

EXHIBIT 18

Message

From: Severns, Colette [Colette.Severns@azblue.com]
on behalf of Severns, Colette <Colette.Severns@azblue.com> [Colette.Severns@azblue.com]
Sent: 10/1/2015 4:06:15 PM
To: Yvette Medina (Yvette.Medina@azdoa.gov) [Yvette.Medina@azdoa.gov]
CC: Muth, Ken [Ken.Muth@azblue.com]; Chanelle Bergren (Chanelle.Bergren@azdoa.gov) [Chanelle.Bergren@azdoa.gov]; Marie Isaacson (marie.isaacson@azdoa.gov) [marie.isaacson@azdoa.gov]; elizabeth.schafer@azdoa.gov
Subject: RE: Transgender Reassignment
Attachments: O922 - 01-01-15.docx

Hi Yvette,

This benefit is not common but we do have a few large clients that offer a benefit for transgender services. Attached are the coverage guidelines and below you will find additional information relative to the benefit offered:

- Precertification is required
- Benefits for transgender services include medications, counseling, voice and communications therapy and surgery (including postoperative care and follow-up)
- \$75,000 plan maximum per member applies and all transgender services apply to this maximum
- Reversal of transgender surgical procedures is a benefit exclusion

Please let us know if you have questions.

Thank you

Colette Severns
Client Service Manager, Large Group Market

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From: Yvette Medina [mailto:Yvette.Medina@azdoa.gov]
Sent: Wednesday, September 30, 2015 12:56 PM
To: Dash, Jay A <DashJ@aetna.com>; Branson Cobb <CobbB@AETNA.com>; Maddalena, Diana M 654 <Diana.Maddalena@Cigna.com>; Emmons, Erica 654 (Erica.Emmons@Cigna.com) <Erica.Emmons@Cigna.com>; Amy Clatterbuck <amy_h_clatterbuck@uhc.com>; Heather Gallegos <heather_gallegos@uhc.com>; Severns, Colette <Colette.Severns@azblue.com>; Muth, Ken <Ken.Muth@azblue.com>
Cc: Chanelle Bergren <Chanelle.Bergren@azdoa.gov>; Marie Isaacson <Marie.Isaacson@azdoa.gov>; Elizabeth Schafer <Elizabeth.Schafer@azdoa.gov>
Subject: Transgender Reassignment

Y. Medina
EXHIBIT 02

AZSTATE.006325

AZSTATE.006325

We are seeking additional information regarding Transgender Reassignment Surgery. Based on your book of business, are other health plans covering this procedure or looking to adding coverage? Please provide your coverage guidelines and response by Monday, October 5th. Let me know if you have any questions. Thank you.

Yvette

Yvette Medina

Plan Administrator

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<http://benefitoptions.az.gov/>

How am I doing? Please take a few moments to answer a few questions.

<https://www.surveymonkey.com/r/BenPlanAdmin>

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MEDICAL COVERAGE GUIDELINES
SECTION: SURGERY

ORIGINAL EFFECTIVE DATE: 01/01/15
LAST REVIEW DATE:
LAST CRITERIA REVISION DATE:
ARCHIVE DATE:

SURGICAL PROCEDURES FOR GENDER DYSPHORIA

Coverage for services, procedures, medical devices and drugs are dependent upon benefit eligibility as outlined in the member's specific benefit plan. This Medical Coverage Guideline must be read in its entirety to determine coverage eligibility, if any.

This Medical Coverage Guideline provides information related to coverage determinations only and does not imply that a service or treatment is clinically appropriate or inappropriate. The provider and the member are responsible for all decisions regarding the appropriateness of care. Providers should provide BCBSAZ complete medical rationale when requesting any exceptions to these guidelines.

The section identified as "Description" defines or describes a service, procedure, medical device or drug and is in no way intended as a statement of medical necessity and/or coverage.

The section identified as "Criteria" defines criteria to determine whether a service, procedure, medical device or drug is considered medically necessary or experimental or investigational.

State or federal mandates, e.g., FEP program, may dictate that any drug, device or biological product approved by the U.S. Food and Drug Administration (FDA) may not be considered experimental or investigational and thus the drug, device or biological product may be assessed only on the basis of medical necessity.

Medical Coverage Guidelines are subject to change as new information becomes available.

For purposes of this Medical Coverage Guideline, the terms "experimental" and "investigational" are considered to be interchangeable.

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Description:

Gender dysphoria refers to the discomfort or distress caused by discrepancy between an individual's gender identity and the gender assigned at birth. Treatments for gender dysphoria include psychosocial therapy, medical hormonal therapy and surgical procedures to change primary and secondary sex characteristics (i.e., breast/chest, genitalia, facial features and body contouring). Surgery, particularly genital surgery, is often the last and the most considered step in the treatment process for gender dysphoria.



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SURGICAL PROCEDURES FOR GENDER DYSPHORIA (cont.)

Description: (cont.)

Female-to-Male (FtM) Surgical Procedures:

- Breast/chest surgery: subcutaneous mastectomy, creation of a male chest
- Genital surgery: hysterectomy/salpingo-oophorectomy, reconstruction of the fixed part of the urethra, which can be combined with a metoidioplasty or with a phalloplasty (employing a pedicled or free vascularized flap), vaginectomy, scrotoplasty, and implantation of erection and/or testicular prostheses
- Nongenital, non-breast surgical interventions: voice surgery (rare), liposuction, lipofilling, pectoral implants and various aesthetic procedures

Male-to-Female (MtF) Surgical Procedures:

- Breast/chest surgery: augmentation mammoplasty (implants/lipofilling)
- Genital surgery: penectomy, orchiectomy, vaginoplasty, clitoroplasty and vulvoplasty
- Nongenital, nonbreast surgical interventions: facial feminization surgery, liposuction, lipofilling, voice surgery, thyroid cartilage reduction, gluteal augmentation (implants/lipofilling), hair reconstruction, and various aesthetic procedures

Referral for Surgery:

Surgical treatments for gender dysphoria are initiated by a referral (one or two, depending on the type of surgery) from a qualified mental health professional. The mental health professional provides documentation, in the chart and/or referral letter, of the individual's personal and treatment history, progress and eligibility.

- Breast Surgery:
One referral from a qualified mental health professional is needed for breast surgery (i.e., mastectomy, chest reconstruction, or augmentation mammoplasty).
- Genital Surgery:
Two referrals from qualified mental health professionals are needed for genital surgery (i.e., hysterectomy/salpingo-oophorectomy, orchiectomy, genital reconstructive surgeries). If the first referral is from the individual's psychotherapist, the second referral should be from a person who has only had an evaluative role with the individual. Two separate letters, or one letter signed by both (e.g., if practicing within the same clinic) may be sent. Each referral letter, however, is expected to cover the same topics in the areas outlined below.



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SURGICAL PROCEDURES FOR GENDER DYSPHORIA (cont.)

Description: (cont.)

Referral for Surgery: (cont.)

The recommended content of referral letters for surgery is as follows:

1. General identifying characteristics
2. Psychosocial assessment results, including diagnoses
3. Duration of the mental health professional's relationship with the individual, including the type of evaluation and therapy or counseling to date
4. Explanation that the criteria for surgery have been met, and a brief description of the clinical rationale for supporting the surgery request
5. Statement that informed consent has been obtained from the individual seeking surgery
6. Statement that the mental health professional is available for coordination of care.

Criteria:

COVERAGE FOR SURGICAL PROCEDURES FOR GENDER DYSPHORIA IS DEPENDENT UPON BENEFIT PLAN LANGUAGE. REFER TO MEMBER'S SPECIFIC BENEFIT PLAN BOOKLET TO VERIFY BENEFITS.

If benefit coverage for surgical procedures for gender dysphoria is available, requests for surgical procedures for gender dysphoria will be reviewed by the medical director(s) and/or clinical advisor(s).

- **If benefit coverage for surgical procedures for gender dysphoria is not available, surgical procedures for gender dysphoria is considered a *benefit plan exclusion* and *not eligible for coverage*.**



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SURGICAL PROCEDURES FOR GENDER DYSPHORIA (cont.)

Criteria: (cont.)

Female-to-Male Breast/Chest Procedures:

- **If benefit coverage for surgical procedures for gender dysphoria is available**, mastectomy and creation of a male chest with or without pectoral implants for the treatment of gender dysphoria is considered **eligible for coverage** with documentation of **ALL** of the following:
 1. One referral from qualified mental health professional
 2. Persistent, well-documented gender dysphoria
 3. Capacity to make a fully informed decision and to give consent for treatment
 4. Age of majority in a given country (if younger, follow the standards of care for children and adolescents)
 5. If significant medical or mental health concerns are present, they must be reasonably well controlled

Hormone therapy is not a prerequisite.

Male-to-Female Breast/Chest Procedures:

- **If benefit coverage for surgical procedures for gender dysphoria is available**, breast augmentation (implants/lipofilling) in male-to-female procedures for the treatment of gender dysphoria is considered **eligible for coverage** with documentation of **ALL** of the following:
 1. One referral from qualified mental health professional
 2. Persistent, well-documented gender dysphoria
 3. Capacity to make a fully informed decision and to give consent for treatment
 4. Age of majority in a given country (if younger, follow the SOC for children and adolescents)
 5. If significant medical or mental health concerns are present, they must be reasonably well controlled

Although not an explicit criterion, feminizing hormone therapy (minimum 12 months) prior to breast augmentation surgery is recommended. The purpose is to maximize breast growth in order to obtain better surgical (aesthetic) results.



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SURGICAL PROCEDURES FOR GENDER DYSPHORIA (cont.)

Criteria: (cont.)

Female-to-Male and Male-to-Female Genital Procedures:

- **If benefit coverage for surgical procedures for gender dysphoria is available**, hysterectomy and salpingo-oophorectomy in female-to male procedures and orchiectomy and penectomy in male-to-female procedures for the treatment of gender dysphoria is considered **eligible for coverage** with documentation of **ALL** of the following:

1. Two referrals from qualified mental health professionals
2. Persistent, well documented gender dysphoria
3. Capacity to make a fully informed decision and to give consent for treatment
4. Age of majority in a given country
5. If significant medical or mental health concerns are present, they must be well controlled
6. 12 continuous months of hormone therapy as appropriate to the individual's gender goals (unless hormones are not clinically indicated for the individual)

The aim of hormone therapy prior to gonadectomy is primarily to introduce a period of reversible estrogen or testosterone suppression, prior to irreversible surgical intervention.

These criteria do not apply to individuals having these surgical procedures for medical indications other than gender dysphoria.

- **If benefit coverage for surgical procedures for gender dysphoria is available**, metoidioplasty or phalloplasty, vaginectomy and scrotoplasty in female-to-male and vaginoplasty, clitoroplasty, vulvoplasty and implantation of erection and/or testicular prostheses in male-to-female procedures for the treatment of gender dysphoria is considered **eligible for coverage** with documentation of **ALL** of the following:

1. Two referrals from qualified mental health professionals
2. Persistent, well documented gender dysphoria
3. Capacity to make a fully informed decision and to consent for treatment
4. Age of majority in a given country
5. If significant medical or mental health concerns are present, they must be well controlled
6. 12 continuous months of hormone therapy as appropriate to the individual's gender goals (unless hormones are not clinically indicated for the individual)
7. 12 continuous months of living in a gender role that is congruent with their gender identity

Although not an explicit criterion, it is recommended that these individuals also have regular visits with a mental health or other medical professional.



MEDICAL COVERAGE GUIDELINES
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SURGICAL PROCEDURES FOR GENDER DYSPHORIA (cont.)

Criteria: (cont.)

NonBreast/Chest and NonGenital Procedures:

- **If benefit coverage for surgical procedures for gender dysphoria is available**, nonbreast/chest and nongenital procedures for the treatment of gender dysphoria are considered **cosmetic, not eligible for coverage** and **not medically necessary**.

These procedures include, *but are not limited to*:

- Facial feminization/masculinization surgery
- Gluteal augmentation (implants/lipofilling)
- Hair reconstruction
- Thyroid cartilage reduction
- Voice surgery

Resources:

1. The World Professional Association for Transgender Health (WPATH). Standards of Care for the Health of Transsexual, Transgender, and Gender-Nonconforming People. 2012, Version 7.

EXHIBIT 19

Message

From: Emmons, Erica 654 [Erica.Emmons@Cigna.com]
on behalf of Emmons, Erica 654 <Erica.Emmons@Cigna.com> [Erica.Emmons@Cigna.com]
Sent: 10/5/2015 4:13:32 PM
To: Yvette Medina [Yvette.Medina@azdoa.gov]; Maddalena, Diana M 646 [Diana.Maddalena@Cigna.com]
CC: Chanelle Bergren [Chanelle.Bergren@azdoa.gov]; Marie Isaacson [Marie.Isaacson@azdoa.gov]; Elizabeth Schafer [Elizabeth.Schafer@azdoa.gov]
Subject: RE: Transgender Reassignment
Attachments: mm_0266_coveragepositioncriteria_gender_reassignment_surgery.pdf; DRAFT Gender Transition Coverage Rider v2.docx; CEI-2015-rev.pdf; ATT00004.txt

Yvette –

Good afternoon. I've attached our Cigna coverage policy for gender reassignment surgery. The medical director at Cigna who wrote and manages this coverage policy, Renee McLaughlin, is extremely knowledgeable on the process of gender reassignment and would be happy to discuss with you all on what to expect when adding coverage, communicating the change, and just educating on the processes and procedures involved for a patient undergoing gender reassignment.

Gender reassignment surgery is an optional benefit that our ASO clients can choose to include coverage for with no additional administrative cost if the standard coverage policy is followed. We also have a buy-up to the transgender coverage available. The attached sample policy details the additional services that can be included with the buy-up coverage. To add this additional layer of coverage beyond the standard Cigna coverage policy is an additional admin fee of \$0.25 per member per month (PMPM).

At this time, the majority of our clients do not cover these services under their plans; however, we have seen momentum in certain markets with groups choosing to extend this coverage. For example, in Colorado, insured public colleges are required to offer coverage. Many of the self-funded public and private colleges in Colorado have opted to also offer coverage. Many clients are looking to meet the World Professional Association for Transgender Health (WPATH) guidelines for their Corporate Equality Index score (see guidelines attached as FYI). If the goal of the State is to offer coverage for purposes of the equality score, the standard Cigna coverage policy allows employers to "check the box" and the additional buy-up isn't necessary. I thought you might find this [list of employers offering transgender healthcare coverage](#) helpful as well. This list appears to be only private employers; however, there are some public employer plans that also offer this coverage.

Finally, I thought it may be of interest to you that Maricopa County also inquired about this topic and our coverage position. I would be happy to let you know if they choose to move forward with covering these services.

Erica Emmons | Sr. Client Manager | Government and Education | Cigna | 5310 East High Street, Suite 200 | Phoenix, AZ 85054 |
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From: Yvette Medina [mailto:Yvette.Medina@azdoa.gov]
Sent: Wednesday, September 30, 2015 12:56 PM
To: Dash, Jay A; Branson Cobb; Maddalena, Diana M 646; Emmons, Erica 654; Amy Clatterbuck; Heather Gallegos; Severns, Colette (Colette.Severns@azblue.com); Muth, Ken (Ken.Muth@azblue.com)
Cc: Chanelle Bergren; Marie Isaacson; Elizabeth Schafer
Subject: Transgender Reassignment

We are seeking additional information regarding Transgender Reassignment Surgery. Based on your book of business, are other health plans covering this procedure or looking to adding coverage? Please provide your coverage guidelines and response by Monday, October 5th. Let me know if you have any questions. Thank you.

Yvette

Yvette Medina

Plan Administrator

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<http://benefitoptions.az.gov/>

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<https://www.surveymonkey.com/r/BenPlanAdmin>



Cigna Medical Coverage Policy

Effective Date 1/15/2015
 Next Review Date 1/15/2016
 Coverage Policy Number 0266

Subject Gender Reassignment Surgery

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Hyperlink to Related Coverage Policies

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[Blepharoplasty, Reconstructive Eyelid Surgery, and Brow Lift](#)
[Rhinoplasty, Ventibular Stenosis Repair, and Septoplasty](#)
[Redundant Skin Surgery](#)
[Speech Therapy](#)

INSTRUCTIONS FOR USE

The following Coverage Policy applies to health benefit plans administered by Cigna companies. Coverage Policies are intended to provide guidance in interpreting certain **standard** Cigna benefit plans. Please note, the terms of a customer's particular benefit plan document [Group Service Agreement, Evidence of Coverage, Certificate of Coverage, Summary Plan Description (SPD) or similar plan document] may differ significantly from the standard benefit plans upon which these Coverage Policies are based. For example, a customer's benefit plan document may contain a specific exclusion related to a topic addressed in a Coverage Policy. In the event of a conflict, a customer's benefit plan document **always supersedes** the information in the Coverage Policies. In the absence of a controlling federal or state coverage mandate, benefits are ultimately determined by the terms of the applicable benefit plan document. Coverage determinations in each specific instance require consideration of 1) the terms of the applicable benefit plan document in effect on the date of service; 2) any applicable laws/regulations; 3) any relevant collateral source materials including Coverage Policies and; 4) the specific facts of the particular situation. Coverage Policies relate exclusively to the administration of health benefit plans. Coverage Policies are not recommendations for treatment and should never be used as treatment guidelines. In certain markets, delegated vendor guidelines may be used to support medical necessity and other coverage determinations. Proprietary information of Cigna. Copyright ©2015 Cigna

Coverage Policy

Coverage for gender reassignment surgery and related services, including pre and post-surgical hormonal therapy is specifically addressed under many health benefit plans. In addition, procedures associated with gender reassignment surgery that are performed solely for the purpose of improving or altering appearance or self-esteem related to one's appearance, are considered cosmetic in nature and not medically necessary. Please refer to the applicable benefit plan document to determine benefit availability and the terms, conditions and limitations of coverage.

If coverage for gender reassignment surgery is available, the following conditions of coverage apply.

Cigna covers the following gender reassignment surgery, including pre- and post-surgical hormone therapy, as medically necessary when the individual is age 18 or older, has confirmed gender dysphoria, and is an active participant in a recognized gender identity treatment program:

- Female-to-male gender reassignment
 - breast surgery (i.e., initial mastectomy, breast reduction) when there is one letter of support from a qualified mental health professional
 - hysterectomy and salpingo-oophorectomy when BOTH of the following additional criteria are met:
 - documentation of at least 12 months of continuous hormonal* sex reassignment therapy
 - recommendation for sex reassignment surgery (i.e., genital surgery) by two qualified mental health professionals with written documentation submitted to the physician performing the genital surgery (At least one letter should be a comprehensive report. Two separate letters

or one letter with two signatures is acceptable. One letter from a Master's degree mental health professional is acceptable if the second letter is from a psychiatrist or Ph.D. clinical psychologist)

- vaginectomy (including colpectomy, metoidioplasty with initial phalloplasty, urethroplasty, urethromeatoplasty) when ALL of the following criteria are met:
 - documentation of at least 12 months of continuous hormonal* sex reassignment therapy (May be simultaneous with real life experience.)
 - the individual has lived within the desired gender role for at least 12 continuous months and which includes a wide range of life experiences and events (e.g., family events, holidays, vacations, season-specific work or school experiences), including notification to partners, family, friends, and community members (e.g., at school, work, other settings) of their identified gender
 - recommendation for sex reassignment surgery (i.e., genital surgery) by two qualified mental health professionals with written documentation submitted to the physician performing the genital surgery (At least one letter should be a comprehensive report. Two separate letters or one letter with two signatures is acceptable. One letter from a Master's degree mental health professional is acceptable if the second letter is from a psychiatrist or Ph.D. clinical psychologist.)
- Male-to-female gender reassignment
 - orchiectomy when BOTH of the following additional criteria are met:
 - documentation of at least 12 months of continuous hormonal* sex reassignment therapy
 - recommendation for sex reassignment surgery (i.e., genital surgery) by two qualified mental health professionals with written documentation submitted to the physician performing the genital surgery (At least one letter should be a comprehensive report. Two separate letters or one letter with two signatures is acceptable. One letter from a Master's degree mental health professional is acceptable if the second letter is from a psychiatrist or Ph.D. clinical psychologist.)
 - vaginoplasty (including colovaginoplasty, penectomy, labiaplasty, clitoroplasty, vulvoplasty, penile skin inversion, repair of introitus, construction of vagina with graft, coloproctostomy), when ALL of the following criteria are met:
 - documentation of at least 12 months of continuous hormonal* sex reassignment therapy,(May be simultaneous with real life experience.)
 - the individual has lived within the desired gender role for at least 12 continuous months, and which includes a wide range of life experiences and events (e.g., family events, holidays, vacations, season-specific work or school experiences), including notification to partners, family, friends, and community members (e.g., at school, work, other settings) of their identified gender
 - recommendation for sex reassignment surgery (i.e., genital surgery) by two qualified mental health professionals with written documentation submitted to the physician performing the genital surgery (At least one letter should be a comprehensive report. Two separate letters or one letter with two signatures is acceptable. One letter from a Master's degree mental health professional is acceptable if the second letter is from a psychiatrist or Ph.D. clinical psychologist.)

***Note: For individuals considering hysterectomy/salpingo-oophorectomy, orchiectomy, vaginectomy or vaginoplasty procedures a total of 12 months continuous hormonal sex reassignment therapy is required. An additional 12 months of hormone therapy is not required for vaginectomy or vaginoplasty procedures.**

Cigna does not cover procurement, cryopreservation or storage of ANY of the following as part of gender reassignment for the preservation of fertility because it is excluded under many benefit plans and considered not medically necessary:

- embryo
- sperm

- oocytes

Cigna does not cover cryopreservation, storage, and thawing of reproductive tissue (i.e., ovaries, testicular tissue) because each is considered experimental, investigational, or unproven.

Cigna considers the following cosmetic in nature and not medically necessary when performed as a component of a gender reassignment, even when there is a benefit for gender reassignment surgery (this list may not be all-inclusive):

- abdominoplasty
- blepharoplasty
- breast enlargement procedures, including augmentation mammoplasty, implants, and silicone injections of the breast
- calf implants
- cheek/malar implants
- chin/nose implants
- collagen injections
- electrolysis
- face/forehead lift
- brow lift
- hair removal/hair transplantation
- penile prosthesis (noninflatable /inflatable)
- testicular expanders
- jaw shortening/sculpturing/facial bone reduction
- laryngoplasty
- lip reduction/enhancement
- liposuction
- mastopexy
- neck tightening
- nipple/areola reconstruction
- pectoral implants
- removal of redundant skin
- replacement of tissue expander with permanent prosthesis testicular insertion
- rhinoplasty
- scrotoplasty
- second stage phalloplasty
- skin resurfacing (e.g., dermabrasion, chemical peels)
- surgical correction of hydraulic abnormality of inflatable (multi-component) prosthesis including pump and/or cylinders and/or reservoir
- testicular prostheses
- trachea shave/reduction thyroid chondroplasty
- voice modification surgery
- voice therapy/voice lessons

General Background

Gender reassignment therapy is an umbrella term for all medical procedures relating to gender reassignment of both transgender (i.e., internal gender identity is incongruent with genetic sex) and people with disorders of sexual development (DSD) (formerly known as "intersex"). The term "gender reassignment surgery," also known as sexual reassignment surgery, may be used to mean either the reconstruction of male or female genitals, specifically, or the reshaping, by any surgical procedure, of a male body into a body with female appearance, or vice versa. Gender reassignment surgery is part of a treatment plan for gender dysphoria. The causes of gender dysphoria and the developmental factors associated with them are not well-understood. The individual who is genetically male but whose gender identity is female, and who assumes a female gender presentation and role

is known as a transwoman; and the individual who is genetically female but whose gender identity is male, and who assumes a male gender presentation and role is known as a transman.

Individuals that are transsexual, transgender, or gender nonconforming (i.e., gender identity differs from the cultural norm) may experience gender dysphoria. Gender dysphoria is defined as discomfort or distress that is caused by a discrepancy between a person's gender identity and the person's assigned sex at birth (World Professional Association for Transgender Health [WPATH], 2012), including the associated gender role and/or primary and secondary sex characteristics. Gender dysphoria can be alleviated through various treatments, some of which involve a change in gender expression or body modifications, such as hormones and/or surgery. The term "transsexual" refers to an individual whose gender identity is not congruent with their genetic and/or assigned sex and usually seeks hormone replacement therapy (HRT) and possibly gender-affirmation surgery to feminize or masculinize the body and who may live full-time in the crossgender role. Transsexualism is a form of gender dysphoria. Other differential diagnoses include, but are not limited to, partial or temporary disorders as seen in adolescent crisis, transvestitism, refusal to accept a homosexual orientation, psychotic misjudgments of gender identity and severe personality disorders (Becker, et al., 1998).

Gender reassignment surgery is intended to be a permanent change, establishing congruency between an individual's gender identity and physical appearance and is not easily reversible. Therefore, a careful and accurate diagnosis is essential for treatment and can be made only as part of a long-term diagnostic process involving a multidisciplinary specialty approach that includes an extensive case history; gynecological, endocrine and urological examination, and a clinical psychiatric/psychological examination. A patient's self-assessment and desire for sex reassignment cannot be viewed as reliable indicators of gender dysphoria.

Mental health professionals play a strong role in working with individuals with gender dysphoria as they need to diagnose the gender disorder and any co-morbid psychiatric conditions accurately, counsel the individual regarding treatment options, and provide psychotherapy (as needed) and assess eligibility and readiness for hormone and surgical therapy. Once the individual is evaluated, the mental health professional provides documentation and formal recommendations to medical and surgical specialists. Documentation recommending hormonal or surgical treatment should be comprehensive and include all of the following:

- individual's general identifying characteristics
- the initial and evolving gender, sexual and psychiatric diagnoses
- details regarding the type and duration of psychotherapy or evaluation the individual received
- documentation of the extent to which eligibility criteria have been met
- the mental health professional's rationale for hormone therapy or surgery
- the degree to which the individual has followed the standards of care and likelihood of continued compliance
- whether or not the mental health professional is a part of a gender team

Psychiatric care may need to continue for several years after gender reassignment surgery, as major psychological adjustments may continue to be necessary. Other providers of care may include a family physician or internist, endocrinologist, urologist, plastic surgeon, general surgeon and gynecologist. The overall success of the surgery is highly dependent on psychological adjustment and continued support.

After diagnosis, the therapeutic approach is individualized but generally includes three elements: sex hormone therapy of the identified gender, real life experience in the desired role, and surgery to change the genitalia and other sex characteristics.

Prior to gender reassignment surgery, patients usually undergo hormone replacement therapy, which plays an important role in the gender transition process. Biological males are often treated with estrogens and anti-androgens to increase breast size, redistribute body fat, soften skin, decrease body hair, and decrease testicular size and erections. Biological females are treated with testosterone to deepen voice, increase muscle and bone mass, decrease breast size, increase clitoris size, and increase facial and body hair. In both sexes HRT may be effective in reducing the adverse psychologic impact of gender dysphoria. Hormone therapy must be administered by a physician and requires ongoing medical management, including physical examination and laboratory evaluation studies to manage dosage, side effects, etc. Lifelong maintenance is usually required. Hormone therapy also limits fertility, and individuals should be informed of sperm preservation options and cryopreservation of fertilized embryos prior to starting hormone therapy.

