

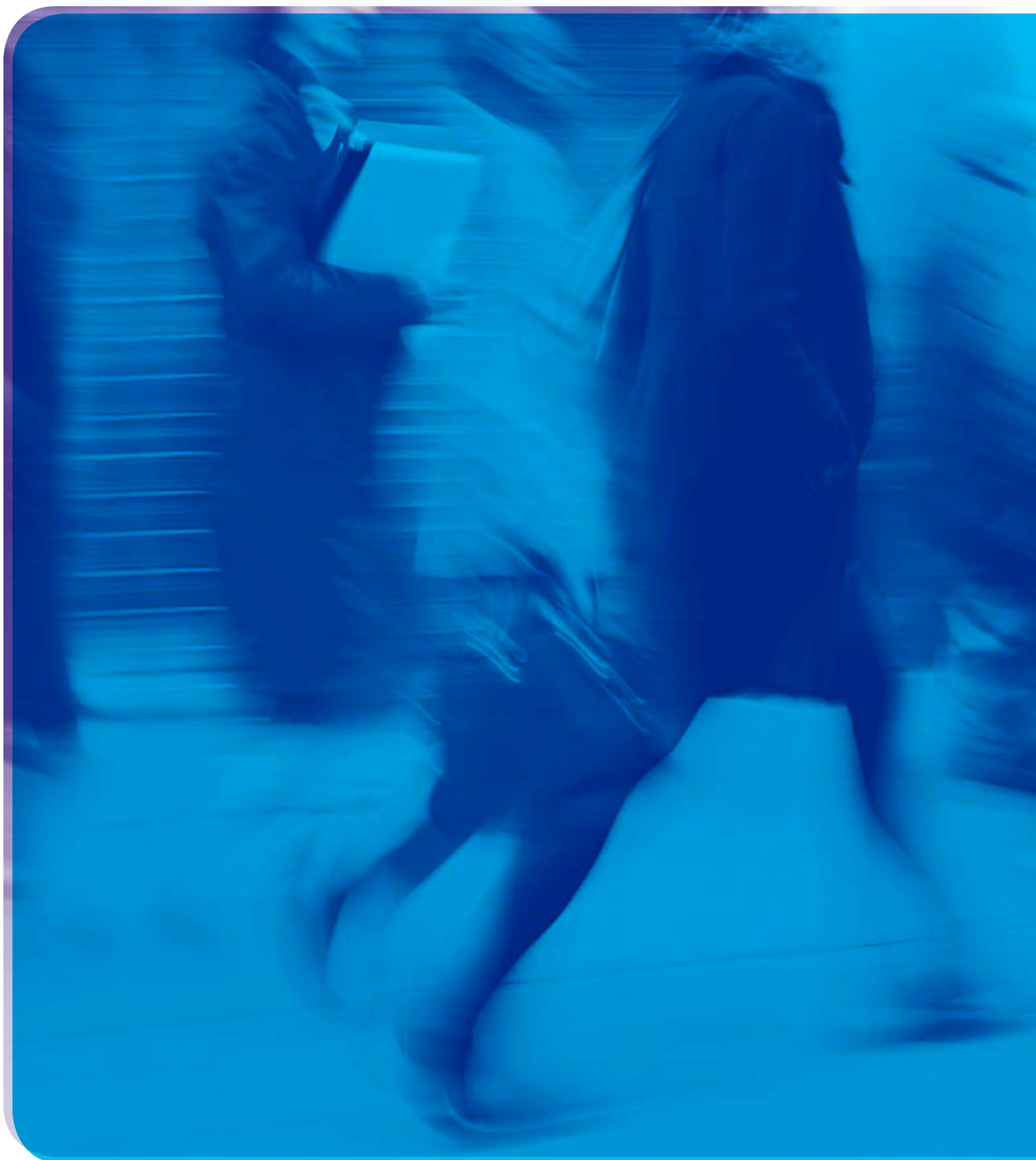
CORPORATE EQUALITY INDEX 2016



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

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

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



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

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

IN THIS 14TH EDITION OF THE HUMAN RIGHTS Campaign Foundation's Corporate Equality Index, we usher in a new era of corporate equality, one that includes standards for basic workplace protections both in the United States and globally.

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

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

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

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

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

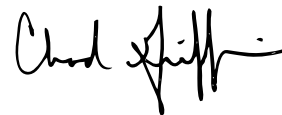
year's CEI and the designation of "Best Places to Work for LGBT Equality." These employers uphold the tenets of non-discrimination on the basis of sexual orientation and gender identity throughout the many arms of their U.S. and international business practices.

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

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

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

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation

Executive Summary

Corporate Equality Index 2016

Going Global

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

IN THIS 14TH EDITION OF THE HUMAN RIGHTS Campaign Foundation's Corporate Equality Index, a record 407 businesses achieved a top rating of 100 percent. Even after three significant revisions resulting in more stringent criteria, this is the highest number of 100 percent-rated businesses in the entire history of the CEI. In the first year of the CEI over a decade ago, 13 businesses achieved a top score of 100 percent and in the 2012 CEI, the year of the most recent scorecard updates prior to this 2016 report, just 189 businesses earned top marks.

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Equality at the Fortune-Ranked Companies

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

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

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

**Businesses'
Commitment to
LGBT Employees**

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

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

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

2016 Corporate Equality Index Rating System and Methodology

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

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

What Businesses Are Rated

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

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

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

How Ratings Are Used



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

- **HRC Foundation Employer Search**, a free online database of thousands of private and public sector U.S. employers available at www.hrc.org/employersearch.
- **Buying for Workplace Equality 2016**, 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 \$884 billion, according to Witeck Communications market research. This accessible reference has given over 1 million consumers easy access to the CEI ratings corresponding to recognizable consumer brands. ▶

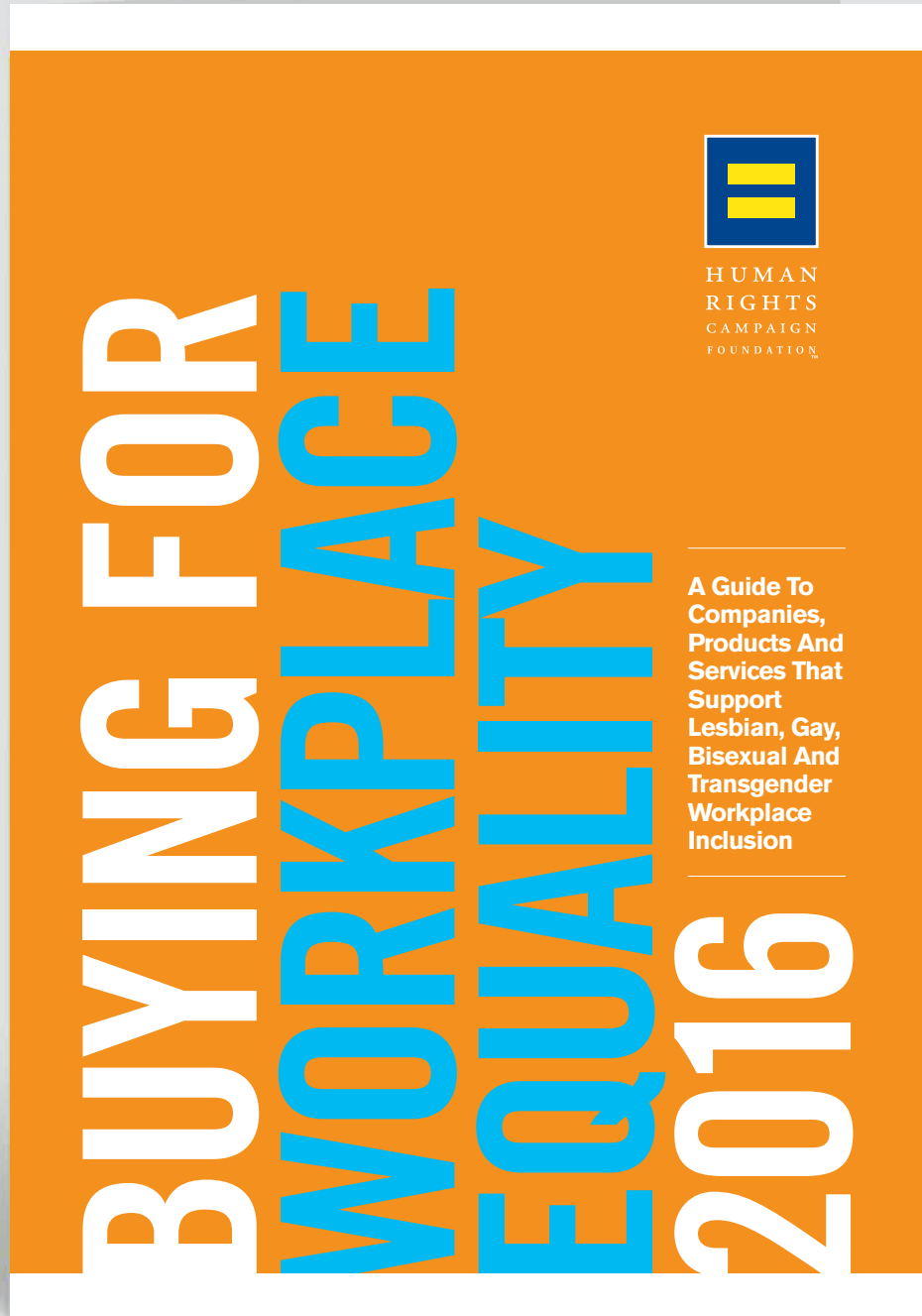
'BEST PLACES TO WORK'

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



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

Witeck Communications



The Evolution of the Criteria

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

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).

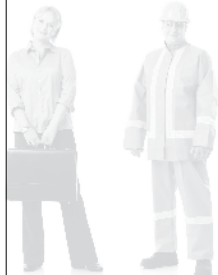
2009

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

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



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


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

 www.hrc.org/cei

Criteria 2	<p>c. Transgender-inclusive health insurance coverage</p> <ul style="list-style-type: none"> ● Equal health coverage for transgender individuals without exclusions for medically necessary care ○ Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage ○ Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care ○ 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): <ul style="list-style-type: none"> ◆ 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. 	10 points
Criteria 3	<p>Organizational LGBT competency</p> <p>a. Competency training, resources or accountability measures <i>Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements:</i></p> <ul style="list-style-type: none"> ● 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 	10 points

Criteria 3	<ul style="list-style-type: none"> ● 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 <p>b. Employee group –or– Diversity council</p>	10 points
Criteria 4	<p>Public commitment</p> <p>a. LGBT-specific efforts, including at least three of the following: <i>recruiting, supplier diversity, marketing or advertising, philanthropy or public support for LGBT equality under the law, and have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people.</i></p> <ul style="list-style-type: none"> ● Businesses must demonstrate ongoing LGBT-specific engagement that extends across the firm, including at least three of the following: <ul style="list-style-type: none"> ○ 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 ● Implement corporate giving guidelines prohibiting philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and gender identity and have a policy explicitly permitting its own chapters, affiliates, etc. to discriminate 	<p>10 points</p> <p>5 points</p>
Criteria 5	<p><i>Employers will have 25 points deducted from their score for a large-scale official or public anti-LGBT blemish on their recent records. No employer received this deduction in the 2016 CEI.</i></p>	
	CEI 2016 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 2016 survey were mailed in April 2015 and due back August 2015. If a business had not previously participated in the CEI, surveys were sent to the chief executive officer or managing partner of the firm, as well as the highest-level executive responsible for human resources or diversity when it was possible to obtain their contact information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for prior submissions.

