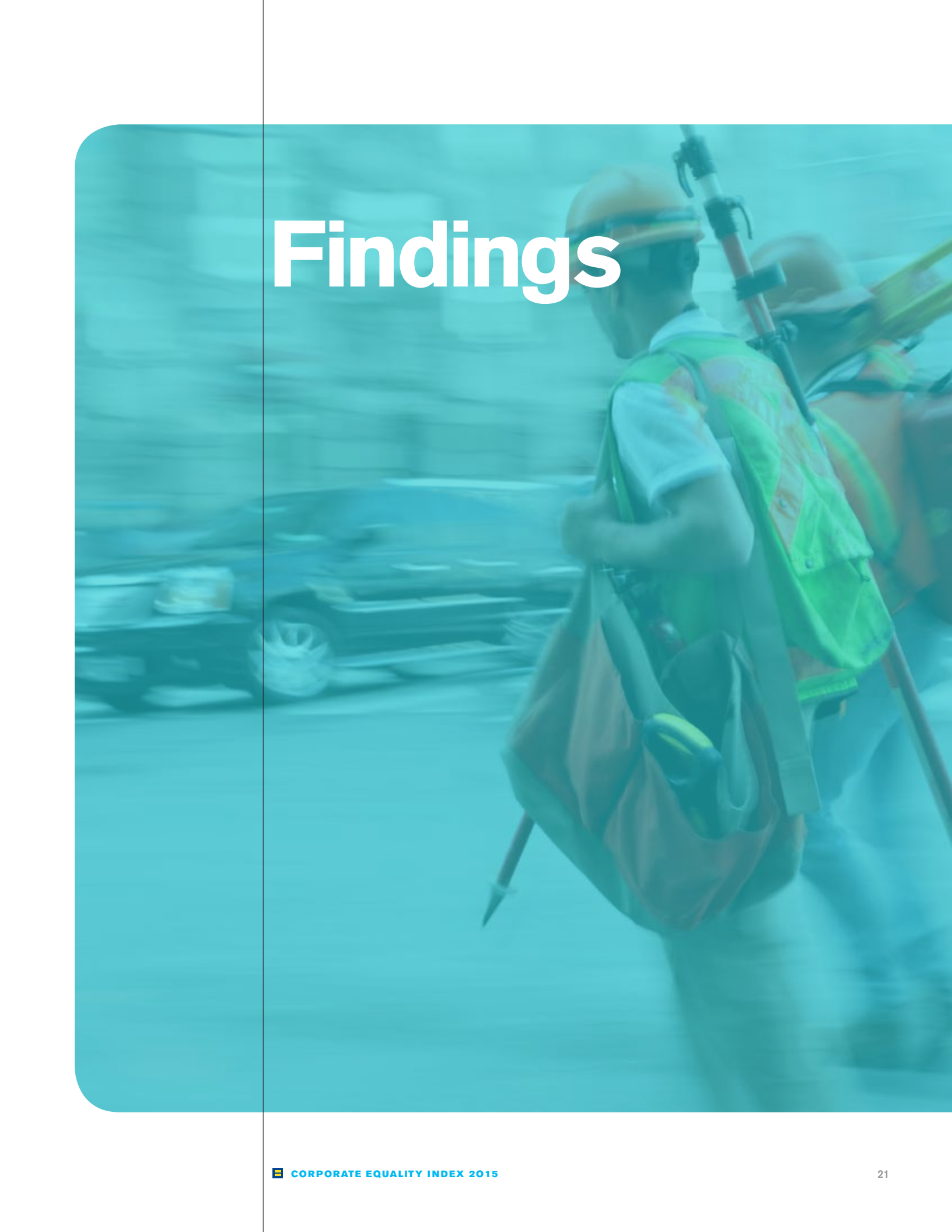
HRC Foundation commends those employers that have committed to work toward equality through the public and transparent process of the CEI survey and we invite these 190 companies to do the same.

In total, the CEI 2015 officially rates **306** Fortune 500 businesses, **86** Fortune 1000 businesses, **149** law firms and **240** additional major businesses.

An additional **190** Fortune 500 businesses have unofficial ratings, bringing the total to **971** rated businesses.

Findings in the following sections are based on the **781 officially rated businesses**.





Findings

Non-Discrimination Policies

The most foundational element of equality in the workplace is the implementation of an affirmative equal opportunity/ non-discrimination policy that specifically covers sexual orientation and gender identity as protected characteristics with regard to employment decisions, namely hiring, firing and promotional practices. Federal laws clearly and consistently afford protections from workplace discrimination on the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability and genetic information but do not afford these same protections on the basis of sexual orientation or gender identity.

Currently, the Federal Equal Employment Opportunity Commission is accepting complaints of gender identity discrimination in employment based on Title VII's prohibition against sex discrimination. In addition, some states have passed laws and ordinances to establish workplace protections for lesbian, gay, bisexual and transgender employees, but it remains legal in 29 states to discriminate against job applicants and employees because of their sexual orientation, and in 32 states because of their gender identity.

Despite this patchwork of state laws and federal guidance, private sector employers have far outpaced lawmakers in the implementation of fully inclusive non-discrimination policies. **Even as the legal landscape is tending towards greater progress, the CEI continues to prioritize the implementation of inclusive non-discrimination policies for both the material protections they offer workers and the signal of LGBT inclusion, the specific protections offer. In other words, the CEI is not just a measure of what is legally required, but a benchmark of a private sector employer's own adoption of LGBT-inclusive policies, benefits and practices.**

Sexual Orientation Protections

Criterion 1a Businesses That Prohibit Discrimination Based on Sexual Orientation

98% of CEI-rated employers provide employment protections on the basis of sexual orientation.

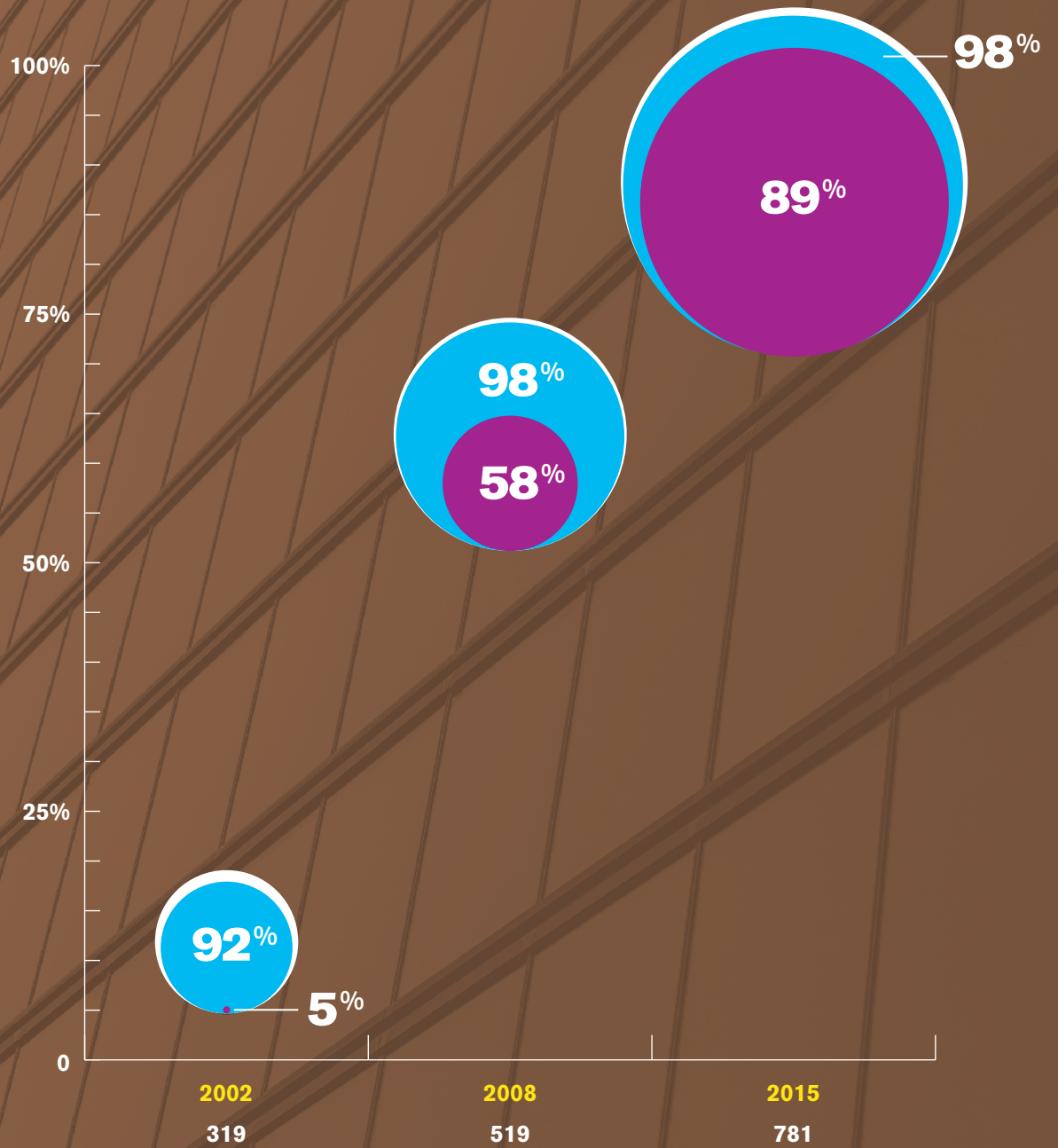
Gender Identity Protections

Criterion 1b Businesses That Prohibit Discrimination Based on Gender Identity

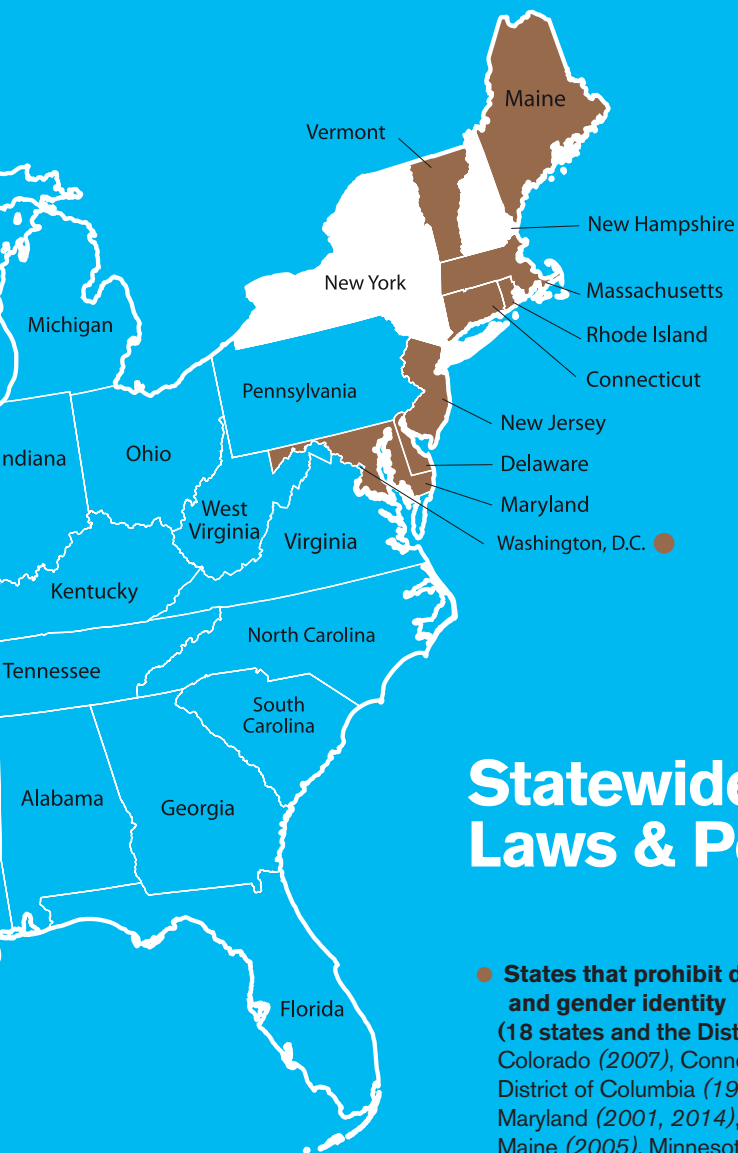
89% of CEI-rated employers provide employment protections on the basis of gender identity, the highest figure to date and an increase of 2 percentage points from last year.

This criterion has seen the most rapid growth of any other element of the CEI. In 2002, just 5 percent of the rated businesses included gender identity in their non-discrimination policies and every year that figure has climbed to today's strong majority with these protections in place. Also of note is the record low in the gap – less than ten percent – between sexual orientation protections and gender identity protections.

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







Statewide Employment Laws & Policies

- **States that prohibit discrimination based on sexual orientation and gender identity**

(18 states and the District of Columbia) California (1992, 2003), Colorado (2007), Connecticut (1991, 2011), Delaware (2009, 2013), District of Columbia (1977, 2006), Illinois (2006), Iowa (2007), Maryland (2001, 2014), Massachusetts (1989, effective July 1, 2012), Maine (2005), Minnesota (1993), New Jersey (1992, 2007), New Mexico (2003), Nevada (1999, 2011), Oregon (2008), Rhode Island (1995, 2001), Vermont (1991, 2007), and Washington (2006)

- **States that prohibit discrimination based on sexual orientation**

(21 states and the District of Columbia) In addition to the states above: New Hampshire (1998), New York (2003) and Wisconsin (1982)

**Partner Benefits:
Aimed at LGBT
Employees, but
Expanding to
Entire Workforce**

Equal Benefits

From health care coverage to retirement investments to leave policies and more, employer-provided benefits' packages are significant incentives for attracting and retaining talent. Ensuring LGBT-inclusive benefits to employees and their families is an overall low-cost, high-return proposition for businesses to remain competitive for talent and broader corporate reputations within their industries. Most employers report an overall increase of less than 1 percent of total benefits costs when they implement partner benefits and marginal increases related to transgender-inclusive health care coverage (i.e. a fraction of a decimal point of cost calculations). Fundamentally offering equal benefits is part of a core principle of equal pay for equal work across a diverse workforce. Apart from actual wages paid, **benefits account on average for roughly 20 percent of employees' overall compensation.** Therefore, employers have amended many benefits structures to ensure that this valuable bundle of benefits is equitably extended to their workforce, irrespective of sexual orientation and gender identity.

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

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

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

Businesses meeting the partner benefits and transgender-inclusive health care coverage criteria have done so in the spirit of parity. In its CEI scoring, the HRC Foundation does not penalize an employer if a particular benefit is not offered to

any employees, but holds employers accountable to provide equitable benefits to LGBT employees and their families across the complete package of benefits offered, not just basic health care coverage.

In other words, all of the benefits extended to employees with a partner or spouse of a different sex are equally extended to same-sex partners and spouses. Similarly where routine care, hormone therapies and medically necessary surgeries and procedures are available to cis-gender (people who are not transgender), these same health care benefits are equally extended to transgender plan enrollees. Many employers have begun to comprehensively address health insurance coverage for transgender individuals, and most have experienced little to no premium increases as a result.

The HRC Foundation provides extensive resources relating to LGBT-inclusive benefits on its website at www.hrc.org/benefits.

Criterion 2a

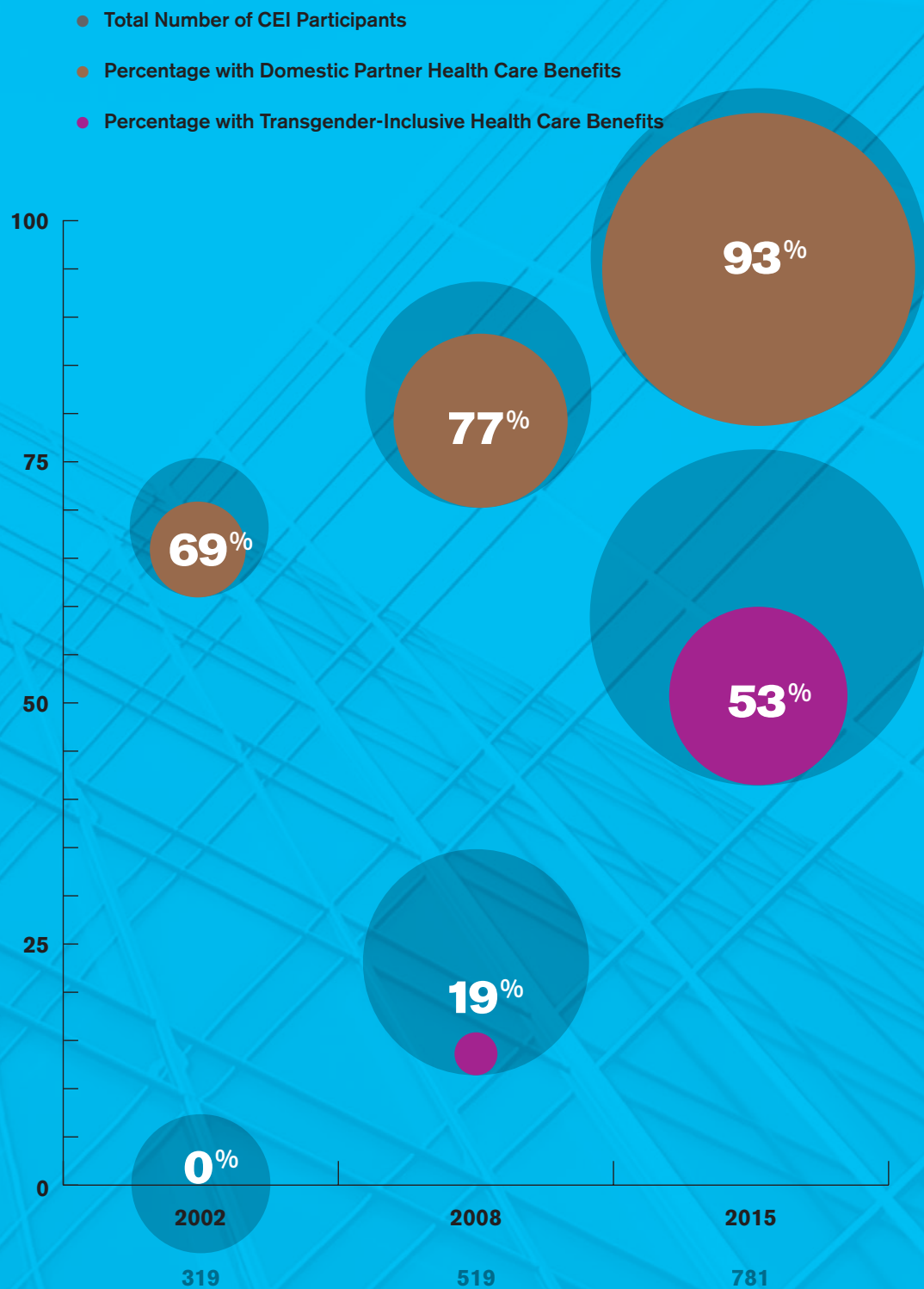
Businesses That Offer Domestic Partner Health Insurance

93%

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

While not a mandate of the CEI criteria, of the employers providing partner health insurance, **71 percent** provide them to both same- and different sex partners of employees. What began as a comprehensive effort within Corporate America to address legal and financial inequities faced by the LGBT community soon is growing to reflect changing expectations and needs of an evolving workforce wanting health care coverage for diverse families.

71%



A sepia-toned photograph of a person's hands using a calculator on a desk. A white mug of coffee is in the upper right, and papers and a pen are scattered on the desk surface. The image has a warm, brownish tint.

Businesses were asked about their retirement plan distribution options. Ninety percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 87 percent equally extend hardship options.

Findings

Equal Benefits

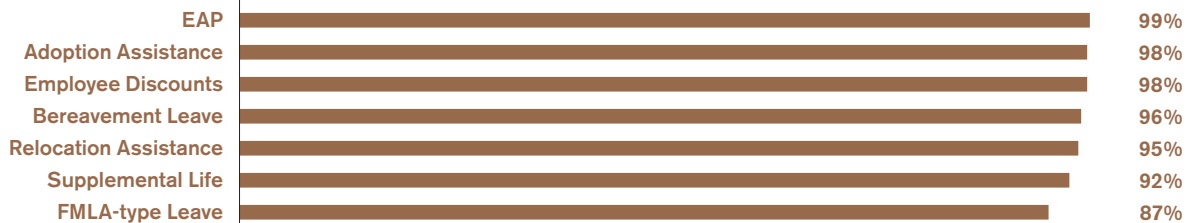
Criterion 2b

Parity Across All “Soft” Benefits for Domestic Partners

74%

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

Those individual benefits with the highest rates of parity include:



Retirement Benefits: In Focus for Employers and Employees Alike

In the year following the landmark Supreme Court decisions of *United States v. Windsor* and *Hollingsworth v. Perry*, businesses have in some circumstances been legally compelled to extend retirement benefits to same-sex spouses of employees. Prior to these rulings, the HRC Foundation worked with hundreds of businesses to make LGBT employees retirement benefits available to their surviving family members as they would be to other workers.