The individual identified with gender dysphoria also undergoes what is referred to as a “real life experience,” prior to irreversible genital surgery, in which he/she adopts the new or evolving gender role and lives in that role as part of the transition pathway. This process assists in confirming the person’s desire for gender role change, ability to function in this role long-term, as well as the adequacy of his/her support system. During this time, a person would be expected to maintain their baseline functional lifestyle, participate in community activities, and provide an indication that others are aware of the change in gender role.

Surgery for Disorders of Sexual Development

Surgery for disorders of sexual development consists of a series of staged procedures where the physician removes portions of the genitalia and creates either male genitalia or female genitalia.

Female-to-Male Transsexuals: Gender reassignment surgery from female to male (FTM) transsexual people includes genital surgical procedures that reshape a female body into the appearance of a male body.

Breast or chest surgery, which may include subcutaneous mastectomy and/or creation of a male chest may also be performed. Other nongenital nonbreast related surgeries include voice surgery, liposuction, lipoprofilling, pectoral implants and other masculinizing procedures.

Male-to-Female Transsexuals: Gender reassignment surgery from male-to-female (MTF) transsexuals includes genital procedures that shape a male body into the appearance of and, to the maximum extent possible, the function of a female body.

Breast augmentation may be considered when 12 months of hormone treatment fails to result in breast enlargement that is sufficient for the individual’s comfort in the female gender role. Breast surgery, which includes augmentation mammoplasty (implants/lipofilling) is a surgical procedure that may also be performed. In addition, other nongenital, nonbreast related surgeries, often considered feminization procedures, may be performed.

Other Associated Surgical Procedures

Preservation of Fertility: Procedures aimed at preservation of fertility (e.g., procurement, cryopreservation, and storage of sperm, oocytes and/or embryos) performed prior to gender reassignment surgery are considered not medically necessary.

Cosmetic Procedures: Various other surgical procedures may be performed as part of gender reassignment surgery. When performed as part of gender reassignment surgery these associated procedures, aimed primarily at improving personal appearance, are performed to assist with improving culturally appropriate male or female appearance characteristics and hence are considered cosmetic and are not medically necessary. Procedures that are considered cosmetic and not medically necessary include, but are not limited to, the following:

- abdominoplasty
- blepharoplasty
- breast enlargement procedures, including augmentation mammoplasty, implants, and silicone injections of the breast
- brow lift
- calf implants
- cheek/malar implants
- chin/nose implants
- collagen injections
- electrolysis
- face/forehead lift
- gamete preservation in anticipation of future infertility
- hair removal/hair transplantation
- insertion of penile prosthesis (noninflatable /inflatable)
- insertion of testicular expanders
- jaw shortening/sculpturing/facial bone reduction
- laryngoplasty
- lip reduction/enhancement

- liposuction
- mastopexy
- nipple/areola reconstruction
- pectoral implants
- removal of redundant skin
- replacement of tissue expander with permanent prosthesis testicular insertion
- rhinoplasty
- scrotoplasty
- second stage phalloplasty
- skin resurfacing (e.g., dermabrasion, chemical peels)
- surgical correction of hydraulic abnormality of inflatable (multi-component) prosthesis including pump and/or cylinders and/or reservoir
- testicular prostheses
- trachea shave/reduction thyroid chondroplasty
- voice modification surgery
- voice therapy/voice lessons

Professional Society/Organization

WPATH Guidelines: The World Professional Association for Transgender Health (WPATH) promotes standards of health care for individuals through the articulation of "Standards of Care for the Health of Transsexual, Transgender, and Gender Nonconforming People" (WPATH, 2012). WPATH recommendations for standards of care are based on scientific evidence and expert consensus and are commonly utilized as guidelines for individuals seeking treatment of gender disorders. In addition to breast surgeries (e.g., augmentation mammoplasty, mastectomy), according to the guidelines the following genital surgeries are considered procedures that may be performed for the treatment of gender dysphoria:

- hysterectomy
- salpingo-oophorectomy (ovariectomy)
- vaginectomy (i.e., removal of the vagina)
- metoidioplasty (i.e., clitoral tissue is released and moved forward to approximate the position of a penis, skin from the labia minora is used to create a penis)
- urethroplasty
- scrotoplasty
- insertion of erection and/or testicular prosthesis (i.e., the labia majora is dissected forming cavities allowing for placement of testicular implants)
- phalloplasty (i.e., skin tissue graft is used to form a penis, the objective for which is standing micturation, improved sexual sensation, function and/or appearance).
- penectomy
- orchiectomy
- vaginoplasty/colovaginoplasty (the objective for which is improved sexual sensation, function and appearance)
- clitoroplasty
- vulvoplasty
- colovaginoplasty (penile inversion to create a vagina and clitoris, or creation of a vagina from the sigmoid colon)

Endocrine Society Guidelines: In 2009 the Endocrine Society published a clinical practice guideline for endocrine treatment of transsexual persons (Hembree, et al., 2009). As part of this guideline, the endocrine society recommends that transsexual persons consider genital sex reassignment surgery only after both the physician responsible for endocrine transition therapy and the mental health professional find surgery advisable; that surgery be recommended only after completion of at least one year of consistent and compliant hormone treatment; and that the physician responsible for endocrine treatment medically clear the individual for sex reassignment surgery and collaborate with the surgeon regarding hormone use during and after surgery.

Use Outside of the US: No relevant information found.

Summary

Sex reassignment surgical procedures, including pre and post-surgery hormone therapy, for diagnosed cases of gender dysphoria should be recommended only after a comprehensive evaluation by a qualified mental health professional. The surgeon should have a demonstrated competency and extensive training in sexual reconstructive surgery. Long-term follow-up is highly recommended for the enduringly successful outcome of surgery.

Coding/Billing Information

Note: 1) This list of codes may not be all-inclusive.

2) Deleted codes and codes which are not effective at the time the service is rendered may not be eligible for reimbursement.

Intersex Surgery: Male to Female

Covered when medically necessary:

CPT®* Codes	Description
55970†	Intersex surgery; male to female
	†Includes only the following procedures:
54125	Amputation of penis; complete
54520	Orchiectomy, simple (including subcapsular), with or without testicular prosthesis, scrotal or inguinal approach
54690	Laparoscopy, surgical; orchiectomy
56800	Plastic repair of introitus
56805	Clitoroplasty for intersex state
57291	Construction of artificial vagina; without graft
57292	Construction of artificial vagina; with graft
57335	Vaginoplasty for intersex state

Intersex Surgery: Female to Male

Covered when medically necessary:

CPT®* Codes	Description
55980†	Intersex surgery, female to male
	†Includes only the following procedures:
19303	Mastectomy, simple, complete
19304	Mastectomy, subcutaneous
53430	Urethroplasty, reconstruction of female urethra
56625	Vulvectomy simple; complete
57110	Vaginectomy, complete removal of vaginal wall
58150	Total abdominal hysterectomy (corpus and cervix), with or without removal of tube(s), with or without removal of ovary(s);
58262	Vaginal hysterectomy, for uterus 250 g or less; with removal of tube(s), and/or ovary(s)
58291	Vaginal hysterectomy, for uterus greater than 250 g; with removal of tube(s) and/or ovary(s)
58552	Laparoscopy, surgical, with vaginal hysterectomy, for uterus 250 g or less; with removal of tube(s) and/or ovary(s)
58554	Laparoscopy, surgical, with vaginal hysterectomy, for uterus greater than 250 g; with removal of tube(s) and/or ovary(s)
58571	Laparoscopy, surgical, with total hysterectomy, for uterus 250 g or less; with removal of tube(s) and/or ovary(s)

58573	Laparoscopy, surgical, with total hysterectomy, for uterus greater than 250 g; with removal of tube(s) and/or ovary(s)
58661	Laparoscopy, surgical; with removal of adnexal structures (partial or total oophorectomy and/or salpingectomy)
58999 ^{††}	Unlisted procedure, female genital system (nonobstetrical)

^{††}**NOTE:** Covered when medically necessary when used to report metoidioplasty with initial phalloplasty.

Not Covered

Generally Excluded/Not Medically Necessary/Not Covered:

CPT[®]* Codes	Description
89258	Cryopreservation; embryo(s)
89259	Cryopreservation; sperm
89337	Cryopreservation, mature oocyte(s)(Code effective 01/01/2015)
89342	Storage (per year); embryo(s)
89343	Storage (per year); sperm/semen
89346	Storage (per year); oocyte(s)
0059T	Cryopreservation; oocyte(s) (Code deleted 12/31/2014)
0357T	Cryopreservation; immature oocyte(s) (Code effective 07/01/2014)
S4027	Storage of previously frozen embryos
S4030	Sperm procurement and cryopreservation services; initial visit
S4031	Sperm procurement and cryopreservation services; subsequent visit
S4040	Monitoring and storage of cryopreserved embryos, per 30 days

Experimental/Investigational/Unproven/Not Covered:

CPT[®]* Codes	Description
89335	Cryopreservation, reproductive tissue, testicular
89344	Storage (per year); reproductive tissue, testicular/ovarian
89354	Thawing of cryopreserved; reproductive tissue, testicular/ovarian
0058T	Cryopreservation; reproductive tissue, ovarian

Cosmetic/Not Covered when performed as a component of gender reassignment, even when coverage for gender reassignment surgery exists:

CPT[®]* Codes	Description
11950	Subcutaneous injection of filling material (eg, collagen); 1 cc or less
11951	Subcutaneous injection of filling material (eg, collagen); 1.1 to 5.0 cc
11952	Subcutaneous injection of filling material (eg, collagen); 5.1 to 10.0 cc
11954	Subcutaneous injection of filling material (eg, collagen); over 10.0 cc
11960	Insertion of tissue expander(s) for other than breast, including subsequent expansion
11970	Replacement of tissue expander with permanent prosthesis
11971	Removal of tissue expander(s) without insertion of prosthesis
15775	Punch graft for hair transplant; 1 to 15 punch grafts
15776	Punch graft for hair transplant; more than 15 punch grafts
15780	Dermabrasion; total face (eg, for acne scarring, fine wrinkling, rhytids, general keratosis)

15781	Dermabrasion; segmental, face
15782	Dermabrasion; regional, other than face
15783	Dermabrasion; superficial, any site (eg, tattoo removal)
15786	Abrasion; single lesion (eg, keratosis, scar)
15787	Abrasion; each additional 4 lesions or less (List separately in addition to code for primary procedure)
15788	Chemical peel, facial; epidermal
15789	Chemical peel, facial; dermal
15792	Chemical peel, nonfacial; epidermal
15793	Chemical peel, nonfacial; dermal
15820	Blepharoplasty, lower eyelid;
15821	Blepharoplasty, lower eyelid with extensive herniated fat pad
15822	Blepharoplasty, upper eyelid
15823	Blepharoplasty, upper eyelid; with extensive skin weighting down lid
15824	Rhytidectomy, forehead
15825	Rhytidectomy; neck with platysmal tightening (platysmal flap, P-flap)
15826	Rhytidectomy; glabellar frown lines
15828	Rhytidectomy; cheek, chin, and neck
15829	Rhytidectomy; superficial musculoaponeurotic system (SMAS) flap
15830	Excision, excessive skin and subcutaneous tissue (includes lipectomy); abdomen, infraumbilical panniculectomy
15832	Excision, excessive skin and subcutaneous tissue (includes lipectomy); thigh
15833	Excision, excessive skin and subcutaneous tissue (includes lipectomy); leg
15834	Excision, excessive skin and subcutaneous tissue (includes lipectomy); hip
15835	Excision, excessive skin and subcutaneous tissue (includes lipectomy); buttock
15836	Excision, excessive skin and subcutaneous tissue (includes lipectomy); arm
15837	Excision, excessive skin and subcutaneous tissue (includes lipectomy); forearm or hand
15838	Excision, excessive skin and subcutaneous tissue (includes lipectomy); submental fat pad
15839	Excision, excessive skin and subcutaneous tissue (includes lipectomy); other area
15847	Excision, excessive skin and subcutaneous tissue (includes lipectomy); abdomen (eg, abdominoplasty) (includes umbilical transposition and fascial plication) (List separately in addition to code for primary procedure)
15876	Suction assisted lipectomy; head and neck
15877	Suction assisted lipectomy; trunk
15878	Suction assisted lipectomy; upper extremity
15879	Suction assisted lipectomy; lower extremity
17380	Electrolysis epilation, each 30 minutes
17999 [†]	Unlisted procedure, skin, mucous membrane and subcutaneous tissue
19316	Mastopexy
19324	Mammoplasty, augmentation; without prosthetic implant
19325	Mammoplasty, augmentation; with prosthetic implant
19340	Immediate insertion of breast prosthesis following mastopexy, mastectomy or in reconstruction
19342	Delayed insertion of breast prosthesis following mastopexy, mastectomy or in reconstruction
19350	Nipple/areola reconstruction
21120	Genioplasty; augmentation (autograft, allograft, prosthetic material)
21121	Genioplasty; sliding osteotomy, single piece
21122	Genioplasty; sliding osteotomies, 2 or more osteotomies (eg, wedge excision or bone wedge reversal for asymmetrical chin)
21123	Genioplasty; sliding, augmentation with interpositional bone grafts (includes obtaining autografts)
21125	Augmentation, mandibular body or angle; prosthetic material

21127	Augmentation, mandibular body or angle; with bone graft, onlay or interpositional (includes obtaining autograft)
21137	Reduction forehead; contouring only
21210	Graft, bone; nasal, maxillary or malar areas (includes obtaining graft)
21270	Malar augmentation, prosthetic material
30400	Rhinoplasty, primary; lateral and alar cartilages and/or elevation of nasal tip
30410	Rhinoplasty, primary; complete, external parts including bony pyramid, lateral and alar cartilages, and/or elevation of nasal tip
30420	Rhinoplasty, primary; including major septal repair
30430	Rhinoplasty, secondary; minor revision (small amount of nasal tip work)
30435	Rhinoplasty, secondary; intermediate revision (bony work with osteotomies)
30450	Rhinoplasty, secondary; major revision (nasal tip work and osteotomies)
31599 ^{††}	Unlisted procedure, larynx
40799 ^{†††}	Unlisted procedure, lips
54400	Insertion of penile prosthesis; noninflatable (semi-rigid)
54401	Insertion of penile prosthesis; inflatable (self-contained)
54405	Insertion of multi-component inflatable penile prosthesis, including placement of pump, cylinders and reservoir
54660	Insertion of testicular prosthesis (separate procedure)
55175	Scrotoplasty; simple
55180	Scrotoplasty; complicated
92507	Treatment of speech, language, voice, communication, and/or auditory processing disorder; individual

HCPSC Codes	Description
C1789	Prosthesis, breast (implantable)
C1813	Prosthesis, penile, inflatable
C2622	Prosthesis, penile, noninflatable
L8600	Implantable breast prosthesis, silicone or equal

[†]**NOTE:** Cosmetic/Not covered when used to report calf, cheek, malar or pectoral implants or fat transfers performed in conjunction with gender reassignment surgery, even when coverage for gender reassignment surgery exists.

^{††}**NOTE:** Cosmetic/Not covered when used to report laryngoplasty performed in conjunction with gender reassignment surgery, even when coverage for gender reassignment surgery exists.

^{†††}**NOTE:** Cosmetic/Not covered when used to report lip reduction/enhancement performed in conjunction with gender reassignment surgery, even when coverage for gender reassignment surgery exists.

*Current Procedural Terminology (CPT®) © 2014 American Medical Association: Chicago, IL.

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Gender Transition-Related Services Coverage Rider

I. Adult coverage

In addition to the standard coverage for gender reassignment surgery, Yahoo! will provide coverage for the following services for individuals 18 years of age or older who have been diagnosed with gender dysphoria/gender identity disorder (ICD-9 302.85) by a licensed mental health professional and who have at least one letter of support from a licensed mental health professional according to WPATH Standards of Care version 7 guidelines:

CPT®*	Description
11950	Subcutaneous injection of filling material (eg, collagen); 1 cc or less (face only)
11951	Subcutaneous injection of filling material (eg, collagen); 1.1 to 5.0 cc (face only)
11952	Subcutaneous injection of filling material (eg, collagen); 5.1 to 10.0 cc (face only)
11954	Subcutaneous injection of filling material (eg, collagen); over 10.0 cc (face only)
11960	Insertion of tissue expander(s) for other than breast, including subsequent expansion
11970	Replacement of tissue expander with permanent prosthesis
11971	Removal of tissue expander(s) without insertion of prosthesis
15775	Punch graft for hair transplant; 1 to 15 punch grafts
15776	Punch graft for hair transplant; more than 15 punch grafts
15780	Dermabrasion; total face (eg, for acne scarring, fine wrinkling, rhytids, general keratosis)
15781	Dermabrasion; segmental, face
15788	Chemical peel, facial; epidermal
15789	Chemical peel, facial; dermal
15820	Blepharoplasty, lower eyelid;
15821	Blepharoplasty, lower eyelid with extensive herniated fat pad
15822	Blepharoplasty, upper eyelid
15823	Blepharoplasty, upper eyelid; with extensive skin weighting down lid
15824	Rhytidectomy, forehead
15825	Rhytidectomy; neck with platysmal tightening (platysmal flap, P-flap)
15826	Rhytidectomy; glabellar frown lines
15828	Rhytidectomy; cheek, chin, and neck
15829	Rhytidectomy; superficial musculoaponeurotic system (SMAS) flap
15838	Excision, excessive skin and subcutaneous tissue (includes lipectomy); submental fat pad
15876	Suction assisted lipectomy; head and neck
17380	Electrolysis epilation, each 30 minutes
17999	Unlisted procedure, skin, mucous membrane and subcutaneous tissue
19316	Mastopexy
19324	Mammoplasty, augmentation; without prosthetic implant
19325	Mammoplasty, augmentation; with prosthetic implant

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- 19340 Immediate insertion of breast prosthesis following mastopexy, mastectomy or in reconstruction
- 19342 Delayed insertion of breast prosthesis following mastopexy, mastectomy or in reconstruction
- 19350 Nipple/areola reconstruction
- 21120 Genioplasty; augmentation (autograft, allograft, prosthetic material)
- 21121 Genioplasty; sliding osteotomy, single piece
- 21122 Genioplasty; sliding osteotomies, 2 or more osteotomies (eg, wedge excision or bone wedge reversal for asymmetrical chin)
- 21123 Genioplasty; sliding, augmentation with interpositional bone grafts (includes obtaining autografts)
- 21125 Augmentation, mandibular body or angle; prosthetic material
- 21127 Augmentation, mandibular body or angle; with bone graft, onlay or interpositional (includes obtaining autograft)
- 21137 Reduction forehead; contouring only
- 21210 Graft, bone; nasal, maxillary or malar areas (includes obtaining graft)
- 21270 Malar augmentation, prosthetic material
- 30400 Rhinoplasty, primary; lateral and alar cartilages and/or elevation of nasal tip
- 30410 Rhinoplasty, primary; complete, external parts including bony pyramid, lateral and alar cartilages, and/or elevation of nasal tip
- 30420 Rhinoplasty, primary; including major septal repair
- 30430 Rhinoplasty, secondary; minor revision (small amount of nasal tip work)
- 30435 Rhinoplasty, secondary; intermediate revision (bony work with osteotomies)
- 30450 Rhinoplasty, secondary; major revision (nasal tip work and osteotomies)
- 31599 Unlisted procedure, larynx
- 40799 Unlisted procedure, lips
- 54400 Insertion of penile prosthesis; noninflatable (semi-rigid)
- 54401 Insertion of penile prosthesis; inflatable (self-contained)
- 54405 Insertion of multi-component inflatable penile prosthesis, including placement of pump, cylinders and reservoir
- 54660 Insertion of testicular prosthesis (separate procedure)
- 55175 Scrotoplasty; simple
- 55180 Scrotoplasty; complicated
- 92507 Treatment of speech, language, voice, communication, and/or auditory processing disorder; individual

II. Children and adolescents

Yahoo! will provide coverage of puberty-suppressing hormones under the direction of a pediatric endocrinologist experienced in pediatric transgender care for adolescents who have reached at least Tanner stage 2 of sexual development and meet the following criteria,

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as confirmed in a letter of support from a licensed mental health professional who is trained in childhood and adolescent developmental psychology and competent in diagnosing and treating the ordinary problems of :

1. The adolescent has demonstrated a long-lasting and intense pattern of gender nonconformity or gender dysphoria (whether suppressed or expressed);
2. Gender dysphoria emerged or worsened with the onset of puberty;
3. Any coexisting psychological, medical, or social problems that could interfere with treatment (e.g., that may compromise treatment adherence) have been addressed, such that the adolescent's situation and functioning are stable enough to start treatment;
4. The adolescent has given informed consent and, particularly when the adolescent has not reached the age of medical consent, the parents or other caretakers or guardians have consented to the treatment and are involved in supporting the adolescent throughout the treatment process.

III. All

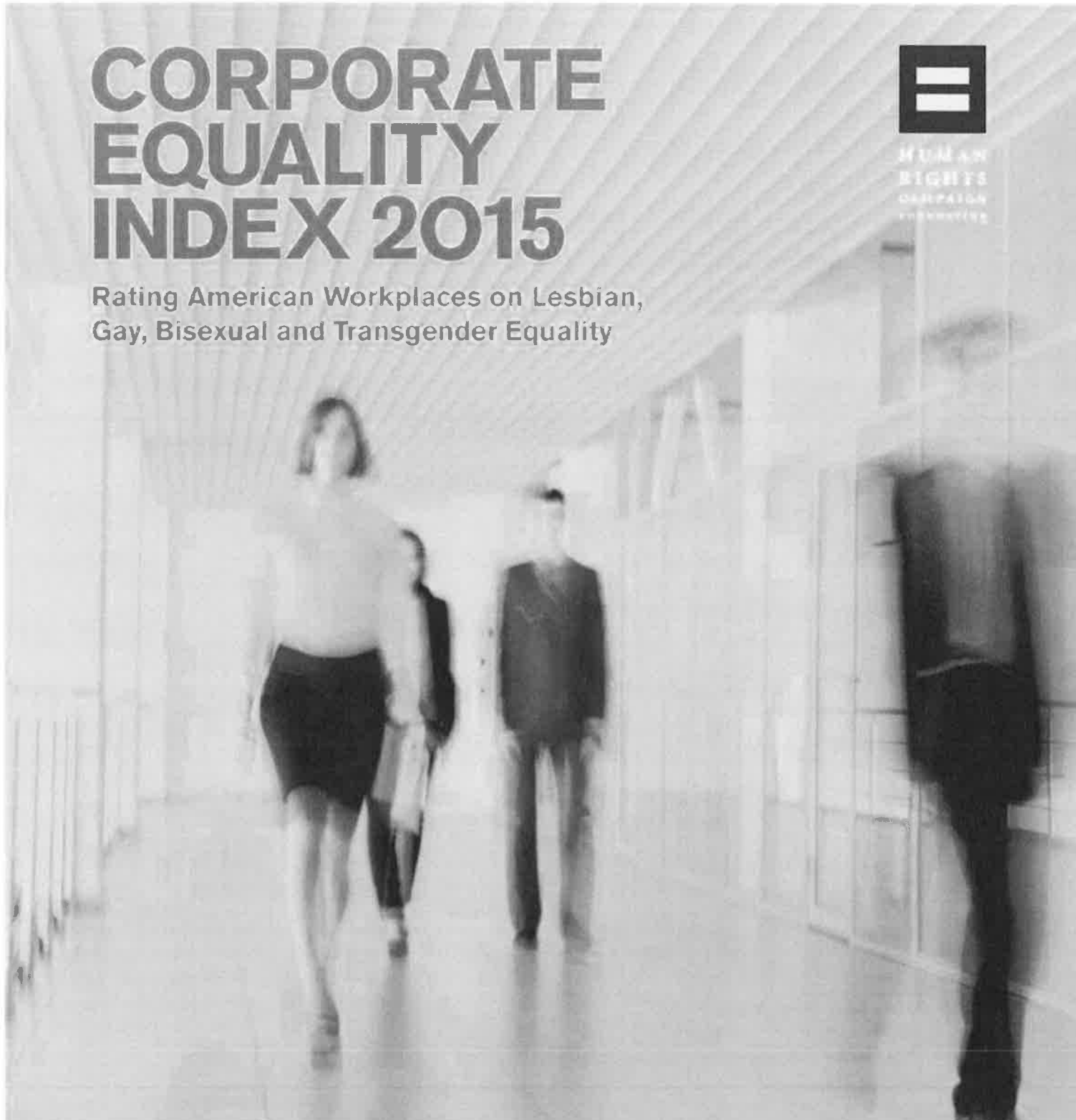
- A. Coverage for all gender transition-related services (all services for which a diagnosis of gender dysphoria or gender identity disorder is required) will be subject to a lifetime limit of \$100,000.
- B. Yahoo! will only provide coverage for gender reassignment surgery when performed by a designated provider (see addendum)
- C. Yahoo! will provide up to \$5000 in reimbursement for travel related expenses in support of provision IIIB above, when supported by appropriate documentation.