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

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

In total, the sources used include:

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

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

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.

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

A total number of 1,938 received invitations to take part in the survey.

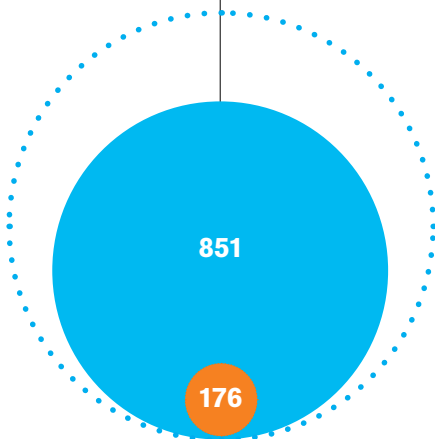
- Of that number, 679 submitted surveys, and **851 were officially rated**. Last year, a total of 1,889 businesses were sent invitations, 606 submitted surveys and 781 were rated.
- **Over seventy businesses participated for the first time this year**, increasing the total number of rated businesses.

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

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

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

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



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

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

Findings

Non-Discrimination Policies

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

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

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

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

Sexual Orientation Protections

Criterion 1a Businesses That Prohibit Discrimination Based on Sexual Orientation in U.S. and Global Operations

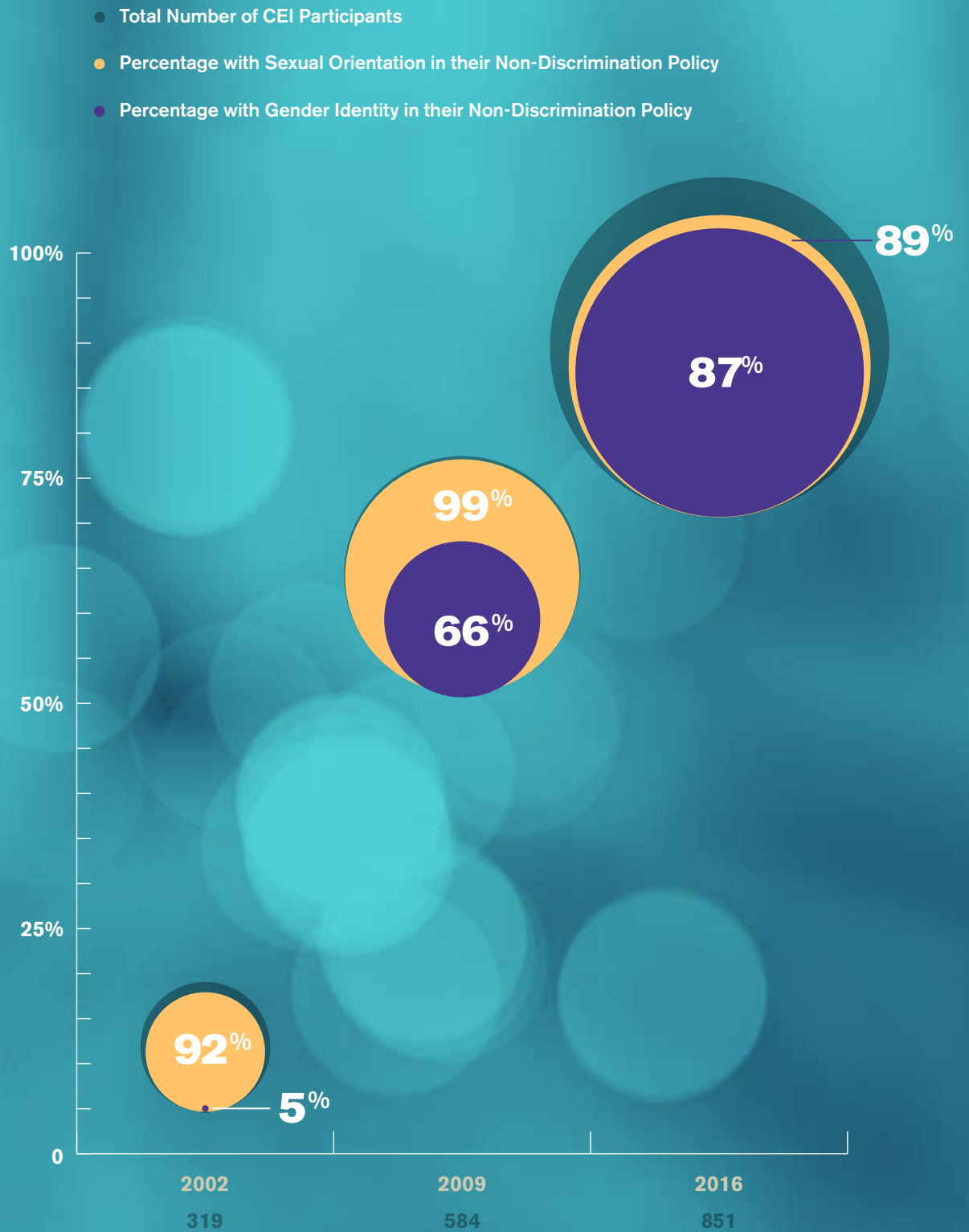
89% of CEI rated employers provide employment protections on the basis of sexual orientation in the U.S. and globally.

Gender Identity Protections

Criterion 1b Businesses That Prohibit Discrimination Based on Gender Identity in U.S. and Global Operations

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

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



Global Non-Discrimination Policies and Codes of Conduct

54% of CEI-rated employers have operations outside of the United States.

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

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

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



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

U.S. Contractor and Vendor Standards

Criterion 1c

Contractor/vendor standards include sexual orientation and gender identity

87%

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

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



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

Equal Benefits

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

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

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

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

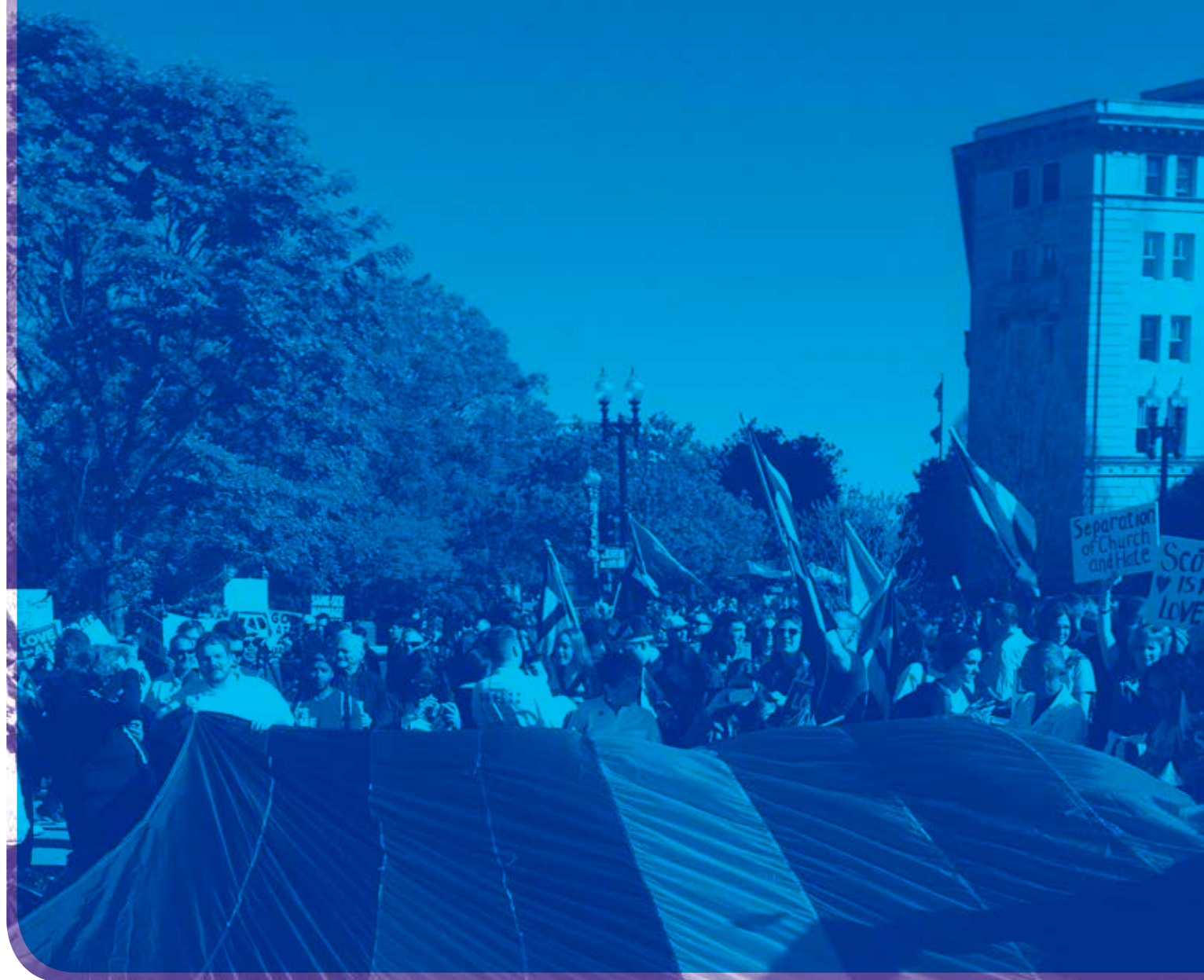
In addition, employers are rated on having full parity across their entire suite of benefits – including non-healthcare benefits such as leave, retirement and others – between different-sex spouses and same-sex partners/spouses.

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

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

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

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



Transgender-Inclusive Health Care Benefits

Until recently, virtually all commercially available insurance plans contained so-called “transgender exclusions” that barred coverage for routine, chronic and transition-related services.

In 2004 the HRC Foundation identified transgender-inclusive health care coverage as an area of educational outreach and criteria inclusion. From 2006 through the 2011 CEI, a top score meant businesses needed to mitigate at least one exclusion among five critical categories of transgender health care, namely: mental health; pharmacy benefits for hormone therapy; medical visits and lab procedures related to hormone therapy; surgical procedures; and, short-term leave for surgical procedures. While awareness of barriers to transgender health care coverage steadily increased, a majority of CEI-rated businesses plateaued in offering mental health care coverage and/ or short-term leave for surgical procedures but did not mitigate the exclusions related to other medically necessary treatments.

In 2009 the HRC Foundation announced a major change to what would be the 2012 CEI criteria: to earn a top rating of 100 percent, a business needed to not just mitigate one or more exclusions, but address the root problem of transgender exclusion in coverage and fully affirm health care coverage for medically necessary transition-related care and other routine and chronic conditions.

The HRC Foundation embarked on a massive campaign of educational and consultative efforts to address health care and insurance disparities for the transgender population and their families, including: outreach to leading health insurance companies; direct consultation with both fully and self-insured employers to modify their health care plans and collection and dissemination of cost and utilization data from leading businesses.

The HRC Foundation has, in partnership with hundreds of major businesses taking part in the CEI, led great change in employer-provided health insurance coverage for transgender people. However, much work remains to change the market standard for coverage to more comprehensively cover the full range of medically necessary treatments that may be part of a gender transition. The HRC Foundation is working with employers and insurance providers to further build out a next generation of best-in-class coverage for future CEIs. In this year’s CEI, a record 511, or 60 percent of CEI-rated businesses offer at least one plan option with current market standard coverage, up from 0 in 2002 to 49 in the 2009 CEI to 278 in the 2013 CEI to 336 in 2014 and 418 in 2015.