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

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

Retirement Financial Benefits

Since the passage of the 2006 Pension Protection Act, the HRC Foundation worked to ensure CEI-rated employers both understood and followed the changes that went into effect under this law. As a pre-cursor to the last year's legal changes post-Supreme Court rulings on same-sex marriage, the PPA opened up a significant opportunity for employers to extend retirement benefits to non-spouse (according to then federal definitions that excluded same-sex spouses) beneficiaries.

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

Businesses were asked about their retirement plan distribution options. Ninety percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 87 percent equally extend hardship options.

Findings

Equal Benefits

Classic Pensions: Making Defined Benefit Plans More Equal

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

A total of 59 percent of participating employers indicated that they offer defined benefits to their employees; 80 percent of those with pensions offer QJSAs to their employees' domestic partners, while 79 percent offer QPSAs.

Of those employers offering cash balance pension plans, 87 percent extend the benefit equally to spouses and partners.

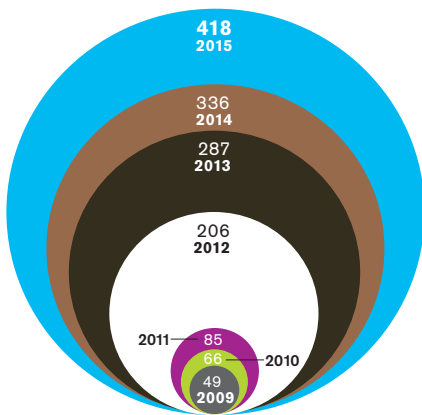
Transgender-Inclusive Health Care Benefits

The HRC Foundation has, in partnership with hundreds of major businesses taking part in the CEI, led great change in employer-provided health insurance coverage for transgender people. Today, for the first time in history, a majority of CEI-rated businesses offer this coverage.

Since 2004, the CEI has identified transgender-inclusive health care coverage as an area of educational outreach and criteria inclusion.

From 2006 through the 2011 CEI, to earn top rating businesses needed to mitigate at least one exclusion for transgender health care found in the vast majority of insurance plans restricting medically necessary health care coverage for transition-related care as well as routine and chronic care for transgender individuals. Two years prior to the 2012 CEI, the HRC Foundation announced a major change to what would be the 2012 CEI criteria: to earn a top rating of 100 percent, a business needed to not just mitigate one or more exclusions, but address the root problem of transgender exclusion in coverage and fully affirm health care coverage for medically necessary transition-related care and other routine and chronic conditions.

Through the intensive educational and consultative efforts to address health care and insurance disparities for the transgender population and their families, including: outreach to leading health insurance companies direct consultation with both fully and self-insured employers to modify their health care plans and collection and dissemination of cost and utilization data from leading businesses, the HRC Foundation led an increase in the number of major U.S. employers affording transgender-inclusive health care coverage, from 0 in 2002 to 49 in the 2009 CEI to 278 in the 2013 CEI to 336 in 2014 and a record 418 in this year's 2015 CEI.



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

Criterion 2c

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

53%

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

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

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

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

3M Co.	Choice Hotels International Inc.	GlaxoSmithKline LLC	Morgan Stanley	Southern California Edison Co.
A.T. Kearney Inc.	Chrysler Group LLC	Goldman Sachs Group Inc., The	Morrison & Foerster LLP	Sprint Nextel Corp.
AbbVie Inc.	Chubb Corp.	Goodwin Procter LLP	Mosaic Co.	Squire Patton Boggs
Abercrombie & Fitch Co.	CIGNA Corp.	Google Inc.	MSLGROUP Americas	St. Jude Medical Inc.
Accenture	Cisco Systems Inc.	Group Health Cooperative	Nationwide	Staples Inc.
Adobe Systems Inc.	Citigroup Inc.	Group Health Permanente	Navigant Consulting Inc.	Starbucks Corp.
Aetna Inc.	Clary Gottleib Steen & Hamilton LLP	Groupon Inc.	NCR Corp.	Starcom MediaVest Group
AlG	Clifford Chance US LLP	H&M Hennes & Mauritz AB	Nestlé Purina PetCare Co.	Starwood Hotels & Resorts Worldwide
Air Products & Chemicals Inc.	Clorox Co.	H.J. Heinz Co.	NetApp Inc.	State Farm Group
Akerman LLP	Coach Inc.	Hanesbrands Inc.	Netflix Inc.	State Street Corp.
Akin, Gump, Strauss, Hauer & Feld LLP	Coca-Cola Co., The	Harris Corp.	New York Life Insurance Co.	Steelcase Inc.
Alaska Air Group Inc.	Comcast Corp.	Hartford Financial Services Group Inc., The	Newell Rubbermaid Inc.	Steptoe & Johnson LLP
Alcatel-Lucent	Comerica Inc.	Harvard Pilgrim Health Care Inc.	Nielsen Co., The	Stoel Rives LLP
Alcoa Inc.	ConAgra Foods Inc.	HERE North America LLC	Nike Inc.	Sun Life Financial Inc. (U.S.)
Alston & Bird LLP	Consolidated Edison Co.	Herman Miller Inc.	Nissan North America Inc.	SunPower Corp.
Altria Group Inc.	Convergys Corp.	Hershey Co., The	Nixon Peabody LLP	SunTrust Banks Inc.
AMC Entertainment Inc.	Cooley LLP	Hewlett-Packard Co.	Nordstrom Inc.	Supervalu Inc.
American Airlines	Corning Inc.	Hilton Worldwide Inc.	Northern Trust Corp.	Sutherland Asbill & Brennan LLP
American Eagle Outfitters Inc.	Covington & Burling LLP	Hinshaw & Culbertson LLP	Northrop Grumman Corp.	Symantec Corp.
American Express Co.	Credit Suisse USA Inc.	Hogan Lovells US LLP	Northwestern Mutual Life Insurance	T-Mobile USA Inc.
American Family Insurance Group	Crowell & Moring LLP	Holland & Knight LLP	Novartis Pharmaceuticals Corp.	T. Rowe Price Associates Inc.
Ameriprise Financial Inc.	CSAA Insurance Group	HSBC USA	NVIDIA Corp.	Target Corp.
Anheuser-Busch Companies Inc.	Cummins Inc.	Humana Inc.	O'Melveny & Myers LLP	TD Bank, N.A.
AOL	CVS Health Corp.	Huntington Bancshares Inc.	Office Depot Inc.	Teachers Insurance and Annuity Association
Aon Corp.	Danaher Corp.	Hunton & Williams LLP	Ogilvy Group Inc., The	- College Retirement Equities Fund
Apple Inc.	Darden Restaurants Inc.	Huron Consulting Group Inc.	Oracle Corp.	Tech Data Corp.
Aramark Corp.	Davis Wright Tremaine LLP	Hyatt Hotels Corp.	Orbitz Worldwide Inc.	Tesla Motors Inc.
Arent Fox LLP	Debevoise & Plimpton LLP	Hyundai Motor America	Orrick, Herrington & Sutcliffe LLP	The Cosmopolitan of Las Vegas
Arnold & Porter LLP	Dechert LLP	Intel Corp.	Outerwall Inc.	Thermo Fisher Scientific Inc.
Astellas Pharma US Inc.	Delhaize America Inc.	InterContinental Hotels Group Americas	Owens Corning	Thompson Coburn LLP
AstraZeneca PLC	Dell Inc.	International Business Machines Corp. (IBM)	Patterson Belknap Webb & Tyler LLP	Thompson Hine LLP
AT&T Inc.	Deloitte LLP	Interpublic Group of Companies Inc.	Paul Hastings LLP	Thomson Reuters
Automatic Data Processing Inc.	Dentons US LLP	Intuit Inc.	Paul, Weiss, Rifkind, Wharton & Garrison LLP	Tiffany & Co.
Avaya Inc.	Depository Trust & Clearing Corp., The	Invesco Ltd.	Pearson Inc.	Time Warner Cable Inc.
Avnet Inc.	Deutsche Bank	J.C. Penney Co. Inc.	Pepper Hamilton LLP	Time Warner Inc.
Avon Products Inc.	Diageo North America	Jarden Corp.	PepsiCo Inc.	TJX Companies Inc., The
AXA	Dickstein Shapiro LLP	Jenner & Block LLP	Perkins Coie LLP	Towers Watson & Co.
AJX Armani Exchange	DigitasLBi	JetBlue Airways Corp.	Pernod Ricard USA LLC	Towers Financial Services
Aéropostale Inc.	DIRECTV	JLL	Pfizer Inc.	Toyota Motor Sales USA Inc.
BAE Systems Inc.	Discover Financial Services	John Hancock Financial Services Inc.	PG&E Corp.	Troutman Sanders LLP
Bain & Co. Inc./ Bridgespan Group	DLA Piper	Johnson & Johnson	Pillsbury Winthrop Shaw Pittman LLP	U.S. Bancorp
Baker & McKenzie LLP	Dorsey & Whitney LLP	JPMorgan Chase & Co.	Pitney Bowes Inc.	UBS AG
Bank of America Corp.	Dow Chemical Co., The	K&L Gates LLP	PNC Financial Services Group Inc., The	Unilever
Bank of New York Mellon Corp., The	Dykema Gossett PLLC	Kaiser Permanente	Portland General Electric Co.	Union Bank
Barclays	E&J Gallo Winery	Katten Muchin Rosenman LLP	PricewaterhouseCoopers LLP	United Airlines
Barilla America Inc.	E. I. du Pont de Nemours and Co. (DuPont)	Kelley Drye & Warren LLP	Procter & Gamble Co.	United Technologies Corp.
Barnes & Noble Inc.	Eastern Bank Corp.	Kellogg Co.	Progressive Corp., The	UnitedHealth Group Inc.
BASF Corp.	Eastman Kodak Co.	KeyCorp	Prudential Financial Inc.	US Foods Inc.
Best Buy Co. Inc.	eBay Inc.	Kimpton Hotel & Restaurant Group Inc.	Publicis Healthcare Communications	Vanguard Group Inc.
Bingham McCutchen LLP	Ecolab Inc.	King & Spalding LLP	Publicis Inc.	Viacom Inc.
Biogen Idec Inc.	Edwards Wildman Palmer LLP	Kirkland & Ellis LLP	QUALCOMM Inc.	Vinson & Elkins LLP
BlackRock	Electronic Arts Inc.	KPMG LLP	Quarles & Brady LLP	Virgin America
Blue Cross & Blue Shield of Rhode Island	Eli Lilly & Co.	Kraft Foods Group Inc.	Raytheon Co.	Visa
Blue Cross Blue Shield of Florida Inc.	EMC Corp.	Kramer Levin Naftalis & Frankel LLP	Razorfish	Visteon Corp.
Blue Cross Blue Shield of Michigan	Erie Insurance Group	L Brands Inc.	RBC Capital Markets LLC	Volkswagen Group of America Inc.
Blue Cross Blue Shield of Minnesota	Ernst & Young LLP	Land O'Lakes Inc.	RBC Wealth Management	Voya Financial
Blue Cross Blue Shield of North Carolina	Estée Lauder Companies Inc., The	Latham & Watkins LLP	Re:Sources USA Inc.	W.W. Grainger Inc.
BMO Bankcorp Inc.	Excellus Health Plan Inc.	Leo Burnett Company Inc.	Recreational Equipment Inc.	Wachtell, Lipton, Rosen & Katz
BNP Paribas	Exelon Corp.	Levi Strauss & Co.	Reed Smith LLP	Walgreen Co.
Boehringer Ingelheim USA Corp.	Facebook Inc.	Lexmark International Inc.	Replacements, Ltd.	Walt Disney Co., The
Boeing Co.	Faegre Baker Daniels	Lindquist & Vennum LLP	Robert W. Baird & Co. Incorporated	Weil, Gotshal & Manges LLP
Booz Allen Hamilton Inc.	Federal Home Loan Mortgage Corp. (Freddie Mac)	Littler Mendelson PC	Robins, Kaplan, Miller & Ciresi LLP	WellPoint Inc.
Boston Consulting Group	Federal National Mortgage Association (Fannie Mae)	Lockheed Martin Corp.	Rockwell Automation Inc.	Wells Fargo & Co.
Boston Scientific Corp.	Federal Reserve Bank of Atlanta	Macy's Inc.	Rockwell Collins Inc.	Whirlpool Corp.
Brinker International Inc.	Federal Reserve Bank of Boston	Marriott International Inc.	Ropes & Gray LLP	White & Case LLP
Bristol-Myers Squibb Co.	Federal Reserve Bank of Cleveland	Marsh & McLennan Companies Inc.	S.C. Johnson & Son Inc.	Wilmer Cutler Pickering Hale & Dorr LLP
Broadridge Financial Solutions Inc.	Federal Reserve Bank of Richmond	Massachusetts Mutual Life Insurance Co.	Safeway Inc.	Winston & Strawn LLP
Brown Rudnick LLP	Fenwick & West LLP	MasterCard Inc.	salesforce.com Inc.	Womble Carlyle Sandridge & Rice, LLP
Brown Shoe Company, Inc.	Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Mattel Inc.	SAP America Inc.	Wyndham Worldwide Corp.
Brown-Forman Corp.	First Data Corp.	Mayer Brown LLP	Schiff Hardin LLP	Wynn Resorts Ltd.
Bryan Cave LLP	Fish & Richardson PC	McDermott Will & Emery LLP	Sears Holdings Corp.	Xerox Corp.
CA Technologies Inc.	Foley & Lardner LLP	McKesson Corp.	Sedgwick LLP	Yahoo! Inc.
Cadwalader, Wickersham & Taft LLP	Foley Hoag LLP	McKinsey & Co. Inc.	Sempra Energy	Yelp Inc.
Caesars Entertainment Corp.	Ford Motor Co.	Medtronic Inc.	Seyfarth Shaw LLP	ZenithOptimedia
Campbell Soup Co.	Fried, Frank, Harris, Shriver & Jacobson LLP	Meijer Inc.	Shearman & Sterling LLP	
Capital Markets Company NV, The	Frost Brown Todd LLC	Merck & Co. Inc.	Shell Oil Co.	
Capital One Financial Corp.	GameStop Corp.	MetLife Inc.	Sheppard, Mullin, Richter & Hampton LLP	
Cardinal Health Inc.	Gap Inc.	MGM Resorts International	Shook, Hardy & Bacon LLP	
CareFusion Corp.	Genentech Inc.	Microsoft Corp.	Sidley Austin LLP	
Cargill Inc.	General Electric Co.	Milbank, Tweed, Hadley & McCloy LLP	Simpson, Thacher & Bartlett LLP	
Carlton Fields Jorden Burt	General Mills Inc.	MillerCoors LLC	SIRIUS XM Radio Inc.	
CBRE, Inc.	General Motors Co.	Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Skadden, Arps, Slate, Meagher & Flom LLP	
CBS Corp.	Genworth Financial Inc.	Mitchell Gold + Bob Williams	Slalom Consulting	
Chapman and Cutler LLP	Gibson, Dunn & Crutcher LLP	Mondelez International Inc.	Sodexo Inc.	
Charles Schwab Corp., The		Monsanto Co.	Sony Computer Entertainment America LLC	
Chevron Corp.		Moody's Corp.	Sony Electronics Inc.	
Choate, Hall & Stewart LLP		Morgan Lewis & Bockius LLP	Sony Pictures Entertainment Inc.	

Organizational Competency in LGBT Inclusion

Criterion 3a

Competency Training, Metrics, Resources or Accountability Measures

74%

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

The rates at which major businesses have laid a foundation of equal policies and benefits for LGBT workers have necessitated further expansion of internal diversity and inclusion efforts to better ensure that LGBT inclusion is woven into the daily culture and employee engagement programming within the business.

Even with critical changes to policies, employers have recognized that additional programming and educational efforts are necessary to make these policies part of the business's competency portfolio across all employee tiers. No business wants to inadvertently lose its momentum towards greater inclusion, retention and productivity of talent because of a lack of comprehensive educational efforts.

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

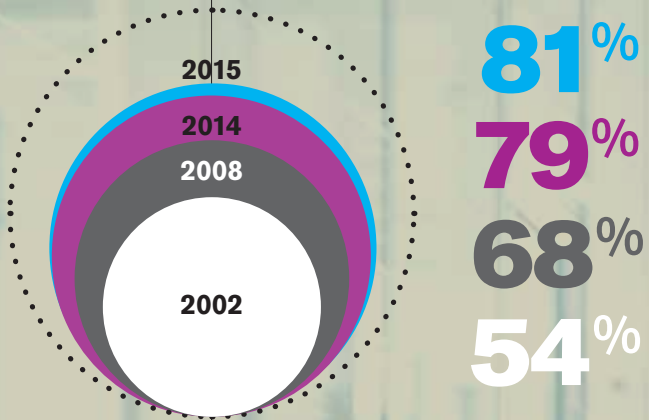
In light of policy and benefits expansion, the HRC Foundation has rolled out a number of studies and resources aimed at making the policies and benefits part of an everyday workplace practice of LGBT inclusion. These can be found at www.hrc.org/workplaceclimate

Diversity Training and Educational Programs

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

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

While some employers meet this requirement with basic new-hire training (74 percent of all employers), others have developed fully integrated diversity and inclusion programs that combine lessons on diversity with other trainings that are skills or policy-based. For example, a training focused on the professional development of new managers may cover a range of topics including job-related software skills, ethics training, and organizational values with respect to promoting diversity and inclusion. Sixty percent of this year's rated businesses indicated that they offer such integrated training programs.



**Businesses with Inclusive
Diversity Training**

Findings

Organizational Competency in LGBT Inclusion

46%

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

Counting LGBT Employees: Optional Self-Identification Questions

Unlike other diversity categories such as race and gender, employers are not required by law to collect data on the LGBT people they employ. However, many employers have implemented optional self-identification questions for LGBT employees to answer alongside other standard demographic questions.

These data collection efforts are aimed at quantifying the extent to which businesses' LGBT inclusion efforts have yielded positive results in terms of the recruitment and retention of LGBT talent. In addition, many employers have anonymous workplace climate surveys and the LGBT data provides valuable information on broader engagement measures of this workforce segment. As the business maxim states: "If you can't measure it, you can't manage it" and so hundreds of businesses have started to count their LGBT employees.

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

Senior Leadership Metrics of Inclusion

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

Gender Transition Guidelines

The proliferation of comprehensive transgender-inclusive health care benefits and gender identity workplace protections has catalyzed more and more businesses to work with the HRC Foundation to implement guidelines on the transition process. The guidelines are aimed at establishing common reference points and expectations for all involved, including the transitioning employee, HR, management and work groups, to further everyone's goal of a respectful transition process that retains the employee and individual engagement.

A record 291 major employers submitted gender transition guidelines — the vast majority of which were adopted from the HRC Foundation's template guidelines (available at www.hrc.org/workplace).

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

The number of major employers with gender transition guidelines



Criterion 3b

LGBT/Allies Employee Groups and Diversity Councils

84%

of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues. Sixty-seven percent of rated employers have employee groups, 77 percent have diversity councils and 61 percent of rated employers have both.

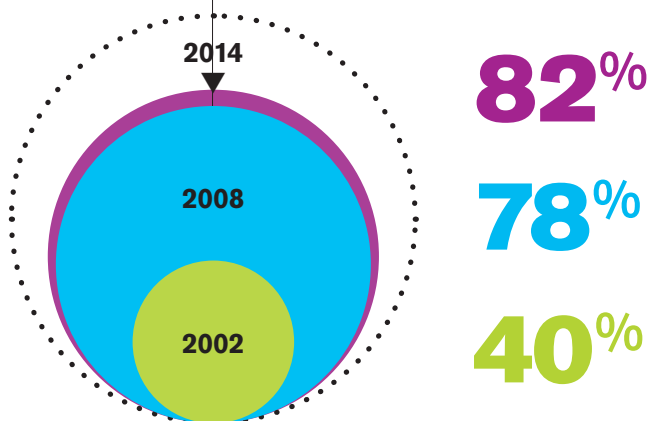
Many large employers have formally recognized employee resource groups (also known as an employee network groups or affinity groups) for diverse populations of their workforce, including women, people of color, people of varied abilities and LGBT/allied people. These groups' purpose is two-fold:

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

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

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

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



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

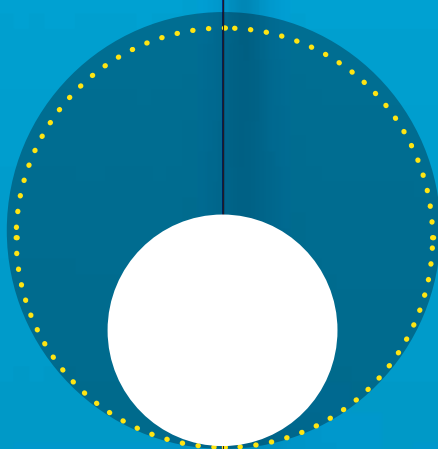
The Role of Allies

Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join as membership is not limited to those who are LGBT but open to all supporters of equality. Of those companies with an officially recognized LGBT employee group, 91 percent (a 5 point jump from last year) reported being expressly for LGBT and allied employees. ERGs have embraced allies as members of the full LGBT community, as allies bring their own unique voice and vantage point to workplace equality.