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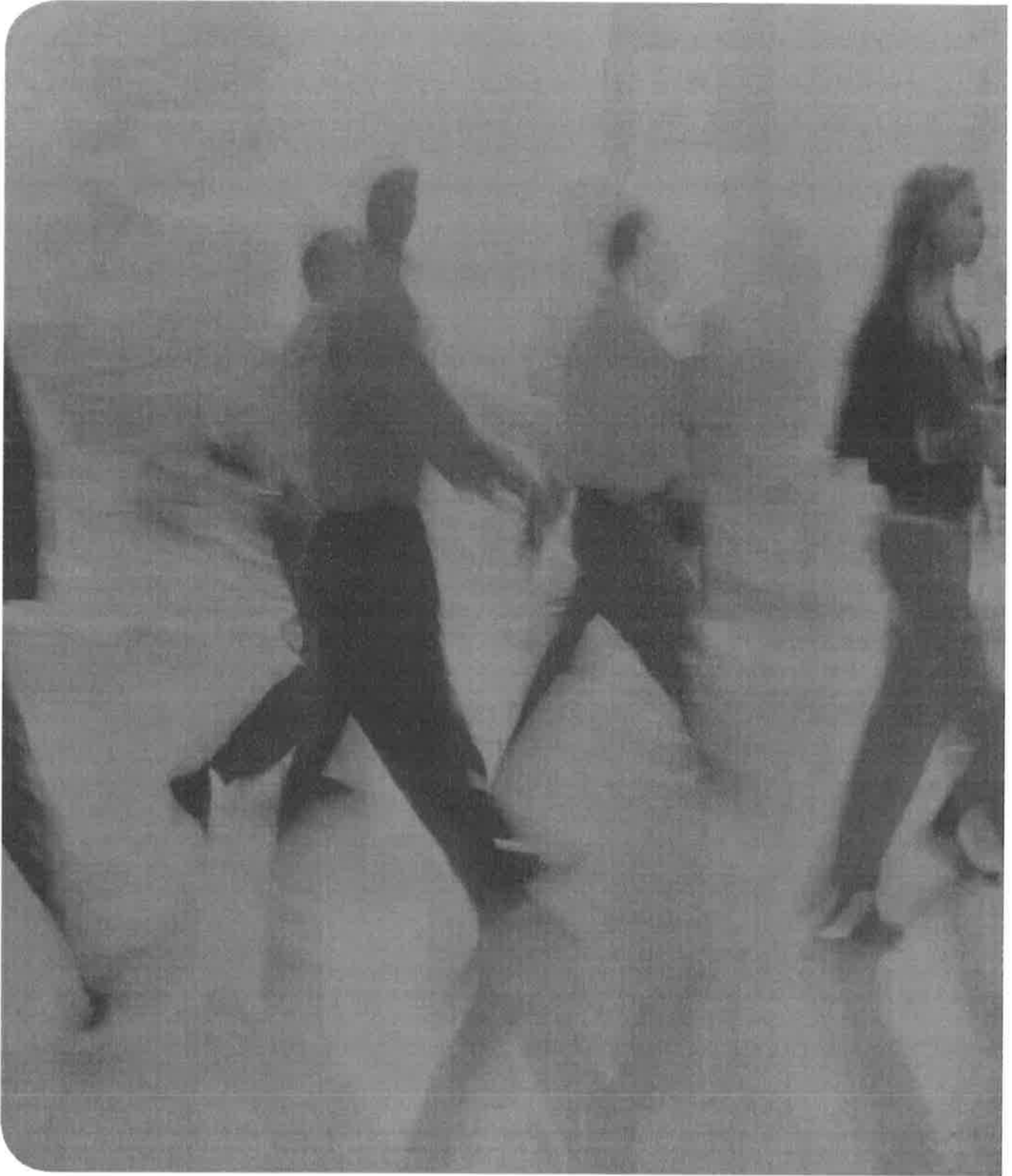
Rating American Workplaces on Lesbian,
Gay, Bisexual and Transgender Equality



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION



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



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CEI 2015 Letter from HRC Foundation President Chad Griffin

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

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

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

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

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

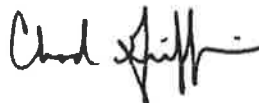
An impressive group of 418 CEI participants now have transgender-inclusive health care coverage. Over two hundred and ninety have adopted supportive gender transition guidelines, to ensure that employees experience a safe, respectful, successful transition in the workplace. Eight in ten employers in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

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

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

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

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation



Executive Summary

Corporate Equality Index 2015 A New Standard of Equality Emerges from Corporate America

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

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

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

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

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

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

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

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

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

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

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

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

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

Fortune 500	2002	2008	2013	2014	2015
Sexual Orientation in Non-Discrimination Policy	61%	88%	88%	91%	89%
Gender Identity in Non-Discrimination Policy	3%	28%	57%	61%	66%

CEI 2015

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

Equality at the Fortune-Ranked Companies

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

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

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



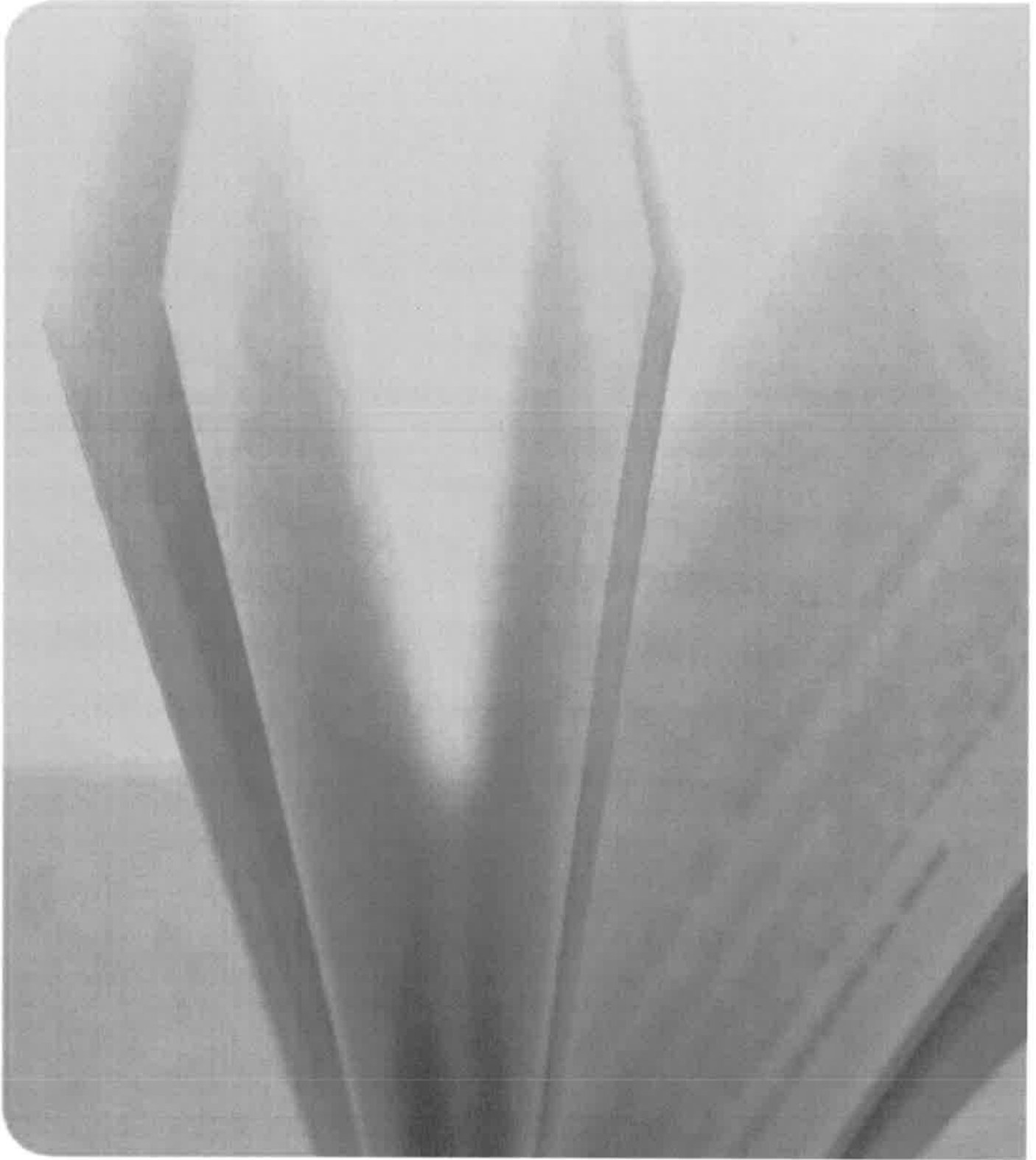
CEI 2015 Equality at the Fortune-Ranked Companies

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

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

**Businesses'
Commitment
to LGBT
Employees**

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



Equality at the American Lawyer-Ranked Firms

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

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

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

2015 Corporate Equality Index Rating System and Methodology

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

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

What Businesses Are Rated

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

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

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

How Ratings Are Used

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

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



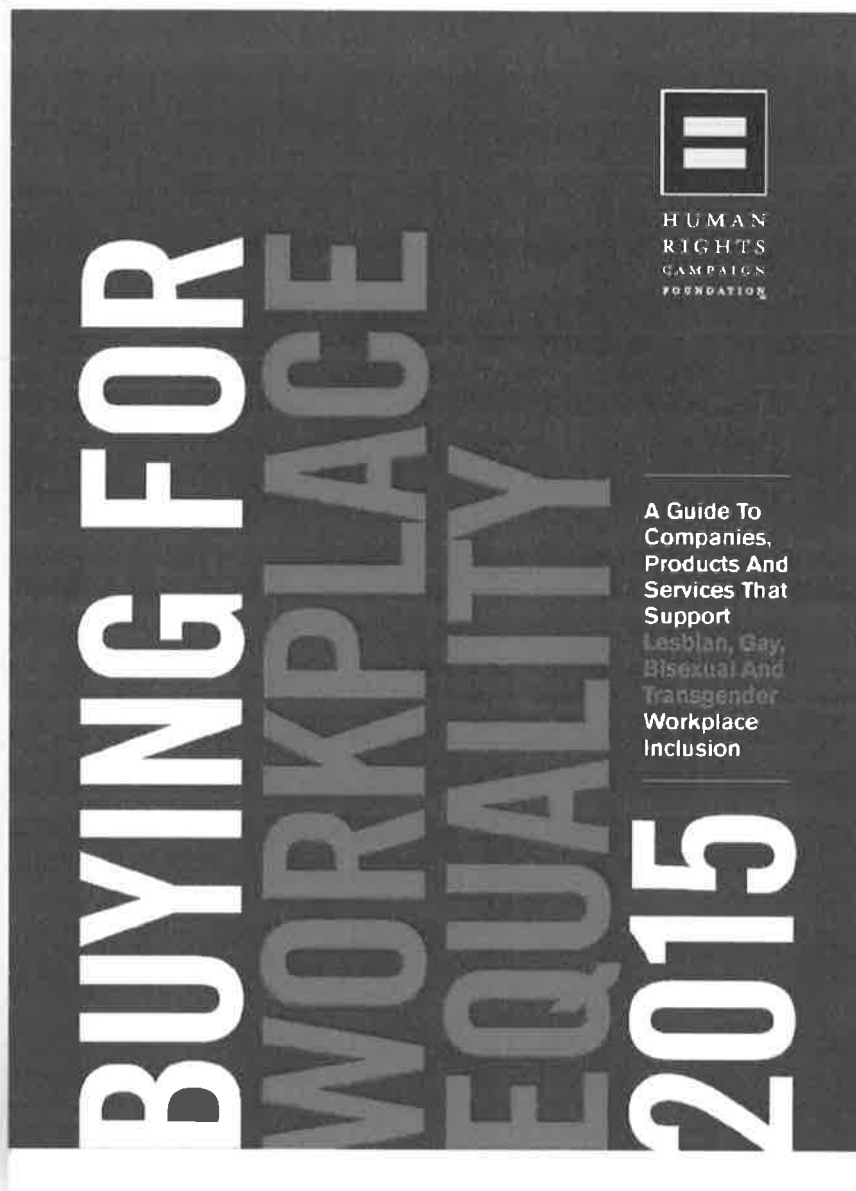
'BEST PLACES TO WORK'

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



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

Witeck Communications



The Evolution of the Criteria

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

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

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

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

Criteria Evolution Timeline

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

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

Criteria

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

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

Criteria 1 Equal employment opportunity policy includes:

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

Criteria 2 Employment benefits

- a. Equivalent spousal and partner benefits 15 points
 - Equivalent medical benefits
 - includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: *COBRA; dental; vision; legal dependent coverage*
- b. Other "soft" benefits – includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: *bereavement leave; employer-provided supplemental life insurance for a partner; relocation/travel assistance; adoption assistance; qualified joint and survivor annuity for partners; qualified pre-retirement survivor annuity for partners; cash balance; rollover and hardship options; retiree health care benefits; and employee discounts* 10 points
- c. Transgender-inclusive health insurance coverage 10 points
 - Equal health coverage for transgender individuals without exclusion for medically necessary care
 - Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage
 - Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care

Criteria continues on next two pages ►

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

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

Criteria 3 Organizational LGBT competency

- a. Competency training, resources or accountability measures 10 points
- Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements:
- New hire training clearly states that the nondiscrimination policy includes sexual orientation and gender identity and provides definitions or scenarios illustrating the policy for each
 - Supervisors undergo training that includes sexual orientation and gender identity as discrete topics (may be part of a broader training), and provides definitions or scenarios illustrating the policy for each
 - Integration of sexual orientation and gender identity in professional development, skills-based or other leadership training that includes elements of diversity and/or cultural competency
 - Senior management/executive performance measures include LGBT diversity metrics
 - Gender transition guidelines with supportive restroom/ facilities, dress code and documentation guidance
 - Anonymous employee engagement or climate surveys conducted on an annual or biennial basis allow employees the option to identify as LGBT
 - Data collection forms that include employee race, ethnicity, gender, military and disability status – typically recorded as part of employee records – include optional questions on sexual orientation and gender identity
- b. Employee group – or – Diversity council 10 points

Criteria 4 Public commitment**15 points**

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

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

Criteria 5 Responsible citizenship**-25 points**

No known activity that would undermine LGBT equality

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

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

CEI 2015 Perfect Score**100 points**



How We Obtain the Information The Corporate Equality Index Survey

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

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

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

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

In total, the sources used include:

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

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

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

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

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

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

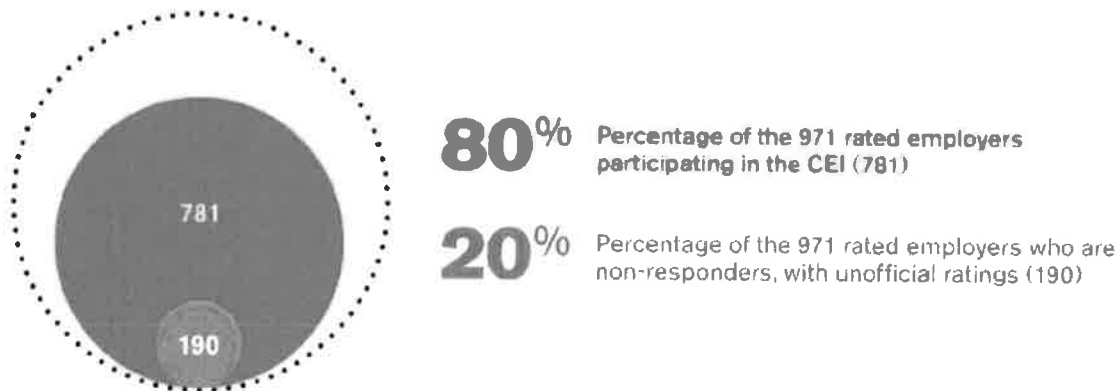
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 190 Fortune 500 companies are noted in gray in Appendix B and C along with unofficial CEI ratings.**

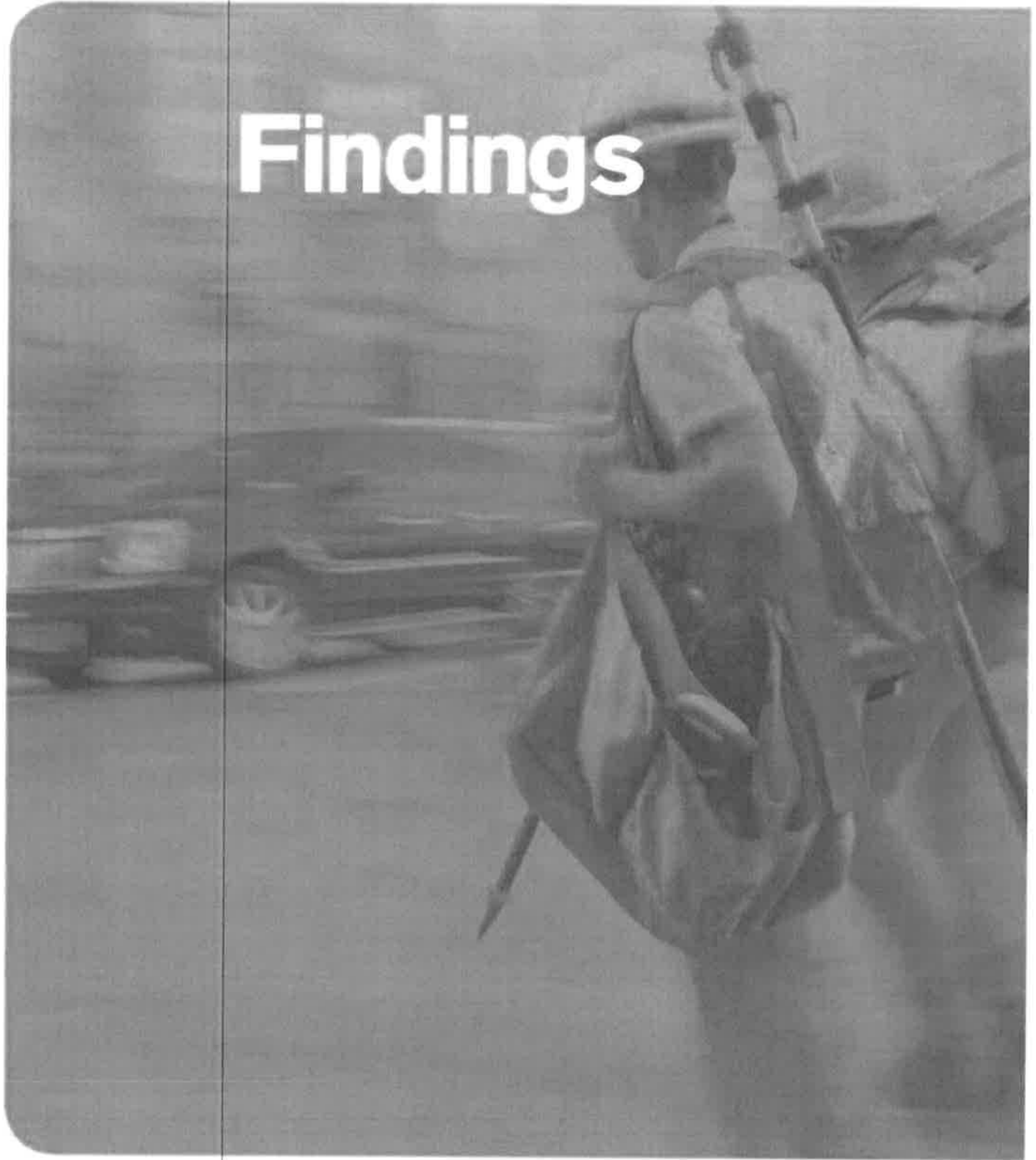
HRC Foundation commends those employers that have committed to work toward equality through the public and transparent process of the CEI survey and we invite these 190 companies to do the same.

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

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

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





Findings

Non-Discrimination Policies

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

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

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

Sexual Orientation Protections

Criterion 1a **Businesses That Prohibit Discrimination Based on Sexual Orientation**

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

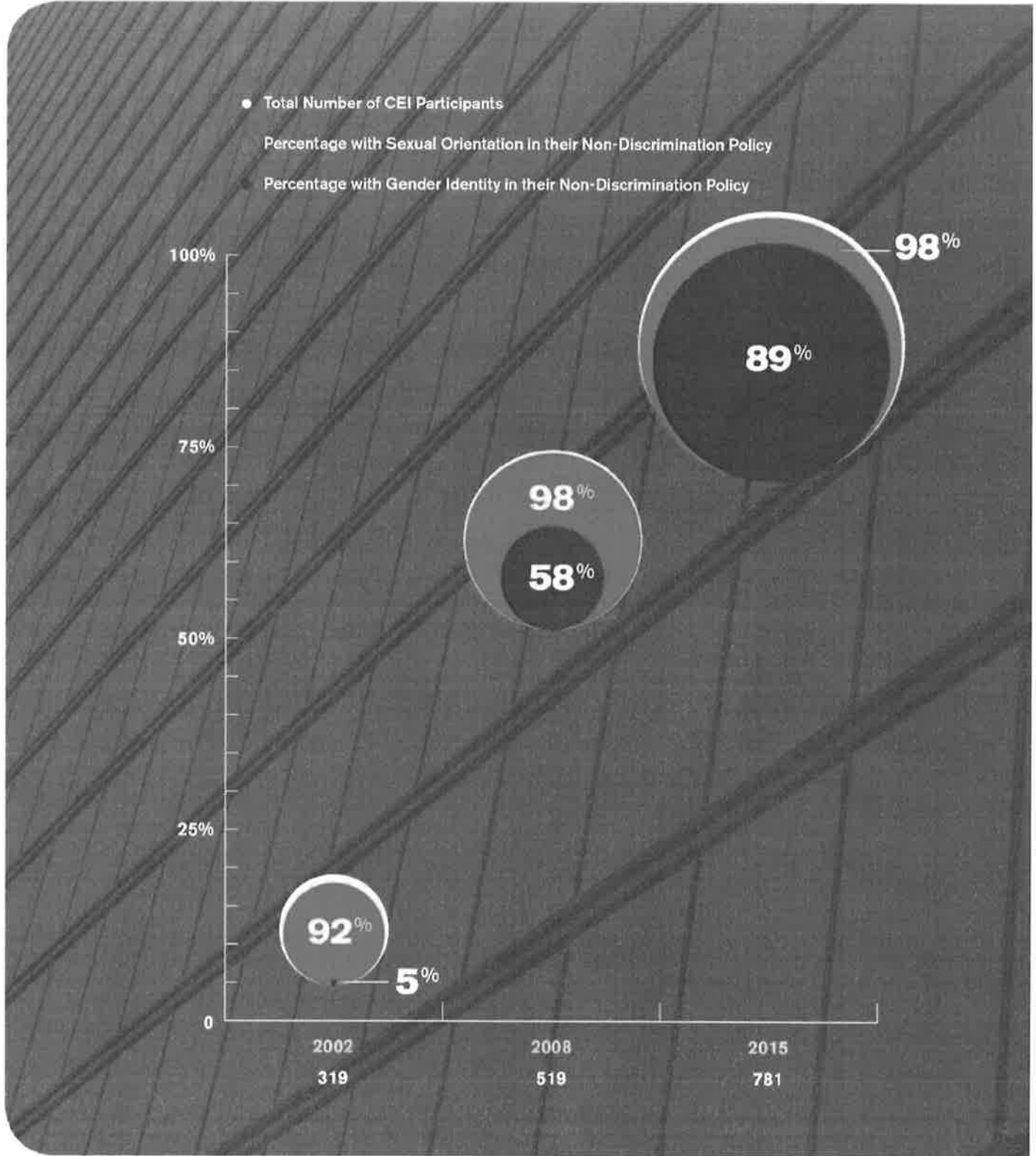
Gender Identity Protections

Criterion 1b **Businesses That Prohibit Discrimination Based on Gender Identity**

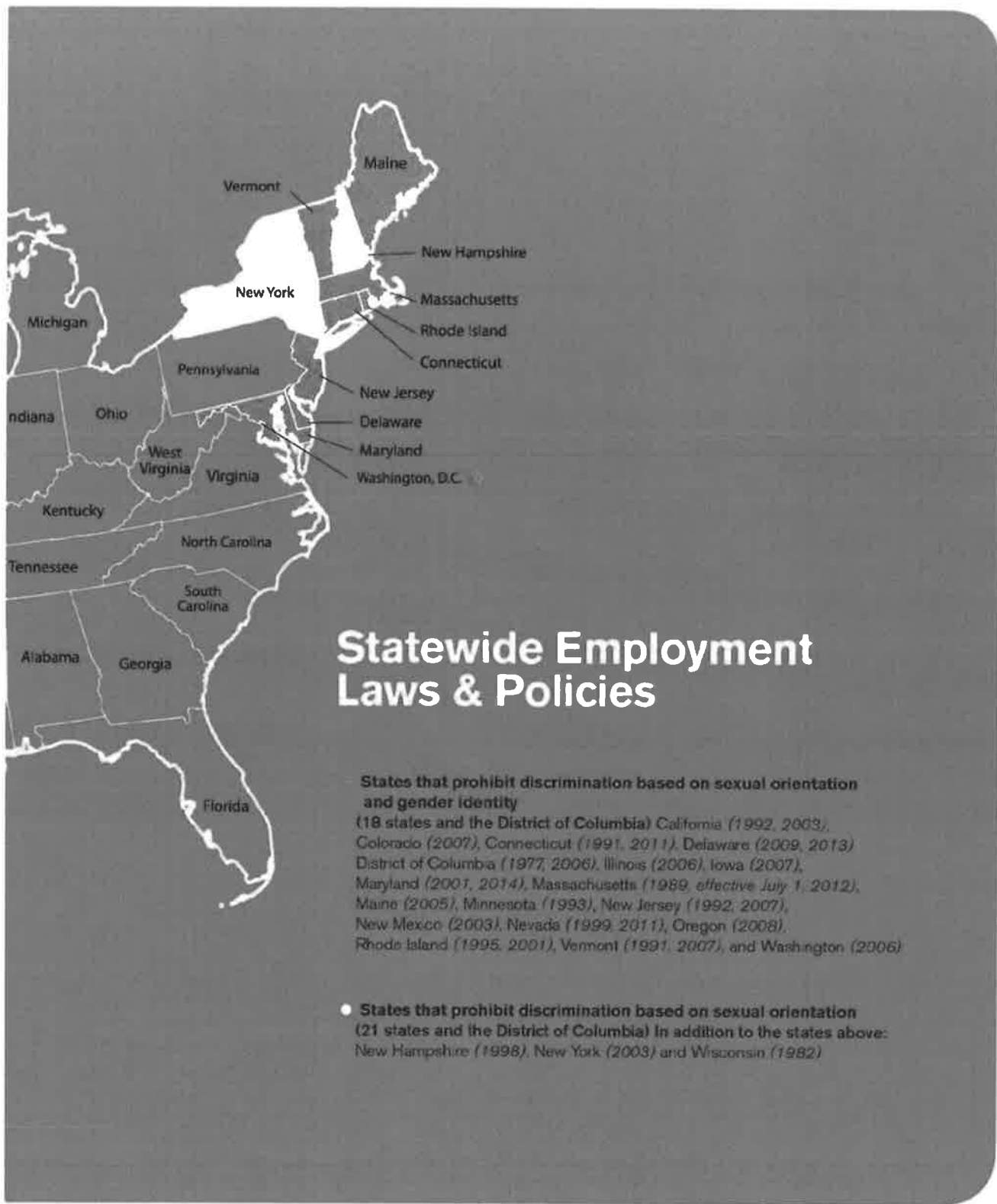
89% of CEI-rated employers provide employment protections on the basis of gender identity, the highest figure to date and an increase of 2 percentage points from last year.

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

Findings Non-Discrimination Policies







Equal Benefits

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

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

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

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

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

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

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

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

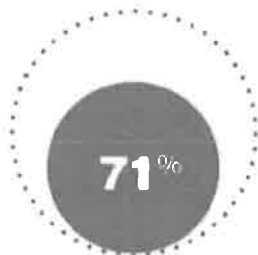
The HRC Foundation provides extensive resources relating to LGBT-inclusive benefits on its website at www.hrc.org/benefits.