Criterion 2c

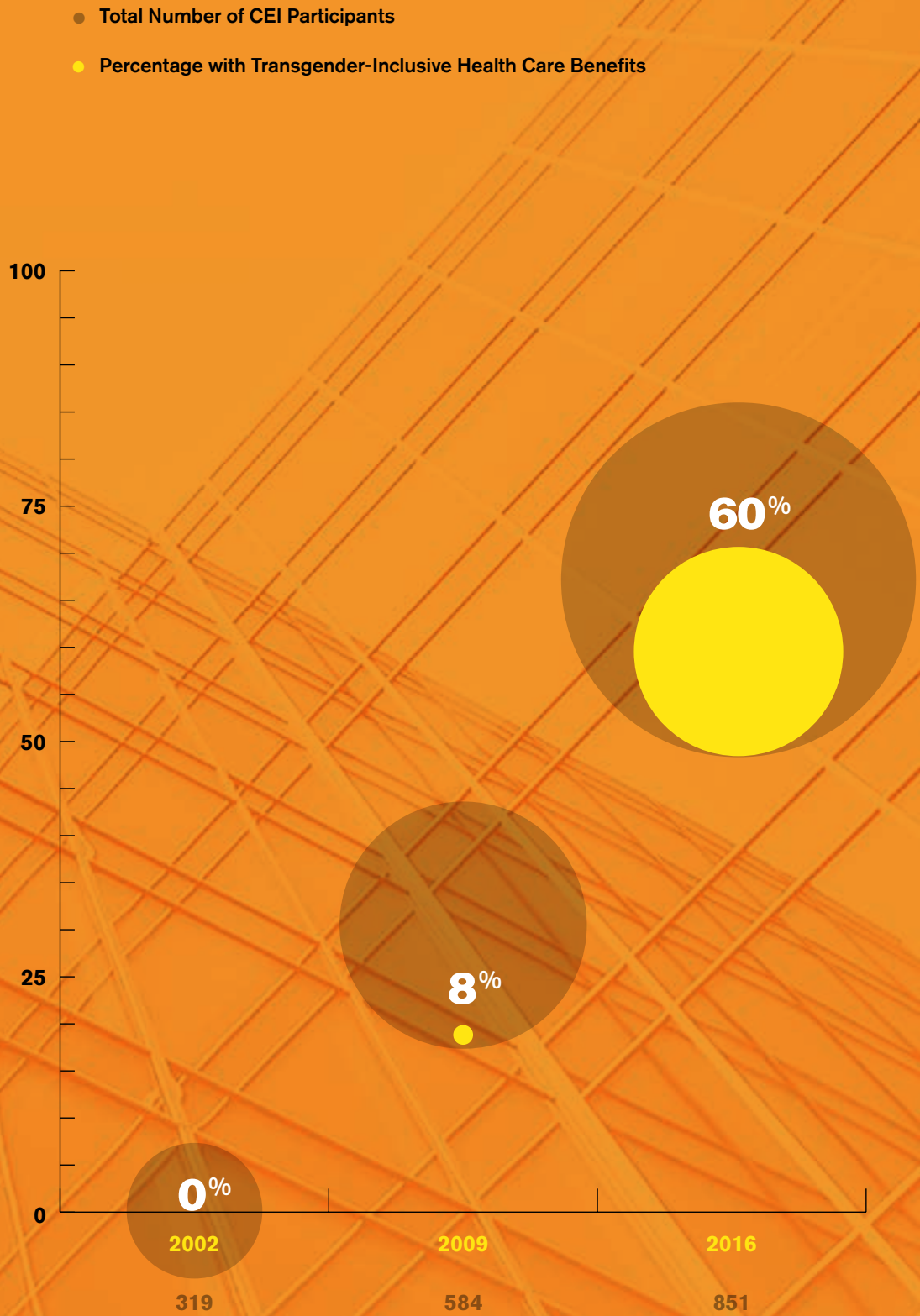
Businesses That Offer at Least One Transgender-Inclusive Health Care Plan

60%

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 a negligible cost to the employers’ overall health insurance plans. This holds true across industries.



Organizational Competency in LGBT Inclusion

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

77%

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

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

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

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

Diversity Training and Educational Programs

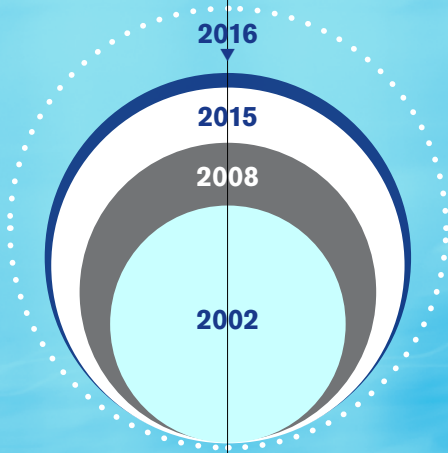
84%

of businesses have inclusive diversity training.

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

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

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



84%

81%

68%

54%

Businesses
with Inclusive
Diversity
Training

Findings

Organizational Competency in LGBT Inclusion

Counting LGBT Employees: Optional Self-Identification Questions

45%

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

Unlike other diversity categories such as race and gender, employers are not required by law to collect data on the LGBT people they employ. However, in order to track the progress of their own LGBT-inclusion efforts, many employers have implemented optional self-identification questions for employees to select options for their sexual orientation and gender identity, alongside other standard demographic questions. As the business maxim states: "If you can't measure it, you can't manage it" and so hundreds of businesses have started to count their LGBT employees just as they do other diverse work segments in order to evaluate successes and mitigate challenges to talent investment.

Anonymous workplace climate surveys can provide valuable information on broader engagement measures and their reach across the LGBT workforce. Currently, 45 percent of CEI participants allow employees to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential Human Resource records.

Senior Leadership Metrics of Inclusion

A steadily growing number of top employers include senior leader engagement around the business's diversity and inclusion goals. By holding their senior leaders accountable through senior performance evaluation, these businesses are raising the structural impact and incentives around diversity and inclusion growth. **Forty-one percent** of CEI-rated employers allow senior leaders to submit LGBT-focused diversity efforts as part of their annual review of contributions to organizational diversity and inclusion goals.

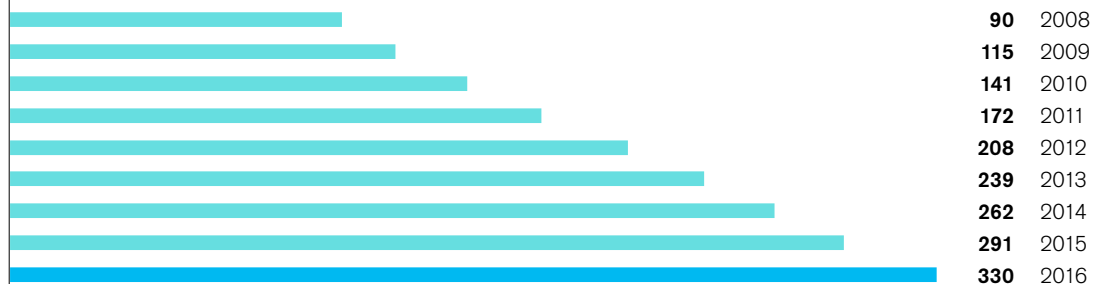
Gender Transition Guidelines

Having easily understandable and accessible guidelines on the gender transition process is a best practice in setting forth some structure to support a respectful and successful workplace transition. The guidelines are aimed at establishing common reference points and expectations for all involved, including the transitioning employee, HR, management and work groups, to further everyone's goal of a respectful transition process that retains the employee and individual engagement.

A record 330 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

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

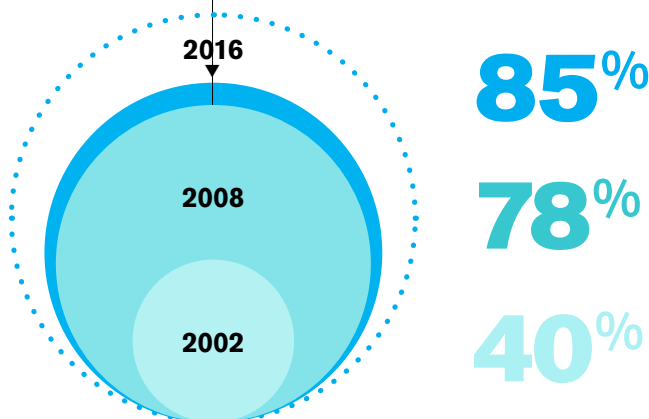
- To foster a sense of community and visibility of these diverse populations within a business and
- To leverage each unique populations' networks and skills to help accomplish business goals such as market innovation, recruitment and retention of talent.

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.

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



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

The Role of Allies

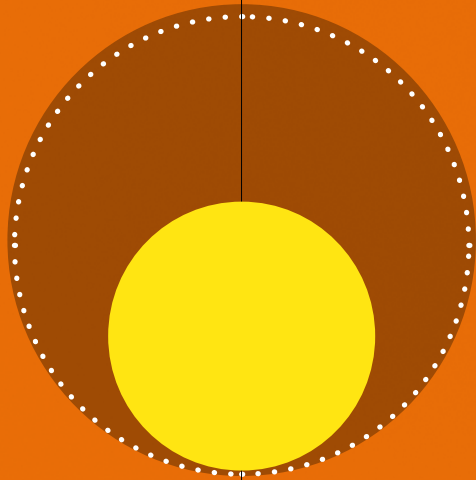
Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion, are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join as membership is not limited to those who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