Executive Champions

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

A majority (55 percent) of executive champions identify as allies, while 37 percent reported being openly LGBT.



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

55% of those Executive Champions identify as Allies

Public Commitment

Criterion 4

Businesses That Positively Engage the External LGBT Community

79%

of CEI-rated businesses report implementing at least three efforts of public engagement with the LGBT community, namely through marketing, advertising and recruitment efforts, philanthropic contributions to LGBT organizations, LGBT diverse supplier initiatives and public policy weigh-in.

Promoting Business Growth Through Visibility - Respectful Advertising & Talent Recruiting

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

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

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

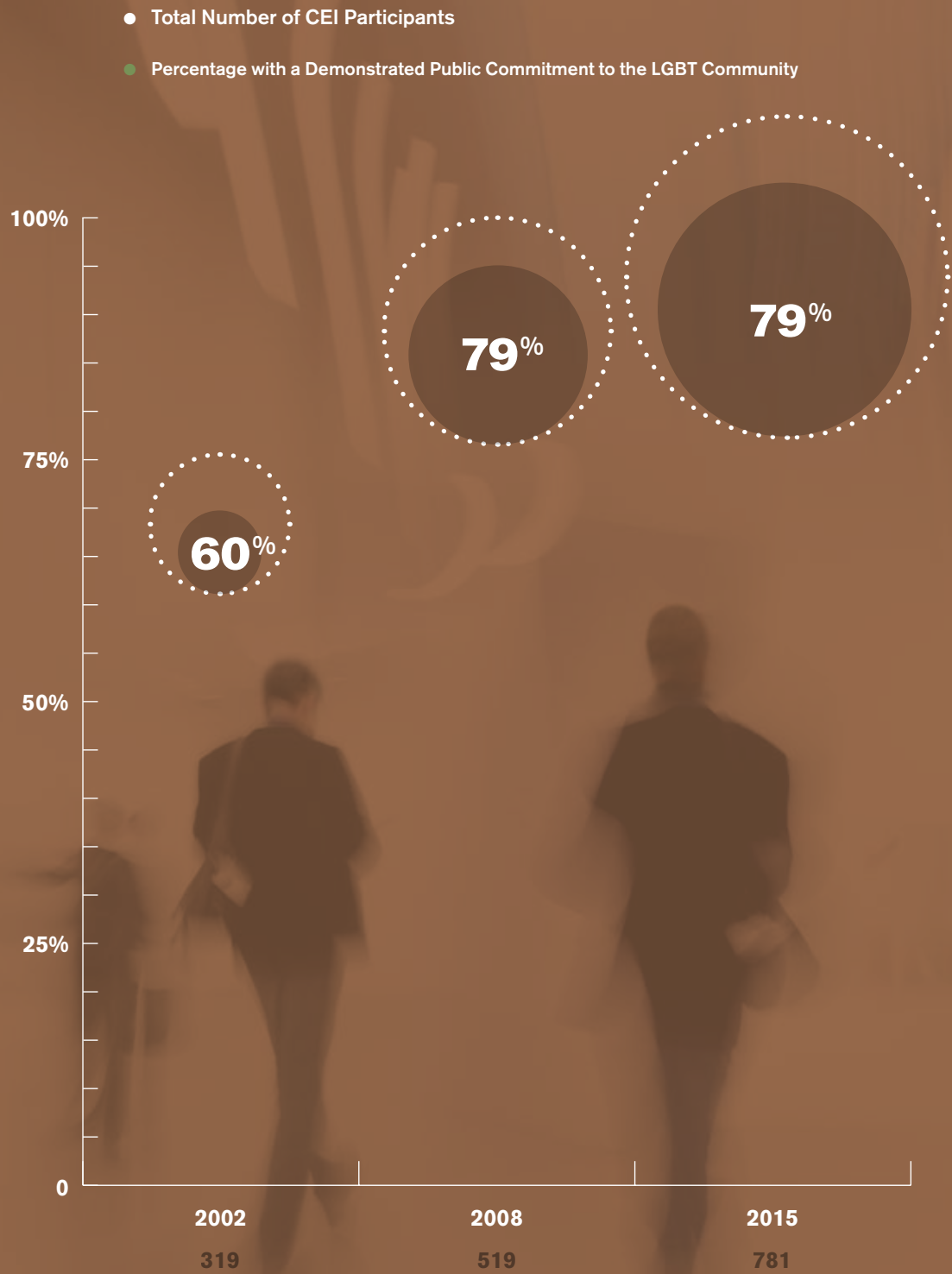
Supporting the Community - Philanthropy

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

Supplier Chain Management – Promoting Effective Business and Inclusion

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

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



Findings

Public Commitment

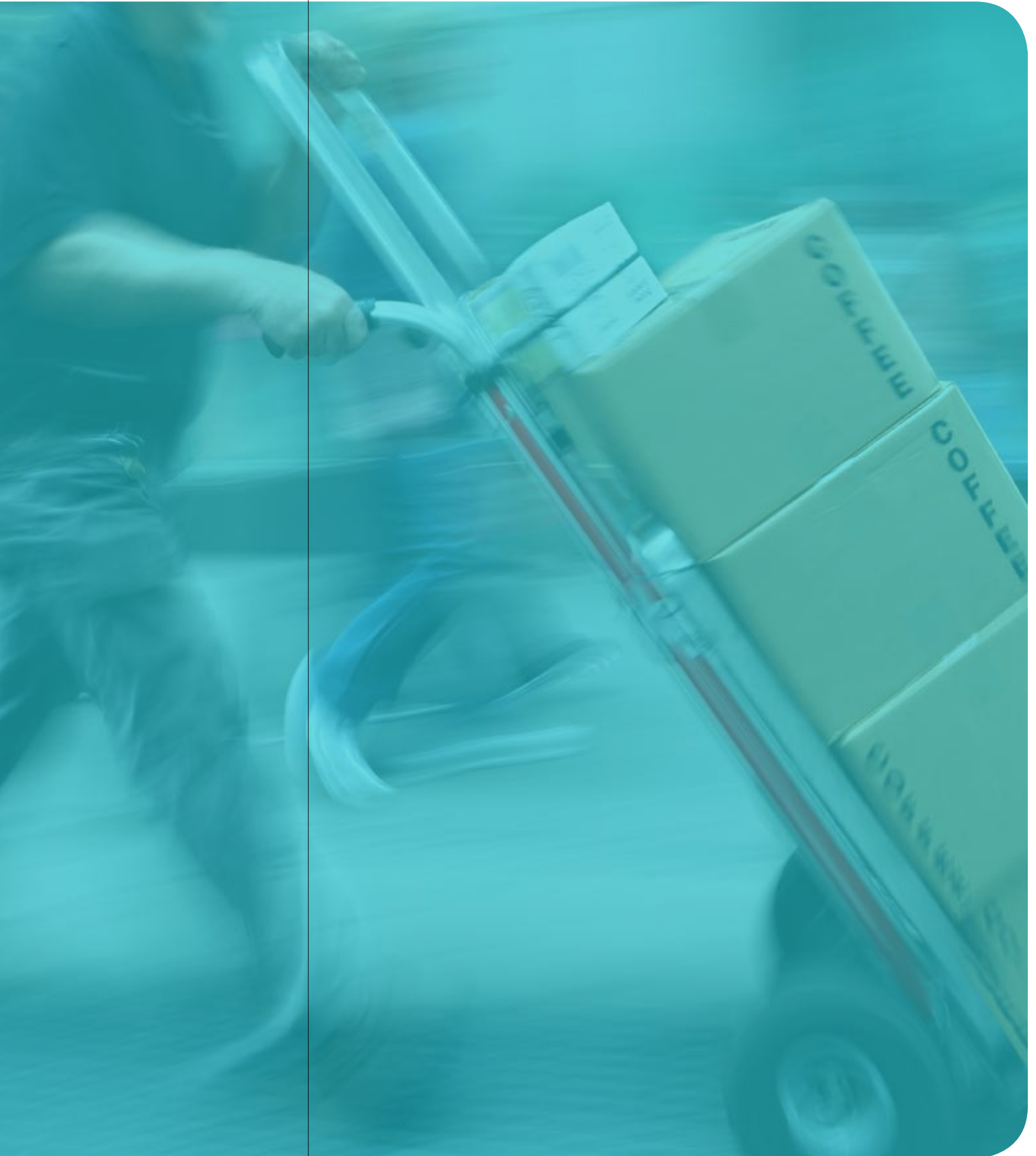
diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, one-fifth of this year's rated companies and law firms demonstrated their commitment to LGBT inclusion and now reap the benefits of working with businesses in the diverse communities in which they operate.

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

Business for Equality in Public Policy – Efforts to Support LGBT Legal Equality

Over the last five years, the rates of corporate engagement on matters of LGBT-relevant public policy and legal matters have skyrocketed. Since 2008's Prop 8 campaign for marriage equality, hundreds of businesses signed on to amicus briefs challenging the Defense of Marriage Act and dozens more lent their corporate names and resources to the fights for marriage equality in the states. HRC's Business Coalition for Workplace Fairness is a group of leading U.S. employers that support federal workplace protections on the basis of sexual orientation and gender identity, going on record that equality is good for business.





360 Degrees of Equality: CEI 2016 Standards

The cornerstone of the Corporate Equality Index has always been a principle of non-discrimination with respect to sexual orientation and gender identity. This ethos underpins all of the criteria to-date, from equal benefits to equal visibility and engagement with LGBT employees and the community at-large.

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

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

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

A strong majority of businesses are on a path to meeting these standards in time for next year's CEI.

The majority of businesses surveyed in the CEI – 64 percent – has operations outside of the U.S. and in some cases are headquartered abroad. For the ninth year in a row, the CEI included questions on global employers' levels of LGBT inclusive policies and practices both within the U.S. and outside the country.

Eighty-five percent of employers report that their non-discrimination policies apply across all of their global operations, and 54 percent have distinct global codes of conduct that specify expectations on workplace inclusion and non-discrimination standards along the lines of sexual orientation and gender identity.

Most businesses rely on other businesses for goods and services. In order to align suppliers' business practices with the contracting employer, a majority of businesses - 61 percent - has established supplier non-discrimination standards that include provisions on sexual orientation and gender identity.

The CEI has long incorporated employers' philanthropic giving through the systematic review of tax forms to evaluate the flow of money from businesses' coffers to organizations with a specific aim of undermining LGBT equality (e.g. organizations set up to implement state level bans on same-sex marriage, adoption prohibitions, etc.). From 2002 to present, a company would be contacted, and potentially receive a 25 point deduction, if HRC found instances of foundational corporate giving to any organization whose explicit mission included efforts to undermine LGBT equality. This framework is being widened to hold companies accountable for any giving to a non-religious organization with an explicit policy of discrimination against LGBT people (e.g. The Boy Scouts of America).

In order to align corporate values and corporate philanthropy, dozens of businesses have long maintained responsible giving guidelines to ensure that organizations they fund do not discriminate on the basis of sexual orientation and gender identity. Fifteen percent of this year's CEI employers reported having these guidelines in place.

For case study example and more information on all of the above standards, please see www.hrc.org/2016cei

Global Non-Discrimination Policies and Codes of Conduct

Contractor and Vendor Standards

Corporate Giving Guidelines



Appendices

A blurred, low-angle photograph of several people walking in a hallway or office setting. The image is heavily blurred, showing only the general shapes and movements of the individuals. The lighting is bright, and the colors are somewhat muted due to the blur.

Appendix A

Employers With Ratings of 100 Percent

Corporate Equality Index Rating Criteria

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000		
		15 points		15 points		10 points		10 points		10 points					15 points	-25 points
		1a	1b	2a	2b	2c	3a	3b	4	5						
3M Co.	St. Paul, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	101		
A.T. Kearney Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
AJX Armani Exchange	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Abercrombie & Fitch Co.	New Albany, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	529		
Accenture	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Adobe Systems Inc.	San Jose, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	540		
Aetna Inc.	Hartford, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	84		
AIG	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	38		
Akerman LLP	Miami, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100				
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Alaska Air Group Inc.	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	515		
Alcatel-Lucent	Murray Hill, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Alcoa Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	128		
Alston & Bird LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
AMC Entertainment Inc.	Leawood , KS	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	787		
American Airlines	Fort Worth, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	121		
American Eagle Outfitters Inc.	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	642		
American Express Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	90		
Ameriprise Financial Inc.	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	263		
Anheuser-Busch Companies Inc.	St. Louis, MO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90			
Aon Corp.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Apple Inc.	Cupertino, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	6		
Aramark Corp.	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90	205		
Arent Fox LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Arnold & Porter LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Astellas Pharma US Inc.	Northbrook, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	55			
AT&T Inc.	Dallas, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	11		
Automatic Data Processing Inc.	Roseland, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	255		
Avon Products Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	252		
AXA	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Bain & Co. Inc./ Bridgespan Group	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Baker & McKenzie LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Bank of America Corp.	Charlotte, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	21		
Bank of New York Mellon Corp., The	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	180		
Barclays	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Barilla America Inc.	Bannockburn, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100				
Barnes & Noble Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	360		
BASF Corp.	Florham Park, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Best Buy Co. Inc.	Richfield, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	61		
Bingham McCutchen LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Biogen Idec Inc.	Cambridge, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	454		
BlackRock	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	286		
Blue Cross & Blue Shield of Rhode Island	Providence, RI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100				
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Blue Cross Blue Shield of Minnesota	Eagan, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	85			
BMO Bankcorp Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
BNP Paribas	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Boehringer Ingelheim USA Corp.	Ridgefield, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			
Boeing Co.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	30		
Booz Allen Hamilton Inc.	McLean, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100	436		
Boston Consulting Group	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100			

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000				
		15 points		15 points		10 points		10 points		10 points					15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5								
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●		100	65	357				
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	158				
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●		100	100	857				
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100					
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	788				
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	767				
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●		100	100					
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●		100	100	499				
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	300				
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●		100	100	338				
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●		100						
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	127				
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	100	19				
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	622				
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●		100	100					
Carlton Fields Jorden Burt	Tampa, FL	●	●	●	●	●	●	●	●	●		100	100					
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	387				
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	90	186				
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100					
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	488				
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●		100	100	3				
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100					
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●		100	100					
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●		100	100					
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●		100	100	202				
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●		100	100	103				
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	100	60				
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	26				
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	461				
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	75	504				
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	57				
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100	46				
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	90	772				
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●		100	95	209				
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	90	226				
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●		100	100	326				
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100					
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100					
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●		100	100					
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●		100	100	160				
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●		100	85	13				
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	152				
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●		100	100	328				
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100					
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100					
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●		100	100					
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●		100	100	51				

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	294	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	100	100	52	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100		
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	95	102	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	100	100	294	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100		
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	100	100	52	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100		
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	100	100		
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100	72	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100		
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	196	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100		
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	565	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	100	100		
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	100	100		
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	80	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	80		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	100	●	482	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	100	100		
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	100	90	12	
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	●		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	100	80		
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	100	80	254	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100		
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	90		
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	45	254	
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100		
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	10	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	100	100		
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	90	298	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	100	100		
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	8	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	100	100		
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	7	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	100	100		
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	68	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		15 points		15 points		10 points		10 points		10 points					5
		1a	1b	2a	2b	2c	3a	3b	4						
Group Health Cooperative	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	851	
Groupon Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Hartford Financial Services Group Inc., The	Hartford, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		112
Harvard Pilgrim Health Care Inc.	Wellesley, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	384	
HERE North America LLC	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Herman Miller Inc.	Zeeland, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Hershey Co., The	Hershey, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	90	15	
Hewlett-Packard Co.	Palo Alto, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	73	
Hilton Worldwide Inc.	McLean, VA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Hinshaw & Culbertson LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Hogan Lovells US LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	90	
Holland & Knight LLP	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	90		
HSBC USA	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Humana Inc.	Louisville, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	707	
Huntington Bancshares Inc.	Columbus, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Hunton & Williams LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Huron Consulting Group Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	593	
Hyatt Hotels Corp.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Intel Corp.	Santa Clara, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	95		54
InterContinental Hotels Group Americas	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	90	20	
International Business Machines Corp. (IBM)	Armonk, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Interpublic Group of Companies Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		366
Intuit Inc.	Mountain View, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	558	
Jenner & Block LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	495	
JetBlue Airways Corp.	Long Island City, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	90		
JLL	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	90		596
John Hancock Financial Services Inc.	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	85	41	
Johnson & Johnson	New Brunswick, NJ	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
JPMorgan Chase & Co.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		18
K&L Gates LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	192	
Kaiser Permanente	Oakland, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Katten Muchin Rosenman LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Kellogg Co.	Battle Creek, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	510	
KeyCorp	Cleveland, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
King & Spalding LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	151	
Kirkland & Ellis LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
KPMG LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Kraft Foods Group Inc.	Northfield, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	258	
Kramer Levin Naftalis & Frankel LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
L Brands Inc.	Columbus, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		194
Land O'Lakes Inc.	Arden Hills, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	520	
Latham & Watkins LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Leo Burnett Company Inc.	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Levi Strauss & Co.	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	609	
Lexmark International Inc.	Lexington, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Lindquist & Vennum LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	95		
Littler Mendelson PC	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	59	
Lockheed Martin Corp.	Bethesda, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100		
Macy's Inc.	Cincinnati, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	90		109
Marriott International Inc.	Bethesda, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	230	
Marsh & McLennan Companies Inc.	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points	15 points	5	100	100	228	

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000				
		15 points		15 points		10 points		10 points		10 points					15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5								
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●		100	100	94				
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	348				
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100					
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100					
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	14				
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	172				
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●		100	100	58				
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	40				
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	292				
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●		100	100	35				
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100					
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●		100	100					
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●		100	100					
Mondelez International Inc.	East Hanover, nj	●	●	●	●	●	●	●	●	●		100		88				
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	206				
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	765				
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100					
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●		100	100	96				
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100					
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●		100	100	100				
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●	●		100	100					
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●		100	90	441				
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●		100	90	408				
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	90	89				
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	85	433				
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●		100	100					
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●		100	100	126				
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●		100	100					
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100					
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	227				
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	561				
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●		100	95	120				
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	90	114				
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●		100	100					
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●		100	100	253				
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	90					
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100					
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●		100	100	80				
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100					
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100					
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●		100	100	476				
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100					
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100					
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●	●		100	100					
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	90					
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	43				
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100					
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	48				

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000								
		15 points		15 points		15 points		10 points		10 points					10 points		10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5												
PG&E Corp.	San Francisco, CA											100	100	183								
Pillsbury Winthrop Shaw Pittman LLP	New York, NY											100	100									
PNC Financial Services Group Inc., The	Pittsburgh, PA											100	100	170								
Portland General Electric Co.	Portland, OR											100	100									
PricewaterhouseCoopers LLP	New York, NY											100	100									
Procter & Gamble Co.	Cincinnati, OH											100	100	28								
Progressive Corp., The	Mayfield Village, OH											100	100	166								
Prudential Financial Inc.	Newark, NJ											100	100	29								
Publicis Healthcare Communications	New York, NY											100	100									
Publicis Inc.	New York, NY											100	100									
QUALCOMM Inc.	San Diego, CA											100	100	149								
Quarles & Brady LLP	Milwaukee, WI											100	90									
Raytheon Co.	Waltham, MA											100	100	124								
Razorfish	Seattle, WA											100	100									
RBC Capital Markets LLC	New York, NY											100	100									
RBC Wealth Management	Minneapolis, MN											100	100									
Recreational Equipment Inc.	Kent, WA											100	90									
Reed Smith LLP	Pittsburgh, PA											100	100									
Replacements, Ltd.	McLeansville, NC											100	100									
Robert W. Baird & Co. Incorporated	Milwaukee, WI											100	90									
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN											100	100									
Rockwell Automation Inc.	Milwaukee, WI											100	100	403								
Ropes & Gray LLP	Boston, MA											100	100									
S.C. Johnson & Son Inc.	Racine, WI											100	90									
Safeway Inc.	Pleasanton, CA											100	100	62								
salesforce.com Inc.	San Francisco, CA											100	100	702								
SAP America Inc.	Newtown Square, PA											100	100									
Schiff Hardin LLP	Chicago, IL											100	100									
Sears Holdings Corp.	Hoffman Estates, IL											100	100	71								
Sedgwick LLP	San Francisco, CA											100	100									
Sempra Energy	San Diego, CA											100	100	281								
Seyfarth Shaw LLP	Chicago, IL											100	100									
Shearman & Sterling LLP	New York, NY											100	100									
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA											100	100									
Shook, Hardy & Bacon LLP	Kansas City, MO											100	100									
Sidley Austin LLP	Chicago, IL											100	100									
Simpson, Thacher & Bartlett LLP	New York, NY											100	100									
SIRIUS XM Radio Inc.	New York, NY											100	100	652								
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY											100	100									
Slalom Consulting	Seattle, WA											100	90									
Sodexo Inc.	Gaithersburg, MD											100	100									
Sony Pictures Entertainment Inc.	Culver City, CA											100	100									
Southern California Edison Co.	Rosemead, CA											100	100									
Sprint Nextel Corp.	Overland Park, KS											100	100	87								
Squire Patton Boggs	Cleveland, OH											100	100									
St. Jude Medical Inc.	St. Paul, MN											100	85	457								
Staples Inc.	Framingham, MA											100	100	122								
Starbucks Corp.	Seattle, WA											100	90	208								
Starcom MediaVest Group	Chicago, IL											100	100									
Starwood Hotels & Resorts Worldwide	Stamford, CT											100	100	400								
State Street Corp.	Boston, MA											100	90	268								
Steelcase Inc.	Grand Rapids, MI											100	90	758								
Stoel Rives LLP	Portland, OR											100	100									