Criterion 2a

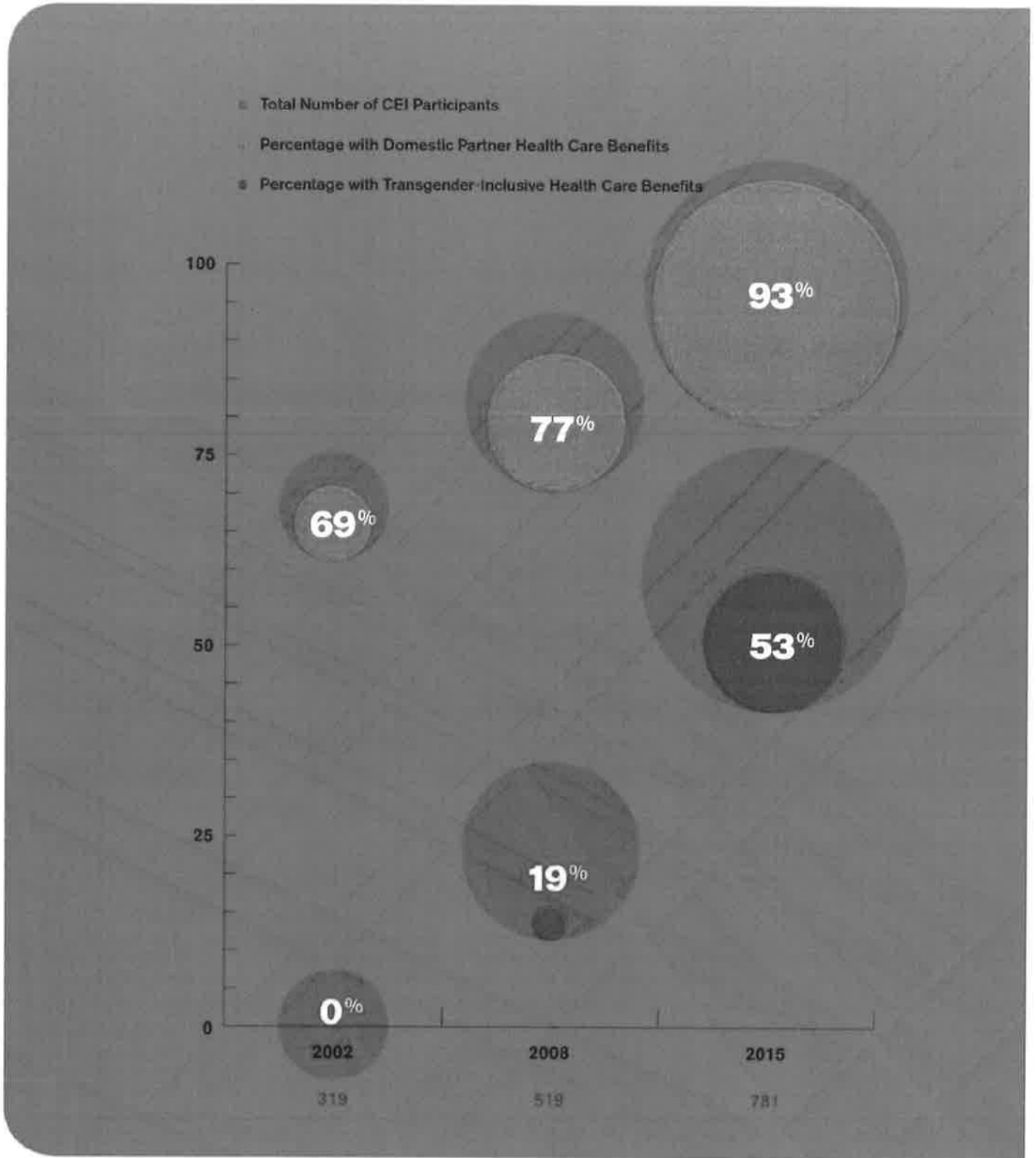
Businesses That Offer Domestic Partner Health Insurance

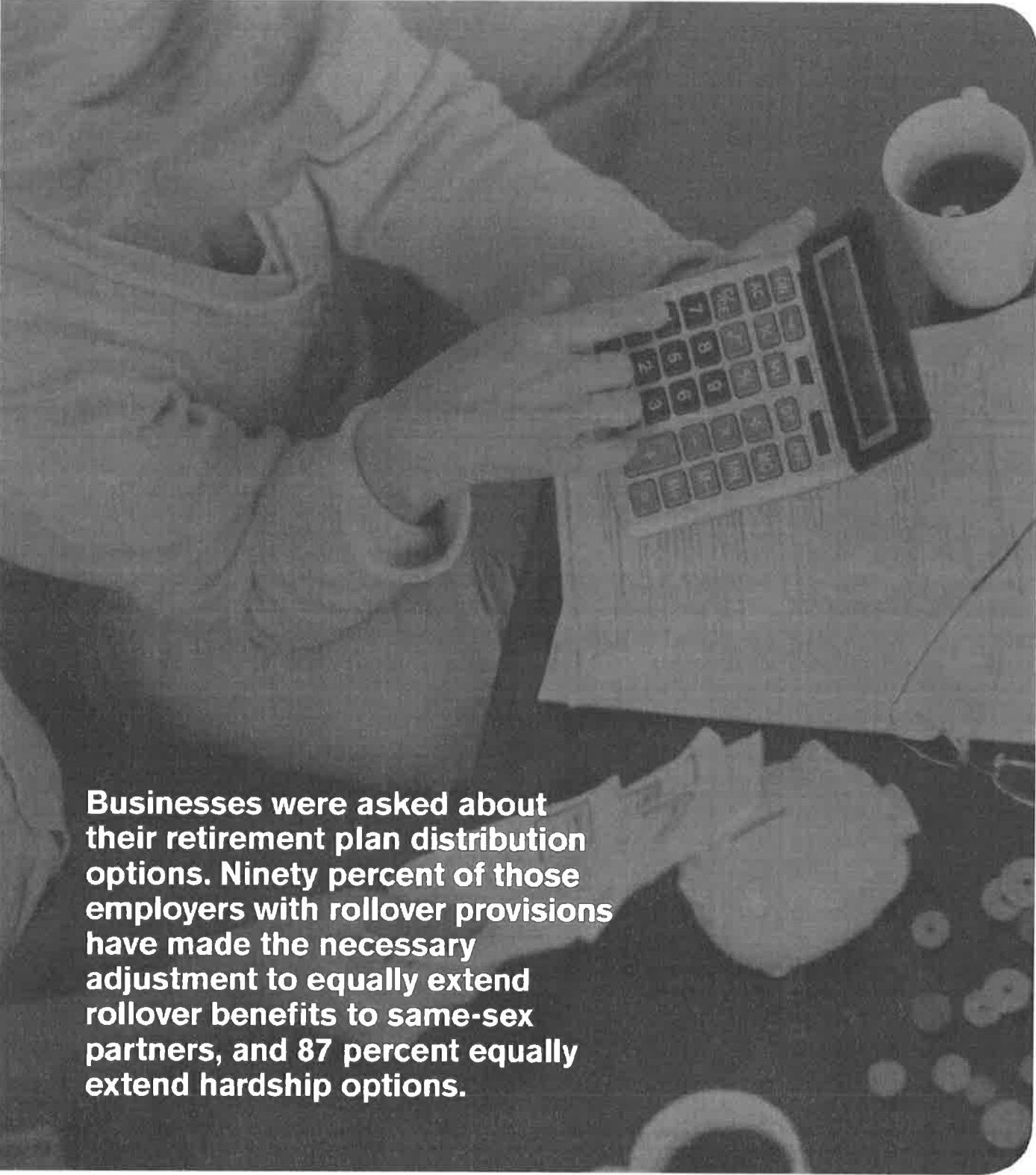
93% CEI-rated employers provide medical and comprehensive health benefits such as dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-equivalent continuation coverage.

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



Findings Equal Benefits





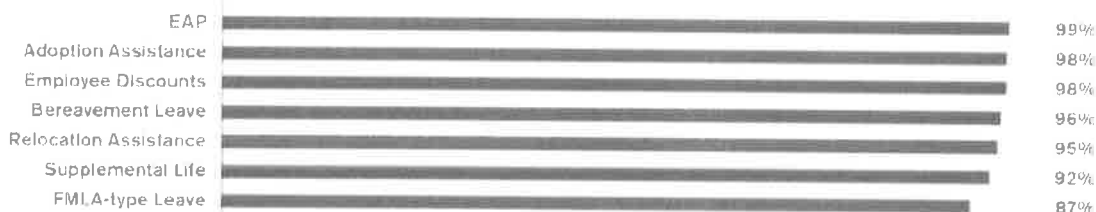
Businesses were asked about their retirement plan distribution options. Ninety percent of those employers with rollover provisions have made the necessary adjustment to equally extend rollover benefits to same-sex partners, and 87 percent equally extend hardship options.

Findings Equal Benefits

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

74% of CEI-rated employers have complete parity in spousal and partner access to “soft” benefits (when such benefits are offered at all) such as bereavement leave, employee assistance programs, employee discounts and relocation assistance.

Those individual benefits with the highest rates of parity include:



**Retirement Benefits:
In Focus for
Employers and
Employees Alike**

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

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

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

**Retirement
Financial Benefits**

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

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

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

Findings Equal Benefits

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

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

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

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

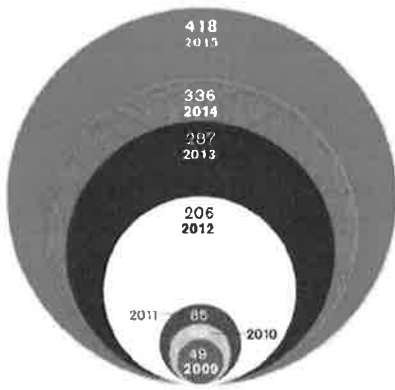
**Transgender-Inclusive
Health Care Benefits**

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

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

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

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



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

Criterion 2c

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

53% of this year's rated businesses afford transgender-inclusive health care coverage options through at least one firm-wide plan. This coverage includes:

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

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

Findings Equal Benefits

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

- 3M Co.
- A.T. Kearney Inc.
- AbiVie Inc.
- Abercrombie & Fitch Co.
- Accenture
- Adobe Systems Inc.
- Aetna Inc.
- AIG
- Air Products & Chemicals Inc.
- Akerman LLP
- Akin, Gump, Strauss, Hauer & Feld LLP
- Alaska Air Group Inc.
- Alkermes Inc.
- Alcoa Inc.
- Alison & Bird LLP
- Alma Group Inc.
- AMC Entertainment Inc.
- American Airlines
- Amesite Eagle Outfitters Inc.
- Amesite Emporia Co.
- American Family Insurance Group
- Amplitude Financial Inc.
- Amuseuse-Busch Companies Inc.
- AOL
- Am Corp.
- Apple Inc.
- Araviva Corp.
- Avant Fox LLP
- Arnold & Porter LLP
- Astellas Pharma US Inc.
- Ashtabula PUC
- ATAI Inc.
- Automated Data Processing Inc.
- Ayco Inc.
- Avalon Inc.
- Avon Products Inc.
- AXA
- AXA Annuity Exchange
- Adaptapoint Inc.
- BAE Systems Inc.
- Bain & Co. Inc./Balderson Group
- Baker & McKenzie LLP
- Bank of America Corp.
- Bank of New York Mellon Corp./The Stratus
- BankAmerica Inc.
- Barons & Noble Inc.
- BASt Corp.
- Best Buy Co. Inc.
- Bingham McCutchen LLP
- Bjornstad Inc.
- BlackRock
- Blue Cross & Blue Shield of Rhode Island
- Blue Cross Blue Shield of Florida Inc.
- Blue Cross Blue Shield of Michigan
- Blue Cross Blue Shield of Minnesota
- Blue Cross Blue Shield of North Carolina
- BMO Bankcorp Inc.
- BNP Paribas
- Boehringer Ingelheim USA Corp.
- Bozell Co.
- Bozot Allan Hamilton Inc.
- Boston Consulting Group
- Boston Scientific Corp.
- Brimley International Inc.
- Bristol-Myers Squibb Co.
- Broadridge Financial Solutions Inc.
- Brown Rudnick LLP
- Brown Shoe Company, Inc.
- Brown-Farman Corp.
- Biogen Corp.
- CA Technologies Inc.
- Cadwalader, Wickersham & Taft LLP
- Cadence Entertainment Corp.
- Cambridge Group Co.
- Capital Markets Company NV, The
- Capital One Financial Corp.
- Cardinal Health Inc.
- CareFusion Corp.
- Cargill Inc.
- Carlisle Plastics Jordan Curt
- CBR, Inc.
- CBS Corp.
- Chapman and Cutler LLP
- Charles Schwab Corp., The
- Cherwin Corp.
- Charles Hall & Stewart LLP
- Choice Hotels International Inc.
- Chrystar Group LLC
- Chubb Corp.
- CIGNA Corp.
- Cisco Systems Inc.
- Citigroup Inc.
- Clarys Goffinet Steen & Hamilton LLP
- Clifford Chance US LLP
- Clorox Co.
- Cosco Inc.
- Coca-Cola Co., The
- ConocoPhillips Corp.
- Conserco Inc.
- ConAgra Foods Inc.
- Coriolis Global Edison Co
- Convergys Corp.
- Cooley LLP
- Corning Inc.
- Covington & Berling LLP
- Credit Suisse USA Inc.
- Crowell & Moring LLP
- CGA Insurance Group
- Cummins Inc.
- CVS Health Corp.
- Danaher Corp.
- Darden Restaurants Inc.
- Deas Whiting Tomasco LLP
- Deloitte & Touche LLP
- Delisize America Inc.
- Deji Inc.
- UnitedLife
- Denture US LLP
- Depository Trust & Clearing Corp., The
- DuPont Bank
- Diageo North America
- Dickman Shapiro LLP
- DigitalGlobe
- DirectV
- Discovery Financial Services
- DLA Piper
- Dorsey & Whitney LLP
- Dow Chemical Co., The
- Dynara Growth PLLC
- EdJ Global Winery
- E. Du Pont de Nemours and Co. (DuPont)
- Eastern Bank Corp.
- Eastman Kodak Co.
- eddy Inc.
- Ecobank Inc.
- Edwards Wildman Palmer LLP
- Electronic Arts Inc.
- El Lilly & Co.
- EMC Corp.
- Eme Insurance Group
- Ernst & Young LLP
- Estée Lauder Companies Inc., The
- Equifax Health Plan Inc.
- Emron Corp.
- Facebook Inc.
- Fairfax Data Bank
- Federal Home Loan Mortgage Corp. (Freddie Mac)
- Federal National Mortgage Association (Fannie Mae)
- Federal Reserve Bank of Atlanta
- Federal Reserve Bank of Boston
- Federal Reserve Bank of Cleveland
- Federal Reserve Bank of Richmond
- Fenwick & West LLP
- Finnegan, Henderson, Farabow, Garrett & Dunner LLP
- First Data Corp
- Fish & Richardson PC
- Foley & Lerner LLP
- Foley Hoag LLP
- Ford Motor Co.
- Fried, Frank, Harris, Shriver & Jacobson LLP
- Frost Brown Todd LLC
- GameStop Corp.
- Gap Inc.
- Genentech Inc.
- General Electric Co.
- General Mills Inc.
- General Motors Co.
- Gemwealth Financial Inc.
- Gibson, Dunn & Crutcher LLP
- GlaxoSmithKline LLC
- Golfman Sachs Group Inc., The
- Goodwin Procter LLP
- Google Inc.
- Group Health Cooperative
- Group Health Permanente
- Group Inc.
- H&M Hannes & Mauritz AB
- H.J. Heinz Co.
- Hanesbrands Inc.
- Harris Corp.
- Hatfield Financial Services Group Inc., The
- Harvard Pilgrim Health Care Inc.
- HERE North America LLC
- Herman Miller Inc.
- Hershey Co., The
- Hewlett-Packard Co.
- Hilton Worldwide Inc.
- Hinsdale & Culbertson LLP
- Hogen Loyds US LLP
- Holland & Knight LLP
- HSBC USA
- Huamata Inc.
- Huntington Bancshares Inc.
- Hunter & Wilkins LLP
- Huron Consulting Group Inc.
- Hyatt Hotels Corp.
- Hyundai Motor America
- Intel Corp.
- InterContinental Hotels Group Americas
- International Business Machines Corp. (IBM)
- Inter-Job Group of Companies Inc.
- Intel Inc.
- Invesco Ltd.
- J.C. Penney Co. Inc.
- Jordan Corp.
- Jenner & Block LLP
- JetBlue Airways Corp.
- JLL
- John Hancock Financial Services Inc.
- Johnson & Johnson
- JPMorgan Chase & Co.
- K&L Gates LLP
- Kaiser Permanente
- Kalman Machon Rosenbaum
- Kelley Drye & Whron LLP
- Kellogg Co.
- KeyCorp
- Kimpton Hotel & Restaurants Group Inc.
- King & Spalding LLP
- Kirkland & Ellis LLP
- KPMG LLP
- Kraft Foods Group Inc.
- Kuwait Levin Neilsen & Frankel LLP
- L Brands Inc.
- Landry's Inc.
- Latham & Watkins LLP
- Leo Burnett Company Inc.
- Levi Strauss & Co.
- Lexipol International Inc.
- Levy and Vera LLP
- Liberty Mendelson PC
- Lockhead Martin Corp.
- Macy's Inc.
- Marriott International Inc.
- Marsh & McLennan Companies Inc.
- Massachusetts Mutual Life Insurance Co.
- MasterCard Inc.
- MetLife Inc.
- MetLife Bank
- McDermott Will & Emery LLP
- McKesson Corp.
- McKinsey & Co. Inc.
- Medtronic Inc.
- Merck Inc.
- Merck & Co. Inc.
- MetLife Inc.
- MGM Resorts International
- Microsoft Corp.
- Milliken, Tinsley, Hadley & McCloy LLP
- MillerCoors LLC
- Mirra, Levin, Collins, Paria, Glowsky & Popeo PC
- Mishkin Gold & Bosh Wilentz
- Mitsubishi International Inc.
- Monsanto Co.
- Moody's Corp.
- Morgan Lewis & Bockius LLP
- Morgan Stanley
- Morrison & Foerster LLP
- Mosaic Co.
- MSLGROUP Americas
- Nationwide
- Navient Consulting Inc.
- NCR Corp.
- Nestlé Purina PetCare Co.
- NetApp Inc.
- Netflix Inc.
- New York Life Insurance Co.
- News & Rubbermaid Inc.
- Nielson Co., The
- Nike Inc.
- Nissan North America Inc.
- Nixon Peabody LLP
- Noctron Inc.
- Northwest Trust Corp.
- Northwestern Mutual Corp.
- Northwestern Mutual Life Insurance
- Novartis Pharmaceuticals Corp
- NVIDIA Corp.
- O'Malley & Myers LLP
- Office Depot Inc.
- Ogilvy Group Inc., The
- Oracle Corp.
- Orion Worldwide Inc.
- Orrick, Herrington & Sutcliffe LLP
- Outsource Inc.
- Owens Corning
- Patterson Bakiray Webb & Tyler LLP
- Paul Hastings LLP
- Paul, Weiss, Rickard, Wilson & Garrison LLP
- Pepper Hamilton LLP
- PepsiCo Inc.
- Parkinsons Care LLP
- Paramount USA LLC
- Pfizer Inc.
- John Hancock Financial Services Inc.
- Pitney Bowes Inc.
- PitneyBorner LLP
- PitneyBorner LLP
- PNC Financial Services Group Inc., The
- Portland General Electric Co.
- Procter & Gamble Co.
- Procter & Gamble Co.
- Progressive Corp., The
- Prudential Financial Inc.
- Public Health Finance Center/United
- Publicis Inc.
- QUALCOMM Inc.
- Quintan & Brady LLP
- Raytheon Co.
- Raytheon
- RBC Capital Markets LLC
- RBC Wealth Management
- Reinsurance USA Inc.
- Recreational Equipment Inc.
- Reed Smith LLP
- Replacements, Ltd
- Robert W. Baird & Co. Incorporated
- Robins, Kaplan, Miller & Ciresi LLP
- Rockwell Automation Inc.
- Rockwell Collins Inc.
- Ropes & Gray LLP
- S.C. Johnson & Son Inc.
- Salesway Inc.
- salesforce.com Inc.
- SAP America Inc.
- Schiff Hardin LLP
- Sears Holdings Corp.
- Seidman LLP
- Sevens Energy
- Seyditz Shaw LLP
- Shutterstock & Starting LLP
- Shel Co. Co.
- Sheppard, Mullin, Richter & Hampton LLP
- Brook, Harty & Baker LLP
- Sidley Austin LLP
- Simpson, Thatcher & Bartlett LLP
- SIRIUS XM Radio Inc.
- Shardlow, Aips, Stein, Mengler & Fizm LLP
- Shelton Consulting
- Socotec Inc.
- Sony Computer Entertainment America LLC
- Sony Electronics Inc.
- Sony Pictures Entertainment Inc.
- Southern California Edison Co
- Sprint Nextel Corp.
- Squire Patton Boggs
- St. Jude Medical Inc.
- Staples Inc.
- Starbucks Corp.
- Stercom HealthVest Group
- Stewart-Holtz & Resnik Worldwide
- Stella Farm Group
- State Street Corp.
- Stetcase Inc.
- Stephan & Johnson LLP
- Stifel Rives LLP
- Sun Life Financial Inc. (U.S.)
- SunPower Inc.
- SunTrust Banks Inc.
- Supernu Inc.
- Sutherland Asbill & Brennan LLP
- Synovate Corp.
- T-Mobile USA Inc.
- T Rowe Price Associates Inc.
- Target Corp.
- TD Bank, N.A.
- Teachers Insurance and Annuity Association - College Retirement Equities Fund
- Tech Data Corp.
- Tech Mahora Inc.
- The Cornerpoint of Las Vegas
- Thermo Fisher Scientific Inc.
- Thompson Coburn LLP
- Thompson Hine LLP
- Thomson Reuters
- Tiffany & Co.
- Terra Werner Cable Inc.
- Terra Werner Inc.
- TEX Companies Inc., The
- Tobacco Workers & Co.
- Toyota Financial Services
- Toyota Motor Sales USA Inc.
- Trustmark Services LLP
- U.S. Bancorp
- UPS Inc.
- Unilever
- Union Bank
- United Airlines
- United Technologies Corp.
- UnitedHealth Group Inc.
- US Foods Inc.
- Young & Rubicam Inc.
- Vaccos Inc.
- Vision & Blum LLP
- Vision America
- Vista
- Vision Corp.
- Volkswagen Group of America Inc.
- Voys Financial
- W.W. Grainger Inc.
- Wachovia, Lipton, Rosen & Katz
- Walgreen Co.
- Wall Group Co., The
- Wall, Gotschall & Manges LLP
- Walsh Inc.
- Wells Fargo & Co.
- Whitpool Corp.
- White & Case LLP
- White-Carter Packaging Hale & Don LLP
- Winston & Strawn LLP
- Wolters Kluwer
- Wynshaw Worldwide Corp.
- Wynn Resorts Ltd
- Xerox Corp.
- Yahoo! Inc.
- Yolo Inc.
- Zenith Optics

CEI 2015 Findings

Organizational Competency in LGBT Inclusion

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

74% of CEI-rated employers offer a robust set of practices (at least three efforts) to support organizational LGBT diversity competency.

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

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

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

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

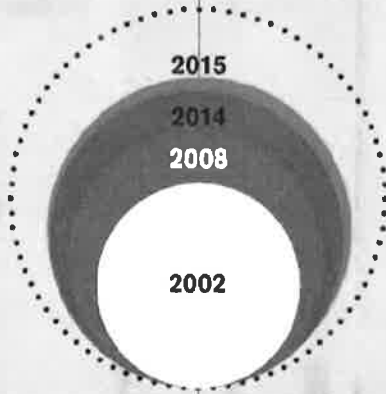
Diversity Training and Educational Programs

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

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

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

Findings Organizational Competency in LGBT Inclusion



81^{0%}
79^{0%}
68^{0%}
54^{0%}

**Businesses with Inclusive
Diversity Training**

Findings Organizational Competency in LGBT Inclusion

46% of CEI-rated employers offer employees question options to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.

Counting LGBT Employees: Optional Self-Identification Questions

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

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

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

Senior Leadership Metrics of Inclusion

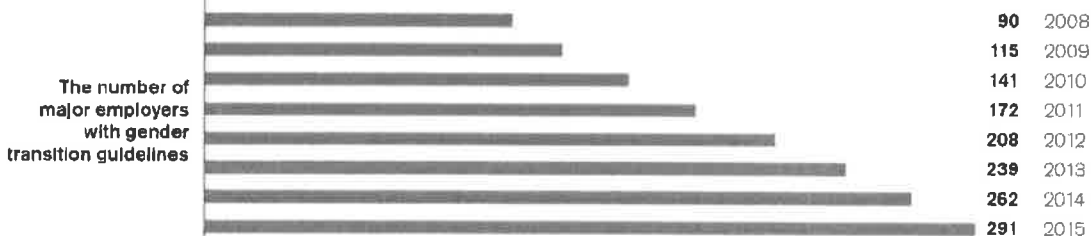
Now an emerging trend, some employers define a set of annual diversity and inclusion goals and hold their senior leaders accountable for the accomplishment of these goals through senior leadership performance evaluations. Thirty-eight percent of CEI-rated employers allow senior leaders to submit LGBT-focused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

Gender Transition Guidelines

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

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

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



The number of major employers with gender transition guidelines

Criterion 3b **LGBT/Allies Employee Groups and Diversity Councils**

84% of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues. Sixty-seven percent of rated employers have employee groups, 77 percent have diversity councils and 61 percent of rated employers have both.