Executive Champions

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

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





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

57% of those Executive Champions identify as Allies

Public Commitment

Criterion 4 Businesses That Positively Engage the External LGBT Community

57%

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

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

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

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

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

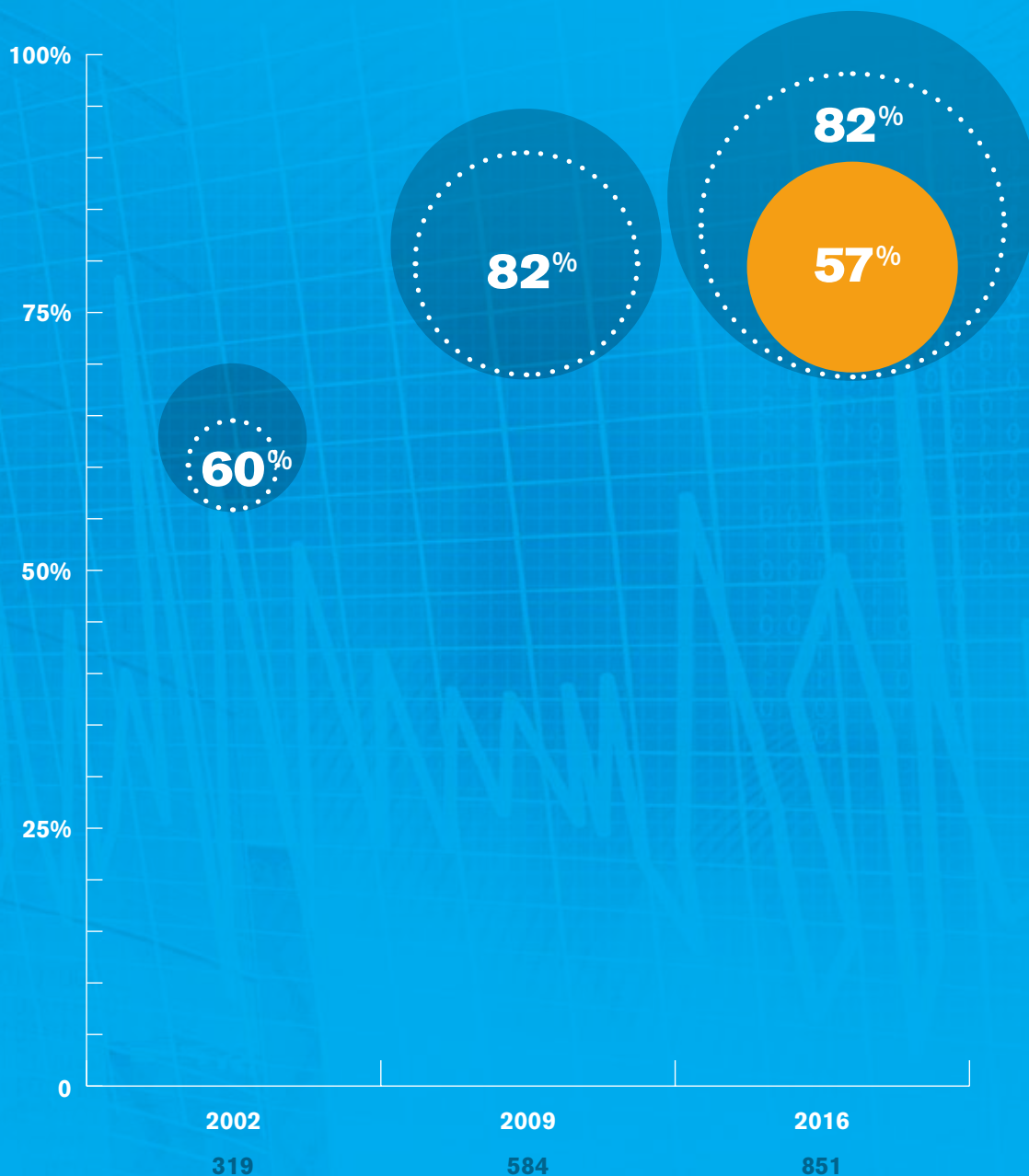
Supporting the LGBT Community: Philanthropy

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

Corporate Giving Guidelines

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

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



Findings

Public Commitment

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

Supplier Chain Management: Promoting Effective Business and Inclusion

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

The National Gay and Lesbian Chamber of Commerce began certifying LGBT-owned small businesses in 2002, a process that requires substantiation of majority LGBT ownership in a business and verification of a business' good standing in the community. Supplier diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, one-third of this year's rated companies and law firms demonstrated their commitment to LGBT inclusion and now reap the benefits of working with businesses in the diverse communities in which they operate.

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

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

Appendices

Appendix A

Employers With Ratings of 100 Percent

Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation for All Operations **(15 points)**
- 1b** Prohibits Discrimination Based on Gender Identity or Expression for All Operations **(15 points)**
- 1c** Has Contractor/Vendor Non-Discrimination Standards that Include Sexual Orientation and Gender Identity **(5 points)**
- 2a** Offers Partner Health/Medical Insurance **(10 points)**
- 2b** Has Parity Across Other "Soft" Benefits for Partners **(10 points)**
(half credit for parity across some, but not all benefits)
- 2c** Offers Transgender-Inclusive Health Insurance Coverage **(10 points)**
- 3a** Firm-wide Organizational Competency Programs **(10 points)**
- 3b** Has Employer-Supported Employee Resource Group
OR Firm-Wide Diversity Council **(10 points)**
Would Support ERG if Employees Express Interest **(half credit)**
- 4** Positively Engages the External LGBT Community **(10 points)**
(partial credit of 5 points given for less than 3 efforts)
Have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people **(5 points)**

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100	101	
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	100	95	152	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	100	100	594	
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	100	80		
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	601	
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	57	
AIG	New York, NY	●	●	●	●	●	●	●	●	●	100	100	40	
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100			
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	100	100		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	482	
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	100	100		
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	130	
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	100	80		
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	100	100		
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	112	
American Apparel Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	90		
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	681	
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	90	
American Express Global Business Travel	New York, NY	●	●	●	●	●	●	●	●	●	100			
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	100	85	373	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	249	
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100		
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	100	100	38	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	100	5	
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	209	
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	100			
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	100	100		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	11	
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	100	243	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	282	
AXA	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	100	85		
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	100	85	321	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	21	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	181	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	100	100		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000								
		15 points		15 points		5 points		10 points		10 points					10 points		10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4												
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	381					
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90	189					
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	60					
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	375					
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	280					
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	30					
Boies, Schiller & Flexner LLP	Armonk, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	443					
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	367					
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	176					
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	859					
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	760					
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	529					
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	318					
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	826					
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	315					
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	124					
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	22					
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	651					
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Carlton Fields Jorden Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	363					
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	182					
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	100							
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	459					
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	3					
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100						

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	100	100	208	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	100	100	97	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	55	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	26	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100	451	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	100	85		
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	489	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	58	
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	44	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	810	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	100	100	184	
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	55	958	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	90		
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	100	100	343	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	100	100		
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	100	100	168	
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	100	100	12	
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	149	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	100	100	319	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100		
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	100	100		
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	100		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100		
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	100	98	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	100	100	296	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100		
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	100	100	48	
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100			
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	86	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points			10 points			10 points			15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100	704	
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	15		
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	180	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100	213	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	620	
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	100	100	129	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	100	100	128	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	100	95	416	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	95	279	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	119	
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	100	100	341	
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	80		
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	32	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	13	
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	90		
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100		
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	90	361	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	261	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100		
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	100	100	8	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100		
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	100	100	305	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	178	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	100	100	9	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	159	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	7	
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	100	90	291	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	74	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	46	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	90		
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	100	80		
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	90		
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	816	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	90		
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	100	90	471	
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	113	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	100	100		
Henry Schein	Melville, NY	●	●	●	●	●	●	●	●	●	100	15	292	
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	100	100		
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	100	100	366	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100	17	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	289	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100		
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	100	100		
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	90	33	
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	100	70	311	
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	85		
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	100	73	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	756	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	584	
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●	100	90		
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	100	100	53	
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	100	100	23	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	369	
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	544	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	100	95	235	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	100	466	
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	552	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	100	100	39	
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		
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	100	100	198	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	541	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	90		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	100	100	156	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	100	100	199	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		

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Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000	
		15 points		5 points	10 points		10 points		10 points	10 points	10 points				15 points
		1a	1b	1c	2a	2b	2c	3a	3b	4					
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	100	75	413		
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	521		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	100	100	639		
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	100	90	232		
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100			
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100			
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	59		
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100	107		
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	85	144		
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	219		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	226		
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	100	100	96		
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	100	100	326		
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	95	403		
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	100	90	106		
McGraw Hill Financial	New York, NY	●	●	●	●	●	●	●	●	●	100	90	484		
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	15		
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	173		
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	100	100	65		
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	42		
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	287		
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	100	100	34		
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	100	100			
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	100	100			
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100	89		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	197		
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	731		
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	100	100	83		
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100			
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100			
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	100	100			
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	90			
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	91		
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100			
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	100	100	423		
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	95			
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	88		
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	436		
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	100	100			
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	115		

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		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	100	100	224	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	574	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	100	100	122	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	110	
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	100	90	82	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100		
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	100	75		
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	100	100	248	
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	475	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100		
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	51	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	90		
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	100	100	183	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	172	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	298		
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100		100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100		100	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	100	100	43	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	31	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	72	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	100	100		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	120	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	100	90		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	100	100	126	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	85	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100		
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	100		
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	85	100	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100		
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	100	100		
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	100			

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

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

Appendix B

Ratings and Criteria Breakdowns

Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation for All Operations **(15 points)**
- 1b** Prohibits Discrimination Based on Gender Identity or Expression for All Operations **(15 points)**
- 1c** Has Contractor/Vendor Non-Discrimination Standards that Include Sexual Orientation and Gender Identity **(5 points)**
- 2a** Offers Partner Health/Medical Insurance **(10 points)**
- 2b** Has Parity Across Other "Soft" Benefits for Partners **(10 points)**
(half credit for parity across some, but not all benefits)
- 2c** Offers Transgender-Inclusive Health Insurance Coverage **(10 points)**
- 3a** Firm-wide Organizational Competency Programs **(10 points)**
- 3b** Has Employer-Supported Employee Resource Group
OR Firm-Wide Diversity Council **(10 points)**
Would Support ERG if Employees Express Interest **(half credit)**
- 4** Positively Engages the External LGBT Community **(10 points)**
(partial credit of 5 points given for less than 3 efforts)
Have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people **(5 points)**

Ratings in Gray

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000								
		15 points		15 points		5 points		10 points		10 points					10 points		10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4												
AutoZone Inc.	Memphis, TN	●																	10	15	300	
Avaya Inc.	Santa Clara, CA	●	●	●	●	●	●	●			●			●	●				75	75	520	
Avery Dennison	Glendale, CA	●																	10	15	398	
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●			●	●		●	●	●					75	75	340	
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	●	●	●	●				80	80	117	
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	282	
AXA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
B J's Wholesale Club	Westborough, MA	●	●				●												25	35		
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●				●	●		●		85	90		
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●			●	●	●	●	●		●		85	90		
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	100	100		
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●			●	●	●	●	●		●		85	90		
Baker Hughes Inc.	Houston, TX	●																	10	15	132	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	85		
Baldor Electric Co.	Fort Smith, AR	●		●			●										●		25	25		
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	85	321	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●			●	●	●	●	●		●		85	90		
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	21	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	181	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	381	
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●			●	●	●	●	●		●		75	75		
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90	189	
Bayer Corp.	Whippany, NJ	●	●	●	●	●	●	●					●	●	●		●		75	80		
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●				●	●	●	●	●	●	●	80	80	269	
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●	●	●						●	●		●		65	30	336	
Bed Bath & Beyond Inc.	Union, NJ	●	●																20	30	258	
Bemis Co. Inc.	Neenah, WI	●																	10	15	492	
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100			
Berkshire Hathaway Inc.	Omaha, NE																		0	0	4	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	60	
Big Lots	Columbus, OH	●	●																20	30	473	
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●		95	100		
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	375	
Black & Veatch Corp.	Overland Park, KS	●	●	●	●	●	●	●				●	●	●	●		●		80	65		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	280	
Blackstone Group LP, The	New York, NY	●																	10		391	
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100			
Bloomin' Brands Inc.	Tampa, FL	●	●		●	●	●	●				●	●	●	●				65	70	590	
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		