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		15 points		15 points		10 points		10 points		10 points					5 -25 points
		1a	1b	2a	2b	2c	3a	3b	4						
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●		100	100			
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●		100	100	239		
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100			
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	379		
T. Rowe Price Associates Inc.	Baltimore, MD	●	●		●	●	●	●	●		100	100	709		
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	36		
TD Bank, N.A.	Wilmington , DE	●	●	●	●	●	●	●	●		100	100			
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●		100	100	97		
Tech Data Corp.	Clearwater, FL	●	●		●	●	●	●	●		100	100	119		
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●		100				
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●		●	●	●		100	100			
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100			
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●		100	100			
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●		100	100			
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	134		
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	105		
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●		100	95	115		
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●		100	100			
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●		100		649		
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●		100	100			
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●		100	100			
Troutman Sanders LLP	Atlanta, GA	●	●		●	●	●	●	●		100	100			
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	132		
UBS AG	New York, NY	●	●	●	●		●	●	●		100	100			
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●		100	100			
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●		100	100			
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●		100	100	79		
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●		100	100	50		
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●		100	100	17		
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	198		
Vinson & Elkins LLP	Houston, TX	●	●	●	●		●	●	●		100	90			
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●		100	90			
Visa	San Francisco, CA	●	●	●	●	●	●	●	●		100	90	260		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●		100	100			
Voya Financial	New York, NY	●	●	●	●	●	●	●	●		100	100			
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●		100	30	295		
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●		100	100			
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●		100	100	37		
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●		100	100	66		
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●		100	100			
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●		100	90	47		
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	25		
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●		100	100	154		
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●		100	100			
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100			
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100			
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●		100	90			
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●		100	100	528		
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	478		
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●		100	100	131		
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	100	494		
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100				
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●		100	100			

Appendix B

Ratings and Criteria Breakdowns

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	101	
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●		100	100		
Abbott Laboratories	Abbott Park, IL	●	●	●	●			●	●		75	60	70	
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●		95			
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●		100	100	529	
Accenture	New York, NY	●	●	●	●	●	●	●	●		100	100		
Acer Inc.	Irvine, CA	●		●	●						35	35		
Actavis Inc.	Parsippany, NJ	●	●								30		432	
Adecco North America LLC	Jacksonville, FL	●	●	●	●		●	●	●		90	90		
Adidas America	Portland, OR	●	●	●	●			●	●		80	15		
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	90	540	
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●								30	30	409	
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●			●	●		75	65	464	
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●		●	●	●		90	90	320	
Aéropostale Inc.	New York, NY	●	●	●	●	●		●	●		85	85	839	
AES Corp., The	Arlington, VA										0	15	153	
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●		100	100	84	
AFLAC Inc.	Columbus, GA	●	●	●	●		●	●	●		85	75	118	
Agco	Duluth, GA	●									15	15	272	
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●		●	●	●		90	90	371	
Ahold USA Inc.	Quincy, MA	●	●	●	●			●			55	55		
AIG	New York, NY	●	●	●	●	●	●	●	●		100	100	38	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●		95	85	273	
AK Steel Holding Corp.	West Chester, OH	●	●								30	30	430	
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●		100			
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●		100	90	515	
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●		100	100		
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	128	
Allegheny Energy Inc.	Greensburg, PA	●									15	15		
Allegheny Technologies Inc.	Pittsburgh, PA	●	●								30	30	490	
Allergan Inc.	Irvine, CA	●									15	15	440	
AllianceBernstein	New York, NY	●	●	●	●			●	●		80			
Alliant Energy Corp.	Madison, WI	●	●	●	●		●	●	●		85	85	655	
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●						50	50	519	
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●		●	●	●		90	60		
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●			●			●	●		30	30		
Allstate Corp., The	Northbrook, IL	●	●	●	●		●	●	●		85	85	92	
Ally Financial Inc.	Detroit, MI	●									15	15	221	
Alpha Natural Resources Inc.	Bristol, VA										0	0	365	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100		
Altria Group Inc.	Richmond, VA	●	●	●	●	●		●	●		90	80	159	
Amazon.com Inc.	Seattle, WA	●	●	●	●		●	●	●		90	90	49	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
AMC Entertainment Inc.	Leawood , KS	●	●	●	●	●	●	●	●		100	100	787	
Ameren Corp.	St. Louis, MO	●	●	●	●		●	●	●		85	85	373	
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●		100	100	121	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	100	642	
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●			●	●		80	80	185	
American Express Co.	New York, NY	●	●	●	●	●	●	●	●		100	100	90	
American Family Insurance Group	Madison, WI	●	●	●	●	●		●	●		85	55	393	
American Financial Group	Cincinnati, OH										0	0	485	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	263	
AmerisourceBergen Corp.	Chesterbrook, PA	●		●	●						40	55	32	
Amgen Inc.	Thousand Oaks, CA	●	●	●	●				●	●	80	60	162	
Anadarko Petroleum	The Woodlands, TX	●	●								30	15	207	
Andersons Inc., The	Maumee, OH	●	●								30		472	
Andrews Kurth LLP	Houston, TX	●	●	●	●			●	●	●	90	90		
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●		100	90		
Anixter International Inc.	Glenview, IL	●	●								30	30	405	
AOL	New York, NY	●	●	●	●	●		●	●		90	90	880	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Apache Corp.	Houston, TX	●	●								30	30	167	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●		100	100	6	
Applied Materials Inc.	Santa Clara, CA	●	●	●	●		●	●	●	●	75	85	302	
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●		100	90	205	
Archer Daniels Midland Co.	Decatur, IL			●	●						20	35	27	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Arrow Electronics	Englewood, CO	●									15	15	141	
Ashland Inc.	Covington, KY	●									15	15	321	
Assurant	New York, NY	●	●	●	●			●	●	●	90	85	309	
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●		100	55		
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●		●	●	●	85	85		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●		100	100	11	
Austin Radiological Assn.	Austin, TX	●		●	●				●		40	40		
Autoliv Inc.	Auburn Hills, MI	●	●								30	15	317	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●		100	100	255	
AutoNation Inc.	Fort Lauderdale, FL	●									15	15	177	
Auto-Owners Insurance Group	Lansing, MI										0	0	443	
AutoZone Inc.	Memphis, TN	●									15	15	306	
Avaya Inc.	Santa Clara , CA	●	●	●	●	●		●	●	●	75	80	477	
Avery Dennison	Pasadena, CA	●									15	15	375	
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●		●	●	●	●	75	75	350	
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	80	70	117	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	252	
AXA	New York, NY	●	●	●	●	●	●	●	●		100	100		
B J's Wholesale Club	Westborough, MA	●	●		●						35	35		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	90	85	301	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	90	90		
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	90	90		
Baker Hughes Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	15	15		
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	85	85		
Baldor Electric Co.	Fort Smith, AR	●	●	●	●	●	●	●	●	●	25	25		
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	85	85		
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	90	90		
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	21	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	100			
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	100	100		
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	75	75		
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	90	90		
Bayer Corp.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	80	80		
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	80	80		
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●	●	●	●	●	30	30	332	
Bed Bath & Beyond Inc.	Union, NJ	●	●	●	●	●	●	●	●	●	30	30		
Bemis Co. Inc.	Neenah, WI	●	●	●	●	●	●	●	●	●	15	15		
Berkshire Hathaway Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	0	0		
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	100		
Big Lots	Columbus, OH	●	●	●	●	●	●	●	●	●	30	15		
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Biogen Idec Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	100	100		
Black & Veatch Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	65	65		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	70	70	590	
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	100			
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	85	85		
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	100	85		
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	60	60		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	70	80		
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●	●	●	●	●	45	75		
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	100	100	30	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Bon-Ton Stores, Inc.	York, PA	●	●	●	●	●	●	●	●	●	90	90		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●		100	100	436	
BorgWarner Inc.	Auburn Hills, MI	●									15	30	358	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●		100	65	357	
BP America Inc.	Houston, TX	●	●	●	●		●	●	●		90	90		
Bracewell & Giuliani	Houston, TX	●	●	●	●		●	●	●		90	90		
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		▶		●	●	●		70	70		
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●		●	●	●		90	90		
Brightpoint, Inc	Indianapolis, IN	●			▶			▶	▶		30	30		
Brinker International Inc.	Dallas, TX	●	●	●	▶	●		●			70	70	744	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●		100	100	158	
Broadcom Corp.	Irvine, CA	●							▶		20	20	327	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●		100	100	857	
Brown Brothers Harriman & Co.	New York, NY	●	●	●	▶			●	●		75	65		
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●		100	100	788	
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●		100	100	767	
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100		
Burger King Corp.	Miami, FL	●	●	●	●		●	●	▶		80	55	952	
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●							▶		20	20		
Burlington Store, Inc.	Burlington, NJ	●	●	●	●			▶			60	60	577	
C&S Wholesale Grocers Inc.	Keene, NH	●		●							30	30		
C. H. Robinson Worldwide	Eden Prairie, MN	●									15	15	237	
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●		100	100	499	
Cablevision Systems Corp.	Bethpage, NY	●									15	15	382	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	300	
Calpine Corp.	Houston, TX	●		●	▶			▶			40	40	459	
Cameron International Corp.	Houston, TX	●	●								30	0	310	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●		100	100	338	
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	▶		●	●			70	70		
Capgemini U.S. LLC	New York, NY	●	●	●	●		●	●	●		90	90		
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●		100			
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●		100	100	127	
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●		100	100	19	
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●		100	100	622	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●		100	100		
Caribou Coffee Company Inc.	Minneapolis, MN	●		●	●			▶	●		60	55		
Carlson, Inc.	Minnetonka, MN	●	●	●	▶		●	●	●		85	85		
Carlton Fields Jorden Burt	Tampa, FL	●	●	●	●	●	●	●	●		100	100		
CarMax Inc.	Richmond, VA	●	●	●	▶		●	●			70	85	259	
Carnival Corp.	Miami, FL	●	●	●	●		●	▶	●		85	85		
Casey's General Stores, Inc.	Ankeny, IA										0	0	392	
Caterpillar Inc.	Peoria, IL	●	●	●	●		●	●	●		90	90	42	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100	387	
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●		100	90	186	
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●			●	●		75	75	407	
CDW Corp.	Vernon Hills, IL	●	●	●	●		●	●	●		90	90	267	
Celanese Corp.	Irving, TX	●	●	●	●			●	●		80	15	396	
Celgene Corp.	Summit, NJ	●	●								30	30	456	
Centene Corp.	St. Louis, MO										0	0	303	
CenterPoint Energy Inc.	Houston, TX	●									15	15	344	
CenturyLink Inc.	Monroe, LA	●	●	●	●			●	●		80	60	150	
Cerner Corp.	North Kansas City, MO	●	●	●	●		●	●	●		90	90	774	
CF Industries Holdings, Inc.	Deerfield, IL										0	0	419	
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●		●	●	●		90	90	415	
Chadbourne & Parke LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	●			●			40	40		
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	488	
Charter Communications	Stamford, CT	●									15	15	340	
Chesapeake Energy Corp.	Oklahoma City, OK	●									15	15	223	
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●		100	100	3	
CHG Healthcare Services, Inc.	Salt Lake City, UT	●	●	●	●			●	●		80			
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●			●	●		75	75	763	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●		100	100		
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●		100	100		
CHS Inc.	Inver Grove Heights, MN										0	0	69	
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●		100	100	202	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●		100	100	103	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	100	60	
CIT Group Inc.	New York, NY	●									15	15	589	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	26	
Classified Ventures LLC	Chicago, IL	●	●	●	●		●	●	●		90	90		
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Cleveland-Cliffs Inc.	Cleveland, OH	●									15	30	424	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●		100	100	461	
CMS Energy Services	Jackson, MI	●					●	●	●		35	35	406	
CNA Insurance	Chicago, IL	●	●	●	●		●	●	●		85	85		
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●		100	75	504	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●		100	100	57	
Cognizant Technology Solutions Corp.	Teaneck, NJ	●									15	15	352	
Colgate-Palmolive Co.	New York, NY	●	●	●	●		●	●	●		90	90	165	
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●		100	100	46	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●		100	90	772	
Commercial Metals	Irving, TX	●	●								30	30	335	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Community Health Systems Inc.	Franklin, TN	●	●								30	30	184	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	▶				●		65	65		
Compass Group USA Inc.	Charlotte, NC	●		●	●				●	●	65	65		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	▶		●	●	●		85	85	176	
Compuware Corp.	Detroit, MI	●	●	●	▶			▶	▶		60	60		
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●		100	95	209	
ConocoPhillips	Houston, TX	●	●	●	▶		●	●	▶		75	55	45	
Consol Energy, Inc.	Canonsburg, PA	●									15	15	463	
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●		100	90	226	
Constellation Brands Inc.	Victor, NY			●	●			●	●		50	0	779	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●		●	●	●		90	90		
Convergys Corp.	Cincinnati, OH	●		●	▶	●		▶	▶		55	35	906	
Con-way Inc.	Ann Arbor, MI	●	●								30	30	450	
Cooley LLP	Palo Alto, CA	●	●	●	●	●		●	●		90	90		
Cooper Tire & Rubber Co.	Findlay, OH		●		▶			▶			25	25	560	
Corbis Corp.	Seattle, WA	●	●	●	▶						50	50		
CoreLogic	Santa Ana, CA	●	●	●	●		●	●	●		90	90		
Core-Mark Holding Company Inc.	South San Francisco, CA										0	0	368	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●		100	100	326	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●		●	●	●		90	90	22	
Coventry Health Care	Bethesda, MD										0	15	195	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●		●	●	●		90	90		
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			▶			●	●		45	45	793	
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●		●	●	●		90	90		
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Crown Holdings	Philadelphia, PA	●									15	15	312	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●		100	100		
CSX Corp.	Jacksonville, FL	●	●		▶		●	●	●		70	85	231	
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●		100	100	160	
CUNA Mutual Insurance Group	Madison, WI	●		●	●			●			50	30	693	
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●		100	85	13	
Dana Holding Corp.	Maumee, OH			●	▶			▶	▶		30	45	356	
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●		100	100	152	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●		100	100	328	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●		●	●	●		90	75		
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●		100	100		
DaVita Inc.	Denver, CO	●									15	15	311	
Day Pitney LLP	Hartford, CT	●	●	●	●		●	●	●		90	80		
Dean Foods Co.	Dallas, TX	●	●	●	▶			▶			55	40	217	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●		100	100		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Deere & Co.	Moline, IL	●		●	●			●	●		65	65	85	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●		100	100		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●		100	100	51	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●		●	●	●		90	90	83	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●		100	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●		100	100		
Devon Energy Corp.	Oklahoma City, OK	●	●								30	30	284	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●		100	100		
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●								30	15	437	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●		95	100		
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Dillard's Inc.	Little Rock, AR	●	●								30	30	378	
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●		100	95	102	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●		100	100	294	
DISH Network Corp.	Englewood, CO										0	0	189	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●		100	100		
Dole Food Co. Inc.	Westlake Village, CA			●							15	30	372	
Dollar General Corp.	Goodlettsville, TN	●	●		●		●	●	●		70	70	175	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●		●	●	●		70	70		
Dollar Tree Stores Inc.	Chesapeake, VA	●	●								30	30	346	
Dominion Resources Inc.	Richmond, VA	●	●	●	●		●	●	●		85	85	210	
Domino's Pizza Inc.	Ann Arbor, MI	●			●			●	●		35	35		
Domtar Corp.	Fort Mill, SC	●									15	15	458	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		
Dover Corp.	Downers Grove, IL	●									15	15	308	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●		100	100	52	
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●				●		70	70	427	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	90		
DTE Energy Co.	Detroit, MI	●			●			●	●		35	35	299	
Duane Morris LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	85		
Duke Energy Corp.	Charlotte, NC	●	●	●	●		●	●	●		90	90	145	
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●							30	30		
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●		100	100		
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●		100	100		
E*TRADE Financial Corp.	New York, NY	●	●	●	●			●			55	55	883	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●		100	100	72	
EarthLink Inc.	Atlanta, GA	●	●	●	●			●			55	55		
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Eastman Chemical Co.	Kingsport, TN	●									15	15	324	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●		100	100	562	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	100	196	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	229	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Edison International	Rosemead, CA	●	●									30	30	212
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●			100	100	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●			100	100	565
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●			100	100	130
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●			100	100	133
EMCOR Group Inc	Norwalk, CT	●										15	15	399
Emerson Electric Co.	St. Louis, MO	●	●	●	●		●	●	●			80	60	123
Emmis Communications Corporation	Indianapolis, IN	●		●	●		●	●	●			75	75	
Enbridge Energy Partners	Houston, TX	●										15	15	381
Energy Future Holdings Corp	Dallas, TX	●										15	15	447
Energy Transfer Partners, L.P.	Dallas, TX											0	0	161
Entergy Corp.	New Orleans, LA	●	●	●	●		●	●	●			90	80	261
Enterprise Holdings Inc.	St. Louis, MO	●		●	●			●	●			65	65	
Enterprise Products Partners LP	Houston, TX											0	15	64
EOG Resources	Houston, TX	●										15	15	233
Epstein Becker & Green PC	New York, NY	●	●	●	●		●	●	●			90	90	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●			95	30	455
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●			100	100	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●			95	95	279
Esurance Inc.	San Francisco, CA	●	●	●	●		●	●	●			90	90	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●			100	80	
Exelis	McLean, VA	●	●	●	●		●	●	●			85		453
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●			100	100	129
Expedia Inc.	Bellevue, WA	●	●	●	●		●	●	●			90	90	583
Expeditors International of Washington, Inc.	Seattle, WA	●										15	15	428
Express Scripts Inc.	St. Louis, MO	●	●	●	●			●	●	●		70	70	24
Exxon Mobil Corp.	Irving, TX									●	●	-25	-25	2
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●			100		482
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●			●	●	●		80	80	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●			100	100	
Family Dollar Stores	Matthews, NC	●	●									30	30	287
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●			100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●			100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●			100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●			100	80	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●		90	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●			100	80	
FedEx Corp.	Memphis, TN	●	●	●	●		●	●	●			85	85	63
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●			100	100	
Fidelity National Financial Corp.	Jacksonville, FL	●	●									30	30	353
Fidelity National Information Services Inc.	Jacksonville, FL	●										15	15	434
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●		●	●	●			85	85	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●		●	●	●			90	90	361
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●		●	●	●			90	90	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●		100	90	254	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●		100	45		
First Horizon National Corp.	Memphis, TN	●	●		●		●	●	●		75	70		
FirstEnergy Corp.	Akron, OH										0	0	181	
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●		100	100	110	
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●		●	●	►		80			
Fluor Corp.	Irving, TX	●	●	●	►			●	●		75	45		
FMC Technologies Inc.	Houston, TX	●									15	15	417	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●		100	100	110	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Foot Locker Inc.	New York, NY	●									15	15		413
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●		100	100	10	
Franklin Resources Inc.	San Mateo, CA	●	●	●	●				►	►	65	40	362	
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ										0	0	156	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●			●	●		80	80	492	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Frontier Communications	Stamford, CT	●									15	15		
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●		100	90	90	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●		●	●	●		90	90		
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●		100	100		298
Gannett Co. Inc.	McLean, VA	●		●	►			●	●		60	45	467	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	179	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	►				►	►	60	70	271	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
General Cable Corp.	Highland Heights, KY	●									15	15		425
General Dynamics Corp.	Falls Church, VA	●	●	●	►		●	●	●		85	85	98	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●		100	100	8	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	169	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●		100	100	7	
Genuine Parts Co.	Atlanta, GA	●									15	15	214	
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●		●	●		90	65	280	
Giant Eagle Inc.	Pittsburgh, PA	●	●		●		●	●	●		75			
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100		
Gilead Sciences Inc	Foster City, CA										0	0	157	
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●		100	100		
Global Partners	Waltham, MA	●									15	0		
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●		100	100	68	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100	137	
Goodyear Tire & Rubber Co.	Akron, OH	●									15	15		
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100		55
Gordon & Rees LLP	San Francisco, CA	●	●	●	●		●	●	●		90	90	80	
Goulston & Storrs	Boston, MA	●	●	●	●			●	●		80	80		
Grant Thornton LLP	Chicago, IL	●	●	●	●		●	●	●		90	90		
Graybar Electric Company, Inc.	St. Louis, MO	●									15	15	465	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●		●	●	●		85	85	605	
Greenberg Traurig LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Group 1 Automotive	Houston, TX	●		●	●						40	15	343	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●		100	100		
Group Health Permanente	Seattle, WA		●	●	●	●	●	●	●		85	100		
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	851	
Guardian Life Insurance Co. of America, The	New York, NY	●		●	●						35	35	238	
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●			●		70	70		
H&R Block Inc.	Kansas City, MO	●		●	●						35	35	665	
H.E. Butt Grocery Co.	San Antonio, TX	●		●					●		40	40		
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●		95	85	234	
Hachette Book Group	New York, NY	●	●	●	●			●	●		75	75		
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●		●	●	●		90	90		
Halliburton Co.	Houston, TX	●									15	15	106	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●		●	●	●		90	90		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●			●		80	60	518	
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●			●			55	70		
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●		●	●	●		80	15	522	
Harley-Davidson Inc.	Milwaukee, WI	●									15	15	449	
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●		90	65	429	
Harris Interactive Inc.	New York, NY	●	●	●	●			●	●		60	70		
Harry & David Holdings Inc.	Medford, OR	●	●	●	●				●		55	70		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●		100	100	112	
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●		100	100		
Hasbro Inc.	Pawtucket, RI	●	●	●	●			●	●		75	25	576	
Haynes and Boone LLP	Dallas, TX	●	●	●	●		●	●	●		90	85		
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●			●	●		75	30	82	
HD Supply	Atlanta, GA	●	●								30		330	
Health Care Service Corp.	Chicago, IL	●	●	●	●		●	●	●		85	85		
Health Management Associates Inc.	Naples, FL	●	●								30	30	376	
Health Net Inc.	Woodland Hills, CA	●	●	●	●		●	●	●		80	80	236	
Henry Schein	Melville, NY	●									15	15	296	
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●		100	100		
Herrick Feinstein LLP	New York, NY	●	●	●	●		●	●	●		80	80		
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●		100	90	384	
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●				●		55	65	293	
Hess Corp.	New York, NY	●		●	●				●		40	40	75	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●		100	100	15	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●		100	100		
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Holland & Hart LLP	Denver, CO	●	●	●	●			●	●		65	75		
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●		100	90		