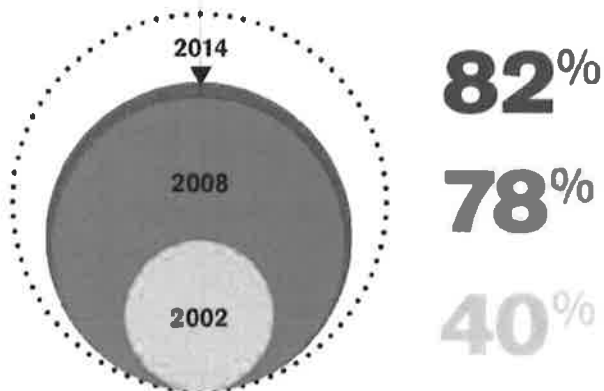
Many large employers have formally recognized employee resource groups (also known as an employee network groups or affinity groups) for diverse populations of their workforce, including women, people of color, people of varied abilities and LGBT/allied people. These groups' purpose is two-fold:

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

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

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

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



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

Findings | Organizational Competency in LGBT Inclusion



The Role of Allies

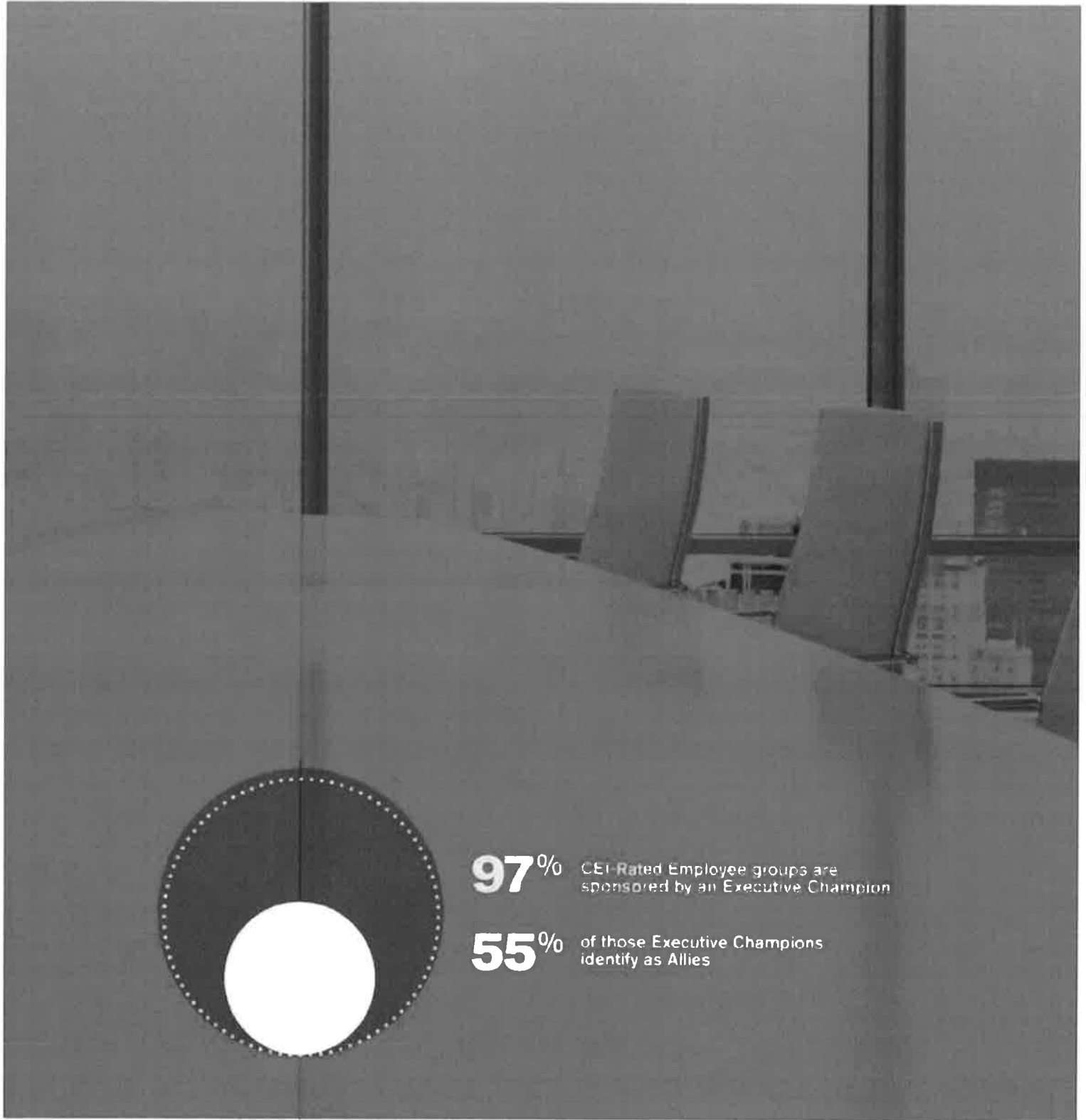
Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join as membership is not limited to those who are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

Executive Champions

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

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

Findings Organizational Competency in LGBT Inclusion



CEI 2015 Findings

Public Commitment

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

79% of CEI-rated businesses report implementing at least three efforts of public engagement with the LGBT community, namely through marketing, advertising and recruitment efforts, philanthropic contributions to LGBT organizations, LGBT diverse supplier initiatives and public policy weigh-in.

Promoting Business Growth Through Visibility - Respectful Advertising & Talent Recruiting

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

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

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

Supporting the Community - Philanthropy

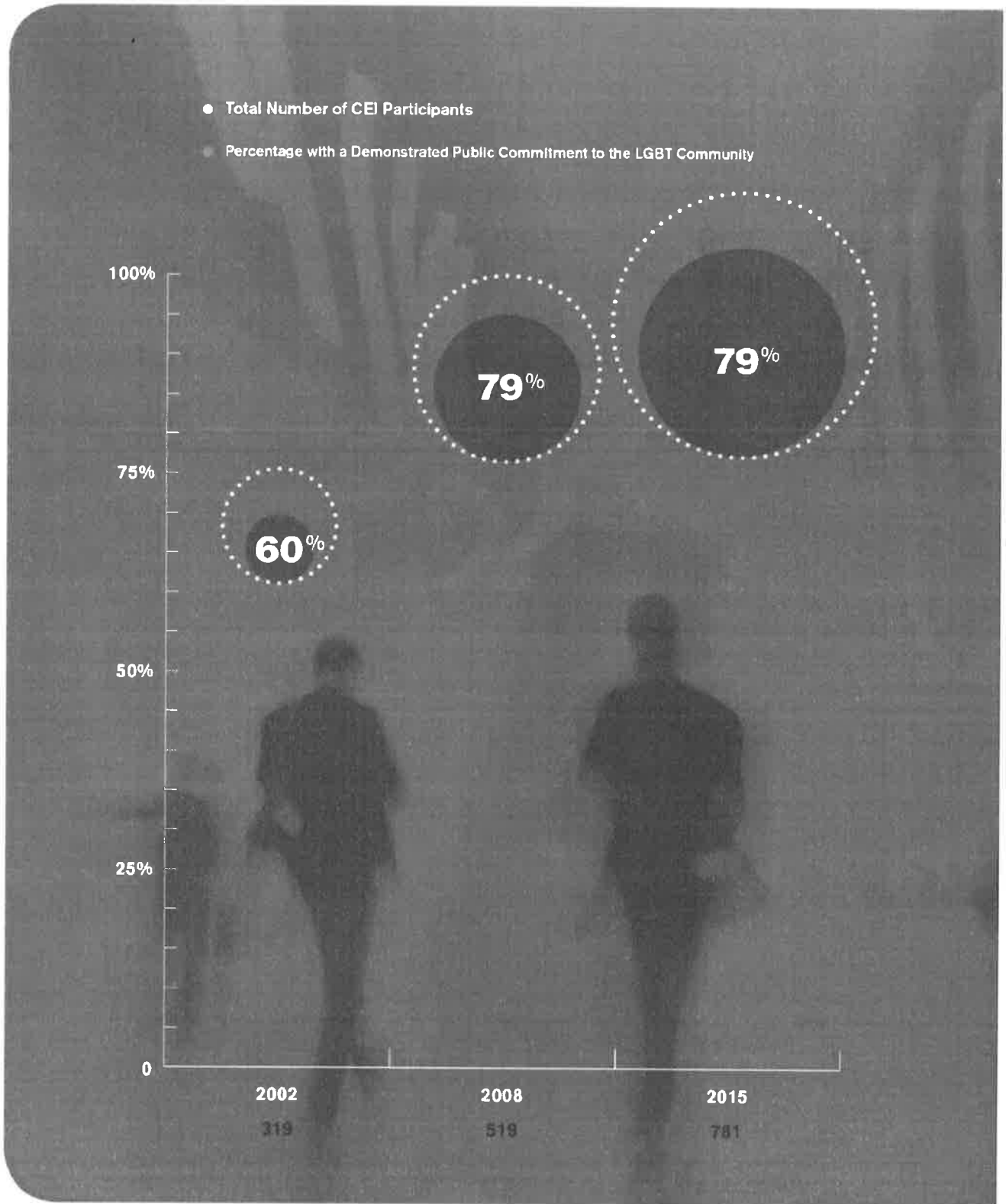
Corporate philanthropic activities ranging from financial support to in-kind donations of products or services can bolster a business's profile in the LGBT community. Corporate giving to organizations promoting LGBT health, education or political efforts further demonstrates this commitment to broader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

Supplier Chain Management - Promoting Effective Business and Inclusion

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

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

Findings Public Commitment



Findings Public Commitment

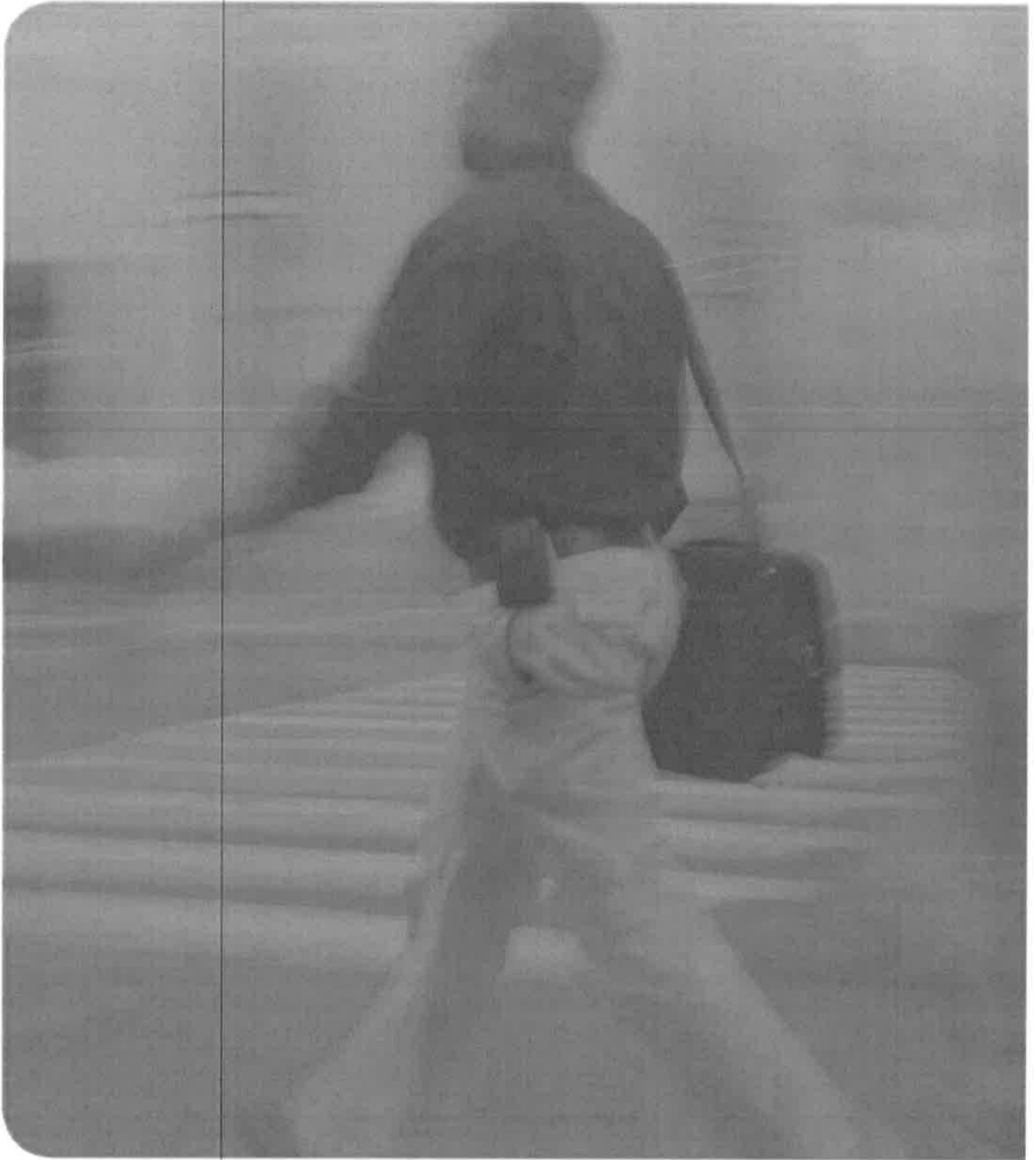
diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, one fifth of this year's rated companies and law firms demonstrated their commitment to LGBT inclusion and now reap the benefits of working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

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

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

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

CEI 2015 Public Commitment



CEI 2015 Findings



360 Degrees of Equality: CEI 2016 Standards

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

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

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

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

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

Global Non-Discrimination Policies and Codes of Conduct

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

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

Contractor and Vendor Standards

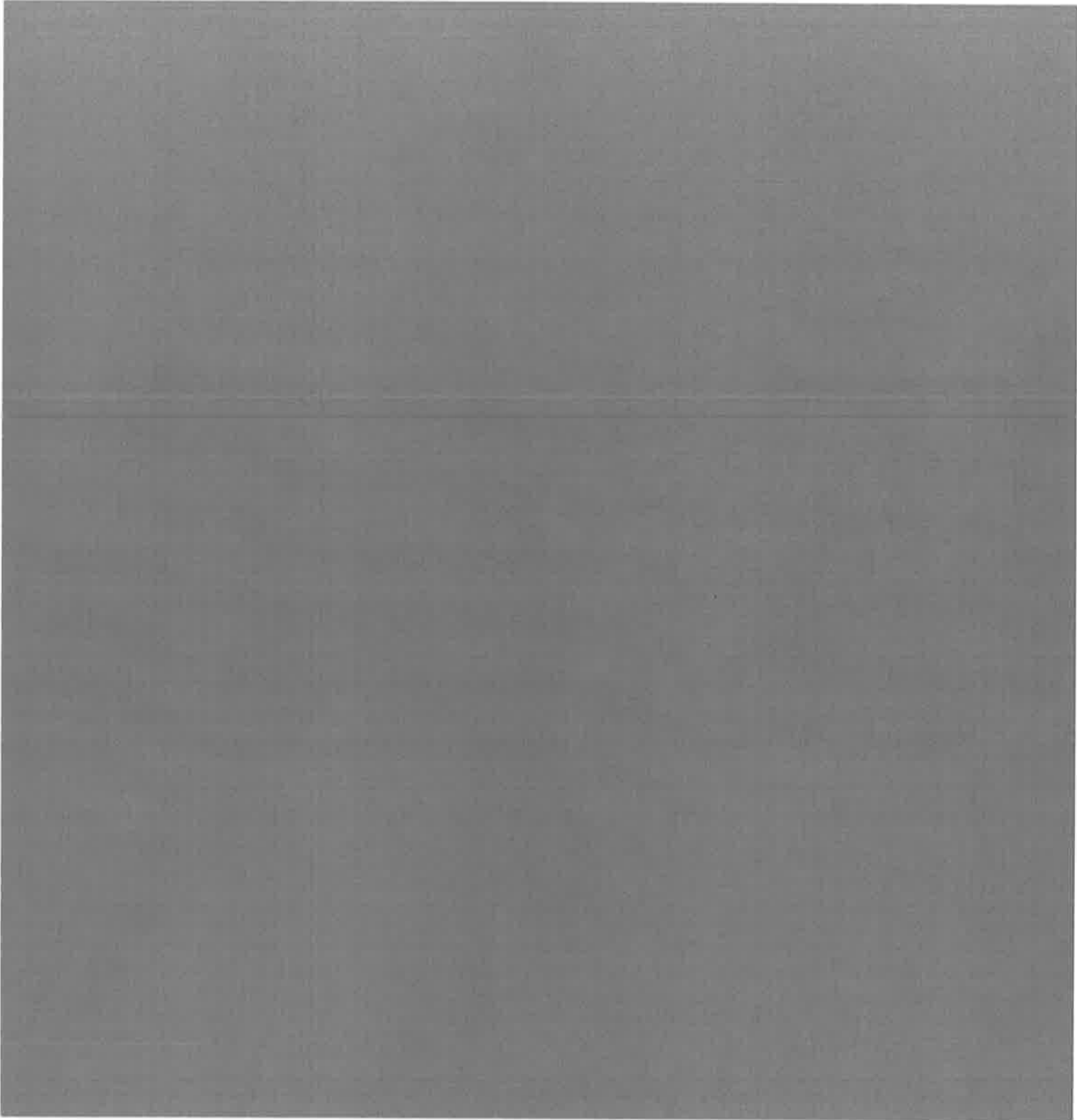
Most businesses rely on other businesses for goods and services. In order to align suppliers' business practices with the contracting employer, a majority of businesses – 61 percent – has established supplier non-discrimination standards that include provisions on sexual orientation and gender identity.

Corporate Giving Guidelines

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

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

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



Appendices

Appendix A

Employers With Ratings of 100 Percent

Corporate Equality Index Rating Criteria

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion									2015 CDB Rating	2014 CDB Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100	101
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Alx Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	100	100	529
Adventure	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	90	540
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	84
AKG	New York, NY	●	●	●	●	●	●	●	●	●	100	100	36
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	100		
Akin, Gump, Strauss, Hauer & Ford LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	90	515
Alcote-Lecourt	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	100	100	
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	128
Aleton & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100		
AMC Entertainment Inc.	Lenexa, KS	●	●	●	●	●	●	●	●	●	100	100	787
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	121
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	542
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	90
Amorpro Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	262
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	90	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	100	6
Artemis Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	90	205
Arrest Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100		
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
Asotias Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	100	55	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	11
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	100	255
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	252
AXA	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Bain & Co. Inc./ Bridgewater Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	21
Bank of New York Mellon Corp. The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Banifia America Inc.	Birmingham, AL	●	●	●	●	●	●	●	●	●	100		
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	360
BASF Corp.	Farham Park, NJ	●	●	●	●	●	●	●	●	●	100	100	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	100	61
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Biegen Idoc Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	100	100	454
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100	288
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	100	85	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Boehringer-Ingelheim USA Corp.	Redfield, CT	●	●	●	●	●	●	●	●	●	100	100	
Bojiang Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	30
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	436
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion								2015 DEI Rating	2014 DEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4			
Beaton Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	100	85	357
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	100	100	158
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	100	100	667
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	100	100	788
Brown Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	100	100	767
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	100	100	
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	100	100	499
Cadwalador, Wolkorsham & Talt LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Cadence Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	100	100	300
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	100	100	338
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	100	100	127
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	100	100	19
Carofusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	100	100	622
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	100	100	
Carlton Fields Jordan Bart	Tampa, FL	●	●	●	●	●	●	●	●	100	100	
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	100	100	367
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	100	90	186
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	488
Chemron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	100	100	3
Chode, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	100	100	
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	100	100	
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	100	100	202
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	100	100	103
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	100	100	60
Clif group inc.	New York, NY	●	●	●	●	●	●	●	●	100	100	26
Clery Gilbert Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Citrox Co.	Oakland, CA	●	●	●	●	●	●	●	●	100	100	461
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	100	75	504
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	100	100	57
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	100	100	46
Comcast Inc.	Dallas, TX	●	●	●	●	●	●	●	●	100	90	772
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	100	95	209
Concordia Education Co.	New York, NY	●	●	●	●	●	●	●	●	100	90	226
Conring Inc.	Cambridge, NY	●	●	●	●	●	●	●	●	100	100	328
Conryton & Buring LLP	Washington, DC	●	●	●	●	●	●	●	●	100	100	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	100	100	
Crowell & Mering LLP	Washington, DC	●	●	●	●	●	●	●	●	100	100	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	100	100	
Cummings Inc.	Columbus, IN	●	●	●	●	●	●	●	●	100	100	160
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	100	88	13
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	100	100	162
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	100	100	328
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	100	100	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Deishel LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	100	100	
DeLiazo America Inc.	Salem, NC	●	●	●	●	●	●	●	●	100	100	
DeLinc.	Round Rock, TX	●	●	●	●	●	●	●	●	100	100	51

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Employer	Headquarters Location	Criterion								2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4			
Doitto LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Dorsons US LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	100	100	
Dugoo North America	Norwalk, CT	●	●	●	●	●	●	●	●	100	100	
DigitalLB	Boston, MA	●	●	●	●	●	●	●	●	100	100	
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	100	95	102
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	100	100	294
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	100	100	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	100	100	52
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Monrovia, CA	●	●	●	●	●	●	●	●	100	100	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	100	100	72
Easton Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	100	100	562
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	100	100	196
EcoLab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	100	100	228
Edward Wideman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	100	100	565
El Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	100	100	130
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	100	100	133
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Excelsior Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	100	80	
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	100	100	129
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	100	100	482
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	100	100	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	100	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	100	80	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	100	100	
Finnegan, Henderson, Farabow, Garrett & Durner LLP	Washington, DC	●	●	●	●	●	●	●	●	100	90	
Firat Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	100	45	264
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Form Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	100	100	10
Fried, Frank, Harris, Shover & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	100	90	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	100	100	298
Gao Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	179
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	100	100	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	100	100	8
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	100	100	169
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	100	100	7
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	100	100	
GleasonSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	100	100	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	100	100	68
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	100	100	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	100	100	55

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion								2014 DEI Rating	2018 DEI Rating	2014 DEI Rating	Revenues 1000
		1a	1b	2a	2b	2c	3a	3b	4				
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	100	100	100	
Groupm Inc.	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	851
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	100	100	100	112
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	100	100	100	
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
Herman Miller Inc.	Zeebich, MI	●	●	●	●	●	●	●	●	100	100	100	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	100	90	384	
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	100	100	15	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	100	100	100	
Hirshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	100	100	100	
Holman & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	100	90	100	
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	100	100	100	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	100	100	73	
Huntington Bankshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	100	100	707	
Hunter & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	100	100	100	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	100	100	593	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	100	95	54	
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	100	90	100	
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	100	100	20	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	100	100	368	
Intra Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	100	100	558	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	100	90	495	
JLL	Chicago, IL	●	●	●	●	●	●	●	●	100	90	696	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	100	85	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	100	100	41	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	100	100	18	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	100	100	100	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	100	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	100	100	192	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	100	100	510	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	100	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	100	100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	100	
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	100	100	151	
Kramer Levin Nattals & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	100	
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	100	100	259	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	100	100	194	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	100	
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	100	100	100	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	620	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	100	100	609	
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	100	95	100	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	100	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	100	100	59	
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	100	90	109	
Marratt International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	100	100	230	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	100	100	228	

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion								2015 DEI Rating	2014 DEI Rating	Revenue 1000
		1a	1b	2a	2b	2c	3a	3b	4			
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	183
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	100	100	170
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	100	100	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	100	100	28
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	100	100	166
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	100	100	29
Public HealthCare Communities	New York, NY	●	●	●	●	●	●	●	●	100	100	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	100	100	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	100	100	149
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	100	90	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	100	100	124
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	100	100	
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	100	90	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	100	100	
Replacements, Ltd.	McLaurville, NC	●	●	●	●	●	●	●	●	100	100	
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	100	90	
Robins, Kaplan, Miller & Cressi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	100	100	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	100	100	403
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	100	100	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	100	90	
Saleway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	100	100	62
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	702
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	100	100	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	100	100	71
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	100	100	
Sempia Energy	San Diego, CA	●	●	●	●	●	●	●	●	100	100	281
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	100	100	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	100	100	
Soley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	100	100	
Simpeon, Thatcher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	100	100	652
Skadden, Arps, Slate, Meagher & Fom LLP	New York, NY	●	●	●	●	●	●	●	●	100	100	
Siam Consulting	Seattle, WA	●	●	●	●	●	●	●	●	100	90	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	100	100	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	100	100	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	100	100	
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	100	100	87
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	100	100	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	100	95	467
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	100	100	122
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	100	90	208
Starz Encore Media Group	Chicago, IL	●	●	●	●	●	●	●	●	100	100	
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	100	100	400
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	100	90	288
Steinbock Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	100	90	768
Steelcase LLP	Portland, OR	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion									2015 CII Rating	2014 CII Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	100	100	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	230
Sutherland Asset & Benefit LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	378
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100	700
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	36
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100	
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	100	100	97
Tecon Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	100	110
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	
Thompson Nelson 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	106
TJX Companies Inc., The	Frammingham, MA	●	●	●	●	●	●	●	●	●	100	96	115
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	100		649
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	100	100	
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	100	100	
Treutman Sarocem LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	132
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	100	100	
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	79
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	100	100	50
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	100	100	17
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	188
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	100	90	
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	100	90	
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	90	260
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	100	100	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	100	30	205
Wachtel, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	100	100	37
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	100	100	66
Wall, Gotschal & Mangos LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
WallPort Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	100	90	47
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	25
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	100	100	164
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
Wheaton & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Wombie Carlyn Sandage & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	100	90	
Wyndham Worldwide Corp.	Parappany, NJ	●	●	●	●	●	●	●	●	●	100	100	528
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	478
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	131
Yahoo Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	100	100	494
Yip Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100		
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	100	100	

Appendix B

Ratings and Criteria Breakdowns

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Employer	Headquarters Location	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l	1m	1n	1o	1p	1q	1r	1s	1t	1u	1v	1w	1x	1y	1z	2014 CFI Ranking	Fortune 1000
3M Co.	St. Paul, MN	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	101	
A.T. Kearney Inc.	Chicago, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	100	
Alkermes Inc.	New York, NY	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	100	
Abbott Laboratories	Abbott Park, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	70	
AbbVie Inc.	North Chicago, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	95	529	
Abtomb & Fitch Co.	New Albany, OH	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	529	
Accenture	New York, NY	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	100	
Acer Inc.	Fremont, CA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	36	36	
Adco North America LLC	Jacksonville, FL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	90	432	
Adidas America	Portland, OR	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	90	90	
Adobe Systems Inc.	San Jose, CA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	640	
Advanced Micro Devices Inc.	Sunnyvale, CA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	30	409	
AECOM Technology Corp.	Los Angeles, CA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	65	264	
Aerostar Inc.	New York, NY	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	90	320	
AerVista Inc.	Hartford, CT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	84	
AFLAC Inc.	Columbus, GA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	85	118	
Agilent Technologies Inc.	Santa Clara, CA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	90	371	
Airbnb Inc.	San Francisco, CA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	15	272	
Airbus	Herndon, VA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	90	371	
Air Products & Chemicals Inc.	Allentown, PA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	85	273	
Akerman LLP	Miami, FL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	30	430	
Akin, Gump, Strauss, Hauer & Field LLP	Washington, DC	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	100	
Airbus Air Group Inc.	Seattle, WA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	90	515	
Airbnb-L.com	Murray Hill, NJ	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	100	
Airbnb Inc.	New York, NY	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	120	
Allegiant Energy Inc.	Greenburg, PA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	15	18	
Alliant Energy Corp.	Madison, WI	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	85	490	
Alliantium Inc.	New York, NY	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	15	440	
Alliantium Corp.	Madison, WI	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	85	655	
Alliantium Energy Inc.	Ann Arbor, MI	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	85	519	
Alliantium Life Insurance Co. of North America	Minneapolis, MN	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	80	30	
Alliantium Health Insurance Solutions Inc.	Chicago, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	30	92	
Alliantium Corp. The	Northbrook, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	85	92	
Alliantium	Chicago, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	15	221	
Alliantium	Chicago, IL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	15	365	
Alliantium & Bird LLP	Atlanta, GA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	100	0	
Alliantium Group Inc.	Richmond, VA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	80	159	
Alliantium.com Inc.	Seattle, WA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	80	49	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2018 CE Rating	2014 CE Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	100	100	787
American Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	99	85	373
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	121
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	642
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	80	80	185
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	90
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	85	55	393
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	100	100	263
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	40	55	32
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	90	60	162
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	39	15	207
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	30	30	472
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	90	90	
Antares-Buech Company Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	90	
Antares-Buech Company Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	30	30	405
ACL	New York, NY	●	●	●	●	●	●	●	●	●	80	90	660
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	30	30	167
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	100	100	6
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	75	85	302
Armark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	90	205
Armark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	20	35	27
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
Ardic & Parlor LLP	Washington, DC	●	●	●	●	●	●	●	●	●	100	100	
Ardic & Parlor LLP	Washington, DC	●	●	●	●	●	●	●	●	●	18	15	141
Ardic & Parlor LLP	Washington, DC	●	●	●	●	●	●	●	●	●	18	15	321
Asurant	New York, NY	●	●	●	●	●	●	●	●	●	90	85	300
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	100	55	
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●	85	85	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	11
Austin Radiological Assn.	Austin, TX	●	●	●	●	●	●	●	●	●	40	40	
Austin Radiological Assn.	Austin, TX	●	●	●	●	●	●	●	●	●	30	15	317
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	100	100	253
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	18	15	177
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	0	0	443
AutoZone Inc.	Memphis, TN	●	●	●	●	●	●	●	●	●	15	15	306
Avaya Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	75	80	477
Avaya Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	15	15	375
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	75	75	350
Avent Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	80	70	117
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	252
AXA	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
B J's Wholesale Club	Westborough, MA	●	●	●	●	●	●	●	●	●	35	35	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a points	1b points	1c points	2a points	2b points	2c points	3a points	3b points	4 points			
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	80	85	
Bain & Co. Inc./BridgeSpan Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	90	90	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	90	90	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	85	85	135
Baldor Electric Co.	Fort Smith, AR	●	●	●	●	●	●	●	●	●	25	25	
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	85	85	301
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	90	90	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	180
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Barilla America Inc.	Barrackburn, IL	●	●	●	●	●	●	●	●	●	100		
Barris & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	360
BASF Corp.	Foram Park, NJ	●	●	●	●	●	●	●	●	●	100	100	
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	75	75	
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	90	90	103
Bayer Corp.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	80	80	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	80	80	281
Bechtel Group Inc.	Hydrex Center Dr	●	●	●	●	●	●	●	●	●	30	30	332
Bechtel Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	30	30	285
Bechtel Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	479
Bechtel Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	0	0	9
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	100	100	61
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	30	15	466
Bingham McCutchen LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
BioGen Inc. Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	100	100	454
Black & Veatch Corp.	Coveland Park, KS	●	●	●	●	●	●	●	●	●	85	85	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100	206
Bicommi' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	70	70	890
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	100		
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	85	85	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of North Carolina	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	85	
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	90	60	
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	70	80	890
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●	●	●	●	●	45	75	
Bourninger Ingelheim USA Corp.	Reddfield, CT	●	●	●	●	●	●	●	●	●	100	100	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	30
Bon-Ton Stores, Inc.	York, PA	●	●	●	●	●	●	●	●	●	90	90	719