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Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000								
		15 points		15 points		5 points		10 points		10 points					10 points		10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4												
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	●	100										
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●	95	85									
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	95	100									
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	100	100									
BMC HealthNet Plan	Boston, MA	●	●	●		●				●	●	60	60									
BMC Software Inc.	Houston, TX	●	●	●	●	●				●	●	70	80	915								
BMO Bankcorp Inc.	Chicago, IL	●	●		●	●	●	●	●	●	●	90	100									
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100									
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●			●	●	●	90	45									
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●			●	●	100	100									
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	30								
Boies, Schiller & Flexner LLP	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100										
Bon-Ton Stores Inc.	York, PA	●	●	●	●	●		●	●	●	●	85	90	763								
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	443								
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●	●	100										
BorgWarner Inc.	Auburn Hills, MI	●	●									20	30	352								
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100									
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●		●	●	100	100	367								
BP America Inc.	Houston, TX	●	●	●	●	●			●	●	●	85	90									
Bracewell & Giuliani	Houston, TX	●	●	●	●	●			●	●	●	85	90									
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●		●			●	●	●	70	70									
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●			●	●	●	85	90									
Brightpoint Inc.	Indianapolis, IN	●		●		●				●	●	30	30									
Brinker International Inc.	Dallas, TX	●	●		●	●	●			●		55	70	761								
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	176								
Broadcom Corp.	Irvine, CA	●									●	15	20	328								
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	100	100	859								
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●			●	●	●	85	75									
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100									
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	760								
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100									
Buckeye Partners LP	Houston, TX	●										10		485								
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100										
Burger King Corp.	Miami, FL	●	●	●	●	●			●	●	●	85	80									
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●		●							●	20	20									
Burlington Store Inc.	Burlington, NJ	●	●		●	●					●	55	60	551								
C&S Wholesale Grocers Inc.	Keene, NH	●			●							20	30									
C. H. Robinson Worldwide	Eden Prairie, MN	●	●									20	15	220								
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	529								
Cablevision Systems Corp.	Bethpage, NY	●										10	15	397								
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100									
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	318								
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	826								
Calpine Corp.	Houston, TX	●			●	●					●	30	40	414								

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

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

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000						
		15 points		15 points		5 points		10 points		10 points					10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4										
Lennar Corp.	Miami, FL	►	►												20	15	431			
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●				100	100				
Leucadia National Corporation	New York, NY														0	0	252			
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●				100	75	413			
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●				100	100	521			
LexisNexis Group	Miamisburg, OH	●	●	●	●	●	●		●	●	●	►			85	90				
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	●			100	100	639			
Liberty Interactive Corp.	Englewood, CO														0	0	246			
Liberty Mutual Group	Boston, MA	●	●	●	●	●		●	●	●	►				85	85	76			
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●		●	●	●	●			100	90	232			
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●			100	100				
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●			100	100				
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●				●	►				75	70	404			
LKQ Corp.	Chicago, IL														0		490			
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	►				95	80				
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	●			100	100	59			
Loeb & Loeb LLP	Los Angeles, CA	►	►		●	►				●	►				55	75				
Loews Corp.	New York, NY	►			●	►									25	35	193			
L'Oréal USA Inc.	New York, NY	●	●	●	●	●		●	●	●	►				85	85				
Lorillard Inc.	Greensboro, NC														0		496			
Lowe's Companies Inc.	Mooreville, NC	►	►												20	30	52			
LPL Financial Holdings Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	►				95					
Lubrizol Corp.	Wickliffe, OH	●	●	●	●	●		●	●	●	►				80	15				
Luce Forward Hamilton & Scripps LLP	San Diego, CA	►	►			►			●	●					45	70				
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	►				95	70	509			
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●			100	100	107			
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●		●	●	●	●				90	90				
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●			100	85	144			
Marathon Oil Corp.	Houston, TX	●	●	●	●	●		●	●	●	►				85	75	188			
Marathon Petroleum Corp.	Findlay, OH	●		●	●	●				●	►				55	0	25			
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	●			100	100	219			
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●				●	●	●			80	60				
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●			100	100	226			
Masco Corp.	Taylor, MI	►													10	15	323			
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	●			100	100	96			
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	●			100	100	326			
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	●			100	95	403			
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●			100	100				
McAfee Inc.	Santa Clara, CA	►				►				►					20	25				
McCarter & English LLP	Newark, NJ	●	●	●	●	●		●	●	●	►				85	90				
McCormick & Company Inc.	Sparks, MD	●	●	●	●	●				●	►				70	15	591			
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●			100	100				
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	●			100	90	106			
McGraw Hill Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	●			100	90	484			

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	90	15
McKenna Long & Aldridge LLP	Washington, DC	●	●		●	●		●	●	●	●	80	90	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	457
MeadWestvaco Corp.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	65	45	
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	85	70	65
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	287
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	90	85	
Micron Technology Inc.	Boise, ID	●	●									20	15	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	34
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	30
Mirant Corp.	Atlanta, GA	●			●							20	30	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Mohawk Industries Inc.	Calhoun, GA				●	●						15	20	357
Molina Healthcare Inc.	Long Beach, CA	●	●	●	●	●				●		60	15	
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	197
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●		●	●	●	●	85	75	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	83
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●		●	●	●	85	90	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	283
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●		●	●	●	85	85	
Motorola Solutions Inc.	Schaumburg, IL	●	●		●	●		●	●	●	●	80	90	
MRC Global	Houston, TX	●										10	15	478
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	
Murphy Oil	El Dorado, AR	●										10	15	470
Murphy USA	El Dorado, AR											0		
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●			●	●	●	70	55	
Mylan Laboratories Inc.	Canonsburg, PA											0	0	377
NASDAQ OMX Group Inc., The	New York, NY	●	●	●	●	●		●	●	●	●	85	15	
National Grid USA	Brooklyn, NY	●	●	●	●	●		●	●	●	●	80	90	
National Oilwell Varco Inc.	Houston, TX	●										10	15	131
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Navistar International Corp.	Lisle, IL	●	●						●			30	40	259
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	100	

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Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●		●	●	●	85	50	411	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	95		
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●		●	●	95	100		
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●		●	●	90	80	563	
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	88	
New York Times Co.	New York, NY	●	●	●	●	●		●	●	●	85	75		
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	436	
Newmont Mining Corporation	Greenwood Village, CO	●		●	●	●	●	●	●	●	80	60	327	
NextEra Energy Inc.	Juno Beach, FL	●	●	●		●			●	●	60	70	191	
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	100	100		
NII Holdings	Reston, VA	●									10	0	495	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	115	
NiSource Inc.	Merrillville, IN	●	●	●	●	●			●	●	75	15	448	
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	100	100		
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Noble Energy Inc.	Houston, TX										0		491	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	224	
Norfolk Southern Corp.	Norfolk, VA	●		●	●	●			●	●	45	50	247	
Nortel Networks Corp.	Richardson, TX	●		●	●	●			●	●	45	50		
Northeast Utilities	Springfield, MA	●				●			●		25	30	359	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	574	
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	100	100	122	
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	110	
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	100	90		
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100		
NRG Energy Inc.	Princeton, NJ	●	●		●	●		●	●	●	65	70	244	
Nucor Corp.	Charlotte, NC	●									10	0	150	
NV Energy Inc.	Las Vegas, NV	●	●			●		●	●		45	70		
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	100	75	589	
NYSE Euronext Inc.	New York, NY	●		●		●			●	●	40	45		
Occidental Petroleum	Los Angeles, CA	●	●								20	30	116	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	100	100	248	
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●		●	●	●	85	75		
Old Republic International	Chicago, IL										0	0	465	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		
Omnicare	Cincinnati, OH	●	●								20	15	415	
Omnicom Group	New York, NY	●	●	●	●	●		●	●	●	85	65	201	
ONE Gas Inc.	Tulsa, OK	●	●	●	●	●			●	●	70			
ONEOK Inc.	Tulsa, OK	●	●	●	●	●		●	●	●	85	70	200	
OppenheimerFunds Inc.	New York, NY	●			●	●	●		●	●	60			
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	82	
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
O'Reilly Automotive Inc.	Springfield, MO	●									10	15	390	

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		15 points		15 points		5 points		10 points		10 points					10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4										
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100							
Oshkosh Corp.	Oshkosh, WI	▶										10	15	347						
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	90							
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●	●				●	●	80	80							
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●		●	●	●	▶	85	35	303						
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	475						
Owens-Illinois Inc.	Perrysburg, OH	▶										10	15	372						
Paccar Inc.	Bellevue, WA	▶	▶									20	15	169						
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●				▶	▶	70	85	333						
Pacific Medical Centers	Seattle, WA	●		●	●	●		●		▶	▶	60	60							
PacifiCorp	Portland, OR	▶	▶		●	▶		●		▶		50	80							
Palm Management Corp.	Washington, DC	●		●	●	▶		●		▶	▶	55	65							
Pantry Inc., The	Cary, NC	▶										10	15	371						
Parker Hannifin Corp.	Cleveland, OH	▶	▶									20	15	217						
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100							
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	▶	▶		●	▶				▶		40	60	642						
Patton Boggs LLP	Washington, DC	●	●	●	●	●		●	●	●	▶	85	90							
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100							
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100							
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100								
PBF Energy	Parsippany, NJ											0		148						
Peabody Energy Corp.	St. Louis, MO	▶										10	15	365						
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100							
Penske Automotive Group Inc.	Bloomfield Hills, MI											0	0	194						
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	▶	▶		●	●				▶		45	65	945						
Pepco Holdings Inc.	Washington, DC	●	●	●	●	▶		●	●	●	▶	80	85	561						
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100							
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43						
Perkins + Will Inc.	Chicago, IL	▶			●	▶			●			35	45							
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100							
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●		●	▶		85	90							
Peter Kiewit Sons' Inc.	Omaha, NE	▶										10	15	236						
PetSmart Inc.	Phoenix, AZ	●	●	●		●		●	●	▶		75	75	376						
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	51						
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	183						
Philip Morris International Inc.	New York, NY	▶										10	0	100						
Phillips 66	Houston, TX	▶	▶									20	15	6						
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100							
Pinnacle West Capital	Phoenix, AZ	▶	▶	●	●					●	▶	50	60	667						
Pitney Bowes Inc.	Stamford, CT	▶	▶	●	●	●	●	●			▶	70	80	540						
Plains GP Holdings	Houston, TX											0		70						
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	172						
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●				▶	▶	65	35							
Polaroid Corp.	Waltham, MA	▶				▶				●		25	30							

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Polsinelli	Kansas City, MO	●	●	●	●	●		●	●	●	85	70		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	100	100		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●			●	●	75	75		
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	95	65		
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	95	75		
Precision Castparts Corp.	Portland, OR	●	●								20	30		
priceline.com LLC	Norwalk, CT	●	●	●	●	●	●		●		70	15		
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	100	90		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●		●	●	100	100		
Progressive Corp., The	Mayfield Village, OH	●	●		●	●	●	●	●	●	90	100		
Proskauer Rose LLP	New York, NY	●	●	●	●	●		●	●	●	85	90		
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	100	100		
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●		●	●	●	80	90		
Publicis Healthcare Communications	New York, NY	●	●		●	●	●	●	●	●	90	100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	95	100		
Publix Super Markets Inc.	Lakeland, FL	●	●								20	0		
PulteGroup Inc.	Bloomfield Hills, MI	●	●								10	15		
PVH Corp.	New York, NY	●	●	●	●	●	●		●	●	85	70		
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●	●			●	●	60	65		
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100		
Quanta Services	Houston, TX	●	●								10	0		
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100		
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●		●	●	●	90	90		
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	●	95	60		
Quintiles Transnational	Durham, NC	●	●								20			
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●		●	●	●	90	90		
RadioShack Corp.	Fort Worth, TX	●			●	●			●		40	45		
Ralph Lauren Corp.	New York, NY	●	●	●	●	●		●	●	●	90	90		
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●		●	●	●	85	90		
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	100		
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●		●	●	100	100		
RBS Securities Inc.	Stamford, CT	●	●	●		●		●	●	●	75	75		
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	85		
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●			●	●	75	90		
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	95	100		
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100		
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●		●	●	●	85	35		
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●		●	●	●	85	85		
Reinsurance Group of America Inc.	Chesterfield, MO	●	●								20	15		
Reliance Steel & Aluminum Co.	Los Angeles, CA	●	●								10	15		
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	100	100		