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
HollyFrontier Corp.	Dallas, TX	●	●								30	0	143	
Holme Roberts & Owen LLP	Denver, CO	●		●	▶			●			45	45		
Home Depot Inc., The	Atlanta, GA	●	●	●	●		●	●	●		90	90	34	
Honeywell International Inc.	Morris Township, NJ	●	●	●	▶		●	●	▶		75	85	78	
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●		●	●	▶		80	80		
Hormel Foods Corp.	Austin, MN	●	●		▶		●	●	●		70	85	319	
Hospira Inc.	Lake Forest, IL	●	●	●	▶			●	▶		65	75	575	
Host Hotels & Resorts Inc.	Bethesda, MD	●		●							30	15	469	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●		●	▶	●		85	75		
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			▶			▶			25	25		
Howrey LLP	Washington, DC	●	●	●	▶		●	●			70	85		
HSBC USA	New York, NY	●	●	●	●	●	●	●	●		100	100		
HSN Inc.	St. Petersburg, FL	●	●	●	●		●	▶	●		85	85	666	
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	▶		●	●	●		85	90		
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●		100	100	73	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●		100	100	707	
Huntington Ingalls Industries	Newport News, VA	●									15		380	
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Huntsman Corp.	Salt Lake City, UT	●	●		▶				▶		40	40	241	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●		●	●	●		90	90		
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	593	
Hyundai Motor America	Fountain Valley, CA	●	●	●	▶	●		●	▶		75			
Icahn Enterprises LP	New York, NY										0	0	178	
IKEA (U.S.)	Conshohocken, PA	●	●	●	●		●	●	●		90	30		
Illinois Tool Works Inc.	Glenview, IL	●	●	●	▶			▶	▶		60	60	155	
Imation Corp.	Oakdale, MN	●	●	●	▶			▶	▶		60	70		
Infosys Limited Inc.	Plano, TX	●	●	●	●			●	▶		70	70		
Ingram Micro	Santa Ana, CA	●	●	●	●		●	●	●		90	90	76	
Ingredion Inc.	Westchester, IL										0	15	386	
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●		●	▶			70	0	470	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●		100	95	54	
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●		100	90		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●		100	100	20	
International Paper Co.	Memphis, TN			●	▶			●			30	45	107	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	366	
INTL FCS	New York, NY										0	0	39	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	558	
Invesco Ltd.	Atlanta, GA	●	●	●	●	●		▶			70	15		
ITT Corp.	White Plains, NY	●	●	●	▶			●	▶		65	75	861	
J. B. Hunt Transport Services, Inc.	Lowell, AR										0		486	
J. M. Smucker Co.	Orrville, OH	●	●	●	●			▶			60	60	452	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	▶	●	●	●	●		95	95	215	
Jabil Circuit Inc.	St. Petersburg, FL	●									15	15	163	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	▶						50	50	249	
Jarden Corp.	Boca Raton, FL	●	●	●	▶	●	●	▶	●		90	80	383	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●		100	90	495	
JLL	Chicago, IL	●	●	●	●	●	●	●	●		100	90	596	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●		100	85		
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●		100	100	41	
Johnson Controls Inc.	Milwaukee, WI	●		●	●			▶	▶		50	50	67	
Jones Financial Companies LLLP	Des Peres, MO										0		491	
Jones Group, The	New York, NY	●	●	●	▶			▶	▶		60	70	608	
Joy Global Inc.	Milwaukee, WI	●									15		446	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●		100	100	18	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	100		
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●		100	100		
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Kaye Scholer LLP	New York, NY	●	●	●	●		●	●	●		90	90		
KB Home	Los Angeles, CA	●	●	●	▶						50	50		
KBR Inc.	Houston, TX	●	●								30	0	334	
Keane Inc.	Boston, MA	●						●			25	25		
Kelley Drye & Warren LLP	New York, NY	●	●	●	▶	●	●	●	●		95	90		
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●		100	100	192	
Kelly Services Inc.	Troy, MI	●	●								30	30	462	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●		●	●	●		90	90		
Kenyon & Kenyon	New York, NY	●	●	●	●		●	●	●		90	85		
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●		100	100	510	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●		●	●	●		90	90		
Kimberly-Clark Corp.	Irving, TX	●	●	●	●		●	●	●		90	90	136	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Kinder Morgan Inc.	Houston, TX	●									15	15	265	
Kindred Healthcare	Louisville, KY	●									15	15	410	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100		
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
KKR & Co. LP	New York, NY	●									15	15	277	
KLA-Tencor Corp.	Milpitas, CA	●		●				▶			35	35	681	
Kohl's Corp.	Menomonee Falls, WI	●									15	15	148	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●		100	100	151	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Kroger Co., The	Cincinnati, OH	●	●	●	▶		●	●	●		85	85	23	
Kutak Rock LLP	Omaha, NE	●	●	●	●		●	●	●		90	90		
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●		100	100	258	
L.L. Bean Inc.	Freeport, ME	●	●	●	▶		●	▶			65	65		
L-3 Communications Holdings	New York, NY	●	●								30	30	197	
Laboratory Corporation of America Holdings	Burlington, NC	●									15	15	444	

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		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Laclede Group Inc., The	St. Louis, MO	●	●	●	●			●	●		80	80		
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●		100	100	194	
Las Vegas Sands Corp.	Las Vegas, NV	●									15	15	244	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Lear Corp.	Southfield, MI	●	●	●	●			●	●		75	15	187	
Lend Lease Americas Inc.	New York, NY	●	●	●	●			●	●		70			
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Leucadia National Corporation	New York, NY										0		289	
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●			●	●		75		398	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	520	
LexisNexis Group	Miamisburg, OH	●	●	●	●		●	●	●		90	90		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●		100	100	609	
Liberty Global Inc.	Englewood, CO	●									15	15	256	
Liberty Interactive Corp.	Englewood, CO										0	0	270	
Liberty Mutual Group	Boston, MA	●	●	●	●		●	●	●		85	60	81	
Lincoln National Corp.	Radnor, PA	●	●	●	●		●	●	●		90	85	235	
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	95		
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Live Nation Inc.	Beverly Hills, CA	●	●	●	●				●		70	70	439	
Locke Lord LLP	Dallas, TX	●	●	●	●			●	●		80	45		
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●		100	100	59	
Loeb & Loeb LLP	New York, NY	●	●	●	●			●	●		75	75		
Loews Corp.	New York, NY	●		●	●						35	35	188	
L'Oréal USA Inc.	New York, NY	●	●	●	●		●	●	●		85	15		
Lowe's Companies Inc.	Mooresville, NC	●	●								30	30	56	
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		●		●	●			55	70		
M&T Bank Corp.	Buffalo, NY	●	●		●		●	●	●		70	70	521	
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●		100	90	109	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●		●	●	●		90	90		
ManpowerGroup	Milwaukee, WI	●	●	●	●		●	●	●		85	90	140	
Marathon Oil Corp.	Houston, TX	●	●	●	●			●	●		75	15	174	
Marathon Petroleum Corp.	Findlay, OH	●									15	0	33	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●		100	100	230	
Mars Inc.	Mt. Olive, NJ	●	●	●	●			●	●		60	60		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	228	
Masco Corp.	Taylor, MI	●									15	15	336	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●		100	100	94	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●		100	100	348	
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●		95	95	395	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Mayo Clinic	Rochester, MN	●	●	●	●		●	●	●		75	70		
McAfee Inc.	Santa Clara, CA	●			●			●	●		25	25		
McCarter & English LLP	Newark, NJ	●	●	●	●		●	●	●		90	90		
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		

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		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
McDonald's Corp.	Oak Brook, IL	●	●	●	●		●	●	●		90	90	111	
McGraw Hill Financial	New York, NY	●	●	●	●		●	●	●		90	90	390	
McGuireWoods LLP	Richmond, VA	●	●	●	●		●	●	●		90	90		
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●		●	●	●		90	80		
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	14	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
MeadWestvaco Corp.	Richmond, VA	●		●	●				●	●	45	45	448	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	172	
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●				●	70	25		
Men's Wearhouse Inc., The	Houston, TX	●	●								30	30	813	
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●		100	100	58	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	40	
MetroPCS	Richardson, TX										0	0	481	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	292	
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●		●	●	●		85			
Micron Technology Inc.	Boise, ID	●									15	15	318	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●		100	100	35	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Mirant Corp.	Atlanta, GA	●		●							30	30		
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●		100	100		
Mohawk Industries Inc.	Calhoun, GA			●	●						20	20	442	
Molina Healthcare Inc.	Long Beach, CA										0	15	423	
Mondelez International Inc.	East Hanover, nj	●	●	●	●	●	●	●	●		100		88	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●		100	100	206	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●		100	100	765	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●			●	●		75	75		
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●		100	100		
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●		100	100	96	
Morningstar Inc.	Chicago, IL	●	●	●	●		●	●	●		90	90		
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Mosaic Co.	Plymouth, MN	●	●	●	●	●			●	●	85	70	246	
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●		90	90	304	
MRC Global	Houston, TX	●									15		451	
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●		100	100		
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●		●	●	●		90	60		
Murphy Oil	El Dorado, AR	●									15	15	104	
Mutual of Omaha Insurance	Omaha, NE	●		●	●			●	●	●	55	60	394	
Mylan Laboratories Inc.	Canonsburg, PA										0	0	374	
Nash Finch	Minneapolis, MN	●	●								30	30	500	
National Grid USA	Brooklyn, NY	●	●	●	●		●	●	●		90	90		
National Oilwell Varco, Inc.	Houston, TX	●									15	15	144	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●		100	100	100	

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		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●		100	100		
Navistar International Corp.	Lisle, IL	●	●						●		40	40	216	
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●		100	90	441	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	●				●	●	50	60		
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●		95	85		
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	90	408	
Netflix Inc.	Los Gatos, CA	●	●	●	●	●			●	●	80	80	629	
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●		100	90	89	
New York Times Co.	New York, NY	●	●	●	●				●	●	75	90	923	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●		100	85	433	
Newmont Mining Corporation	Greenwood Village, CO	●		●	●		●	●		●	60	60	274	
News Corp.	New York, NY	●									15	15	91	
NextEra Energy Inc.	Juno Beach, FL	●	●		●		●	●	●		70	70	190	
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●		100	100		
NII Holdings	Reston, VA	●									15	0	421	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●		100	100	126	
NiSource Inc.	Merrillville, IN	●									15	15	480	
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●		100	100		
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●		100	100	227	
Norfolk Southern Corp.	Norfolk, VA	●		●	●				●	●	50	50	247	
Nortel Networks Corp.	Richardson, TX	●		●	●				●	●	50	50		
Northeast Utilities	Springfield, MA	●			●				●		30	30	402	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	561	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●		100	95	120	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●		100	90	114	
Norton Rose Fulbright	Houston, TX	●	●	●	●		●	●	●		90	90		
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●		100	100		
NRG Energy Inc.	Princeton, NJ	●	●	●	●		●		●	●	70	50	314	
Nucor Corp.	Charlotte, NC										0	0	146	
NuStar Energy LP	San Antonio, TX	●									15	15	389	
NV Energy Inc.	Las Vegas, NV	●	●		●		●	●	●		70	70	718	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●			●		75		553	
NYSE Euronext Inc.	New York, NY	●			●				●	●	45	45	616	
Occidental Petroleum	Los Angeles, CA	●	●								30	30	125	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●		100	100	253	
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●		100	90		
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●				●	●	75	45		
Old Republic International	Chicago, IL										0		496	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100		
Omnicare	Cincinnati, OH	●									15	15	416	
Omnicom Group	New York, NY	●	●		●				●	●	65	80	191	
ONEOK Inc.	Tulsa, OK	●	●	●	●				●	●	70	30	219	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●		100	100	80	

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Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
O'Reilly Automotive Inc.	Springfield, MO	●									15	0	412	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Oshkosh Corp.	Oshkosh, WI	●									15	15	322	
Outerwall Inc.	Bellevue, WA	●	●	●	●	●		●	●		90			
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●			●	●		80	70		
Owens & Minor Inc.	Mechanicsville, VA	●			●				●		35	35	297	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●		100	100	476	
Owens-Illinois Inc.	Perrysburg, OH	●									15	15	364	
Paccar Inc.	Bellevue, WA	●									15	15	168	
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●		●	●	●		85	85	369	
Pacific Medical Centers	Seattle, WA	●		●	●		●	●	●		60			
PacifiCorp	Portland, OR	●	●	●	●		●	●			65	80		
Palm Management Corp.	Washington, DC	●		●	●		●	●	●		55	65		
Pantry Inc., The	Cary, NC	●									15	15	347	
Parker Hannifin Corp.	Cleveland, OH	●	●								30	15	211	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●			●			55	60	636	
Patton Boggs LLP	Washington, DC	●	●	●	●		●	●	●		90	90		
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100		
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
PBF Energy	Parsippany, NJ										0		142	
Peabody Energy Corp	St. Louis, MO	●									15	15	315	
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●		100	100		
Penske Automotive Group	Bloomfield Hills, MI										0	0	203	
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●			●	●		65	65	928	
Pepco Holdings Inc.	Washington, DC	●	●	●	●		●	●	●		85	85	483	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●		100	90		
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●		100	100	43	
Perkins + Will Inc.	Chicago, IL	●		●	●			●			45	45		
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●		100	100		
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●		●	●		90	75		
Peter Kiewit Sons' Inc	Omaha, NE	●									15	15	243	
PetSmart Inc.	Phoenix, AZ	●	●		●		●	●	●		75	75	377	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	48	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	183	
Philip Morris International Inc.	New York, NY	●									15	0	99	
Phillips 66	Houston, TX	●									15		4	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Pinnacle West Capital	Phoenix, AZ	●	●	●				●	●		60	35	668	
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●		●		80	35	489	
Plains All American Pipeline, L.P.	Houston, TX										0	0	77	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	100	170	
PNM Resources Inc.	Albuquerque, NM	●	●					●			35	35		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Polaroid Corp.	Waltham, MA	●			●			●			30	30		
Polsinelli Shughart PC	Kansas City, MO	●	●	●	●		●	●			70	85		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●		100	100		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●			●	●		75	75	182	
PPL Corp.	Allentown, PA	●	●		●			●	●		65	65	224	
Praxair Inc.	Danbury, CT	●		●	●			●	●	●	50	50	241	
Precision Castparts Corp	Portland, OR	●	●								30	30	355	
priceline.com Inc.	Norwalk, CT	●									15	15	473	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Principal Financial Group	Des Moines, IA	●	●	●	●		●	●	●		90	90	290	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●		100	100	28	
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●		100	100	166	
Proskauer Rose LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●		100	100	29	
Public Service Enterprise Group	Newark, NJ	●	●	●	●		●	●	●		90	90	276	
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●		100	100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
Publix Super Markets	Lakeland, FL										0	0	108	
PVH Corp.	New York, NY	●	●		●		●	●	●		70	70	422	
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●			●	●		65			
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●		100	100	149	
Quanta Services	Houston, TX	●									15		397	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●		100	90		
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●		●	●	●		90	65	341	
Quinn Emanuel Urquhart & Sullivan LLP	Los Angeles, CA			●	●		●	●	●		60			
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●		●	●	●		90	90	264	
RadioShack Corp.	Fort Worth, TX	●		●	●			●			45	30	556	
Ralph Lauren Corp.	New York, NY	●	●	●	●		●	●	●		90	90	370	
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●		●	●	●		90	90	601	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●		100	100	124	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●		100	100		
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●		100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		
RBS Securities Inc.	Stamford, CT	●	●		●		●	●	●		75	75		
Re:Sources USA Inc.	Long Island City, NY	●		●	●	●	●	●	●		85	100		
Realogy Holdings Corp.	Madison, NJ	●	●	●	●		●	●	●		90	90	512	
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●		100	90		
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	100		
Regal Entertainment Group	Knoxville, TN	●			●		●		●		35	35	742	
Regions Financial Corp.	Birmingham, AL	●	●	●	●		●	●	●		85	60	401	
Reinsurance Group of America Inc.	Chesterfield, MO	●	●								30	15	275	
Reliance Steel & Aluminum Co.	Los Angeles, CA	●									15	15	313	
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●		100	100		
Republic Services Inc.	Phoenix, AZ	●	●								30	15	323	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points				
		1a	1b	2a	2b	2c	3a	3b	4	5				
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	●	●		85	75	316	
Rite Aid Corp.	Camp Hill, PA			●	●			●			30	60	113	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●		●	●	●		85	85	571	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●		100	90		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		
Rock-Tenn Company	Norcross, GA										0	0	291	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●		100	100	403	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●		95	90	511	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Ross Stores Inc.	Dublin , CA	●	●	●	●		●		●		70	0	278	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●		●		●		80	80		
RRI Energy Inc.	Houston, TX	●		●	●			●	●		50	50		
Ryder System Inc.	Miami, FL	●	●	●	●		●	●	●		85	85	404	
Ryland Group Inc., The	Calabasas, CA	●			●						20	20		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●		100	90		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●			●	●		65	75		
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●		100	100	62	
SAIC Inc.	McLean, VA	●									15	15	240	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	702	
SanDisk Corp.	Milpitas, CA	●	●								30	30	487	
Sanmina-SCI	San Jose, CA										0	0	420	
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●				●	●		45	45		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●		100	100		
Sapient Corp.	Boston, MA	●	●	●	●			●	●		80	80		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	90		
Sbe	LA, CA	●	●	●	●		●	●	●		85			
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Scholastic Corp.	New York, NY	●	●	●	●			●	●		75	55	900	
Schulte, Roth & Zabel LLP	New York, NY	●		●	●			●			45	45		
Seaboard Corp.	Shawnee Mission, KS										0	0	411	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●			●			60	45		
Sealed Air Corp.	Elmwood Park, NJ										0	0	333	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●		100	100	71	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Selective Insurance Group	Branchville, NJ	●	●	●	●			●	●		65	65		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●		100	100	281	
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●						50	50		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●		95	95		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100		
Sherwin-Williams Co., The	Cleveland, OH	●	●								30	15	282	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●		100	100		
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Simon Property Group Inc.	Indianapolis, IN	●									15		497	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	652	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●		100	90		
SLM Corp. (Sallie Mae)	Newark, DE	●		●	●			●			45	45	418	
Smithfield Foods Inc.	Smithfield, VA	●									15	15	213	
Snell & Wilmer	Phoenix, AZ	●	●	●	●		●	●	●		90	90		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●		100	100		
Software AG USA Inc.	Reston, VA	●	●	●	●			●	●	●	70	70		
Software House International	Somerset, NJ	●									15	15		
Sonic Automotive Inc.	Charlotte, NC										0	15	307	
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●			85			
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●		95	100		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●		100	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●		100	100		
Southern Co.	Atlanta, GA	●	●		●		●	●	●		70	45	171	
Southwest Airlines Co.	Dallas, TX	●	●	●	●		●	●	●		90	90	164	
Spectra Energy Corp	Houston, TX	●	●	●	●		●	●	●		90	85	475	
Spectrum Group International Inc.	Irvine, CA										0	0	331	
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●		100	100	87	
SPX Corp.	Charlotte, NC										0	0	431	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●		100	100		
SRA International Inc.	Fairfax, VA	●	●	●	●			●	●		80	80		
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●		100	85	457	
Standard Insurance Company	Portland, OR	●	●	●	●			●	●		75	75		
Stanley Black & Decker Inc.	New Britain, CT	●			●				●		25	25	245	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●		100	100	122	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●		100	90	208	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●		100	100	400	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●		95	95	44	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●		100	90	268	
Steel Dynamics, Inc.	Fort Wayne, IN	●	●								30	30	354	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●		100	90	758	
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●		●	●		90	80		
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●		●	●	●		90	90		
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●		100	100		
Stryker Corp.	Kalamazoo, MI	●	●	●	●			●	●	●	65	15	305	
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●		●	●	●		90	90		
Sullivan & Cromwell LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●		100	100		
SunPower Corp.	San Jose, CA	●	●	●	●	●		●	●	●	75	75	833	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●		100	100	239	
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●		●	●		90	90	86	
Susser Holdings	Corpus Christi, TX										0	0	460	