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	436
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	358
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	100	88	387
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	90	90	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	90	80	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	70	70	
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	90	80	
Brightpoint, Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	30	30	
Brinker International, Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	70	70	744
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	158
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	20	20	327
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	75	65	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	788
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	100	100	767
Bryan Cave LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	100	100	
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	60	65	952
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	20	20	
Burlington Stores, Inc.	Burlington, NJ	●	●	●	●	●	●	●	●	●	60	60	577
C&S Wholesale Grocers Inc.	Kearse, NH	●	●	●	●	●	●	●	●	●	30	30	
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●	100	100	499
Calendula Systems Corp.	Brooklyn, NY	●	●	●	●	●	●	●	●	●	15	15	382
Calwellator, Winkersham & Tait LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	300
Caprio Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	40	40	459
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	30	0	310
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●	●	●	●	●	70	70	
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	90	90	
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	100		
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	127
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	100	100	19
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	622
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	100	100	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	80	85	
Carlson, Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	85	85	
Carlton Hotels Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	100	100	
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	70	85	269
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	85	85	
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●	90	90	42

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2015 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
CBRE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100	387
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	90	186
CC Media Holdings Inc. (Clear Channel)	San Antonio, TX	●	●	●	●	●	●	●	●	●	75	75	407
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●	98	90	267
Celanese Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	80	15	386
Chemical Bank	London, KY	●	●	●	●	●	●	●	●	●	30	30	456
Chick-fil-A	Atlanta, GA	●	●	●	●	●	●	●	●	●	9	0	303
Chickadee	Atlanta, GA	●	●	●	●	●	●	●	●	●	15	15	344
CenturyLink Inc.	Monrovia, LA	●	●	●	●	●	●	●	●	●	60	60	150
Corner Corp	North Kansas City, MO	●	●	●	●	●	●	●	●	●	90	80	774
CPI International Holdings Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	9	0	419
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●	●	●	●	●	90	90	415
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	90	
Chamberlain Edmond & Associates Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	40	40	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	488
Charm Communications	Stamford, CT	●	●	●	●	●	●	●	●	●	15	15	340
Chesapeake Energy Corp.	Woodbury, NJ	●	●	●	●	●	●	●	●	●	15	15	223
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	100	100	3
CHG Healthcare Services, Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	90		
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	75	75	763
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Choice Hotels International, Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	100	100	
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	100	100	
Chubb	London, UK	●	●	●	●	●	●	●	●	●	0	0	69
Chubb Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	100	100	292
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	100	100	103
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	60
CIT Group Inc.	New York, NY	●	●	●	●	●	●	●	●	●	15	15	589
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	26
Clearbanc Ventures LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	90	90	
Clery Gutriebe Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Comcast Networks	Philadelphia, PA	●	●	●	●	●	●	●	●	●	15	30	424
Comford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Correx Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100	461
CMS Energy Services	Jackson, MI	●	●	●	●	●	●	●	●	●	33	36	406
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	85	85	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	75	604
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	57
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	15	15	382
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	100	46
Comcast Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	90	772
Comcast Spectacor	Philadelphia, PA	●	●	●	●	●	●	●	●	●	30	30	335

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CBI Ranking	2014 CBI Ranking	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	30	30	184
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	69	65	
Computer Sciences Corp. (USC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	85	176
Compuware Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	60	60	
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	95	200
ConocoPhillips	Houston, TX	●	●	●	●	●	●	●	●	●	●	73	65	45
Constellation Energy Group Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	19	15	453
Constellation Brands Inc.	Victor, NY	●	●	●	●	●	●	●	●	●	●	100	90	226
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	50	0	779
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	90	
Cooper Tire & Rubber Co.	Fremont, OH	●	●	●	●	●	●	●	●	●	●	53	35	806
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	30	30	450
Corbis Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	90	
CoreLogic	Santa Ana, CA	●	●	●	●	●	●	●	●	●	●	29	28	500
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●	●	●	●	●	●	0	0	368
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	9	15	185
Cracker Barrel Old Country Store Inc.	Lubaton, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Crato and Barra / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	45	45	793
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Crowell & Mering LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	15	15	312
CSX Corp.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Cummings Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	70	85	231
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	100	100	100
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	●	90	30	693
Dana Holding Corp.	Maumee, OH	●	●	●	●	●	●	●	●	●	●	100	85	13
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	20	45	355
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	100	100	152
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	328
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	75	
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	
Dunn Foods Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	15	15	311
Dovevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	80	
DePue LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	85	40	217

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2016 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Dare & Co.	Moline, IL	●	●	●	●	●	●	●	●	●	85	65	85
Dehaize America Inc.	Saisbury, NC	●	●	●	●	●	●	●	●	●	100	100	
Del Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	100	100	51
Deiditta LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Data Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90	83
Dantone 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	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	95	100	
DigitalB	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
DIRECTV	E. Seguin, CA	●	●	●	●	●	●	●	●	●	100	85	102
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	100	100	294
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100	
Dole Food Co. Inc.	Westlake Village, CA	●	●	●	●	●	●	●	●	●	15	30	372
Dollar General Corp.	Goodlettsville, TN	●	●	●	●	●	●	●	●	●	70	70	176
Dollar Trinty Automotive Group Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	70	70	
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	80	85	210
Dominos Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	35	35	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	458
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	100	15	308
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	70	70	427
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	90	90	
DTE Energy Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	35	35	259
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	90	85	
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	90	90	145
Dun & Bradstreet Corp., The	Shert Hills, NJ	●	●	●	●	●	●	●	●	●	30	30	
Dykema Gossell PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	100	100	
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	●	55	55	883
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100	72
EarthLink Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	55	55	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Eastman-Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	15	15	324
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	196
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	100	228

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CFI Rating	2014 CFI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Edward & Kleinman LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	30	30	212
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	565
Ei City & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	130
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	133
Emerson Electric Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	15	15	399
Emmis Communications Corporation	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	60	60	123
Energy East Partners	New York, NY	●	●	●	●	●	●	●	●	●	●	15	15	281
Energy East Partners	New York, NY	●	●	●	●	●	●	●	●	●	●	15	15	447
Energy East Partners	New York, NY	●	●	●	●	●	●	●	●	●	●	0	0	161
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90	90	251
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	65	65	251
Enterprise Rent-A-Car	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	0	15	64
Enterprise Rent-A-Car	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	15	15	233
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	●	95	30	455
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	95	95	279
Eurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Executive Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	80	
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●	●	85		453
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	129
Expeda Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	90	90	583
Expedia Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	15	15	428
Express Scripts Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	70	70	34
Exxon Mobil Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	-25	-25	2
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100		482
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	80	80	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	30	30	267
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	31
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	12
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100		
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	80	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	90	80	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	80	
FedEx Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	85	85	53
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	30	30	353
Fidelity Investments	Richmond, VA	●	●	●	●	●	●	●	●	●	●	15	15	434
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	85	85	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	90	90	361
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	90	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2019 CE Ranking	2014 CE Ranking	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	
Frost Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	45	254
Frost Horizon National Corp.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	75	70	
Frost & Squire	Washington, DC	●	●	●	●	●	●	●	●	●	●	0	0	161
Fryer & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Friedman, Hillard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	80		
Fujitsu Corp.	Irvine, TX	●	●	●	●	●	●	●	●	●	●	75	45	110
Fujitsu Services	Washington, DC	●	●	●	●	●	●	●	●	●	●	15	15	417
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	14	15	112
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	85	40	362
Franklin Templeton Investments	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	0	0	156
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	80	80	
Fried, Frank, Harris, Silver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Friedman, Hillard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	15	15	492
Frost Brown Food LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90	90	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100	298
Gannett Co. Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	60	45	457
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	179
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	60	70	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Genentech Inc.	Highland Heights, IL	●	●	●	●	●	●	●	●	●	●	15	15	425
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	85	85	98
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	8
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	160
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	7
Genzyme	Boston, MA	●	●	●	●	●	●	●	●	●	●	15	15	214
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	65	271
Grant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	75		
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Gilead Sciences Inc.	Wauwatosa, WI	●	●	●	●	●	●	●	●	●	●	0	0	260
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	10	0	167
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	68
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	15	15	137
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	58
Green & Ross LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	80	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	80	80	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	90	90	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	15	15	465

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 CE Rating	2014 CE Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Griener Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●	●	●	●	●	●	●	85	85	608
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Group 1 Automotive	Houston, TX	●	●	●	●	●	●	●	●	●	●	40	15	343
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	●	88	100	
Groupm Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	851
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	●	35	35	238
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●	●	●	●	●	70	70	
H&R Block Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	35	35	605
H.E. Butt Grocery Co.	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	40	40	
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	85	85	224
Hachette Book Group	New York, NY	●	●	●	●	●	●	●	●	●	●	75	75	
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Haindl Group	Winnipeg, MB	●	●	●	●	●	●	●	●	●	●	15	15	100
Hainmark Corporation	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	80	90	
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	60	60	518
Hanover Direct Inc.	Wenahkon, NJ	●	●	●	●	●	●	●	●	●	●	55	70	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	●	●	●	80	15	522
Hanna Corporation	Frederick, WI	●	●	●	●	●	●	●	●	●	●	15	15	449
Hanna Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	●	90	85	429
Hanna Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	60	70	
Harry & David Holdings Inc.	Madison, OR	●	●	●	●	●	●	●	●	●	●	55	70	
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	112
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Hasbro Inc.	Pawtucket, RI	●	●	●	●	●	●	●	●	●	●	75	25	576
Hayman and Bocira LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	85	
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●	●	●	●	●	●	●	75	30	82
HCA Healthcare	Nashville, TN	●	●	●	●	●	●	●	●	●	●	30		330
Health Care Services Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	85	
Health Management Associates Inc.	Phoenix	●	●	●	●	●	●	●	●	●	●	30	30	376
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●	●	●	80	80	236
Healthcare.gov	Washington, DC	●	●	●	●	●	●	●	●	●	●	15	15	290
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Herman Miller Inc.	Zionwood, MI	●	●	●	●	●	●	●	●	●	●	100	100	
Hornick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	80	80	
Horseshoe Co., The	Horseshoe, PA	●	●	●	●	●	●	●	●	●	●	100	90	384
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●	●	95	65	293
Hesa Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	40	40	75
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	15
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	
Hirshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Hogar Lovelle US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Holland & Hart LLP	Denver, CO	●	●	●	●	●	●	●	●	●	●	85	75	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	90	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2019 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●	●	●	●	●	●	93	50	249
Jarvis Corp.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	90	80	383
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	90	495
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	100	90	598
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	100	85	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	100	100	41
Johnson Controls Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	80	80	87
Jones Group The	New York, NY	●	●	●	●	●	●	●	●	●	80	70	608
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	18
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100	
Katten Mucher Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	90	90	
KB Home	Los Angeles, CA	●	●	●	●	●	●	●	●	●	50	50	
Keane Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	30	0	384
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	25	25	
Kellanis Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	95	90	
Kellanis Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	192
Kellanis Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	30	30	462
Kellanis Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	90	90	
Kanyon & Kerstan	New York, NY	●	●	●	●	●	●	●	●	●	90	85	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	510
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	80	90	136
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	15	15	265
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	410
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
KLA-Tencor Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	15	15	277
Kohls Corp.	Menomonie Falls, WI	●	●	●	●	●	●	●	●	●	35	35	681
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	15	15	148
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	100	100	
Kramer Levin Natfale & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	85	85	23
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	90	90	
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	258
L.L. Bean Inc.	Fruport, ME	●	●	●	●	●	●	●	●	●	95	85	
L.L. Bean Inc.	Fruport, ME	●	●	●	●	●	●	●	●	●	30	30	197
L.L. Bean Inc.	Fruport, ME	●	●	●	●	●	●	●	●	●	15	15	444

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2016 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Laclede Group Inc., The	St. Louis, MO	●	●	●	●			●	●		82	80	
Land O'Lakes Inc.	Ardon Hills, MN	●	●	●	●	●	●	●	●	●	100	100	194
Landry's Inc.	Greenville, SC	●	●	●	●	●	●	●	●	●	15	15	244
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●	75	15	187
Leidos American Inc.	New York, NY	●	●	●	●	●	●	●	●	●	70		
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	0		289
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	78	100	398
Lexipol Group	Mummburg, OH	●	●	●	●	●	●	●	●	●	90	90	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	100	100	609
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●	15	15	256
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	0	0	270
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	85	60	81
Litton Mandison PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	90	85	235
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	100	95	
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	70	70	439
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	80	45	
Loeb & Loeb LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	59
Louma Corp.	New York, NY	●	●	●	●	●	●	●	●	●	75	75	
L'Oréal USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	35	35	188
Luce Forward Hamilton & Sorppas LLP	San Diego, CA	●	●	●	●	●	●	●	●	●	85	15	
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	30	30	56
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	66	70	70
Manatt, Phelps & Phelps LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	70	70	621
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	90	109
Marathon Oil Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	90	90	
Marriner International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	85	90	140
Mara Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●	75	15	174
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	15	0	33
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	100	100	230
MasterCard Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	90	90	
Mattel Inc.	E Segundo, CA	●	●	●	●	●	●	●	●	●	15	15	336
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	94
Mayo Clinic	Rochester, MN	●	●	●	●	●	●	●	●	●	100	100	345
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	95	95	395
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	75	70	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	25	25	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
McDonald's Corp.	Oak Brook, IL	●	●	●	●		●	●	●		90	90	111
McGraw Hill Financial	New York, NY	●	●	●	●		●	●	●		90	90	390
McGuireWoods LLP	Richmond, VA	●	●	●	●		●	●	●		90	90	
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●		●	●	●		90	80	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	14
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	
Modesto Westaco Corp.	Richmond, VA	●	●	●	●		●	●	●		45	45	448
Motion Picture	Minneapolis, MN	●	●	●	●	●	●	●	●		100	100	172
Major Inc.	Grand Rapids, MI	●	●	●	●	●			●		76	25	
Man's Warehouse Inc., The	Houston, TX	●	●								30	30	813
Marck & Co. Inc.	Whitencove Station, NJ	●	●	●	●	●	●	●	●		100	100	68
MarLBs Inc.	New York, NY	●	●	●	●	●	●	●	●		100	100	40
Mars, Incorporated	Shawnee, KS	●	●	●	●	●	●	●	●		90	90	481
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	282
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●		●	●	●		85		
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●		100	100	33
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●		●	●	●		100	100	
Mintz, Levin, Cohn, Ferris, Glovatsky & Popeo PC	Boston, MA	●	●	●	●		●	●	●		100	100	
Mirant Corp.	Atlanta, GA	●	●	●	●		●	●	●		30	30	
Mitchell Gold + Bob Williams	Taylorville, NC	●	●	●	●	●	●	●	●		100	100	
Monark Industries Inc.	Calhoun, GA	●	●	●	●		●	●	●		20	20	442
Mondelēz International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●		100		88
Monterio Co.	St. Louis, MO	●	●	●	●	●	●	●	●		100	100	206
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●		100	100	765
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●		●	●	●		74	75	
Morgan Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●		100	100	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●		100	100	96
Morningstar Inc.	Chicago, IL	●	●	●	●		●	●	●		90	90	
Murphy & Foster LLP	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	
Mosaic Co.	Plymouth, MN	●	●	●	●	●		●	●		85	70	246
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●		90	80	304
MSCI	New York, NY	●	●	●	●	●	●	●	●		15		451
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●		100	100	
Murphy, Talbot & Olson LLP	Los Angeles, CA	●	●	●	●		●	●	●		96	60	
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●			●	●		85	60	394
National Grid USA	Brooklyn, NY	●	●	●	●		●	●	●		90	90	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●		100	100	100

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2016 CBI Rating	2014 CBI Rating	Fictive 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Navistar International Corp.	Lea, IL	●	●	●	●	●	●	●	●	●	40	40	216
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	100	80	441
Nasir Marine Re.uy & Scarborough LLP	Columbia, SC	●	●	●	●	●	●	●	●	●	80	60	
Nasdaq Puma PetCare Co	St. Louis, MO	●	●	●	●	●	●	●	●	●	95	85	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	100	80	408
Netfix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●	80	80	620
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	90	89
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●	75	90	923
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	85	433
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●	60	60	274
Norfolk Southern	Roanoke, VA	●	●	●	●	●	●	●	●	●	15	15	61
NorthEnergy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●	70	70	190
Nielsen Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	100	100	
Nippon Yusen Kaisha	London, UK	●	●	●	●	●	●	●	●	●	15	0	421
Nisus Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	126
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	75	15	460
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	227
Norfolk Southern Corp.	Norfolk, VA	●	●	●	●	●	●	●	●	●	90	50	247
NorTel Networks Corp.	Richardson, TX	●	●	●	●	●	●	●	●	●	50	50	
Northeast Utilities	Springfield, MA	●	●	●	●	●	●	●	●	●	30	30	402
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	561
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	100	95	120
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	90	114
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	90	90	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100	
NRG Energy Inc.	Princeton, NJ	●	●	●	●	●	●	●	●	●	70	50	314
Novartis	Basel, CH	●	●	●	●	●	●	●	●	●	0	0	146
Northern Energy LP	San Francisco, CA	●	●	●	●	●	●	●	●	●	15	15	389
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	70	70	718
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	75		553
NYSE Euronext Inc.	New York, NY	●	●	●	●	●	●	●	●	●	45	45	610
Novartis	Basel, CH	●	●	●	●	●	●	●	●	●	30	30	125
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	100	100	283
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	90	
Ogilvy & Mather, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●	●	●	●	●	75	45	
Ogilvy & Mather	Chicago, IL	●	●	●	●	●	●	●	●	●	0		496
O'Malley & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100	
Omnicon	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	416
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	65	80	181
ONEOK Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	70	30	210
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	80

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Orick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	412
Oquirrhill Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	98	18	322
Oversock.com Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	80	70	
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●	●	●	●	●	38	35	297
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	100	100	476
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	88	15	364
Pacific Medical Centers	Seattle, WA	●	●	●	●	●	●	●	●	●	60	15	168
PacificCorp	Portland, OR	●	●	●	●	●	●	●	●	●	65	80	
Palm Management Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	83	65	
Palmer Bros. Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	15	18	347
Palmer Bros. Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	30	15	211
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●	●	●	●	●	●	55	60	636
Patton Boggs LLP	Washington, DC	●	●	●	●	●	●	●	●	●	90	90	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Peabody Energy Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	0		142
Peabody Energy Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	15	15	315
Peabody Energy Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	0	0	203
Peapack-Gammas Inc.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	65	65	928
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	88	85	483
Popper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	90	
PepsiCo Inc.	Pittsburgh, NY	●	●	●	●	●	●	●	●	●	100	100	43
Petkins & Will Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	45	45	
Petkins Cole LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	
Pepperdine University USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	90	75	
Pepperdine University USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	15	15	243
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	75	75	377
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	48
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	163
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	15	0	89
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	15		4
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●	●	●	●	90	35	688
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	80	35	459
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	0	0	77
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	170
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●	●	●	●	●	25	35	

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Employer	Headquarters Location	Criterion										2016 DB Rating	2014 CBI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Polaroid Corp.	Waltham, MA	●			●			●					30	30	
Polynell Shughart PC	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	70	85	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	100	100	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●			●	●	●	●	●	75	75	182
PPL Corp.	Allentown, PA	●	●		●			●	●	●	●	●	85	85	224
Praxair Inc.	Danbury, CT	●		●	●				●	●	●	●	90	90	241
Price Waterhouse Coopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	355
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	●	90	90	290
Pfizer & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	38
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	100
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	90	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	29
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	80	90	276
Publicis Healthcare Communicators	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Publison Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
PVH Corp.	New York, NY	●	●		●			●	●	●	●	●	70	70	422
Quantico Weaver Inc.	Greensboro, NC	●		●	●				●	●	●	●	80		
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	149
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	100	90	307
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	●	90	85	341
Quinn Emanuel Urquhart & Sullivan LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	80		
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	90	90	264
RadioShack Corp.	Fort Worth, TX	●	●	●	●				●	●	●	●	40	30	556
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	90	370
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	●	90	90	601
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	124
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	
RBS Securities Inc.	Stamford, CT	●	●		●			●	●	●	●	●	70	75	
Re:Source USA Inc.	Long Island City, NY	●		●	●	●	●	●	●	●	●	●	85	100	
Realty Holdings Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	●	90	90	512
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	●	●	100	90	
Read Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Regal Entertainment Group	Knoxville, TN	●			●			●	●	●	●	●	30	35	742
Regions Financial Corp.	Birmingham, AL	●	●	●	●			●	●	●	●	●	80	80	401
Regis USA Inc.	Chicago, IL	●	●										30	15	276
Regis USA Inc.	Chicago, IL	●	●										15	15	313
Replacements, Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Reynolds and Reynolds	Chicago, IL	●	●										30	15	323

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2019 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	●	●		85	75	316
Rite Aid Corp.	Comp Hill, PA			●	●			●	●		30	80	113
Robert Hall International Inc.	Marlo Park, CA	●	●	●	●		●	●	●		83	85	571
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●		100	80	
Roberts Kaplan Miller & Cohn LLP	Minneapolis, MN	●	●	●	●		●	●	●		100	100	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●		0	0	291
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●		100	100	403
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●		99	90	511
Ross Stores Inc.	Dublin, CA	●	●	●	●		●	●	●		100	100	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●		●	●	●		70	0	276
RRI Energy Inc.	Houston, TX	●	●	●	●		●	●	●		80	80	
Ryder System Inc.	Miami, FL	●	●	●	●		●	●	●		89	85	404
Ryanair Group Inc., The	Calabasas, CA	●	●	●	●		●	●	●		20	20	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●		100	90	
Sabre Holdings Inc.	Soufiana, TX	●	●	●	●		●	●	●		69	75	
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●		100	100	62
Salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		15	15	240
Salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	702
Salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		30	30	487
Santitas LLC	San Francisco, CA	●	●	●	●		●	●	●		0	0	420
Sannikoff & Co. U.S. LLC	Bridgeville, NJ	●	●	●	●		●	●	●		46	45	
SAP America Inc.	Nowtown Square, PA	●	●	●	●	●	●	●	●		100	100	
Sapient Corp.	Boston, MA	●	●	●	●		●	●	●		80	80	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●		●	●	●		80	80	
Sbc	L.A., CA	●	●	●	●		●	●	●		86		
Schlitz Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100	
Scholastic Corp.	New York, NY	●	●	●	●		●	●	●		79	88	900
Schwartz, Roth & Zabel LLP	New York, NY	●	●	●	●		●	●	●		46	45	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●		●	●	●		60	45	
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●		●	●	●		0	0	333
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●		100	100	71
Seidwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	
Selective Insurance Group	Branchville, NJ	●	●	●	●		●	●	●		86	85	
Sumpra Energy	San Diego, CA	●	●	●	●		●	●	●		100	100	281
Severn Trent Services Inc.	Fort Washington, PA	●	●	●	●		●	●	●		30	50	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●		●	●	●		100	100	
Shearman & Sterling LLP	New York, NY	●	●	●	●		●	●	●		100	100	
Shel Oil Co.	Houston, TX	●	●	●	●		●	●	●		95	95	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●		●	●	●		100	100	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●		●	●	●		30	15	282
Shoopy Austin LLP	Chicago, IL	●	●	●	●		●	●	●		100	100	
Shoopy Austin LLP	Chicago, IL	●	●	●	●		●	●	●		15		497

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	852
Skadden, Arps, Slate, Meagher & Fom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Slatom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	80	
SLM Corp. (Sallie Mae)	Newark, DE	●	●	●	●	●	●	●	●	●	●	48	48	418
Smuckler & Associates	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	15	15	213
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	96	90	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	●	70	70	
Software House International	Somerset, NJ	●	●	●	●	●	●	●	●	●	●	15	15	
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●	●	●	●	85	85	307
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	98	100	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Southern Company Energy Co.	Rosewood, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	70	45	171
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	90	164
Spectra Energy Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	85	475
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	0	0	331
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	87
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	0	0	431
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●	●	80	80	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	85	457
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	●	75	75	
Stephanie & Associates	Frammingham, MA	●	●	●	●	●	●	●	●	●	●	25	25	245
Stephanie Inc.	Frammingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	122
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	90	208
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	400
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	95	95	44
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	90	268
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	30	30	354
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	100	90	758
Stetico & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	90	80	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	90	90	
Steel River LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●	●	85	15	305
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	●	95	90	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
SunPower Corp.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	75	75	833
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	239
Supernu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	90	90	86
Supernu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	0	0	460