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Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Republic Services Inc.	Phoenix, AZ	●	●	●	●	●		●	●	●	80	15	325	
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●		●	●	●	80	85	329	
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●			●		65	30	118	
Robert Half	Menlo Park, CA	●	●		●	●		●	●	●	85	85	577	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	95	100		
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	100			
Rock-Tenn Company	Norcross, GA										0	0	293	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	410	
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	100	95	535	
Rolls-Royce North America (USA) Holdings Co.	Reston, VA	●	●		●	●			●		60			
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Rosetta LLC	Hamilton, NJ	●	●	●	●	●			●	●	75			
Ross Stores Inc.	Dublin , CA	●	●	●	●	●	●			●	80	70	277	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	100	80		
RRI Energy Inc.	Houston, TX	●		●	●	●			●	●	45	50		
Ryder System Inc.	Miami, FL	●	●	●	●	●		●	●	●	85	85	406	
Ryland Group Inc., The	Calabasas, CA	●				●					15	20	933	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	100	100		
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100			
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●			●	●	65	75	712	
Salesforce	San Francisco, CA	●	●	●	●	●	●	●	●	●	95	100	599	
SanDisk Corp.	Milpitas, CA	●	●								20	30	422	
Sanmina-SCI	San Jose, CA										0	0	432	
Sanofi	Bridgewater, NJ	●	●		●	●	●	●	●	●	95	45		
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	100	100		
Sapient Corp.	Boston, MA	●	●	●	●	●		●	●	●	90	80		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	85	90		
Sbe	Los Angeles, CA	●	●		●	●		●	●	●	75	85		
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Scholastic Corp.	New York, NY	●	●	●	●	●			●	●	65	75		
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●		●	●	●	85	45		
Seaboard Corp.	Shawnee Mission, KS	●	●								20	0	387	
Seagate Technology LLC	Scotts Valley, CA	●	●		●	●			●		45	45		
Sealed Air Corp.	Elmwood Park, NJ	●	●								20	0	345	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	100	100	87	
Sedgwick LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	100		
Selective Insurance Group	Branchville, NJ	●	●	●	●	●			●	●	55	65	999	
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	267	
Seyn Trent Services Inc.	Fort Washington, PA	●	●		●	●					35	50		
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	100	95		
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100		

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		15 points		5 points	10 points		10 points		10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Sherwin-Williams Co., The	Cleveland, OH	►	►								20	30	278	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	100		
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Simon Property Group Inc.	Indianapolis, IN	►									10	0	479	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
SkyWest Airlines Inc.	St. George, UT	●	●	●	●	●		●	●	●	90			
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
SLM Corp. (Sallie Mae)	Newark, DE	►			●	►			●		35	45	417	
Smithfield Foods Inc.	Smithfield, VA	►	►								20	15	214	
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●		●	●	►	85	90		
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	100	100		
Software AG USA Inc.	Reston, VA	►	►	●	●	●			●	►	60	70		
Software House International	Somerset, NJ	►									10	15		
Sonic Automotive Inc.	Charlotte, NC										0	0	309	
Sony Computer Entertainment America LLC	Foster City, CA	●	●		●	●	●	●	●		80	85		
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●	100			
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	95		
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	100	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	100	100		
Southern Co.	Atlanta, GA	●	●	●	●	●		●	●	►	85	70	170	
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	90	160	
Spectra Energy Corp.	Houston, TX	●	●	●	●	●		●	●	►	85	90	461	
Spectrum Group International Inc.	Irvine, CA										0	0	353	
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	100	100		
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100		
SRA International Inc.	Fairfax, VA	●	●	●	●	●			●	●	80	80		
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	►	95	100	462	
Standard Insurance Company	Portland, OR	●	●	●	●	●		●	●	●	90	75		
Stanley Black & Decker Inc.	New Britain, CT	●	●	●		►				►	45	25	255	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	127	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	196	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100	424	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	100	95	41	
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	275	
Steel Dynamics Inc.	Fort Wayne, IN	►	►								20	30	355	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	100	100	753	
Step toe & Johnson LLP	Washington, DC	●	●	●	●	●	●		●	►	85	90		
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●		●	●	►	85	90		
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	►	95	100		
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●			●	●	80	65	306	
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●		●	●	►	85	90		

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

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		15 points		15 points		5 points		10 points		10 points					10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4										
Travel Impressions Ltd.	Farmingdale, NY	●	●		●	●		●	●			●	●			50	80	339		
TravelCenters of America	Westlake, OH	●														10	15			
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90			
Travelport Ltd.	Parsippany, NJ	●	●		●	●						●	●	●	●	50	65	114		
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●			●	●	●	●	●	●		85	90			
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			
True Value Co.	Chicago, IL	●	●	●	●	●				●	●	●	●	●	●	85	75	100		
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●		●	●	●	●	80				
TRW Automotive Holdings Corp.	Livonia, MI												●			10	10			
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90	165		
Twenty-First Century Fox	New York, NY	●														10	15			
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100				
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●				●	●	●	●	●	●	85	30	93		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100				
UBM plc	Manhasset, NY	●		●	●	●						●	●	●	●	45	60	140		
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			
UGI Corp.	King of Prussia, PA	●	●													20	30			
Ultimate Software Group Inc., The	Weston, FL	●	●		●	●				●	●	●	●	●	●	80	65	362		
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			
Union Pacific Corp.	Omaha, NE	●	●	●	●	●				●	●	●	●	●	●	85	70	135		
Unisys Corp.	Blue Bell, PA	●	●									●				30	40			
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			
United Natural Foods Inc.	Providence, RI	●														10	15	78		
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●				●	●	●	●	●	●	90	90			
United Rentals	Greenwich, CT															0				
United Services Automobile Association	San Antonio, TX	●	●	●	●	●						●	●	●	●	85	0	141		
United States Steel Corp.	Pittsburgh, PA	●														10	0			
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	●	●	●	●	95	100			
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	●	●	●	●	95	100	45		
Universal Health Services	King of Prussia, PA	●														10	15			
Unum Group	Chattanooga, TN	●	●	●	●	●							●	●	●	60	60			
URS Corp.	San Francisco, CA	●														10	15	272		
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●		●	●	●	●	75	75			
USG Corp.	Chicago, IL	●	●	●	●	●							●	●	●	65				
Valassis Communications Inc.	Livonia, MI	●	●	●		●		●			●	●	●	●	●	60	65	650		
Valero Energy Corp.	San Antonio, TX	●														10	15			
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	95			
Vanguard Health Systems	Nashville, TN	●														10	0	388		
Verizon Communications Inc.	New York, NY	●	●	●	●	●				●	●	●	●	●	●	85	90			
VF Corp.	Greensboro, NC	●	●		●	●				●	●	●	●	●	●	85	15			
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	210		
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100			

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix C

Ratings by Industry, Descending Score

Corporate Equality Index Rating Criteria

- 1a** Prohibits Discrimination Based on Sexual Orientation for All Operations **(15 points)**
- 1b** Prohibits Discrimination Based on Gender Identity or Expression for All Operations **(15 points)**
- 1c** Has Contractor/Vendor Non-Discrimination Standards that Include Sexual Orientation and Gender Identity **(5 points)**
- 2a** Offers Partner Health/Medical Insurance **(10 points)**
- 2b** Has Parity Across Other "Soft" Benefits for Partners **(10 points)**
(half credit for parity across some, but not all benefits)
- 2c** Offers Transgender-Inclusive Health Insurance Coverage **(10 points)**
- 3a** Firm-wide Organizational Competency Programs **(10 points)**
- 3b** Has Employer-Supported Employee Resource Group
OR Firm-Wide Diversity Council **(10 points)**
Would Support ERG if Employees Express Interest **(half credit)**
- 4** Positively Engages the External LGBT Community **(10 points)**
(partial credit of 5 points given for less than 3 efforts)
Have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people **(5 points)**

Ratings in Gray

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000			
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points							
		1a	1b	1c	2a	2b	2c	3a	3b	4							
Advertising and Marketing																	
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	369				
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100					
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100					
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	85					
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100					
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	100	100					
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	▮	95	100	201				
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	▮	90	100					
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	▮	85	65					
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	▮	80	80					
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	▮	75	80					
Rosetta LLC	Hamilton, NJ	●	●	●	●	●	●	●	●	▮	75	75					
Emmis Communications Corporation	Indianapolis, IN	▮	●	●	●	●	●	●	●	▮	60	75					
Valassis Communications Inc.	Livonia, MI	▮	▮	●	●	●	●	●	●	▮	60	65					
Aerospace and Defense																	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		30			
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	100	90	471				
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	59				
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	100	100	122				
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	100	126				
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	100	95	535				
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	▮	85	90	99				
General Dynamics Corp.	Falls Church, VA	●	●	●	●	▮	●	●	●	●	85	85					
Exelis	McLean, VA	●	●	●	●	▮	●	●	●	▮	80	85	510				
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	▮	●	●	●	▮	75	85	77				
Rolls-Royce North America (USA) Holdings Co.	Reston, VA	●	●	●	●	●	●	●	●	●	60	60	228				
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	▮	55	50					
Alliant Techsystems Inc.	Arlington, VA	▮	▮	●	●	▮	●	●	●	●	35	50					
L-3 Communications Holdings	New York, NY	▮	▮	●	●	●	●	●	●	●	20	30					
Precision Castparts Corp.	Portland, OR	▮	▮	●	●	●	●	●	●	●	20	30	322				
Airlines																	
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	482				
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	112				
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	100	466				
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	90	160				
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	78				
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90	81				
SkyWest Airlines Inc.	St. George, UT	●	●	●	●	●	●	●	●	●	90	90	100				
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	▮	90	100					

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points		15 points		10 points		10 points		10 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
LKQ Corp.	Chicago, IL										0		490	
Penske Automotive Group Inc.	Bloomfield Hills, MI										0	0	194	
Sonic Automotive Inc.	Charlotte, NC										0	0	309	
Banking and Financial Services														
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	100	80		
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	90	
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●		●	●	●	●	●	100	100	249	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	21	
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	181	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100	280	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	124	
Charles Schwab Corp., The	San Francisco, CA	●	●	●		●			●	●	100	100	459	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	26	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●		●	●	100	100	810	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	100	100	296	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	32	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●		●	●	●	●	●	●	100	100	13	
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●		●	●	100	100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	90		
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	90	361	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	261	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	74	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●		●	●	100	100	756	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	18	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	541	
MasterCard Inc.	Purchase, NY	●	●	●	●	●		●	●	●	100	100	326	
McGraw Hill Financial	New York, NY	●	●	●	●	●	●	●	●	●	100	90	484	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	731	
Morgan Stanley	New York, NY	●	●	●	●	●		●	●	●	100	100	83	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	574	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●		●	●	●	●	100	100	172	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	100	100	72	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	100			
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	275	