Appendix B Ratings and Criteria Breakdowns

Teachers Insurance and Annuity Association - College Retirement Equities Fund

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100		
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	379	
SYNNEX Corp.	Fremont, CA	●	●								30	0	262	
SYSCO Corp.	Houston, TX	●									15	15	65	
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●		100	100	709	
Targa Resources Corp.	Houston, TX										0	0	435	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	36	
TD Bank, N.A.	Wilmington , DE	●	●	●	●	●	●	●	●		100	100		
TIAA-CREF	New York, NY	●	●	●	●	●		●	●		100	100	97	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●		100	100	119	
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●									15	15	468	
Tenet Healthcare Corp.	Dallas, TX	●	●		●				●	●	60	45	269	
Tenneco Inc.	Lake Forest, IL	●									15	15	349	
Terex Corp.	Westport, CT	●	●	●	●						50	45	351	
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●		100			
Tesoro Corp.	San Antonio, TX	●									15	15	95	
Texas Instruments Inc.	Dallas, TX	●	●	●	●		●	●	●		90	90	218	
Textron Inc.	Providence, RI	●		●	●				●	●	50	50	225	
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100		
The Shaw Group Inc.	Baton Rouge, LA	●									15	15	426	
The Wendy's Co.	Dublin, OH	●	●	●	●				●		60	55	809	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●		●	●	●	85	50	220	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100		
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●		100	100		
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●		100	100		
Thrivent Financial	Minneapolis, MN	●		●	●				●	●	45	15	325	
Tiffany & Co.	New York, NY	●	●	●	●	●	●		●	●	95	95	611	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	134	
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	105	
Timken Co., The	Canton, OH	●	●								30	30	493	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●		100	95	115	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●		100	100		
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●		100		649	
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●		100	100		
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●		100	100		
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●				●	●	75	75	204	
Transamerica Corp., The	Cedar Rapids, IA			●	●						20	20		
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●		●		●		65	80		
TravelCenters of America	Westlake, OH	●									15	15	329	
Travelers Companies Inc., The	New York, NY	●	●	●	●		●	●	●		90	90	116	
Travelport Ltd.	Parsippany, NJ	●	●	●	●			●	●		65	65		
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●		●	●	●		90	90		
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100		
True Value Co.	Chicago, IL	●	●	●	●		●	●	●		75	60		
TRW Automotive Holdings Corp.	Livonia, MI							●	●		10	10	173	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Turner Construction Co.	New York, NY	●	●	●	●		●	●	●		90	90	93	
Tyson Foods Inc.	Springdale, AR	●	●								30	15		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100		
UBM plc	Manhasset, NY	●		●	●			●	●	●	50	60		
UBS AG	New York, NY	●	●	●	●	●	●	●	●		100	100	388	
UGI Corp.	King of Prussia, PA	●	●								30	30		
Ultimate Software Group Inc., The	Weston, FL	●	●		●			●	●		65			
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●		100	100		
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	138	
Union Pacific Corp.	Omaha, NE	●	●		●		●	●	●		70	70		
Unisys Corp.	Blue Bell, PA	●	●					●			40	40		
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
United Natural Foods Inc.	Providence, RI										0		474	
United Parcel Service	Atlanta, GA	●	●	●	●		●	●	●		90	90	53	
United Services Automobile Association	San Antonio, TX										0	0	139	
United States Steel Corp.	Pittsburgh, PA	●									15	0	147	
United Stationers Inc.	Deerfield, IL	●									15	15	484	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●		100	100	50	
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●		100	100	17	
Universal Health Services	King of Prussia, PA	●									15	15	337	
Unum Group	Chattanooga, TN	●	●	●	●				●	●	60	60	257	
URS Corp.	San Francisco, CA	●									15	15	248	
US Airways Group Inc.	Tempe, AZ	●	●	●	●		●	●	●		90	90	199	
US Foods Inc.	Rosemont, IL	●	●	●	●	●		●	●	●	75	75	893	
Valassis Communications Inc.	Livonia, MI	●	●		●		●	●	●	●	65	65		
Valero Energy Corp.	San Antonio, TX	●									15	15		9
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●		95	95		
Vanguard Health Systems	Nashville, TN	●									15	0	391	
Verizon Communications Inc.	New Jersey, NJ	●	●	●	●		●	●	●		90	100	16	
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	198	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●		100	90	359	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●		100	90		
Visa	San Francisco, CA	●	●	●	●	●	●	●	●		100	90		260
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●	90	80		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●		100	100	1	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●			●	●		80	80		
Voya Financial	New York, NY	●	●	●	●	●	●	●	●		100	100		
W.R. Berkley	Greenwich, CT	●									15	0		438
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●		100	30	295	
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●		100	100	66	
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	●				●		65	40		
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●		100	100		37
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●		●	●	●		90	80		
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●		100	100	66	
Washington Post Co.	Washington, DC			●	●						20	20	580	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Waste Management Inc.	Houston, TX	●	●	●	●		●	●	●		90	90	200	
Wawa Inc.	Wawa, PA	●	●	●	●			●			65	30		
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
WellCare Health Plans, Inc.	Tampa, FL	●	●								30	15	345	
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●		100	90	47	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	25	
WESCO International Inc.	Pittsburgh, PA	●									15	0	385	
Western & Southern Financial Group	Cincinnati, OH										0	0	471	
Western Digital Corp.	Irvine, CA	●	●								30	30	222	
Western Refining Inc.	El Paso, TX	●									15	0	283	
Western Union Co., The	Englewood, CO	●	●								30	30	445	
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●		●	●	●		85	85	363	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●		100	100	154	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Whole Foods Market Inc.	Austin, TX	●	●		●		●	●	●		75	75	232	
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			●			●	●		35	45		
Williams Companies Inc.	Tulsa, OK	●	●	●	●		●	●	●		85	60	342	
Williams Mullen PC	Richmond, VA	●	●	●	●		●	●	●		90	90		
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●		●	●	●		90	80	582	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●		●	●			70	85		
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100		
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●		●	●	●		85	85		
Windstream Corp.	Little Rock, AR	●									15		414	
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	●			●			45	45		
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Wisconsin Energy Corp.	Milwaukee, WI	●			●			●	●		45	45	557	
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●		100	90		
World Fuel Services	Miami, FL	●	●								30	30	74	
WPP Group USA	New York, NY	●	●	●	●		●	●	●		80	80		
Wyeth	Madison, NJ	●		●	●			●			45	45		
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●		100	100	528	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	478	
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●		●	●	●		90	75	266	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●		100	100	131	
Xylem Inc.	White Plains, NY	●	●	●	●			●	●		65	65	612	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	100	494	
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100			
Young's Market Co.	Tustin, CA	●	●		●			●	●		65	60		
YRC Worldwide Inc.	Overland Park, KS	●							●		20	20	498	
Yum! Brands Inc.	Louisville, KY	●	●	●	●			●	●		80	80	201	
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●		100	100		
Zurich North America	Schaumburg, IL	●	●	●	●			●	●		65	65		

Appendix C

Ratings by Industry, Descending Score

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Advertising and Marketing														
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●		100	100	366	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●		100	100		
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●		100	90		
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●		100	100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●		100	100		
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●		100	100		
Re:Sources USA Inc.	Long Island City, NY	●		●	●	●	●	●	●		85	100		
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●		●	●	●		80			
WPP Group USA	New York, NY	●	●	●	●		●	●	●		80	80		
Emmis Communications Corporation	Indianapolis, IN	●		●	●		●	●	●		75	75		
Omnicom Group	New York, NY	●	●		●			●	●		65	80	191	
Valassis Communications Inc.	Livonia, MI	●	●		●		●	●	●		65	65	893	
Aerospace and Defense														
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	30	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●		100	100	59	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●		100	95	120	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●		100	100	124	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●		95	90	511	
BAE Systems Inc.	Arlington, VA	●	●	●	●	●		●	●		90	85		
Exelis	McLean, VA	●	●	●	●		●	●	●		85		453	
General Dynamics Corp.	Falls Church, VA	●	●	●	●		●	●	●		85	85	98	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●		●	●	●		75	85	78	
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●						50	50	519	
Textron Inc.	Providence, RI	●		●	●			●	●		50	50	225	
L-3 Communications Holdings	New York, NY	●	●								30	30	197	
Precision Castparts Corp	Portland, OR	●	●								30	30	355	
Airlines														
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●		100	90	515	
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●		100	100	121	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●		100	90	495	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●		100	100	79	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●		100	90		
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●		●	●	●		90	90	83	
Southwest Airlines Co.	Dallas, TX	●	●	●	●		●	●	●		90	90	164	
US Airways Group Inc.	Tempe, AZ	●	●	●	●		●	●	●		90	90	199	
Apparel, Fashion, Textiles, Dept. Stores														
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	520	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●		100	100	126	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●		●	●	●		90	90		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●		100	90	109	
Ralph Lauren Corp.	New York, NY	●	●	●	●		●	●	●		90	90	370	
Aéropostale Inc.	New York, NY	●	●	●	●	●		●	●		85	85	839	
Adidas America	Portland, OR	●	●	●	●			●	●		80	15		
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●			●		80	60	518	
PVH Corp.	New York, NY	●	●		●		●	●	●		70	70	422	
L.L. Bean Inc.	Freeport, ME	●	●	●	●		●	●			65	65		
Jones Group, The	New York, NY	●	●	●	●			●	●		60	70	608	
Automotive														
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●		100	100	10	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●		100	100		
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●		100	100		
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●		100	100	7	
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●		100			
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●		100	100		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●		100	100		
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●		●	●	●		90	90		
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●		90	80		
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●		●	●		75		359	
Lear Corp.	Southfield, MI	●	●	●	●			●	●		75	15		
Bridgestone Americas Holding Inc.	Nashville, TN	●	●		●		●	●	●		70	70		
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●				●		55	65	293	
Group 1 Automotive	Houston, TX	●		●	●						40	15	343	
Navistar International Corp.	Lisle, IL	●	●					●			40	40	216	
Autoliv Inc.	Auburn Hills, MI	●	●								30	15	317	
Dana Holding Corp.	Maumee, OH			●	●			●	●		30	45	356	
Cooper Tire & Rubber Co.	Findlay, OH		●		●			●			25	25	560	
AutoNation Inc.	Fort Lauderdale, FL	●									15	15	177	
BorgWarner Inc.	Auburn Hills, MI	●									15	30	358	
Goodyear Tire & Rubber Co.	Akron, OH	●									15	15	137	
Paccar Inc.	Bellevue, WA	●									15	15	168	
Tenneco Inc.	Lake Forest, IL	●									15	15	349	
TRW Automotive Holdings Corp.	Livonia, MI							●			10	10	173	
Penske Automotive Group	Bloomfield Hills, MI										0	0	203	
Sonic Automotive Inc.	Charlotte, NC										0	15	307	
Banking and Financial Services														
American Express Co.	New York, NY	●	●	●	●	●	●	●	●		100	100	90	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	263	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●		100	100	21	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●		100	100	180	
Barclays	New York, NY	●	●	●	●	●	●	●	●		100	100		
BlackRock	New York, NY	●	●	●	●	●	●	●	●		100	100	286	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●		100	100		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●		100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	127
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	488
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	26
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	90	772
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●		100	100	294
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●		100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●		100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●		100	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●		100	80	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	45	254
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	68
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		100	100	707
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	18
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	510
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	348
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	765
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●		100	100	96
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	561
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	170
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●		100	100	29
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	90	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	90	268
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	239
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●		100	100	709
TD Bank, N.A.	Wilmington , DE	●	●	●	●	●	●	●	●	●		100	100	
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●		100	100	97
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●		100	100	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	132
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	90	260
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	25
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●		95	95	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●		90	90	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●		90	80	

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●		●	●	●		90	90	361	
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●		●	●	●		90	90		
McGraw Hill Financial	New York, NY	●	●	●	●		●	●	●		90	90	390	
Morningstar Inc.	Chicago, IL	●	●	●	●		●	●	●		90	90		
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●		●	●	●		90	90	601	
Regions Financial Corp.	Birmingham, AL	●	●	●	▮		●	●	●		85	60	401	
AllianceBernstein	New York, NY	●	●	●	●			●	●		80			
BB&T Corp.	Winston-Salem, NC	●	●	●	▮		●	▮	●		80	80	251	
Brown Brothers Harriman & Co.	New York, NY	●	●	●	▮			●	●		75	65		
First Horizon National Corp.	Memphis, TN	●	●		●		●	●	●		75	70		
RBS Securities Inc.	Stamford, CT	●	●		●		●	●	●		75	75		
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	▮		●	●			70	70		
Invesco Ltd.	Atlanta, GA	●	●	●	●	●		▮			70	15		
M&T Bank Corp.	Buffalo, NY	●	●		▮		●	●	●		70	70	521	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	▮				●		65	65		
Franklin Resources Inc.	San Mateo, CA	●	●	●	●			▮	▮		65	40	362	
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	▮				●		65	40		
E*TRADE Financial Corp.	New York, NY	●	●	●	▮			▮			55	55	883	
NYSE Euronext Inc.	New York, NY	●			▮			●	●		45	45	616	
SLM Corp. (Sallie Mae)	Newark, DE	●		●	▮			●			45	45	418	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●		●	▮			▮			40	40		
H&R Block Inc.	Kansas City, MO	●		●	▮						35	35	665	
Fidelity National Financial Corp.	Jacksonville, FL	●	●								30	30	353	
Western Union Co., The	Englewood, CO	●	●								30	30	445	
Dun & Bradstreet Corp., The	Short Hills, NJ	●		●							30	30		
Ally Financial Inc.	Detroit, MI	●									15	15	221	
Fidelity National Information Services Inc.	Jacksonville, FL	●									15	15	434	
KKR & Co. LP	New York, NY	●									15	15	277	
CIT Group Inc.	New York, NY	●									15	15	589	
INTL FCStone Inc.	New York, NY										0	0	39	
Jones Financial Companies LLLP	Des Peres, MO										0		491	
Leucadia National Corporation	New York, NY										0		289	
Chemicals and Biotechnology														
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●		100	100		
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●		100	100	52	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●		100	100	72	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	229	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●		100	100	206	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	▮	●	●	●	●		95	85	273	
Bayer Corp.	Pittsburgh, PA	●	●	●	●			●	●		80	80		
Celanese Corp.	Irving, TX	●	●	●	●			●	●		80	15	396	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	▮			●	●		75	75	182	
Praxair Inc.	Danbury, CT	●		●	▮			●	▮		50	50	241	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Huntsman Corp.	Salt Lake City, UT	●	●		▶				▶		40	40	241	
Sherwin-Williams Co., The	Cleveland, OH	●	●								30	15	282	
Ashland Inc.	Covington, KY	●									15	15	321	
Avery Dennison	Pasadena, CA	●									15	15	375	
Eastman Chemical Co.	Kingsport, TN	●									15	15	324	
CF Industries Holdings, Inc.	Deerfield, IL										0	0	419	
Computer and Data Services														
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●		100	100	255	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●		100	100	857	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●		100	100	133	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●		100	100	15	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●		100	100	119	
LexisNexis Group	Miamisburg, OH	●	●	●	●		●	●	●		90	90		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	▶		●	●	●		85	85	176	
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●			●	●		80	80		
SRA International Inc.	Fairfax, VA	●	●	●	●			●	●		80	80		
Unisys Corp.	Blue Bell, PA	●	●					●			40	40	621	
Keane Inc.	Boston, MA	●						●			25	25		
Cognizant Technology Solutions Corp.	Teaneck, NJ	●									15	15	352	
SAIC Inc.	McLean, VA	●									15	15	240	
Computer Hardware and Office Equipment														
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●		100	100	6	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●		100	100	51	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●		100	100	609	
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●		100	90	441	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	90	408	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●		100	100	131	
CDW Corp.	Vernon Hills, IL	●	●	●	●		●	●	●		90	90	267	
Ingram Micro	Santa Ana, CA	●	●	●	●		●	●	●		90	90	76	
Avnet Inc.	Phoenix, AZ	●	●	●	▶	●	●	▶	▶		80	70	117	
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●		●	▶			70	0	470	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	▶			●			60	45		
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●		▶		80	35	489	
Acer Inc.	Irvine, CA	●		●	▶						35	35		
SYNNEX Corp.	Fremont, CA	●	●								30	0	262	
Western Digital Corp.	Irvine, CA	●	●								30	30	222	
Arrow Electronics	Englewood, CO	●									15	15	141	
United Stationers Inc.	Deerfield, IL	●									15	15	484	
Software House International	Somerset, NJ	●									15	15		
Computer Software														
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	90	540	
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●		100	100	499	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●		100	100	565	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	558	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●		100	100	35	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●		100	100	80	
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	702	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●		100	100		
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	379	
Avaya Inc.	Santa Clare , CA	●	●	●	●	●			●	●	75	80	477	
BMC Software Inc.	Houston, TX	●	●	●	●				●	●	70	80	890	
Software AG USA Inc.	Reston, VA	●	●	●	●				●	●	70	70		
Ultimate Software Group Inc., The	Weston, FL	●	●		●				●	●	65			
Compuware Corp.	Detroit, MI	●	●	●	●				●	●	60	60		
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●			●				●	●	30	30		
McAfee Inc.	Santa Clara, CA	●			●				●		25	25		
Consulting and Business Services														
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Accenture	New York, NY	●	●	●	●	●	●	●	●		100	100		
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●		100	90	205	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●		100	100	436	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●		100	100		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●		100	100	20	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	228	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100		
Navigant Consulting Inc.	Chicago , IL	●	●	●	●	●	●	●	●		100	100		
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●		100	100		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●		100	90		
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●		100	100		
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●		100		649	
Adecco North America LLC	Jacksonville, FL	●	●	●	●		●	●	●		90	90		
Capgemini U.S. LLC	New York, NY	●	●	●	●		●	●	●		90	90		
Grant Thornton LLP	Chicago, IL	●	●	●	●		●	●	●		90	90		
ManpowerGroup	Milwaukee, WI	●	●	●	●		●	●	●		85	90	140	
Robert Half International Inc.	Menlo Park, CA	●	●	●	●		●	●	●		85	85	571	
Sapient Corp.	Boston, MA	●	●	●	●			●	●		80	80		
Infosys Limited Inc.	Plano, TX	●	●	●	●			●	●		70	70		
Harris Interactive Inc.	New York, NY	●	●	●	●			●	●		60	70		
Convergys Corp.	Cincinnati, OH	●		●	●	●		●	●		55	35	906	
Kelly Services Inc.	Troy, MI	●	●								30	30	462	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points				
		1a	1b	2a	2b	2c	3a	3b	4	5				
Education and Child Care														
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●		●	●	●		90	90		
Energy and Utilities														
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●		100	90	226	
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	129	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	183	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●		100	100		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●		100	100	281	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●		100	100		
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●		●	●	●		90	90		
Duke Energy Corp.	Charlotte, NC	●	●	●	●		●	●	●		90	90	145	
Entergy Corp.	New Orleans, LA	●	●	●	●		●	●	●		90	80	261	
National Grid USA	Brooklyn, NY	●	●	●	●		●	●	●		90	90		
Public Service Enterprise Group	Newark, NJ	●	●	●	●		●	●	●		90	90	276	
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●		●	●	●		90	75	266	
Alliant Energy Corp.	Madison, WI	●	●	●	●		●	●	●		85	85	655	
Ameren Corp.	St. Louis, MO	●	●	●	●		●	●	●		85	85	373	
Dominion Resources Inc.	Richmond, VA	●	●	●	●		●	●	●		85	85	210	
Pepco Holdings Inc.	Washington, DC	●	●	●	●		●	●	●		85	85	483	
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●			●	●		80	80	185	
Laclede Group Inc., The	St. Louis, MO	●	●	●	●			●	●		80	80		
SunPower Corp.	San Jose, CA	●	●	●	●	●		●	●		75	75	833	
NextEra Energy Inc.	Juno Beach, FL	●	●		●		●	●	●		70	70	190	
NRG Energy Inc.	Princeton, NJ	●	●	●	●		●	●	●		70	50	314	
NV Energy Inc.	Las Vegas, NV	●	●		●		●	●	●		70	70	718	
ONEOK Inc.	Tulsa, OK	●	●	●	●			●	●		70	30	219	
Southern Co.	Atlanta, GA	●	●		●		●	●	●		70	45	171	
PacifiCorp	Portland, OR	●	●	●	●		●	●			65	80		
PPL Corp.	Allentown, PA	●	●		●			●	●		65	65	224	
Pinnacle West Capital	Phoenix, AZ	●	●	●				●	●	●	60	35	668	
RRI Energy Inc.	Houston, TX	●		●	●			●	●		50	50		
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●						50	50		
Wisconsin Energy Corp.	Milwaukee, WI	●			●			●	●		45	45	557	
Calpine Corp.	Houston, TX	●		●	●				●		40	40	459	
CMS Energy Services	Jackson, MI	●					●	●	●		35	35	406	
DTE Energy Co.	Detroit, MI	●			●			●	●		35	35	299	
PNM Resources Inc.	Albuquerque, NM	●	●						●		35	35		
Edison International	Rosemead, CA	●	●								30	30	212	
UGI Corp.	King of Prussia, PA	●	●								30	30	388	
Mirant Corp.	Atlanta, GA	●		●							30	30		
Northeast Utilities	Springfield, MA	●			●			●			30	30	402	
CenterPoint Energy Inc.	Houston, TX	●									15	15	344	
Energy Future Holdings Corp	Dallas, TX	●									15	15	447	
Global Partners	Waltham, MA	●									15	0	157	
NiSource Inc.	Merrillville, IN	●									15	15	480	