Appendix B Ratings and Criteria Breakdowns

Teachers Insurance and Annuity Association - College Retirement Equities Fund

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Sutherland Asset & Branch LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	379
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100	709
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	36
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100	
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●	100	100	97
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	100	100	119
Tenet Healthcare Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●	90	45	259
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	15	98
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	90	90	216
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	80	50	225
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	100	100	
The Wendy's Co.	Dublin, OH	●	●	●	●	●	●	●	●	●	50	55	809
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	85	50	220
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	●	45	15	325
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	95	95	611
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	104
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	105
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	100	95	115
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	100	100	649
Toyota Financial Services	Tonawanda, CA	●	●	●	●	●	●	●	●	●	100	100	
Toyota Motor Sales USA Inc.	Tonawanda, CA	●	●	●	●	●	●	●	●	●	100	100	
Toys 'R Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	75	75	204
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	20	20	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●	●	●	●	●	●	95	80	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	90	90	116
Travelport Ltd.	Paramaribo, NJ	●	●	●	●	●	●	●	●	●	65	65	
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●	●	●	●	●	90	90	
Trounman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	
True Value Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	75	80	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2015 DBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Turner Construction Co.	New York, NY	●	●	●	●		●	●	●			90	90	
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	132
UBM plc	Mahwah, NY	●		●	●			●	●	●		60	60	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Ultimate Software Group Inc. The	Winston FL	●	●		●			●	●	●		30	30	388
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●		100	100	
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Union Pacific Corp.	Omaha, NE	●	●		●		●	●	●	●		70	70	138
Univis Corp.	Blue Bell, PA	●	●					●	●	●		40	40	621
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	79
United Parcel Service	Atlanta, GA	●	●	●	●			●	●	●		95	90	53
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●		100	100	50
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●		100	100	17
Unum Group	Chattanooga, TN	●	●	●	●				●	●		15	15	337
US Airways Group Inc.	Tempe, AZ	●	●	●	●			●	●	●		90	90	108
US Foods Inc.	Rosemont, IL	●	●	●	●	●		●	●	●		75	75	
Valassis Communications Inc.	Livonia, MI	●	●		●			●	●	●		65	65	893
Vanguard Group Inc.	Malvern PA	●	●	●	●	●	●	●	●	●		95	95	
Verizon Communications Inc.	New Jersey, NJ	●	●	●	●			●	●	●		90	100	16
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	188
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●		100	80	
Vingit America	Durham, NC	●	●	●	●	●	●	●	●	●		100	90	
Via	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	90	260
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●		90	80	358
Volkswagen Group of America Inc.	Hampton, VA	●	●	●	●	●	●	●	●	●		100	100	
Voya, Sator, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●	●	●	●	●		80	80	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●		100	30	295
Wachtel, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Wardlaw & Ross Financial Inc.	Oxford Park, KE	●	●	●	●				●	●		65	40	
Walgreen Co.	Duquoin, IL	●	●	●	●	●	●	●	●	●		100	100	37
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●		90	80	1
Wall Group Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●		100	100	66
Washington Post Co.	Washington, DC			●	●							20	20	580

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion									2015 CB Rating	2014 CB Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Waste Management Inc.	Houston, TX	●	●	●	●		●	●	●		90	90	200
Wawa Inc.	Wawa, PA	●	●	●	●			●	●		95	30	
Wear, Gotschal & Mangos LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●		100	90	47
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●		100	100	25
Wendy's International Inc.	Dayton, OH	●	●	●	●			●	●		100	0	385
West Group	Windsor, OH	●	●	●	●	●	●	●	●		100	0	471
WestJet	Calgary, AB	●	●	●	●			●	●		100	0	222
Westwood One	Los Angeles, CA	●	●	●	●			●	●		100	0	283
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●		●	●	●		85	85	303
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●		100	100	154
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●		100	100	
Whole Foods Market Inc.	Austin, TX	●	●	●	●		●	●	●		75	75	232
Wolman, Harold, Allen & Dixon LLP	Chicago, IL	●	●	●	●			●	●		35	45	
Williams Companies Inc.	Tulsa, OK	●	●	●	●		●	●	●		85	80	342
Williams Mullen PC	Richmond, VA	●	●	●	●		●	●	●		90	90	
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●		●	●	●		90	80	682
Wilkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●	●	●	●		70	85	
Wimer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●		100	100	
Winn-Dixie Stores Inc.	Jacksonville, FL	●	●	●	●			●	●		45	45	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●		100	100	
Wisconsin Energy Corp.	Milwaukee, WI	●	●	●	●			●	●		45	45	557
Wumble Carlyle Santerdigo & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●		100	90	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●			●	●		30	30	74
WPP Group USA	New York, NY	●	●	●	●		●	●	●		80	80	
Wyeth	Madison, NJ	●	●	●	●			●	●		45	45	
Wyndham Worldwide Corp.	Parappany, NJ	●	●	●	●	●	●	●	●		100	100	528
Wyndham Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●		100	100	478
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●		●	●	●		90	75	266
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●		100	100	131
Xylent Inc.	White Plains, NY	●	●	●	●			●	●		85	65	612
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●		100	100	494
Yield Inc.	San Francisco, CA	●	●	●	●	●	●	●	●		100		
Young & Market Co.	Tustin, CA	●	●	●	●			●	●		65	60	
YRC Worldwide Inc.	Ovations Park, KS	●	●	●	●			●	●		30	20	498
Yum! Brands Inc.	Louisville, KY	●	●	●	●			●	●		80	80	201
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●		100	100	
Zurich North America	Schaumburg, IL	●	●	●	●			●	●		85	65	

Appendix C

Ratings by Industry, Descending Score

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CE Rating	2014 CE Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Advertising and Marketing													
DigitalGlobe	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	366
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	90	
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
ZentaoOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
RoSource USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	85	100	
Fishman-Hilliard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	80		
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	80	80	
Emmie Communications Corporation	Indianapolis, IN	●	●	●	●	●	●	●	●	●	75	75	
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	55	80	191
Vaiavaa Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	55	65	893
Aerospace and Defense													
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	30
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	100	100	59
Northrop Grumman Corp.	Fairfax, VA	●	●	●	●	●	●	●	●	●	100	95	120
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	100	100	124
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	95	90	511
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	90	85	
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●	90		453
General Dynamics Corp.	Fairfax, VA	●	●	●	●	●	●	●	●	●	85	85	98
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	75	85	78
Alliant Technology Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	90	90	519
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	90	50	225
Boeing Defense, Space & Security	Seattle, WA	●	●	●	●	●	●	●	●	●	30	30	197
Boeing Satellite & Space	Seattle, WA	●	●	●	●	●	●	●	●	●	30	30	355
Airlines													
Alaska Air Group Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	90	515
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	100	100	121
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	100	90	495
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	79
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	100	90	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90	83
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	90	90	164
US Airways Group Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	90	90	199
Apparel, Fashion, Textiles, Dept. Stores													
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	620
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	126
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●	●	●	●	●	90	90	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CSI Rating	2014 CSI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	90	109
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●	90	90	370
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	●	●	85	85	839
Adidas America	Portland, OR	●	●	●	●	●	●	●	●	●	80	16	16
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	86	60	518
PVH Corp.	New York, NY	●	●	●	●	●	●	●	●	●	70	70	422
L.L. Bean Inc.	Frogsport, ME	●	●	●	●	●	●	●	●	●	85	65	65
Jones Group The	New York, NY	●	●	●	●	●	●	●	●	●	60	70	608
Automotive													
Chrysler Group LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	100	100	100
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	100	100	10
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	7
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	100	100	100
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100	100
Toyota Motor Sales USA Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	100	100	100
Volkswagen Group of America Inc.	Hampton, VA	●	●	●	●	●	●	●	●	●	100	100	100
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	90	90	90
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●	90	80	358
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●	●	●	●	●	75	75	75
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●	75	15	107
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	70	70	70
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●	●	●	●	●	85	65	293
Group 1 Automotive	Houston, TX	●	●	●	●	●	●	●	●	●	40	15	343
Nerxter International Corp.	Liberty, IL	●	●	●	●	●	●	●	●	●	40	40	216
AMVIC Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	30	15	317
Dana Holding Corp.	Maumee, OH	●	●	●	●	●	●	●	●	●	30	45	356
Cooper Tire & Rubber Co.	Findlay, OH	●	●	●	●	●	●	●	●	●	25	25	500
Continental Tire	Greenville, SC	●	●	●	●	●	●	●	●	●	15	15	177
Michelin Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	15	30	358
Continental Tire North America	Greenville, SC	●	●	●	●	●	●	●	●	●	15	15	157
Goodyear	Akron, OH	●	●	●	●	●	●	●	●	●	15	15	168
Continental Tire	Greenville, SC	●	●	●	●	●	●	●	●	●	15	15	349
Continental Tire	Greenville, SC	●	●	●	●	●	●	●	●	●	10	10	173
Continental Tire	Greenville, SC	●	●	●	●	●	●	●	●	●	0	0	203
Continental Tire	Greenville, SC	●	●	●	●	●	●	●	●	●	0	15	307
Banking and Financial Services													
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	90
American Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	263
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	100	100	21
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	180
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	100	100	288
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	100
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	100	100	100

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion								91	-50 points	2015 CEI Rating	2014 CEI Rating	Fortune 1000
		15 points	15 points	15 points	10 points	10 points	10 points	10 points	10 points					
		1a	1b	2a	2b	2c	3a	3b	4					
Capital Markets Company NY, The	New York, NY	●	●	●	●	●	●	●	●	●	100			
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	127	
Charles Schwab Corp., The	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	488	
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	26	
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	90	772	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Discover Financial Services	Riverwood, IL	●	●	●	●	●	●	●	●	●	100	100	204	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	100		
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	31	
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	100	90	12	
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	100			
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	100	80		
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	100	80		
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	45	254	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	100	68	
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	707	
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	18	
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	100	100	510	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	100	100	348	
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	765	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	100	100	96	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	561	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	170	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	100	100	29	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100		
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	90		
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	100	90	288	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	239	
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	100	100	708	
TD Bank, N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	100	100		
TIAA-CREF	New York, NY	●	●	●	●	●	●	●	●	●	100	100	97	
Toyota Financial Services	Torrance, CA	●	●	●	●	●	●	●	●	●	100	100		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	132	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Union Bank	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100		
Visa	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	90	260	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	25	
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	95	95		
Worleyparsons	Santa Ana, CA	●	●	●	●	●	●	●	●	●	90	90		
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	90	80		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Revenue 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●		●	●	●		90	90	381
Financial Industry Regulatory Authority, Inc.	Washington, DC	●	●	●	●		●	●	●		90	90	
McGraw Hill Financial	New York, NY	●	●	●	●		●	●	●		90	90	380
Moringstar Inc.	Chicago, IL	●	●	●	●		●	●	●		90	90	
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●		●	●	●		90	90	601
Regions Financial Corp.	Birmingham, AL	●	●	●	●		●	●	●		88	80	401
AllianceBernstein	New York, NY	●	●	●	●			●	●		80		
BB&T Corp.	Winston-Salem, NC	●	●	●	●		●	●	●		80	80	251
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●			●	●		76	65	
First Horizon National Corp.	Memphis, TN	●	●	●	●		●	●	●		76	70	
RBS Securities Inc.	Stamford, CT	●	●	●	●		●	●	●		76	76	
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●		●	●	●		76	70	
Invesco Ltd.	Atlanta, GA	●	●	●	●	●		●	●		76	15	
M&T Bank Corp.	Buffalo, NY	●	●	●	●		●	●	●		70	70	521
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●			●	●		65	65	
Franklin Resources Inc.	San Mateo, CA	●	●	●	●			●	●		65	40	362
Wedell & Reed Financial Inc.	Ovenden Park, KS	●	●	●	●				●		65	40	
E*TRADE Financial Corp.	New York, NY	●	●	●	●			●	●		55	55	883
NYSE Euronext Inc.	New York, NY	●	●	●	●			●	●		45	45	616
SLM Corp. (Salle Mae)	Newark, DE	●	●	●	●			●	●		45	45	418
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●	●	●	●			●	●		40	40	
H&R Block Inc.	Kansas City, MO	●	●	●	●				●		35	35	665
Bank of America Corp.	Charlotte, NC	●	●	●	●				●		30	30	353
Wells Fargo Bank, NA	Charlotte, NC	●	●	●	●				●		30	30	445
Dun & Bradstreet Corp., The	Short Hills, NJ	●	●	●	●				●		30	30	
Wells Fargo	Charlotte, NC	●	●	●	●				●		15	15	221
Chemical Bank	Ann Arbor, MI	●	●	●	●				●		15	15	434
Wells Fargo	Charlotte, NC	●	●	●	●				●		14	15	277
CIT Group Inc.	New York, NY	●	●	●	●				●		15	15	589
Wells Fargo	Charlotte, NC	●	●	●	●				●		0	0	39
Wells Fargo	Charlotte, NC	●	●	●	●				●		0	0	491
Wells Fargo	Charlotte, NC	●	●	●	●				●		0	0	269
Chemicals and Biotechnology													
BASF Corp.	Fornham Park, NJ	●	●	●	●	●	●	●	●		100	100	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●		100	100	52
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●		100	100	72
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	229
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●		100	100	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●		100	100	206
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●		95	85	273
Bayier Corp.	Pittsburgh, PA	●	●	●	●	●	●	●	●		80	80	
Celanese Corp.	Irving, TX	●	●	●	●	●	●	●	●		80	15	396
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●		75	75	182
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●		50	50	241

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CEI Rating	2014 CEI Rating	Fortune 1000	
		1a points	1b points	1c points	2a points	2b points	2c points	3a points	3b points	4 points				5 points
Huntman Corp.	Salt Lake City, UT	●	●		●					●		40	40	241
Intuit	Menlo Park, CA	●	●									30	15	282
Raytheon	Bedford, MA	●	●									15	15	321
Walmart	Bentonville, AR	●	●									15	15	375
United Therapeutics	King of Prussia, PA	●	●									15	15	324
Veritas	Reston, VA	●	●									0	0	419
Computer and Data Services														
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●		100	100	255
Brookridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●		100	100	857
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●		100	100	133
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●		100	100	18
Teah Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●		100	100	119
Lexipol Group	Memphis, OH	●	●	●	●		●	●	●	●		90	90	
Computer Sciences Corp. (CSC)	Fairfax Clutch, VA	●	●	●	●	●	●	●	●	●		85	85	176
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●		80	80	
SRA International Inc.	Fairfax, VA	●	●	●	●			●	●	●		80	80	
Unisys Corp.	Blue Bell, PA	●	●						●	●		40	40	621
Keane Inc.	Boston, MA	●							●			25	25	
Capgemini Consulting	Frankfurt, DE	●										15	15	352
Deloitte	Wilmington, DE	●										15	15	240
Computer Hardware and Office Equipment														
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●		100	100	6
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●		100	100	51
Laymark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●		100	100	608
NCR Corp.	Durham, GA	●	●	●	●	●	●	●	●	●		100	90	441
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●		100	90	408
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●		100	100	131
CDW Corp.	Vernon Hills, IL	●	●	●	●	●	●	●	●	●		90	90	287
Ingram Micro	Santa Ana, CA	●	●	●	●	●	●	●	●	●		90	90	78
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●		80	70	117
Insight Enterprises Inc.	Tampa, AZ	●	●	●	●		●	●	●	●		70	0	470
Seagate Technology LLC	Scotts Valley, CA	●	●	●	●			●				60	45	
Priney Bowns Inc.	Stamford, CT	●	●	●	●	●	●		●			80	35	489
Acxi Inc.	Irvine, CA	●		●	●							35	35	
VeriSign	York, PA	●	●									30	0	262
Greenleaf Software	Chandler, AZ	●	●									30	30	222
King Technology	Highersville, TN	●										15	15	141
Greenleaf Software	Chandler, AZ	●										15	15	454
Software House International	Somerset, NJ	●										15	15	
Computer Software														
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	90	540
CA Technologies Inc.	Islandia, NY	●	●	●	●	●	●	●	●	●		100	100	499
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●		100	100	555

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CEB Rating	2014 CEB Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	558
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	100	100	36
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	100	100	80
salesforce.com Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	702
SAP America Inc.	Northtown Square, PA	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	100	100	379
Avaya Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	78	80	477
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	70	80	890
Software AG USA Inc.	Reston, VA	●	●	●	●	●	●	●	●	●	70	70	
Ultimate Software Group Inc., The	Weston, FL	●	●	●	●	●	●	●	●	●	63		
Compuserve Corp.	Detroit, MI	●	●	●	●	●	●	●	●	●	60	60	
Aiscroft-Msys Healthcare Solutions Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	30	30	
McAfee Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	24	25	
Consulting and Business Services													
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Aor Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Arsmark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	100	80	205
Bain & Co. Inc./BridgeSpan Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	100	100	436
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	100	100	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	100	100	20
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	228
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Nielson Co., The	New York City, NY	●	●	●	●	●	●	●	●	●	100	100	
Procter&KennebecCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Siglon Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	100	90	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	100		648
Adocus North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	90	90	
Capgemini U.S. LLC	New York, NY	●	●	●	●	●	●	●	●	●	90	90	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	90	90	
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	85	90	140
Robert Half International Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	85	85	571
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	80	80	
Inteays Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	70	70	
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	60	70	
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	35	35	906
											30	30	482

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CBI Rating	2014 CBI Rating	Fortune 1000		
		1a	1b	2a	2b	2c	3a	3b	4	5	425 points					
Education and Child Care																
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●		●	●	●			90	90			
Energy and Utilities																
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	90	226		
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	129		
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	163		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●		100	100			
Sempia Energy	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	281		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●		100	100			
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●		90	90			
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●		90	90	145		
Energy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●		90	80	261		
National Grid USA	Brooklyn, NY	●	●	●	●	●	●	●	●	●		90	90			
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●		90	90	276		
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		80	75	266		
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●		85	85	655		
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●		85	85	373		
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●		85	85	210		
Papco Holdings Inc.	Washington, DC	●	●	●	●	●	●	●	●	●		85	85	493		
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●		80	80	195		
Laclea Group Inc., The	St. Louis, MO	●	●	●	●	●	●	●	●	●		80	80			
SunPower Corp.	San Jose, CA	●	●	●	●	●	●	●	●	●		75	75	833		
NorEia Energy Inc.	Juno Beach, FL	●	●	●	●	●	●	●	●	●		70	70	190		
NRG Energy Inc.	Princeton, NJ	●	●	●	●	●	●	●	●	●		70	50	314		
NV Energy Inc.	Las Vegas, NV	●	●	●	●	●	●	●	●	●		70	70	718		
ONEOK Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●		70	30	210		
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●		70	45	171		
PacificCorp	Portland, OR	●	●	●	●	●	●	●	●	●		65	80			
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●		65	65	224		
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●	●	●	●		60	35	688		
RRI Energy Inc.	Houston, TX	●	●	●	●	●	●	●	●	●		60	50			
Savannah Trust Services Inc.	Fort Washington, PA	●	●	●	●	●	●	●	●	●		60	50			
Wisconsin Energy Corp.	Milwaukee, WI	●	●	●	●	●	●	●	●	●		45	45	557		
Calpine Corp.	Houston, TX	●	●	●	●	●	●	●	●	●		40	40	469		
CMS Energy Services	Jackson, MI	●	●	●	●	●	●	●	●	●		35	35	408		
DTE Energy Co.	Detroit, MI	●	●	●	●	●	●	●	●	●		35	35	299		
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●	●	●	●	●		35	35			
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●		30	30	212		
MHI Corp.	King of Prussia, PA	●	●	●	●	●	●	●	●	●		30	30	388		
Mirant Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●		30	30			
Northeast Utilities	Springfield, MA	●	●	●	●	●	●	●	●	●		30	30	402		
Constellation Energy	Rockville, MD	●	●	●	●	●	●	●	●	●		15	15	344		
Energy Resources Corp.	Dallas, TX	●	●	●	●	●	●	●	●	●		15	15	447		
CONSOLIDATED	Atlanta, GA	●	●	●	●	●	●	●	●	●		15	0	157		
CONSOLIDATED	Memphis, TN	●	●	●	●	●	●	●	●	●		15	15	480		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CBI Rating	2014 CBI Rating	Revenue 1000		
		1a	1b	2a	2b	2c	3a	3b	4	5	5b points					
Engineering and Construction																
Allegany Energy Inc.	Greensburg, PA	●												15	15	153
Amstar Corp.	Amherst, OH													0	0	181
Bojiang International Inc.	St. Louis, MO													0	0	181
Eastman Kodak	Amherst, MA													0	0	181
Engelhard Corp.	Windsor, OH													0	0	435
AECOM Technology Corp.	Los Angeles, CA	●	●	●	●			●	●	●				90	90	320
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●			●	●	●				90	90	415
Tumac Construction Co.	New York, NY	●	●	●	●			●	●	●				90	90	110
Floor Corp.	Irving, TX	●	●	●	●				●	●				75	45	110
Black & Veatch Corp.	Overland Park, KS	●	●	●	●					●	●			85	65	65
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●									90	50	249
KB Home	Los Angeles, CA	●	●	●	●									50	50	50
Perkins + Will Inc.	Chicago, IL	●		●	●					●				45	45	45
TRC Cos.	Franklin, TN	●	●	●	●									30	0	334
Ryland Group Inc., The	Carlsbad, CA	●			●									20	20	20
SPDRS Inc.	San Francisco, CA	●												15	15	399
Fluor Corp.	Houston, TX	●	●	●	●									15	15	243
Goldman Sachs	New York, NY	●												15		397
Fluor Daniel Inc.	Wilmington, DE	●												15	15	426
ACE Group	New York, NY	●												15	15	248
Entertainment and Electronic Media																
AMD Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	●	●	100	100	787
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	90	188
Comcast Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	46
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	95	102
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	652
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	100
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	105
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	198
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	88
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	90
Sony Computer Entertainment America LLC	Foster City, CA	●	●	●	●	●	●	●	●	●	●	●	●	85		
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●	●	●	●	80	80	829
CC Media Holdings Inc. (Cigar Channel)	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	●	●	75	75	407
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●	●	●	●	●	●	●	●	70	70	438
Cob's Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	50	50	50
Regal Entertainment Group	Knoxville, TN	●			●			●			●			35	35	742
Regal Entertainment Group	Knoxville, TN	●			●			●			●			15	15	81
Food, Beverage and Groceries																
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	100	90	90
Banilla America Inc.	Bannockburn, IL	●	●	●	●	●	●	●	●	●	●	●	●	100		
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	767
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	100	338

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	100	100	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	100	57
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	100	95	209
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	100	100	328
Dahze Amara Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Mossato, CA	●	●	●	●	●	●	●	●	●	100	100	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	169
Kallogg Co.	Barrie Creek, MI	●	●	●	●	●	●	●	●	●	100	100	102
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	100	100	151
Lone O'Lakes Inc.	Aurora Hills, MN	●	●	●	●	●	●	●	●	●	100	100	104
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	100	100	88
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	100	100	43
Safeway Inc.	Pleasanton, CA	●	●	●	●	●	●	●	●	●	100	100	62
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	100	100	
H.J. Heinz Co.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	95	85	234
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	90	90	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	100	90	384
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	90	90	111
Pepperdine USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	90	75	
SuperValu Inc.	Edon Prairie, MN	●	●	●	●	●	●	●	●	●	90	90	86
Green Mountain Coffee Roasters Inc.	Waterbury, VT	●	●	●	●	●	●	●	●	●	85	85	605
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	85	85	23
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	80	85	652
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	90	80	201
Chorizo Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	75	75	763
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	75	75	
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	75	75	
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	75	76	232
Bicomin Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	70	70	590
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	70	70	744
Dr Pepper/Seven Up Group Inc.	Piano, TX	●	●	●	●	●	●	●	●	●	70	70	427
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	70	85	319
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	65	65	
Wawa Inc.	Wawa, PA	●	●	●	●	●	●	●	●	●	65	30	
Young's Market Co.	Tucson, CA	●	●	●	●	●	●	●	●	●	65	60	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	60	65	
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	60	70	
J. M. Smucker Co.	Orville, OH	●	●	●	●	●	●	●	●	●	60	60	452
The Wendy's Co.	Columbus, OH	●	●	●	●	●	●	●	●	●	60	85	809
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	55	85	
Dean Foods Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	55	40	217
Palm Management Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	55	65	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2018 CII Rating	2014 CII Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5				
Constellation Brands Inc.	Vicini, NY			●	●			●	●		●	50	0	778
Bob Evans Farms Inc.	New Albany, OH			●	●			●	●		●	45	75	
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●			●	●		●	45	45	793
Winn-Dixie Stores Inc.	Jacksonville, FL	●		●	●			●	●		●	45	45	
H.E. Butt Grocery Co.	San Antonio, TX	●		●				●	●		●	40	40	
Dominio's Pizza Inc.	Ann Arbor, MI	●			●			●	●		●	35	35	
...	...	●									●	30	30	500
...	...	●									●	30	15	93
C&S Wholesale Grocery Inc.	Keene, NH	●		●							●	30	30	
Rite Aid Corp.	Camp Hill, PA			●	●			●	●		●	30	60	113
...	...										●	30	30	27
...	...										●	25	15	213
...	...										●	15	15	65
Dole Food Co. Inc.	Westlake Village, CA			●							●	15	30	372
...	...										●	0	0	69
...	...										●	0	0	368
...	...										●	0	15	386
...	...										●	0	0	108
...	...										●	0	0	411
...	...										●	0	0	474
Forest and Paper Products														
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●			●	●		●	85	85	363
International Paper Co.	Memphis, TN			●	●				●		●	30	45	107
...	...										●	15	15	458
Healthcare														
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●		●	100	100	84
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●		●	100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●		●	100	65	357
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●		●	100	100	19
CareFusion Corp.	San Diego, CA	●	●	●	●	●	●	●	●		●	100	100	622
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●		●	100	85	13
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●		●	100	80	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●		●	100	100	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●		●	100	100	73
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●		●	100	100	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●		●	100	100	14
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●		●	100	100	17
Corinth Corp.	North Kansas City, MO	●	●	●	●	●	●	●	●		●	90	90	774
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●		●	90	65	341
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●		●	85	100	
CHG Healthcare Services Inc.	San Luis City, UT	●	●	●	●	●	●	●	●		●	80		
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●		●	80	90	236
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●	●	●	●	●		●	80	80	
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●		●	75	60	70