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Ally Financial Inc.	Detroit, MI	▶	▶								20	15	273	
Dun & Bradstreet Corp., The	Short Hills, NJ	▶			●						20	30		
Fidelity National Financial Corp.	Jacksonville, FL	▶	▶								20	30	316	
Western Union Co., The	Englewood, CO	▶	▶								20	30	458	
CIT Group Inc.	New York, NY	▶									10	15	654	
Harbinger Group	New York, NY	▶									10		456	
INTL FCS	New York, NY	▶									10	0	66	
Stone Inc.	New York, NY													
Jones Financial Companies LLLP	Des Peres, MO	▶									10	0	444	
Leucadia National Corporation	New York, NY										0	0	252	
Chemicals and Biotechnology														
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	100	100		
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	100	100	48	
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100	213	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	197	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	85	215	
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	▶	95	95	276	
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	▶	95	75	233	
Celanese Corp.	Irving, TX	●	●	●	●	●		●	●	▶	85	80	399	
Lubrizol Corp.	Wickliffe, OH	●	●	●	●	●		●	●	▶	80	15		
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●			●	▶	75	75	190	
Ashland Inc.	Covington, KY	●	●	●	●	●			▶	▶	65	15	344	
Huntsman Corp.	Salt Lake City, UT	▶	▶	●		▶				▶	35	40	253	
CF Industries Holdings Inc.	Deerfield, IL	▶	▶								20	0	463	
Eastman Chemical Co.	Kingsport, TN	▶	▶								20	15	297	
Quintiles Transnational	Durham, NC	▶	▶								20		486	
Sherwin-Williams Co., The	Cleveland, OH	▶	▶								20	30	278	
Avery Dennison	Glendale, CA	▶									10	15	398	
Computer and Data Services														
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	100	243	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	100	100	859	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	100		
Dropbox Inc.	San Francisco, CA	●	●	●	●	●		●	●	●	100			
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	100	100	128	
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	80		
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100	17	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	100	111	
LexisNexis Group	Miamisburg, OH	●	●	●	●	●		●	●	▶	85	90		
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	▶		●	●	▶	80	85	185	
SRA International Inc.	Fairfax, VA	●	●	●	●	●			●	●	80	80		
Arrow Electronics	Englewood, CO	●	●	●	●	●			●	▶	75	15	138	
Unisys Corp.	Blue Bell, PA	▶	▶						●		30	40	664	
Cognizant Technology Solutions Corp.	Teaneck, NJ	▶	▶								20	15	308	
Keane Inc.	Boston, MA	▶							●		20	25		

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	958	
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	100			
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	55		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		23
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	100	100		
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	85	144	226
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	100	100		648
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100		
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	100	100	648	468
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	●	●	95	30		
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	90	80		
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	85	90		
Capgemini US LLC	New York, NY	●	●	●	●	●	●	●	●	●	85	90		577
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	85	90		
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●	85	85		
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	80			
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	70	70		
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	60	70		
Education and Child Care														
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	85	90		
Energy and Utilities														
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	119	267
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	100	100		
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	100	100		186
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	95	80		
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	95	65	234	
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	90	85	687	
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	90	85	379	225
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●	90	100		
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	90	90	123	
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	90	90	257	
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●	85	90	242	200
ONEOK Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	85	70		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Southern Co.	Atlanta, GA	●	●	●	●	●		●	●	●	85	70	170	
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●		●	●	●	80	90		
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●		●	●	●	80	80		
National Grid USA	Brooklyn, NY	●	●	●	●	●		●	●	●	80	90		
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●		●	●	●	80	85	561	
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●		●	●	●	80	90	284	
DTE Energy Co.	Detroit, MI	●	●	●	●	●			●	●	75	35	290	
NiSource Inc.	Merrillville, IN	●	●	●	●	●			●	●	75	15	448	
SunPower Corp.	San Jose, CA	●	●	●	●	●	●		●	●	75	75	835	
AGL Resources Inc.	Atlanta, GA	●	●	●	●	●			●	●	70		532	
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●		●	●	●	70	85	212	
NRG Energy Inc.	Princeton, NJ	●	●		●	●		●	●	●	65	70	244	
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●			●	●	65	35		
NextEra Energy Inc.	Juno Beach, FL	●	●	●		●		●	●	●	60	70	191	
WEC Energy Group	Milwaukee, WI	●	●	●		●			●	●	60	45	545	
PacifiCorp	Portland, OR	●	●		●	●		●	●		50	80		
Pinnacle West Capital	Phoenix, AZ	●	●	●	●				●	●	50	60	667	
NV Energy Inc.	Las Vegas, NV	●	●			●		●	●		45	70		
RRI Energy Inc.	Houston, TX	●		●	●	●			●	●	45	50		
CMS Energy Services	Jackson, MI	●		●				●	●	●	35	35	394	
Severn Trent Services Inc.	Fort Washington, PA	●	●		●	●					35	50		
Calpine Corp.	Houston, TX	●			●	●			●		30	40	414	
Northeast Utilities	Springfield, MA	●				●			●		25	30	359	
Edison International	Rosemead, CA	●	●								20	30	222	
Energy Future Holdings Corp.	Dallas, TX	●	●								20	15	438	
Energy Transfer Partners LP	Dallas, TX	●	●								20	0	54	
Integrus Energy Group Inc.	Chicago, IL	●	●								20	30	450	
Mirant Corp.	Atlanta, GA	●			●						20	30		
UGI Corp.	King of Prussia, PA	●	●								20	30	362	
Allegheny Energy Inc.	Greensburg, PA	●									10	15		
CenterPoint Energy Inc.	Houston, TX	●									10	15	333	
FirstEnergy Corp.	Akron, OH	●									10	0	195	
Global Partners	Waltham, MA	●									10	0	146	
AES Corp., The	Arlington, VA										0	15	174	
Targa Resources Corp.	Houston, TX										0	0	395	
Engineering and Construction														
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	90		
AECOM	Los Angeles, CA	●	●	●	●	●		●	●	●	85	90	332	
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●		●	●	●	85	90	437	
Fluor Corp.	Irving, TX	●	●	●	●	●		●	●	●	85	75	109	
Black & Veatch Corp.	Overland Park, KS	●	●	●	●	●		●	●	●	80	65		
Jacobs Engineering Group Inc.	Pasadena, CA	●	●		●	●					35	50	237	
KB Home	Los Angeles, CA	●	●		●	●					35	50	948	
Perkins + Will Inc.	Chicago, IL	●			●	●			●		35	45		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a 15 points	1b 15 points	1c 5 points	2a 10 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points				
DR Horton Inc.	Fort Worth, TX	►	►								20	0	418	
KBR Inc.	Houston, TX	►	►								20	0	360	
Lennar Corp.	Miami, FL	►	►								20	15	431	
Ryland Group Inc., The	Calabasas, CA	►				►					15	20	933	
EMCOR Group Inc.	Norwalk, CT	►									10	15	407	
Peter Kiewit Sons' Inc.	Omaha, NE	►									10	15	236	
PulteGroup Inc.	Bloomfield Hills, MI	►									10	15	446	
Quanta Services	Houston, TX	►									10	0	396	
URS Corp.	San Francisco, CA	►									10	15	256	
United Rentals	Greenwich, CT										0		500	
Entertainment and Electronic Media														
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	100	100		
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	182	
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	44	
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	100	98	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●	100			
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	100	100		
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	102	
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	210	
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	100	100	61	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●		●	●	●	90	90		
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●		●	●	90	80	563	
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●		●	●	►	85	35	722	
Sony Computer Entertainment America LLC	Foster City, CA	●	●		●	●	●	●	●		80	85		
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●			●	►	75	70	404	
iHeartMedia Inc.	San Antonio, TX	●	●		●	●			►		55	75	419	
Corbis Corp.	Seattle, WA	►	►		●	►					35	50		
Discovery Communications Inc.	Silver Spring, MD	►	►								20		460	
Twenty-First Century Fox	New York, NY	►									10	15	85	
Food, Beverages and Groceries														
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100		
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	209	
Barilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	100	100		
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●	100			
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	100	760	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	100	100	315	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	100	100		
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	58	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	100	100	184	
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	100	100	319	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	100	100		
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100		
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	100	100		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000						
		15 points		15 points		5 points		10 points		10 points					10 points		10 points		15 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4										
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	159						
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	100	100	366						
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	100	70	311						
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	198						
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	156						
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	100	100	199						
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	100	90	106						
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100							
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	89						
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43						
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100							
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●	●	100								
Keurig Green Mountain	Waterbury, VT	●	●	●	●	●	●	●	●	●	●	95	85	565						
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	95	85	24						
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	90	45							
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	90	90							
Wawa Inc.	Wawa, PA	●	●	●	●	●	●	●	●	●	●	90	65							
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	85	80							
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	85	75							
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90							
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●	●	85	30	93						
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	85	75	218						
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	80	95	239						
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	80	90	94						
Young's Market Co.	Tustin, CA	●	●	●	●	●	●	●	●	●	●	80	65							
Denny's Corp.	Spartanburg, SC	●	●	●	●	●	●	●	●	●	●	75	15							
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	75	35							
J. M. Smucker Co.	Orrville, OH	●	●	●	●	●	●	●	●	●	●	75	60	435						
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	75	75	133						
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	80	80	216						
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	70	75	696						
McCormick & Company Inc.	Sparks, MD	●	●	●	●	●	●	●	●	●	●	70	15	591						
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	●	65	70	590						
SYSCO Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	65	15	63						
Wendy's Co., The	Dublin, OH	●	●	●	●	●	●	●	●	●	●	65	60	843						
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	60	70	430						
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	55	70	761						
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●	●	●	●	●	●	●	●	●	●	55	45	797						
Palm Management Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	55	65							
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	50	60							
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	50	65							
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	50	70							
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	40	55							
Constellation Brands Inc.	Victor, NY	●	●	●	●	●	●	●	●	●	●	40	50	770						

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Dean Foods Co.	Dallas, TX	●	●		●	●			●		40	40	285	
Winn-Dixie Stores Inc.	Jacksonville, FL	●			●	●			●		40	45		
Archer Daniels Midland Co.	Decatur, IL	●	●		●	●					35	20	27	
H.E. Butt Grocery Co.	San Antonio, TX	●			●				●		30	40		
C&S Wholesale Grocers Inc.	Keene, NH	●			●						20	30		
CHS Inc.	Inver Grove Heights, MN	●	●								20	0	62	
Publix Super Markets Inc.	Lakeland, FL	●	●								20	0	104	
Seaboard Corp.	Shawnee Mission, KS	●	●								20	0	387	
Smithfield Foods Inc.	Smithfield, VA	●	●								20	15	214	
Dole Food Co. Inc.	Westlake Village, CA				●						10	30		
United Natural Foods Inc.	Providence, RI	●									10	15	427	
Core-Mark Holding Company Inc.	South San Francisco, CA										0	0	346	
Ingredion Inc.	Westchester, IL										0	15	412	
Forest and Paper Products														
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●	●	●	●	●	●	95	85	320	
International Paper Co.	Memphis, TN				●	●			●		25	45	105	
Domtar Corp.	Fort Mill, SC	●									10	15	469	
Healthcare														
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	57	
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	100	100		
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	100	100	367	
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	100	100	22	
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	651	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	100	100	97	
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	100	100	12	
Henry Schein	Melville, NY	●	●	●	●	●	●	●	●	●	100	15	292	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	100	73	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100		
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	15	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	95	100		
Group Health Cooperative	Seattle, WA	●	●		●	●	●	●	●	●	95	100		
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	95	100	14	
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●		●	●	●	90	90	384	
Express Scripts Inc.	St. Louis, MO	●	●	●	●	●	●		●	●	90	70	20	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●		●	●	●	90	90	364	
Cerner Corp.	North Kansas City, MO	●	●	●	●	●		●	●	●	85	90	742	
CHG Healthcare Services Inc.	Salt Lake City, UT	●	●	●	●	●		●	●	●	85	80		
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●		●	●	●	85	35	303	
Centene Corp.	St. Louis, MO	●	●	●	●	●		●	●	●	80	0	251	
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●			●	●	75	75	136	
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●	●	●		●	●	75	55	28	
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●		●	●	●	75	75		
Group Health Permanente	Seattle, WA		●		●	●	●	●	●	●	75	85		
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●	●		●	●	●	70	80		