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000						
		15 points		15 points		15 points		10 points		10 points					10 points		15 points		-25 points	
		1a	1b	2a	2b	2c	3a	3b	4	5										
Allegheny Energy Inc.	Greensburg, PA	●											15	15						
AES Corp., The	Arlington, VA												0	15	153					
Energy Transfer Partners, L.P.	Dallas, TX												0	0	161					
FirstEnergy Corp.	Akron, OH												0	0	181					
Targa Resources Corp.	Houston, TX												0	0	435					
Engineering and Construction																				
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●			●	●	●			90	90	320					
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●			●	●	●			90	90	415					
Turner Construction Co.	New York, NY	●	●	●	●			●	●	●			90	90						
Fluor Corp.	Irving, TX	●	●	●	●				●	●			75	45	110					
Black & Veatch Corp.	Overland Park, KS	●	●	●	●					●	●		65	65						
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●								50	50	249					
KB Home	Los Angeles, CA	●	●	●	●								50	50						
Perkins + Will Inc.	Chicago, IL	●		●	●					●			45	45						
KBR Inc.	Houston, TX	●	●										30	0	334					
Ryland Group Inc., The	Calabasas, CA	●			●								20	20						
EMCOR Group Inc	Norwalk, CT	●											15	15	399					
Peter Kiewit Sons' Inc	Omaha, NE	●											15	15	243					
Quanta Services	Houston, TX	●											15		397					
The Shaw Group Inc.	Baton Rouge, LA	●											15	15	426					
URS Corp.	San Francisco, CA	●											15	15	248					
Entertainment and Electronic Media																				
AMC Entertainment Inc.	Leawood , KS	●	●	●	●	●	●	●	●	●			100	100	787					
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●			100	90	186					
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●			100	100	46					
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●			100	95	102					
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	652					
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●			100	100						
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	105					
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	198					
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●			100	100	66					
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●		●	●	●	●			90	90						
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●	●				85							
Netflix Inc.	Los Gatos, CA	●	●	●	●	●			●	●			80	80	629					
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●					●	●		75	75	407					
Live Nation Inc.	Beverly Hills, CA	●	●	●	●					●			70	70	439					
Corbis Corp.	Seattle, WA	●	●	●	●								50	50						
Regal Entertainment Group	Knoxville, TN	●			●			●		●			35	35	742					
News Corp.	New York, NY	●											15	15	91					
Food, Beverages and Groceries																				
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●			100	90						
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●			100							
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●			100	100	767					
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●			100	100	338					

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Cargill Inc.	Wayzata, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Coca-Cola Co., The	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	57	
ConAgra Foods Inc.	Omaha, NE	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	95	209	
Darden Restaurants Inc.	Orlando, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	328	
Delhaize America Inc.	Salisbury, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100		
Diageo North America	Norwalk, CT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100		
E&J Gallo Winery	Modesto, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100		
General Mills Inc.	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	169	
Kellogg Co.	Battle Creek, MI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	192	
Kraft Foods Group Inc.	Northfield, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	151	
Land O'Lakes Inc.	Arden Hills, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	194	
MillerCoors LLC	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100		
Mondelez International Inc.	East Hanover, nj	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100		88	
PepsiCo Inc.	Purchase, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	43	
Safeway Inc.	Pleasanton, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100	62	
Sodexo Inc.	Gaithersburg, MD	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	100		
H.J. Heinz Co.	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		95	85	234	
Hain Celestial Group Inc.	Lake Success, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		90	90		
Hershey Co., The	Hershey, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		100	90	384	
McDonald's Corp.	Oak Brook, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		90	90	111	
Pernod Ricard USA LLC	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		90	75		
Supervalu Inc.	Eden Prairie, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		90	90	86	
Green Mountain Coffee Roasters Inc.	Waterbury, VT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		85	85	605	
Kroger Co., The	Cincinnati, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		85	85	23	
Burger King Corp.	Miami, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		80	55	952	
Yum! Brands Inc.	Louisville, KY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		80	80	201	
Chipotle Mexican Grill Inc.	Denver, CO	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		75	75	763	
Giant Eagle Inc.	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		75			
US Foods Inc.	Rosemont, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		75	75		
Whole Foods Market Inc.	Austin, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		75	75	232	
Bloomin' Brands Inc.	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		70	70	590	
Brinker International Inc.	Dallas, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		70	70	744	
Dr Pepper Snapple Group Inc.	Plano, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		70	70	427	
Hormel Foods Corp.	Austin, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		70	85	319	
Compass Group USA Inc.	Charlotte, NC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		65	65		
Wawa Inc.	Wawa, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		65	30		
Young's Market Co.	Tustin, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		65	60		
Caribou Coffee Company Inc.	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		60	55		
Gastronomy Inc.	Salt Lake City, UT	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		60	70		
J. M. Smucker Co.	Orrville, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		60	60	452	
The Wendy's Co.	Dublin, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		60	55	809	
Ahold USA Inc.	Quincy, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		55	55		
Dean Foods Co.	Dallas, TX	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		55	40	217	
Palm Management Corp.	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points		55	65		

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Constellation Brands Inc.	Victor, NY			●	●				●	●		50	0	779
Bob Evans Farms Inc.	New Albany, OH			●	▶				●	●		45	75	
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			▶				●	●		45	45	793
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	▶				●			45	45	
H.E. Butt Grocery Co.	San Antonio, TX	●		●					●			40	40	
Domino's Pizza Inc.	Ann Arbor, MI	●			▶				●	▶		35	35	
Nash Finch	Minneapolis, MN	●	●									30	30	500
Tyson Foods Inc.	Springdale, AR	●	●									30	15	93
C&S Wholesale Grocers Inc.	Keene, NH	●		●								30	30	
Rite Aid Corp.	Camp Hill, PA			●	▶				●			30	60	113
Archer Daniels Midland Co.	Decatur, IL			●	▶							20	35	27
Smithfield Foods Inc.	Smithfield, VA	●										15	15	213
SYSCO Corp.	Houston, TX	●										15	15	65
Dole Food Co. Inc.	Westlake Village, CA			●								15	30	372
CHS Inc.	Inver Grove Heights, MN											0	0	69
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	368
Ingredion Inc.	Westchester, IL											0	15	386
Publix Super Markets	Lakeland, FL											0	0	108
Seaboard Corp.	Shawnee Mission, KS											0	0	411
United Natural Foods Inc.	Providence, RI											0		474
Forest and Paper Products														
Weyerhaeuser Co.	Federal Way, WA	●	●	●	▶		●	●	●			85	85	363
International Paper Co.	Memphis, TN			●	▶				●			30	45	107
Domtar Corp.	Fort Mill, SC	●										15	15	458
Healthcare														
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●		100	100	84
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●		100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●		100	65	357
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	100	19
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	622
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●		100	85	13
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	80	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	73
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	14
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		100	100	17
Cerner Corp.	North Kansas City, MO	●	●	●	●		●	●	●	●		90	90	774
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●		●	●	●	●		90	65	341
Group Health Permanente	Seattle, WA		●	●	●	●	●	●	●	●		85	100	
CHG Healthcare Services, Inc.	Salt Lake City, UT	●	●	●	●			●	●	●		80		
Health Net Inc.	Woodland Hills, CA	●	●	●	▶		●	▶	●			80	80	236
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●		●	●	▶			80	80	
Abbott Laboratories	Abbott Park, IL	●	●	●	▶			●	●			75	60	70

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Bausch & Lomb Inc.	Rochester, NY	●	●	●	▶		●	●	▶		75	75		
Mayo Clinic	Rochester, MN	●	●	●	▶		●	●	▶		75	70		
Express Scripts Inc.	St. Louis, MO	●	●	●	●			●	▶		70	70	24	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	▶			▶			55	60	636	
AmerisourceBergen Corp.	Chesterbrook, PA	●		●	●						40	55	32	
Austin Radiological Assn.	Austin, TX	●		●	▶			▶			40	40		
Owens & Minor Inc.	Mechanicsville, VA	●			▶				●		35	35	297	
WellCare Health Plans, Inc.	Tampa, FL	●	●								30	15	345	
Henry Schein	Melville, NY	●									15	15	296	
Laboratory Corporation of America Holdings	Burlington, NC	●									15	15	444	
Omnicare	Cincinnati, OH	●									15	15	416	
Centene Corp.	St. Louis, MO										0	0	303	
Coventry Health Care	Bethesda, MD										0	15	195	
Molina Healthcare Inc.	Long Beach, CA										0	15	423	
Healthcare Medical Facilities														
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●			▶	●		75	30	82	
Pacific Medical Centers	Seattle, WA	●		●	●		●	▶	▶		60			
Tenet Healthcare Corp.	Dallas, TX	●	●		●			▶	●		60	45	269	
Community Health Systems Inc.	Franklin, TN	●	●								30	30	184	
Health Management Associates Inc.	Naples, FL	●	●								30	30	376	
DaVita Inc.	Denver, CO	●									15	15	311	
Kindred Healthcare	Louisville, KY	●									15	15	410	
Universal Health Services	King of Prussia, PA	●									15	15	337	
Vanguard Health Systems	Nashville, TN	●									15	0	391	
High-Tech/Photo/Science Equip.														
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●		100	100	562	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●		100	100		
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●		100	100		
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●		100	95	54	
Medtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	172	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●		100	85	457	
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●		●	●	●		90	90	371	
Texas Instruments Inc.	Dallas, TX	●	●	●	●		●	●	●		90	90	218	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	▶	●		●	●		85	50	220	
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●			▶	●		75	65	464	
Applied Materials Inc.	Santa Clara, CA	●	●	●	▶		●	●	▶		75	85	302	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●		●			75		553	
ITT Corp.	White Plains, NY	●	●	●	▶			●	▶		65	75	861	
Terex Corp.	Westport, CT	●	●	●	●						50	45	351	
KLA-Tencor Corp.	Milpitas, CA	●		●				▶			35	35	681	
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●								30	30	332	
Parker Hannifin Corp.	Cleveland, OH	●	●								30	15	211	
SanDisk Corp.	Milpitas, CA	●	●								30	30	487	
Timken Co., The	Canton, OH	●	●								30	30	493	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Polaroid Corp.	Waltham, MA	●			●			●			30	30		
Broadcom Corp.	Irvine, CA	●							●		20	20	327	
Agco	Duluth, GA	●									15	15	272	
Dover Corp.	Downers Grove, IL	●									15	15	308	
General Cable Corp.	Highland Heights, KY	●									15	15	425	
Graybar Electric Company, Inc.	St. Louis, MO	●									15	15	465	
Joy Global Inc.	Milwaukee, WI	●									15		446	
Micron Technology Inc.	Boise, ID	●									15	15	318	
WESCO International Inc.	Pittsburgh, PA	●									15	0	385	
Sanmina-SCI	San Jose, CA										0	0	420	
SPX Corp.	Charlotte, NC										0	0	431	
Home Furnishing														
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●		100	100		
IKEA (U.S.)	Conshohocken, PA	●	●	●	●		●	●	●		90	30		
Masco Corp.	Taylor, MI	●									15	15	336	
Hotels, Resorts and Casinos														
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	300	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●		100	100		
Hilton Worldwide Inc.	McLean, VA	●	●		●	●	●	●	●		100	100		
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	593	
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●		100	90		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100		
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●		100	100	230	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	292	
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●		100	100	400	
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100		
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●		100	100	528	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	478	
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●		●	●	●		90	90		
Carlson, Inc.	Minnetonka, MN	●	●	●	●		●	●	●		85	85		
Sbe	LA, CA	●	●	●	●		●	●	●		85			
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●			●	●		65			
Host Hotels & Resorts Inc.	Bethesda, MD	●		●							30	15	469	
Las Vegas Sands Corp.	Las Vegas, NV	●									15	15	244	
Insurance														
AIG	New York, NY	●	●	●	●	●	●	●	●		100	100	38	
AXA	New York, NY	●	●	●	●	●	●	●	●		100	100		
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●		100			
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●		100	100		
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●		100	85		
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●		100	100	202	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●		100	100	103	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●		100	100		
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●		100	100	112	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points				
		1a	1b	2a	2b	2c	3a	3b	4	5				
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●		100	100		
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●		100	85		
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●		100	100	94	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	40	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●		100	100	100	
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●		100	90	89	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●		100	90	114	
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●		100	100	166	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●		100	100		
Voya Financial	New York, NY	●	●	●	●	●	●	●	●		100	100		
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●		100	90	47	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●		95	30	455	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●		95	95	44	
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●		●	●	●		90	60		
Assurant	New York, NY	●	●	●	●		●	●	●		90	85	309	
Esurance Inc.	San Francisco, CA	●	●	●	●		●	●	●		90	90		
Lincoln National Corp.	Radnor, PA	●	●	●	●		●	●	●		90	85	235	
Principal Financial Group	Des Moines, IA	●	●	●	●		●	●	●		90	90	290	
Travelers Companies Inc., The	New York, NY	●	●	●	●		●	●	●		90	90	116	
AFLAC Inc.	Columbus, GA	●	●	●	●		●	●	●		85	75	118	
Allstate Corp., The	Northbrook, IL	●	●	●	●		●	●	●		85	85	92	
American Family Insurance Group	Madison, WI	●	●	●	●	●		●	●		85	55	393	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●		●	●	●	●	●		85	85		
CNA Insurance	Chicago, IL	●	●	●	●		●	●	●		85	85		
Health Care Service Corp.	Chicago, IL	●	●	●	●		●	●	●		85	85		
Liberty Mutual Group	Boston, MA	●	●	●	●		●	●	●		85	60	81	
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●		●	●	●		85	85	369	
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●		●	●		90	65	271	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●		●	●	●		80	15	522	
Standard Insurance Company	Portland, OR	●	●	●	●			●	●		75	75		
Selective Insurance Group	Branchville, NJ	●	●	●	●			●	●		65	65		
Zurich North America	Schaumburg, IL	●	●	●	●			●	●		65	65		
BMC HealthNet Plan	Boston, MA	●	●		●			●	●		60	60		
Unum Group	Chattanooga, TN	●	●	●	●			●	●		60	60	257	
Mutual of Omaha Insurance	Omaha, NE	●		●	●			●	●		55	60	394	
CUNA Mutual Insurance Group	Madison, WI	●		●	●			●			50	30	693	
Thrivent Financial	Minneapolis, MN	●		●	●			●	●		45	15	325	
Guardian Life Insurance Co. of America, The	New York, NY	●		●	●						35	35	238	
Loews Corp.	New York, NY	●		●	●						35	35	188	
Reinsurance Group of America Inc.	Chesterfield, MO	●	●								30	15	275	
Transamerica Corp., The	Cedar Rapids, IA			●	●						20	20		
W.R. Berkley	Greenwich, CT	●									15	0	438	
American Financial Group	Cincinnati, OH										0	0	485	
Auto-Owners Insurance Group	Lansing, MI										0	0	443	
Berkshire Hathaway Inc.	Omaha, NE										0	0	5	

Employer	Headquarters Location	Criterion									2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points			
Old Republic International	Chicago, IL										0		496
United Services Automobile Association	San Antonio, TX										0	0	139
Western & Southern Financial Group	Cincinnati, OH										0	0	471
Internet Services and Retailing													
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	100	196
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●		100		482
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	55
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●		100	100	851
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	100	494
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100		
Amazon.com Inc.	Seattle, WA	●	●	●	●		●	●	●		90	90	49
AOL	New York, NY	●	●	●	●	●		●	●		90	90	880
Classified Ventures LLC	Chicago, IL	●	●	●	●		●	●	●		90	90	
Expedia Inc.	Bellevue, WA	●	●	●	●		●	●	●		90	90	583
Hanover Direct Inc.	Weehawken, NJ	●	●	●	●			●			55	70	
Liberty Interactive Corp.	Englewood, CO										0	0	270
Law Firms													
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●		100		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●		100	100	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100	
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●		100	100	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
Carlton Fields Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●		100	100	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●		100	100	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●		100	100	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●		100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●		100	100	
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●		100	100	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●		100	100	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●		100	100	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Fish & Richardson PC	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Foley & Lardner LLP	Milwaukee, WI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Foley Hoag LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Frost Brown Todd LLC	Cincinnati, OH	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Goodwin Procter LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Hinshaw & Culbertson LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Hogan Lovells US LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Holland & Knight LLP	Tampa, FL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Hunton & Williams LLP	Washington, DC	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Jenner & Block LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
K&L Gates LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Katten Muchin Rosenman LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
King & Spalding LLP	Atlanta, GA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Kirkland & Ellis LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Kramer Levin Naftalis & Frankel LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Latham & Watkins LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Lindquist & Vennum LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	95		
Littler Mendelson PC	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Mayer Brown LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
McDermott Will & Emery LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Morgan Lewis & Bockius LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Morrison & Foerster LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Nixon Peabody LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
O'Melveny & Myers LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Patterson Belknap Webb & Tyler LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Paul Hastings LLP	Los Angeles, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Pepper Hamilton LLP	Philadelphia, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Perkins Coie LLP	Seattle, WA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Quarles & Brady LLP	Milwaukee, WI	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	90		
Reed Smith LLP	Pittsburgh, PA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Ropes & Gray LLP	Boston, MA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Schiff Hardin LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Sedgwick LLP	San Francisco, CA	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Seyfarth Shaw LLP	Chicago, IL	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		
Shearman & Sterling LLP	New York, NY	15 points	15 points	15 points	10 points	10 points	10 points	10 points	15 points	-25 points	100	100		