Appendix C Ratings by Industry, Descending Score

Company	Headquarters Location	Criterion									2015 DEI Rating	2014 DEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Employer													
Bausch & Lomb Inc.	Rochester, NY	●	●	●	●		●	●	●	●	75	75	
Mayo Clinic	Rochester, MN	●	●	●	●		●	●	●	●	75	70	
Express Scripts Inc.	St. Louis, MO	●	●	●	●			●	●	●	70	70	24
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●				●	●	55	60	636
Amgen Inc.	Thousand Oaks, CA	●	●	●	●					●	40	55	32
Austin Radiological Assn.	Austin, TX	●		●	●			●			40	40	
Qwens & Moring Inc.	Madisonville, VA	●			●					●	35	35	297
Walgreens	Deerfield, IL	●	●								30	15	346
Amgen Inc.	Thousand Oaks, CA	●	●								15	15	296
Calsonic Performance Products Inc.	Warren, MI	●	●								15	15	444
Amgen Inc.	Thousand Oaks, CA	●	●								15	15	416
Centene Corp.	St. Louis, MO										0	0	302
Amgen Inc.	Thousand Oaks, CA										0	15	105
Amgen Inc.	Thousand Oaks, CA										0	15	423
Healthcare/Medical Facilities													
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●			●	●	●	75	30	82
Pacific Medical Centers	Seattle, WA	●	●	●	●		●	●	●	●	60		
Tenet Healthcare Corp.	Dallas, TX	●	●		●			●	●	●	60	45	289
Quest Diagnostics Inc.	Trenton, NJ	●	●								50	30	184
Wegmans Food Markets Inc.	Rochester, NY	●	●								30	30	378
Walgreens	Deerfield, IL	●	●								15	15	311
Kaiser Permanente	Portland, OR	●	●								15	15	410
Quest Diagnostics Inc.	Trenton, NJ	●	●								15	15	337
Walgreens	Deerfield, IL	●	●								15	0	391
High-Tech/Photo/Science Equip.													
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	100	100	592
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	80	100	
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	100	100	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	100	95	54
Madtronic Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	172
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	100	85	457
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	90	90	371
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	90	90	218
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	85	60	220
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	75	65	464
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	75	85	302
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	75		553
ITT Corp.	White Plains, NY	●	●	●	●	●	●	●	●	●	65	75	861
Qualcomm	San Diego, CA	●	●	●	●	●	●	●	●	●	60	45	351
KLA-Incoor Corp.	Milpitas, CA	●	●	●	●	●	●	●	●	●	35	35	681
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	30	30	332
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	30	15	211
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	30	30	487
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	30	30	493

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5				
Employment														
Polaroid Corp.	Waltham, MA	●										30	30	
Raytheon Co.	Waltham, MA	●										20	20	327
IBM	Armonk, NY	●										15	15	272
Raytheon	Waltham, MA	●										15	15	308
Raytheon	Waltham, MA	●										15	15	425
Raytheon	Waltham, MA	●										15	15	465
Raytheon	Waltham, MA	●										15	15	446
Raytheon	Waltham, MA	●										15	15	318
Raytheon	Waltham, MA	●										15	0	386
Raytheon	Waltham, MA	●										0	0	420
Raytheon	Waltham, MA	●										0	0	431
Home Furnishing														
Mitchell Gold + Bob Williams	Taylorville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
IKEA (U.S.)	Conshohocken, PA	●	●	●	●	●	●	●	●	●	●	90	30	
IKEA (U.S.)	Conshohocken, PA	●	●	●	●	●	●	●	●	●	●	15	15	406
Hotels, Resorts and Casinos														
Casinos Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	300
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	593
InterContinental Hotels Group America	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Marrriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	100	230
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	292
Steward Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	400
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	100	100	526
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	478
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	90	90	
Carlson, Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	85	85	
Sbs	LA, CA	●	●	●	●	●	●	●	●	●	●	85	85	
Quantum Weaver Inc.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	85	85	
Host Hotels & Resorts Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	55	15	469
Host Hotels & Resorts Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	15	15	244
Insurance														
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	38
AXA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of North Carolina	Chapel Hill, NC	●	●	●	●	●	●	●	●	●	●	100	85	
Citibank Corp.	Warren, NJ	●	●	●	●	●	●	●	●	●	●	100	100	202
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	103
CSEA Insurance Group	Wainu Crank, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	112

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2019 CEI Rating	2014 CEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100	
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	85	
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	100	100	84
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	40
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	100
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	80
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	114
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●	100	100	168
Sun Life Financial Inc. (U.S.)	Wobensey Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
WellPoint Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	80	47
Ernst Insurance Group	Erin, PA	●	●	●	●	●	●	●	●	●	●	95	30	485
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	95	95	44
Aliaz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	90	60	
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●	80	85	309
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	80	80	
Lincoln National Corp.	Ramoth, PA	●	●	●	●	●	●	●	●	●	●	80	85	235
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	80	90	290
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	80	90	116
AFLAC Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●	85	75	118
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	85	85	92
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	85	55	393
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●	85	85	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	85	
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	85	
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	85	60	81
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●	85	85	369
Ganworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	80	65	271
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	●	●	●	80	15	522
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	●	75	75	
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	●	60	65	
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●	65	65	
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	●	60	60	
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●	●	60	60	257
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	●	60	60	394
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	60	30	493
Trivest Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	48	15	326
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	●	35	35	238
Loews Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	35	35	188
MetLife Insurance of America	New York, NY	●	●	●	●	●	●	●	●	●	●	30	15	275
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	20	20	
Welltower	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	15	0	438
Wellpoint	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	0	0	485
Wellpoint	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	0	0	443
Wellpoint	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	0	0	5

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CBI Rating	2014 CBI Rating	Fortune 1000	
		1a	1b	2a	2b	2c	3a	3b	4	5					
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	496
Microsoft Corporation	Redmond, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	139
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	471
Internet Services and Retailing															
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	196
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	482
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	55
Groupm Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	851
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	484
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	49
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	90	90	49
ACL	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	90	880
Classifio Ventures LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	90	90	593
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	●	90	90	270
Hannover Direct Inc.	Westport, NJ	●	●	●	●	●	●	●	●	●	●	●	70	70	270
Law Firms															
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Akin, Gump, Strauss, Hauer & Field LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Aronson Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Bingham McChesney LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Bryan Cave LLP	Salt Lake, MO	●	●	●	●	●	●	●	●	●	●	●	100	100	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Carlton Fields Jordan But	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Cleary Gottlieb Stearn & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Covington & Bulling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Crowell & Mering LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dickert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	●	100	100	
Edwards Wildman Palmer LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Fairwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2018 DEI Rating	2014 DEI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	90	
Fier & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Fred, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	90	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Hirshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	90	
Huntton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Katton Muchni Rosenbaum LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Kramer Levin Natanson & Franko LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
LeDouarin & Verrum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	95	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Milbank, Towers, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohen, Ferris, Glovatsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Morgan Lewis & Boeckers LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Morison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
O'Meara & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Patterson Belknap Wobbe & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Whitton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	90	
Peikins Cole LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Phillips Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	
Road Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Robins, Kaplan, Miller & Cressi LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Ropee & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Seyforth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Sherman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2013 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5				
Sheppards, Mullin, Richter & Hamoton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Sheak, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Sicily Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Simpson, Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Skadden, Arps, Slate, Meagher & Fom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Steel River LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Coburn LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	90	
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Winters Cutler Pickering Hale & Don LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Womble Carlyle Sandridge & Rice, LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	100	90	
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	95	100	
Katley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	95	90	
Andrew Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	90	90	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	●	90	90	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	75	
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	90	80	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	90	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	90	85	
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Galloway, Johnson, Tompkins, Burr & Smith, PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	90	90	
Gordon & Ross LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	90	90	
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	90	85	
Husch Blackwell LLP	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	90	90	
Kayo Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	90	90	
Kenyon & Kenyon	New York, NY	●	●	●	●	●	●	●	●	●	●	90	85	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	90	90	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	90	90	
Mansit, Prioleo & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	90	90	
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	●	90	90	
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	90	90	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Revenue 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
McKenna Long & Aldridge LLP	Atlanta, GA	●	●	●	●		●	●	●		90	80	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●		●	●	●		90	80	
Norton Rose Fulbright	Houston, TX	●	●	●	●		●	●	●		90	90	
Patton Boggs LLP	Washington, DC	●	●	●	●		●	●	●		90	90	
Proskauer Ross LLP	New York, NY	●	●	●	●		●	●	●		90	90	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●		●	●	●		90	90	
Snell & Wilmer	Phoenix, AZ	●	●	●	●		●	●	●		90	90	
Stepico & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●		90	80	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●		●	●	●		90	90	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●		●	●	●		90	90	
Williams Mullen PC	Richmond, VA	●	●	●	●		●	●	●		90	90	
Baker, Donelson, Beaman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●		●	●	●		85	85	
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●		●	●	●		85	90	
Michael Best & Friedman LLP	Milwaukee, WI	●	●	●	●		●	●	●		85	85	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●		100	100	
Wieder Shansky Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●		●	●	●		85	85	
Goulston & Storrs	Boston, MA	●	●	●	●		●	●	●		80	80	
Herrick Feinstein LLP	New York, NY	●	●	●	●		●	●	●		80	80	
Locke Lord LLP	Dallas, TX	●	●	●	●		●	●	●		80	46	
Vorys, Sator, Seymour and Pease LLP	Columbus, OH	●	●	●	●		●	●	●		80	80	
Loeb & Leeb LLP	New York, NY	●	●	●	●		●	●	●		75	75	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●		●	●	●		75	75	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●		●	●	●		75	45	
Howrey LLP	Washington, DC	●	●	●	●		●	●	●		75	85	
Pattoni Shughart PC	Kansas City, MO	●	●	●	●		●	●	●		70	85	
Wolke Fair & Gallagher LLP	New York, NY	●	●	●	●		●	●	●		70	85	
Hollander & Hart LLP	Denver, CO	●	●	●	●		●	●	●		65	75	
Quinn Emanuel Urquhart & Sullivan LLP	Los Angeles, CA	●	●	●	●		●	●	●		60	60	
Luce Forward Hamilton & Scrpps LLP	San Diego, CA	●	●	●	●		●	●	●		65	70	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●		●	●	●		60	60	
Horne Roberts & Owen LLP	Denver, CO	●	●	●	●		●	●	●		45	45	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●		●	●	●		45	45	
Wideman, Harold, Allen & Dixon LLP	Chicago, IL	●	●	●	●		●	●	●		35	45	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●	●	●	●		●	●	●		25	25	
Mail and Freight Delivery													
United Parcel Service	Atlanta, GA	●	●	●	●		●	●	●		90	90	53
FedEx Corp.	Memphis, TN	●	●	●	●		●	●	●		85	85	63
Union Pacific Corp.	Omaha, NE	●	●	●	●		●	●	●		70	70	138
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●	●	●	●		●	●	●		20	20	20
YRC Worldwide Inc.	Overland Park, KS	●	●	●	●		●	●	●		20	20	488
US Mail & Express Company Inc.	Chicago, IL	●	●	●	●		●	●	●		0	0	486
Manufacturing													
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●		100	100	101
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●		100	100	326

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2015 CB Rating	2014 CB Rating	Fortune 1000	
		1a points	1b points	2a points	2b points	2c points	3a points	3b points	4 points	5 points	6 points				
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	100	160	
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	152	
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	8	
Harman Motor Inc.	Zionwood, MI	●	●	●	●	●	●	●	●	●	●	100	100		
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	478	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	403	
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	100	90	758	
United Technologies Corp.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	50	
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	100	154	
Nestle Purina PetCare Co	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	85	85		
Caterpillar Inc.	Peoria, IL	●	●	●	●	●	●	●	●	●	●	80	80	42	
Jarden Corp.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	80	80	393	
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	80	80	264	
Baillif Corp	Bloomfield, CO	●	●	●	●	●	●	●	●	●	●	85	85	301	
Emerson Electric Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	80	80	123	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	80	80		
Deere & Co.	Moline, IL	●	●	●	●	●	●	●	●	●	●	65	65	85	
Stryker Corp	Kalamazoo, MI	●	●	●	●	●	●	●	●	●	●	65	15	305	
Xylem Inc.	White Plains, NY	●	●	●	●	●	●	●	●	●	●	65	65	612	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●	●	●	●	●	●	●	60	60	155	
Mara Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●	●	60	60		
Johnson Controls Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	50	50	67	
Mesa Westvaco Corp.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	45	45	448	
Baldor Electric Co.	Fort Smith, AR	●	●	●	●	●	●	●	●	●	●	25	25		
Monark Industries Inc.	Calhoun, GA	●	●	●	●	●	●	●	●	●	●	20	20	442	
Sumitomo Corporation	Chicago, IL	●	●	●	●	●	●	●	●	●	●	15	15	380	
Sumitomo Corp	Washington, DC	●	●	●	●	●	●	●	●	●	●	15	15	312	
Sumitomo Corp	Washington, DC	●	●	●	●	●	●	●	●	●	●	15	15	163	
Sumitomo Corp	Washington, DC	●	●	●	●	●	●	●	●	●	●	15	15	322	
Sumitomo Corp	Washington, DC	●	●	●	●	●	●	●	●	●	●	15	15	264	
Mining and Metals															
Alcoa Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	128	
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●	●	●	●	●	85	70	246	
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●	●	60	60	274	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	430	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	490	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	15	207	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	167	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	335	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	284	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	125	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	30	30	354	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	15	15	223	
Aluminum Company of America	West Chester, OH	●	●	●	●	●	●	●	●	●	●	15	30	424	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 DEI Rating	2014 DEI Rating	Fortune 1000
		1a 15 points	1b 15 points	2a 15 points	2b 10 points	2c 10 points	3a 10 points	3b 10 points	4 15 points	5 -25 points			
ConocoPhillips	Denver, CO	●	●	●	●	●	●	●	●	●	15	15	463
ExxonMobil	Irving, TX	●	●	●	●	●	●	●	●	●	15	15	233
Marathon Petroleum	Findlay, OH	●	●	●	●	●	●	●	●	●	15	15	315
W. W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	15	15	313
National Instruments	Clayton, NC	●	●	●	●	●	●	●	●	●	15	0	147
Highmark Inc.	Greenville, SC	●	●	●	●	●	●	●	●	●	0	0	366
Weyerhaeuser	Frederic, WI	●	●	●	●	●	●	●	●	●	0	0	166
Northwestern Mutual	Madison, WI	●	●	●	●	●	●	●	●	●	0	0	178
Eastman	Perkasie, PA	●	●	●	●	●	●	●	●	●	0	0	148
Miscellaneous													
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	100	30	295
Harris Corp.	Metairie, LA	●	●	●	●	●	●	●	●	●	90	65	429
Ination Corp.	Oakdale, MN	●	●	●	●	●	●	●	●	●	80	70	
Alcoa	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	30	30	405
Bank of America	Charlotte, NC	●	●	●	●	●	●	●	●	●	15	15	479
Genzyme	Boston, MA	●	●	●	●	●	●	●	●	●	15	15	214
Procter & Gamble	Cincinnati, OH	●	●	●	●	●	●	●	●	●	0	0	291
United Therapeutics	Rockville, MD	●	●	●	●	●	●	●	●	●	0	0	333
SummaCare Health System	Akron, OH	●	●	●	●	●	●	●	●	●	0	0	331
Oil and Gas													
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	100	100	3
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	95	95	
BP America Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	80	80	
Spectra Energy Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	90	85	475
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	85	60	342
ConocoPhillips	Houston, TX	●	●	●	●	●	●	●	●	●	75	55	45
Marathon Oil Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	75	15	174
Hess Corp.	New York, NY	●	●	●	●	●	●	●	●	●	40	40	75
Devon Energy	Wichita, KS	●	●	●	●	●	●	●	●	●	30	0	310
Continental Resources	Denver, CO	●	●	●	●	●	●	●	●	●	30	0	143
Midcon Energy	Waco, TX	●	●	●	●	●	●	●	●	●	30	30	74
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	135
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	381
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	417
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	108
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	265
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	0	33
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15		451
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	104
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	144
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	389
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15		4
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	96
Energy East	Chicago, IL	●	●	●	●	●	●	●	●	●	15	15	9

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000	
		1a points	1b points	2a points	2b points	2c points	3a points	3b points	4 points	5 points				
Exxon Mobil Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	-25	-25	2
Pharmaceuticals														
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	85	
Biogen Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	100	100	454
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	100	100	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	158
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	130
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	41
Merck & Co. Inc.	Whitehouse Station, NJ	●	●	●	●	●	●	●	●	●	●	100	100	58
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	48
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	●	85		
Barclay's Infectious Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	90	80	193
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	85	85	
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	●	80	80	162
Hospira Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	85	75	575
Sandoz Aventura U.S. LLC	Bridgeview, NJ	●	●	●	●	●	●	●	●	●	●	45	45	
Wyeth	Madison, NJ	●	●	●	●	●	●	●	●	●	●	45	45	
Novartis	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	20		432
Novartis	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	30	30	456
Novartis	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	15	15	440
Novartis	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	0	0	280
Novartis	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	0	0	374
Publishing and Printing														
Pearson Inc.	Upper Saddle River, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●	●	●	●	●	●	●	85	75	
Hachette Book Group	New York, NY	●	●	●	●	●	●	●	●	●	●	75	75	
New York Times Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	90	923
Scholastic Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	75	85	900
Gannett Co. Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	60	45	467
UBM plc	Manhasset, NY	●	●	●	●	●	●	●	●	●	●	60	60	
Washington Post Co.	Washington, DC	●	●	●	●	●	●	●	●	●	●	20	20	580
Real Estate, Commercial														
CERE, Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	387
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90	996
Land Lease American Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	75		
Real Estate, Residential														
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	90	90	512
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	15		487

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Retail and Consumer Products													
A/X Aman. Exchange	New York, NY	●	●	●	●	●	●	●	●	●	100	100	
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	100	100	529
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	100	100	642
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	252
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	360
Best Buy Co. Inc.	Rochester, MN	●	●	●	●	●	●	●	●	●	100	100	61
Brown Shoe Company, Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	100	100	768
Citrox Co.	Oakland, CA	●	●	●	●	●	●	●	●	●	100	100	461
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	75	504
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	100	100	208
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	770
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	100	100	288
Newell Rubbermaid Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	100	85	433
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	100	227
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	100	100	253
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100	28
Replacements, Ltd.	McLennanville, NC	●	●	●	●	●	●	●	●	●	100	100	
Sears Holding Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	100	100	71
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	100	100	122
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	100	90	206
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	100	100	36
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	100	95	115
Ulta Inc.	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	100	100	37
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	98	95	279
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	98	95	215
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	98	95	306
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	95	100	
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	95	95	611
Bentley Systems, Inc.	York, PA	●	●	●	●	●	●	●	●	●	90	90	719
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	90	90	165
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●	●	●	●	●	90	90	22
Crits and Berts / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●	90	90	
Harmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	90	90	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	90	90	34
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	90	90	130
Outdoorwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	90		
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	100	90	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	100	90	
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	90	80	1
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	90	80	682
Fifth & Pacific Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	85	85	
HSN Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	85	85	668

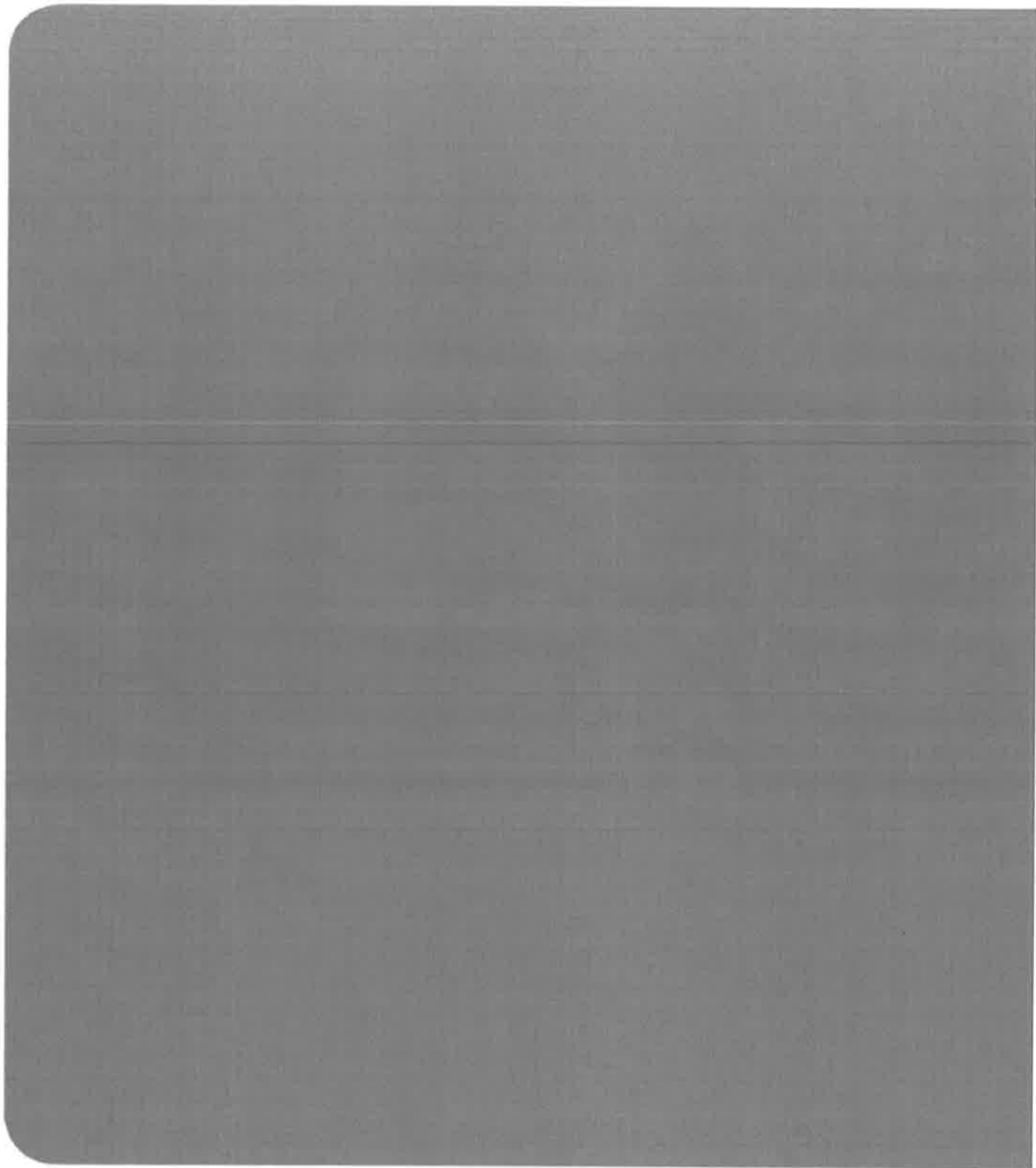
Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CB Rating	2016 CB Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
L'Oréal USA Inc.	New York, NY	●	●	●	●		●	●	●	●	85	15	
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●			●	●	●	80	70	
Hasbro Inc.	Pawtucket, RI	●	●	●	●				●	●	75	28	576
PutSmart Inc.	Phoenix, AZ	●	●		●		●	●	●	●	75	76	377
Tony's R' Lie Inc.	Wayne, NJ	●	●	●	●			●	●	●	75	75	204
True Value Co.	Chicago, IL	●	●	●	●			●	●	●	75	61	60
CarMax Inc.	Richmond, VA	●	●	●	●		●	●	●	●	70	85	250
Dollar General Corp.	Goodlettsville, TN	●	●	●	●		●	●	●	●	70	70	176
H&M Horne & Mauritz AB	North Arlington, NJ	●	●	●	●	●					70	70	
Majors Inc.	Grand Rapids, MI	●	●	●	●	●			●	●	70	25	
Rowe Stores Inc.	Dublin, CA	●	●	●	●			●	●	●	70	0	278
Pop Boys-Manny, Moo & Jack	Philadelphia, PA	●	●	●	●				●	●	65	65	928
Burlington Store, Inc.	Burlington, NJ	●	●	●	●				●	●	60	60	577
Harry & David Holdings Inc.	Medford, OR	●	●	●	●				●	●	55	70	
RadioShack Corp.	Fort Worth, TX	●	●	●	●				●	●	45	30	556
B.J's Wholesale Club	Westborough, MA	●	●		●						35	35	
Telecommunications													
Arcatel-Lucent	Murray Hill, NJ	●	●	●	●	●	●	●	●	●	100	100	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	100	100	11
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	60
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	100	100	149
Sprint Nextel Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	100	100	87
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	100	100	134
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	100	100	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion									2015 CBI Rating	2014 CBI Rating	Fortune 1000
		1a	1b	2a	2b	2c	3a	3b	4	5			
Telecommunications													
Motorola Solutions Inc.	Schaumburg, IL	●	●	●	●		●	●	●		93	90	304
Verizon Communications Inc.	New Jersey, NJ	●	●	●	●		●	●	●		92	100	15
CenturyLink Inc.	Monroe, LA	●	●	●	●			●	●		90	60	150
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●			●	●		75		309
EarthLink Inc.	Atlanta, GA	●	●	●	●			●			92	55	
NorTel Networks Corp.	Richters Park, TX	●		●	●			●	●		80	50	
Brightpoint, Inc.	Indianapolis, IN	●			●			●	●		36	30	
Comcast Spectra Energy	Philadelphia, PA	●									14	15	382
Equifax	Channahon, IL	●									16	15	340
Equifax	Atlanta, GA	●									15	15	462
Liberty Global	Englewood, CO	●									16	15	256
Verizon	Overland Park, KS	●									16	0	421
Telegraph & Data Systems TDS Telecom	Chicago, IL	●									16	15	466
Comcast	Philadelphia, PA	●									15		414
Verizon	Englewood, CO	●									0	0	189
Verizon	Overland Park, KS	●									0	0	481
Tobacco													
Atria Group Inc.	Richmond, VA	●	●	●	●	●		●	●		90	80	169
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●		●	●	●		85	75	316
Reynolds American Inc.	Winston-Salem, NC	●									16	0	99
Transportation and Travel													
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●		●	●		100	100	
Carnival Corp.	Miami, FL	●	●	●	●		●	●	●		85	85	
Ryder System Inc.	Miami, FL	●	●	●	●		●	●	●		85	85	404
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●		●	●	●		80	80	
Ava Budget Group Inc.	Parampany, NJ	●	●	●	●		●	●	●		76	75	350
CSX Corp.	Jacksonville, FL	●	●		●		●	●	●		70	85	231
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	●	●	●	●		●	●	●		70	70	
Enterprise Holdings Inc.	St. Louis, MO	●		●	●			●	●		65	65	
Sabre Holdings Inc.	Southlake, TX	●	●	●	●			●	●		96	76	
Travel Impressions Ltd.	Farmingdale, NY	●	●	●	●		●	●			65	80	
Travelport Ltd.	Parampany, NJ	●	●	●	●			●	●		68	65	
Norfolk Southern Corp.	Norfolk, VA	●		●	●			●	●		80	60	247
Enterprise	St. Louis, MO	●									30	30	450
Enterprise	St. Louis, MO	●									15	15	237
Enterprise	St. Louis, MO	●									15	15	428
Enterprise	St. Louis, MO	●									15	15	449
Enterprise	St. Louis, MO	●									15	15	473
Waste Management													
Waste Management Inc.	Houston, TX	●	●	●	●		●	●	●		90	90	200
Waste Management Inc.	Houston, TX	●									30	15	323

CEI 2015 Appendices



**HRC
Foundation's
Workplace
Equality
Program**

Deena Fidas and Liz Cooper, Authors

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

Project Staff

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

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

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

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

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

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

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

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

Liz Cooper
Associate Director, HRC Foundation Workplace Equality Program

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

Rena Peng
Coordinator, HRC Foundation Workplace Equality Program

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

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

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

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CEI 2018 HRC Business Advisory Council

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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