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	100	100		
Masco Corp.	Taylor, MI	▶									10	15	323	
Hotels, Resorts and Casinos														
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●	100			
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	318	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	100	100		
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	289	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	584	
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	219	
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	287	
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	100	100	424	
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100		
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	452	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	▶	95	100	494	
Carlson Inc.	Minnetonka, MN	●	●	●	●	●		●	●	▶	85	85		
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●		●	●	▶	85	90		
Sbe	Los Angeles, CA	●	●		●	●		●	▶	▶	75	85		
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●	●			●	▶	60	65		
Host Hotels & Resorts Inc.	Bethesda, MD	▶			●						20	15	477	
Las Vegas Sands Corp.	Las Vegas, NV	▶									10	15	211	
Insurance														
AIG	New York, NY	●	●	●	●	●	●	●	●	●	100	100	40	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	100	85	373	
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	100	100	38	
AXA	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	100			
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	100	100	208	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	100	85		
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	100	100		
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	100	95	416	
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100		
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	100	90	291	
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	113	
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	100	100		
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	100	90	232	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	100	100	96	
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	42	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	91	
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	88	

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Anadarko Petroleum	The Woodlands, TX	►	►								20	15	202	
Apache Corp.	Houston, TX	►	►								20	30	179	
Commercial Metals	Irving, TX	►	►								20	30	370	
Devon Energy Corp.	Oklahoma City, OK	►	►								20	30	270	
Occidental Petroleum	Los Angeles, CA	►	►								20	30	116	
Steel Dynamics Inc.	Fort Wayne, IN	►	►								20	30	355	
Cleveland-Cliffs Inc.	Cleveland, OH	►									10	30	445	
Consol Energy Inc.	Canonsburg, PA	►									10	15	434	
EOG Resources	Houston, TX	►									10	15	203	
Nucor Corp.	Charlotte, NC	►									10	0	150	
Peabody Energy Corp.	St. Louis, MO	►									10	15	365	
Reliance Steel & Aluminum Co.	Los Angeles, CA	►									10	15	299	
United States Steel Corp.	Pittsburgh, PA	►									10	0	166	
Freeport-McMoRan Copper & Gold Inc.	Phoenix, AZ										0	0	142	
Icahn Enterprises LP	New York, NY										0	0	143	
Noble Energy Inc.	Houston, TX										0		491	
Miscellaneous														
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100	86	
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	100	100	295	
Imation Corp.	Oakdale, MN	●	●	●	●	►			►	►	60	70		
Anixter International Inc.	Glenview, IL	►	►								20	30	420	
Genuine Parts Co.	Atlanta, GA	►	►								20	15	205	
Sealed Air Corp.	Elmwood Park, NJ	►	►								20	0	345	
Bemis Co. Inc.	Neenah, WI	►									10	15	492	
Blackstone Group LP, The	New York, NY	►									10		391	
Airgas Inc.	Radnor, PA										0	0	498	
Rock-Tenn Company	Norcross, GA										0	0	293	
Spectrum Group International Inc.	Irvine, CA										0	0	353	
Oil and Gas														
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	100	100	3	
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	100	95		
BP America Inc.	Houston, TX	●	●	●	●	●		●	●	►	85	90		
Marathon Oil Corp.	Houston, TX	●	●	●	●	●		●	●	►	85	75	188	
Spectra Energy Corp.	Houston, TX	●	●	●	●	●		●	●	►	85	90	461	
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●		●	●	►	85	85	380	
ConocoPhillips	Houston, TX	●	●	●	●	●			●	●	80	75	47	
Columbia Pipeline Group	Houston, TX	●	●	●	●	●			●	►	70			
ONE Gas Inc.	Tulsa, OK	●	●	●	●	●			►	►	70			
Chesapeake Energy Corp.	Oklahoma City, OK	●	●	●	●	●			►	►	65	15	163	
Hess Corp.	New York, NY	●	●	●	●	●				►	65	40	84	
Marathon Petroleum Corp.	Findlay, OH	●		●	●	●			●	►	55	0	25	
Exxon Mobil Corp.	Irving, TX	►	►		●				●		40	-25	2	
Cameron International Corp.	Houston, TX	►	►								20	0	286	
HollyFrontier Corp.	Dallas, TX	►	►								20	0	145	

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
New York Times Co.	New York, NY	●	●	●	●	●		●	●	►	85	75		
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●	●		●	►	►	80	85		
Hachette Book Group	New York, NY	●	●	●	●	●			►	►	70	75		
Scholastic Corp.	New York, NY	►	►	●	●	●			►	●	65	75		
UBM plc	Manhasset, NY	►		●	●	►			●	►	45	60		
Washington Post Co.	Washington, DC			●	●	►					20	20	614	
Real Estate, Commercial														
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100	363	
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	552	
Lend Lease Americas Inc.	New York, NY	●	●	●	●	●			●	►	75	70		
Real Estate, Residential														
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●			●	►	75	90	476	
Simon Property Group Inc.	Indianapolis, IN	►									10	0	479	
Retail and Consumer Products														
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	100	100	594	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	681	
Avon Products Inc.	New York, NY	●	●	●	●	●		●	●	●	100	100	282	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	381	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	100	60	
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	826	
Clorox Co., The	Oakland, CA	●	●	●	●	●		●	●	●	100	100	451	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	489	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	►	●	100	95	279	
GameStop Corp.	Grapevine, TX	●	●		●	●	●	●	●	●	100	100	305	
Gap Inc.	San Francisco, CA	●	●	●	●	●	●		●	●	100	100	178	
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	100	90		
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●			●	●	100	90	33	
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●		●	●	100	95	235	
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	100	95	403	
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	436	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	224	
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	100	100	248	
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●		●	●	100	90		
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●		●	●	100	100	31	
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●		●	●	100	100		
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	100	100		
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●			●	●	100	100	87	
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●		●	●	100	95		
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	127	
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	196	
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	36	
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●		●	●	●	100	100	108	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●		●	●	●	100	100		
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	100	100	37	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000				
		15 points		15 points		5 points		10 points		10 points					10 points		10 points	
		1a	1b	1c	2a	2b	2c	3a	3b	4								
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	100	153				
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	95	85	240				
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	95	90	167				
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	95	100	263				
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	●	95	100					
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	95	95	604				
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	90	90					
Hasbro Inc.	Pawtucket, RI	●	●	●	●	●	●	●	●	●	●	90	75	597				
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	90	90	139				
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	●	90	90	1				
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	560				
A X Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	85	100					
Bon-Ton Stores Inc.	York, PA	●	●	●	●	●	●	●	●	●	●	85	90	763				
Dollar General Corp.	Goodlettsville, TN	●	●	●	●	●	●	●	●	●	●	85	70	164				
HSN Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	85	85	670				
L'Oréal USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	85					
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	85	70					
True Value Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	75					
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●	●	●	●	●	●	80	90	19				
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	80	80					
Ross Stores Inc.	Dublin , CA	●	●	●	●	●	●	●	●	●	●	80	70	277				
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	85					
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	75	75	376				
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	75	75	223				
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●	●	●	●	●	70	70					
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●	●	65	30	118				
Kohl's Corp.	Menomonee Falls, WI	●	●	●	●	●	●	●	●	●	●	60	15	151				
Burlington Store Inc.	Burlington, NJ	●	●	●	●	●	●	●	●	●	●	55	60	551				
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	45	65	945				
Stanley Black & Decker Inc.	New Britain, CT	●	●	●	●	●	●	●	●	●	●	45	25	255				
Harry & David Holdings Inc.	Medford, OR	●	●	●	●	●	●	●	●	●	●	40	70					
RadioShack Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	40	45	657				
B J's Wholesale Club	Westborough, MA	●	●	●	●	●	●	●	●	●	●	25	35					
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●	●	●	●	●	●	●	●	●	20	30	402				
Andersons Inc., The	Maumee, OH	●	●	●	●	●	●	●	●	●	●	20	0	453				
Bed Bath & Beyond Inc.	Union, NJ	●	●	●	●	●	●	●	●	●	●	20	30	258				
Big Lots	Columbus, OH	●	●	●	●	●	●	●	●	●	●	20	30	473				
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●	●	●	●	●	●	●	●	●	20	30	421				
Dillard's Inc.	Little Rock, AR	●	●	●	●	●	●	●	●	●	●	20	30	386				
Dollar Tree Stores Inc.	Chesapeake, VA	●	●	●	●	●	●	●	●	●	●	20	30	342				
Family Dollar Stores	Matthews, NC	●	●	●	●	●	●	●	●	●	●	20	30	271				
HD Supply	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	20		317				
Lowe's Companies Inc.	Mooresville, NC	●	●	●	●	●	●	●	●	●	●	20	30	52				
AutoZone Inc.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	10	15	300				

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points				
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Foot Locker Inc.	New York, NY	►									10	15	400	
O'Reilly Automotive Inc.	Springfield, MO	►									10	15	390	
Pantry Inc., The	Cary, NC	►									10	15	371	
TravelCenters of America	Westlake, OH	►									10	15	339	
Casey's General Stores Inc.	Ankeny, IA										0	0	389	
Susser Holdings	Corpus Christi, TX										0	0	439	
Tractor Supply Company	Brentwood, TN										0		480	
Telecommunications														
Alcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	100	100		
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	11	
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	55	
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	100	75	413	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	120	
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	100	100		
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	134	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	100		
Verizon Communications Inc.	New York, NY	●	●	●	●	●		●	●	►	85	90	16	
Motorola Solutions Inc.	Schaumburg, IL	●	●		●	●		●	●	►	80	90	312	
CenturyLink Inc.	Monroe, LA	●	●	●	●	●			●	►	75	80	158	
Nortel Networks Corp.	Richardson, TX	►		●	●	►			●	►	45	50		
EarthLink Inc.	Atlanta, GA	►	►		●	►			►		40	55		
Brightpoint Inc.	Indianapolis, IN	►		●		►			►	►	30	30		
Windstream Corp.	Little Rock, AR	►	►								20	15	429	
Cablevision Systems Corp.	Bethpage, NY	►									10	15	397	
Charter Communications	Stamford, CT	►									10	15	331	
NII Holdings	Reston, VA	►									10	0	495	
DISH Network Corp.	Englewood, CO										0	0	204	
Tobacco														
Altria Group Inc.	Richmond, VA	●	●		●	●	●		●	●	85	90	161	
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●		●	►	►	80	85	329	
Philip Morris International Inc.	New York, NY	►									10	0	100	
Lorillard Inc.	Greensboro, NC										0		496	
Transportation and Travel														
American Express Global Business Travel	New York, NY	●	●	●	●	●	●	●	●	●	100			
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100		
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	100	80		
Carnival Corp.	Miami, FL	●	●	●	●	●		●	►	●	85	85		
Ryder System Inc.	Miami, FL	●	●	●	●	●		●	●	►	85	85	406	
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	►		●	●	►	75	75	340	
CSX Corp.	Jacksonville, FL	●	●	●	●	●			●	►	75	70	231	
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●			●	►	75	65		
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	►			●	►	65	75	712	
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	►	►	●	●	►		●	►	►	60	70		
HomeAway Inc.	Austin, TX	●		●	●	●			►	►	55			

Appendix C Ratings by Industry, Descending Score

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



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

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

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

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

Liz Cooper
Associate Director, HRC Foundation Workplace Equality Program

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

Rena Peng
Coordinator, HRC Foundation Workplace Equality Program

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

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

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

Acknowledgments

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

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

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

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

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

CEI 2016 was designed by Tony Frye Design.

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

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