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●		100	100	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●		100	100	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●		100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●		100	90	
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●		100	90	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●		95	100	
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●		95	90	
Andrews Kurth LLP	Houston, TX	●	●	●	●		●	●	●	●		90	90	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●		●	●	●	●		90	90	
Baker Botts LLP	Houston, TX	●	●	●	●		●	●	●	●		90	90	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●		●	●	●	●		90	90	
Bracewell & Giuliani	Houston, TX	●	●	●	●		●	●	●	●		90	90	
Chadbourne & Parke LLP	New York, NY	●	●	●	●		●	●	●	●		90	90	
Cooley LLP	Palo Alto, CA	●	●	●	●	●		●	●	●		90	90	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●		●	●	●	●		90	90	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●		●	●	●	●		90	75	
Day Pitney LLP	Hartford, CT	●	●	●	●		●	●	●	●		90	80	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●		●	●	●	●		90	90	
Duane Morris LLP	Philadelphia, PA	●	●	●	●		●	●	●	●		90	85	
Epstein Becker & Green PC	New York, NY	●	●	●	●		●	●	●	●		90	90	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●		●	●	●	●		90	90	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●		●	●	●	●		90	90	
Greenberg Traurig LLP	New York, NY	●	●	●	●		●	●	●	●		90	90	
Haynes and Boone LLP	Dallas, TX	●	●	●	●		●	●	●	●		90	85	
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●		●	●	●	●		90	90	
Kaye Scholer LLP	New York, NY	●	●	●	●		●	●	●	●		90	90	
Kenyon & Kenyon	New York, NY	●	●	●	●		●	●	●	●		90	85	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●		●	●	●	●		90	90	
Kutak Rock LLP	Omaha, NE	●	●	●	●		●	●	●	●		90	90	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●		●	●	●	●		90	90	
McCarter & English LLP	Newark, NJ	●	●	●	●		●	●	●	●		90	90	
McGuireWoods LLP	Richmond, VA	●	●	●	●		●	●	●	●		90	90	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●		●	●	●		90	80		
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●		●	●	●		90	60		
Norton Rose Fulbright	Houston, TX	●	●	●	●		●	●	●		90	90		
Patton Boggs LLP	Washington, DC	●	●	●	●		●	●	●		90	90		
Proskauer Rose LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	90		
Snell & Wilmer	Phoenix, AZ	●	●	●	●		●	●	●		90	90		
Step toe & Johnson LLP	Washington, DC	●	●	●	●	●		●	●		90	80		
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●		●	●	●		90	90		
Sullivan & Cromwell LLP	New York, NY	●	●	●	●		●	●	●		90	90		
Williams Mullen PC	Richmond, VA	●	●	●	●		●	●	●		90	90		
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	▸		●	●	●		85	85		
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	▸		●	●	●		85	90		
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	▸		●	●	●		85			
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●		100	100		
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	▸		●	●	●		85	85		
Goulston & Storrs	Boston, MA	●	●	●	●			●	●		80	80		
Herrick Feinstein LLP	New York, NY	●	●	●	●		●	●	▸		80	80		
Locke Lord LLP	Dallas, TX	●	●	●	●			●	●		80	45		
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●			●	●		80	80		
Loeb & Loeb LLP	New York, NY	●	●	●	▸			●	●		75	75		
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	▸			●	●		75	75		
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	▸			●	●		75	45		
Howrey LLP	Washington, DC	●	●	●	▸		●	●			70	85		
Polsinelli Shughart PC	Kansas City, MO	●	●	●	▸		●	●			70	85		
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	▸		●	●			70	85		
Holland & Hart LLP	Denver, CO	●	●	●	▸			●	▸		65	75		
Quinn Emanuel Urquhart & Sullivan LLP	Los Angeles, CA			●	●		●	●	●		60			
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●		▸		●	●			55	70		
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●		●	▸			●	▸		50	60		
Holme Roberts & Owen LLP	Denver, CO	●		●	▸			●			45	45		
Schulte, Roth & Zabel LLP	New York, NY	●		●	▸			●			45	45		
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●			▸			●	▸		35	45		
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●			▸			▸			25	25		
Mail and Freight Delivery														
United Parcel Service	Atlanta, GA	●	●	●	●		●	●	●		90	90	53	
FedEx Corp.	Memphis, TN	●	●	●	▸		●	●	●		85	85	63	
Union Pacific Corp.	Omaha, NE	●	●		▸		●	●	●		70	70	138	
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●							▸		20	20		
YRC Worldwide Inc.	Overland Park, KS	●							▸		20	20	498	
J. B. Hunt Transport Services, Inc.	Lowell, AR										0		486	
Manufacturing														
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	101	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●		100	100	326	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●		100	100	160	
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●		100	100	152	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●		100	100	8	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●		100	100		
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●		100	100	476	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●		100	100	403	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●		100	90	758	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●		100	100	50	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●		100	100	154	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●		95	85		
Caterpillar Inc.	Peoria, IL	●	●	●	●		●	●	●		90	90	42	
Jarden Corp.	Boca Raton, FL	●	●	●	●	●	●	●	●		90	80	383	
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●		●	●	●		90	90	264	
Ball Corp.	Broomfield, CO	●	●	●	●		●	●	●		85	85	301	
Emerson Electric Co.	St. Louis, MO	●	●	●	●		●	●	●		80	60	123	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●			●	●		80	80		
Deere & Co.	Moline, IL	●		●	●			●	●		65	65	85	
Stryker Corp.	Kalamazoo, MI	●	●	●	●			●	●		65	15	305	
Xylem Inc.	White Plains, NY	●	●	●	●			●	●		65	65	612	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●			●	●		60	60	155	
Mars Inc.	Mt. Olive, NJ	●	●	●	●			●	●		60	60		
Johnson Controls Inc.	Milwaukee, WI	●		●	●			●	●		50	50	67	
MeadWestvaco Corp.	Richmond, VA	●		●	●			●	●		45	45	448	
Baldor Electric Co.	Fort Smith, AR	●			●				●		25	25		
Mohawk Industries Inc.	Calhoun, GA			●	●						20	20	442	
Huntington Ingalls Industries	Newport News, VA	●									15		380	
Crown Holdings	Philadelphia, PA	●									15	15	312	
Jabil Circuit Inc.	St. Petersburg, FL	●									15	15	163	
Oshkosh Corp.	Oshkosh, WI	●									15	15	322	
Owens-Illinois Inc.	Perrysburg, OH	●									15	15	364	
Mining and Metals														
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	128	
Mosaic Co.	Plymouth, MN	●	●	●	●	●		●	●		85	70	246	
Newmont Mining Corporation	Greenwood Village, CO	●		●	●		●	●	●		60	60	274	
AK Steel Holding Corp.	West Chester, OH	●	●								30	30	430	
Allegheny Technologies Inc.	Pittsburgh, PA	●	●								30	30	490	
Anadarko Petroleum	The Woodlands, TX	●	●								30	15	207	
Apache Corp.	Houston, TX	●	●								30	30	167	
Commercial Metals	Irving, TX	●	●								30	30	335	
Devon Energy Corp.	Oklahoma City, OK	●	●								30	30	284	
Occidental Petroleum	Los Angeles, CA	●	●								30	30	125	
Steel Dynamics, Inc.	Fort Wayne, IN	●	●								30	30	354	
Chesapeake Energy Corp.	Oklahoma City, OK	●									15	15	223	
Cleveland-Cliffs Inc.	Cleveland, OH	●									15	30	424	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Consol Energy, Inc.	Canonsburg, PA	●										15	15	463
EOG Resources	Houston, TX	●										15	15	233
Peabody Energy Corp	St. Louis, MO	●										15	15	315
Reliance Steel & Aluminum Co.	Los Angeles, CA	●										15	15	313
United States Steel Corp.	Pittsburgh, PA	●										15	0	147
Alpha Natural Resources Inc.	Bristol, VA											0	0	365
Freeport-McMoRan Copper & Gold Inc	Phoenix, AZ											0	0	156
Icahn Enterprises LP	New York, NY											0	0	178
Nucor Corp.	Charlotte, NC											0	0	146
Miscellaneous														
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●		100	30	295
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●		90	65	429
Imation Corp.	Oakdale, MN	●	●	●	●				●	●		60	70	
Anixter International Inc.	Glenview, IL	●	●									30	30	405
Bemis Co. Inc.	Neenah, WI	●										15	15	479
Genuine Parts Co.	Atlanta, GA	●										15	15	214
Rock-Tenn Company	Norcross, GA											0	0	291
Sealed Air Corp.	Elmwood Park, NJ											0	0	333
Spectrum Group International Inc.	Irvine, CA											0	0	331
Oil and Gas														
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●		100	100	3
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●		95	95	
BP America Inc.	Houston, TX	●	●	●	●		●	●	●	●		90	90	
Spectra Energy Corp	Houston, TX	●	●	●	●		●	●	●	●		90	85	475
Williams Companies Inc.	Tulsa, OK	●	●	●	●		●	●	●	●		85	60	342
ConocoPhillips	Houston, TX	●	●	●	●		●	●	●	●		75	55	45
Marathon Oil Corp.	Houston, TX	●	●	●	●			●	●	●		75	15	174
Hess Corp.	New York, NY	●		●	●					●		40	40	75
Cameron International Corp.	Houston, TX	●	●									30	0	310
HollyFrontier Corp.	Dallas, TX	●	●									30	0	143
World Fuel Services	Miami, FL	●	●									30	30	74
Baker Hughes Inc.	Houston, TX	●										15	15	135
Enbridge Energy Partners	Houston, TX	●										15	15	381
FMC Technologies Inc.	Houston, TX	●										15	15	417
Halliburton Co.	Houston, TX	●										15	15	106
Kinder Morgan Inc.	Houston, TX	●										15	15	265
Marathon Petroleum Corp.	Findlay, OH	●										15	0	33
MRC Global	Houston, TX	●										15		451
Murphy Oil	El Dorado, AR	●										15	15	104
National Oilwell Varco, Inc.	Houston, TX	●										15	15	144
NuStar Energy LP	San Antonio, TX	●										15	15	389
Phillips 66	Houston, TX	●										15		4
Tesoro Corp.	San Antonio, TX	●										15	15	95
Valero Energy Corp.	San Antonio, TX	●										15	15	9

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points			
Western Refining Inc.	El Paso, TX	●									15	0	283
PBF Energy	Parsippany, NJ										0		142
Enterprise Products Partners LP	Houston, TX										0	15	64
Plains All American Pipeline, L.P.	Houston, TX										0	0	77
Exxon Mobil Corp.	Irving, TX									●	-25	-25	2
Pharmaceuticals													
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●		100	55	
Biogen Idec Inc.	Cambridge, MA	●	●	●	●	●	●	●	●		100	100	454
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●		100	100	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●		100	100	158
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●		100	100	130
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●		100	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●		100	100	41
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●		100	100	58
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●		100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	48
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●		95		
Baxter International Inc.	Deerfield, IL	●	●	●	●		●	●	●		90	90	193
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●		●	●		85	85	
Amgen Inc.	Thousand Oaks, CA	●	●	●	●			●	●		80	60	162
Hospira Inc.	Lake Forest, IL	●	●	●	●			●	●	●	65	75	575
Sanofi-Aventis U.S. LLC	Bridgewater, NJ	●		●				●	●	●	45	45	
Wyeth	Madison, NJ	●		●	●			●			45	45	
Actavis Inc.	Parsippany, NJ	●	●								30		432
Celgene Corp.	Summit, NJ	●	●								30	30	456
Allergan Inc.	Irvine, CA	●									15	15	440
Gilead Sciences Inc	Foster City, CA										0	0	280
Mylan Laboratories Inc.	Canonsburg, PA										0	0	374
Publishing and Printing													
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●		100	100	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●		●	●	●		85	75	
Hachette Book Group	New York, NY	●	●	●	●			●	●		75	75	
New York Times Co.	New York, NY	●	●	●	●			●	●		75	90	923
Scholastic Corp.	New York, NY	●	●	●	●			●	●		75	55	900
Gannett Co. Inc.	McLean, VA	●		●	●			●	●		60	45	467
UBM plc	Manhasset, NY	●		●	●			●	●	●	50	60	
Washington Post Co.	Washington, DC			●	●						20	20	580
Real Estate, Commercial													
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●		100	100	387
JLL	Chicago, IL	●	●	●	●	●	●	●	●		100	90	596
Lend Lease Americas Inc.	New York, NY	●	●	●	●			●	●	●	70		
Real Estate, Residential													
Realogy Holdings Corp.	Madison, NJ	●	●	●	●		●	●	●		90	90	512
Simon Property Group Inc.	Indianapolis, IN	●									15		497

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Retail and Consumer Products														
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●		100	100		
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●		100	100	529	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●		100	100	642	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	252	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	360	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●		100	100	61	
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●		100	100	788	
Clorox Co.	Oakland, CA	●	●	●	●	●	●	●	●		100	100	461	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●		100	75	504	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●		100	100	298	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	179	
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●		100	100	258	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●		100	85	433	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●		100	100	227	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●		100	100	253	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●		100	100	28	
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●		100	100		
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●		100	100	71	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●		100	100	122	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●		100	90	208	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	36	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●		100	95	115	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●		100	100		
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●		100	100	37	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●		95	95	279	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●		95	95	215	
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●		95	95	395	
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●		95	100		
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●		95	95	611	
Bon-Ton Stores, Inc.	York, PA	●	●	●	●		●	●	●		90	90	719	
Colgate-Palmolive Co.	New York, NY	●	●	●	●		●	●	●		90	90	165	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●		●	●	●		90	90	22	
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●		●	●	●		90	90		
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●		●	●	●		90	90		
Home Depot Inc., The	Atlanta, GA	●	●	●	●		●	●	●		90	90	34	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●		●	●	●		90	90	136	
Outerwall Inc.	Bellevue, WA	●	●	●	●	●		●	●		90			
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●		100	90		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●		100	90		
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●		●	●	●		90	80	1	
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●		●	●	●		90	80	582	
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●		●	●	●		85	85		
HSN Inc.	St. Petersburg, FL	●	●	●	●		●	●	●		85	85	666	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
L'Oréal USA Inc.	New York, NY	●	●	●	►		●	●	●		85	15		
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●			●	●		80	70		
Hasbro Inc.	Pawtucket, RI	●	●	●	►			●	●		75	25	576	
PetSmart Inc.	Phoenix, AZ	●	●		●		●	●	●		75	75	377	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●			►	●		75	75	204	
True Value Co.	Chicago, IL	●	●	●	►		●	●	►		75	60		
CarMax Inc.	Richmond, VA	●	●	●	►		●	●			70	85	259	
Dollar General Corp.	Goodlettsville, TN	●	●		►		●	●	●		70	70	175	
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●			►		70	70		
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●			►		70	25		
Ross Stores Inc.	Dublin , CA	●	●	●	●		●		►		70	0	278	
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●			►	►		65	65	928	
Burlington Store, Inc.	Burlington, NJ	●	●	●	●			►			60	60	577	
Harry & David Holdings Inc.	Medford, OR	●	●	●	►			►			55	70		
RadioShack Corp.	Fort Worth, TX	●		●	●			►			45	30	556	
B J's Wholesale Club	Westborough, MA	●	●		►						35	35		
HD Supply	Atlanta, GA	●	●								30		330	
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●								30	30	409	
Andersons Inc., The	Maumee, OH	●	●								30		472	
Bed Bath & Beyond Inc.	Union, NJ	●	●								30	30	285	
Big Lots	Columbus, OH	●	●								30	15	466	
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●								30	15	437	
Dillard's Inc.	Little Rock, AR	●	●								30	30	378	
Dollar Tree Stores Inc.	Chesapeake, VA	●	●								30	30	346	
Family Dollar Stores	Matthews, NC	●	●								30	30	287	
Lowe's Companies Inc.	Mooresville, NC	●	●								30	30	56	
Men's Wearhouse Inc., The	Houston, TX	●	●								30	30	813	
Stanley Black & Decker Inc.	New Britain, CT	●			►				►		25	25	245	
Foot Locker Inc.	New York, NY	●									15	15	413	
O'Reilly Automotive Inc.	Springfield, MO	●									15	0	412	
Pantry Inc., The	Cary, NC	●									15	15	347	
TravelCenters of America	Westlake, OH	●									15	15	329	
AutoZone Inc.	Memphis, TN	●									15	15	306	
Kohl's Corp.	Menomonee Falls, WI	●									15	15	148	
Casey's General Stores, Inc.	Ankeny, IA										0	0	392	
Susser Holdings	Corpus Christi, TX										0	0	460	
Telecommunications														
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●		100	100		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●		100	100	11	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●		100	100	60	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●		100	100	149	
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●		100	100	87	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	134	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●		100	100		

Employer	Headquarters Location	Criterion										2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points				
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●		90	90	304	
Verizon Communications Inc.	New Jersey, NJ	●	●	●	●		●	●	●		90	100	16	
CenturyLink Inc.	Monroe, LA	●	●	●	●			●	●		80	60	150	
Level 3 Communications Inc.	Broomfield, CO	●	●	●	▮			●	●		75		398	
EarthLink Inc.	Atlanta, GA	●	●	●	▮			▮			55	55		
Nortel Networks Corp.	Richardson, TX	●		●	▮			●	▮		50	50		
Brightpoint, Inc	Indianapolis, IN	●			▮			▮	▮		30	30		
Cablevision Systems Corp.	Bethpage, NY	●									15	15	382	
Charter Communications	Stamford, CT	●									15	15	340	
Frontier Communications	Stamford, CT	●									15	15	492	
Liberty Global Inc.	Englewood, CO	●									15	15	256	
NII Holdings	Reston, VA	●									15	0	421	
Telephone & Data Systems Inc. (U.S. Cellular)	Chicago, IL	●									15	15	468	
Windstream Corp.	Little Rock, AR	●									15		414	
DISH Network Corp.	Englewood, CO										0	0	189	
MetroPCS	Richardson, TX										0	0	481	
Tobacco														
Altria Group Inc.	Richmond, VA	●	●	●	●	●		●	●		90	80	159	
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	▮	●		85	75	316	
Philip Morris International Inc.	New York, NY	●									15	0	99	
Transportation and Travel														
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●		●	●	●	100	100		
Carnival Corp.	Miami, FL	●	●	●	●			●	▮	●	85	85		
Ryder System Inc.	Miami, FL	●	●	●	▮			●	●	●	85	85	404	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●			●		●	80	80		
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	▮			●	●	▮	75	75	350	
CSX Corp.	Jacksonville, FL	●	●		▮			●	●	●	70	85	231	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	▮			●	▮	▮	70	70		
Enterprise Holdings Inc.	St. Louis, MO	●		●	●				●	●	65	65		
Sabre Holdings Inc.	Southlake, TX	●	●	●	▮				●	▮	65	75		
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	▮			●	▮		65	80		
Travelpport Ltd.	Parsippany, NJ	●	●	●	▮				●	▮	65	65		
Norfolk Southern Corp.	Norfolk, VA	●		●	●				▮	▮	50	50	247	
Con-way Inc.	Ann Arbor, MI	●	●								30	30	450	
C. H. Robinson Worldwide	Eden Prairie, MN	●									15	15	237	
Expeditors International of Washington, Inc.	Seattle, WA	●									15	15	428	
Harley-Davidson Inc.	Milwaukee, WI	●									15	15	449	
priceline.com Inc.	Norwalk, CT	●									15	15	473	
Waste Management														
Waste Management Inc.	Houston, TX	●	●	●	●			●	●	●	90	90	200	
Republic Services Inc.	Phoenix, AZ	●	●								30	15	323	



**HRC
Foundation's
Workplace
Equality
Program**

Deena Fidas and Liz Cooper, Authors

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

Project Staff

Deena Fidas

Director, HRC Foundation Workplace Equality Program

Deena Fidas is the director of the Workplace Equality Program and leads the Corporate Equality Index survey and annual report to over 1,200 major employers, corporate public policy outreach and research on emerging workplace inclusion topics. Fidas has consulted directly with hundreds of Fortune 500 and other major businesses on the implementation of equitable policies and benefits for diverse employee populations. She works closely with company representatives to help them identify areas of potential improvement and works with their key stakeholders to effect change within their organizations, from domestic partner benefits to innovative trainings. Most recently Fidas expanded the work of the Corporate Equality programs to include global LGBT workforce best practices. In this capacity, she has conducted trainings in the US and abroad on workforce diversity and best practices for inclusion before corporate and public sector audiences.

She also leads the Human Rights Campaign Foundation's published research on the experiences of LGBT workers nationwide, including the seminal 2009 Degrees of Equality study that found over half of LGBT workers remain closeted on the job. The follow-up 2013 study, The Cost of the Closet and the Rewards of Inclusion showed that most LGBT employees (53 percent) nationwide are closeted on the job and that the reduction in employee engagement can be measured (averaging 30 percent) and improved through investments in training and leadership development.

Fidas has been featured in The Washington Post, Mexico's Reforma, The Huffington Post and Pacifica Radio. She is a regularly quoted expert for the Associated Press, The Wall Street Journal, Forbes, Fortune and other news outlets. Prior to joining the Human Rights Campaign in 2007, she worked in fundraising for the American Civil Liberties Union and Hillary Clinton for President, among other clients. Fidas holds a master's degree in sociology from American University in Washington, D.C., where she also worked as a researcher for the university's Women & Politics Institute.

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

Beck is Deputy Director of Employee Engagement in the Workplace Equality Program at the Human Rights Campaign Foundation, where he focuses on helping workplaces become more LGBT inclusive through employee engagement, training and education. He also conducts outreach to engage corporations in supporting legislative action to create workplace protections for LGBT people.

As a lifelong business professional prior to joining HRC, Beck brings his knowledge and experience as a manager and a leader to this work.

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

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

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

Rena Peng**Coordinator, HRC Foundation Workplace Equality Program**

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

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

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

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