



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION™

CORPORATE EQUALITY INDEX 2017

Rating Workplaces on Lesbian, Gay,
Bisexual and Transgender Equality



887

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



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The nation's largest employers have demonstrated through their actions that LGBTQ people are not just tolerated, but welcomed in their workplaces and communities.

IN 2016, THE LGBTQ COMMUNITY WAS

subjected to unprecedented attacks – from state lawmakers plotting to undermine our historic gains, to tragic, unimaginable experiences of violence, to those who pledged to roll back our rights from the highest offices in the land.

And yet, during it all, the unstoppable beat of progress towards greater equality in the places many LGBTQ Americans spend most of their daily lives – their workplaces – didn't just remain steady, it sped up.

In this 15th edition of the Corporate Equality Index we have seen the largest increase in top-rated businesses in the history of our survey with 515 employers earning perfect 100 percent scores. In addition, this year saw the CEI's largest jump ever in businesses offering transgender-inclusive healthcare coverage – from 511 last year to 647 this year.

These businesses know that LGBTQ equality isn't just the right thing to do, it makes them stronger in our global economy. Ensuring fairness in the workplace is a value and increasingly a policy norm, and not just in the U.S. Now, more than 90 percent of CEI-rated businesses have embraced both sexual orientation and gender identity employment protections for their U.S. and global operations.

This past year, as an unprecedented wave of anti-LGBTQ bills spread across the country, corporate champions state to state – from South Dakota and Mississippi, and North Carolina and Georgia – made their voices heard and stood firmly on the side of fairness and equality.

The story behind this groundswell of public support for equality began within each business's efforts to recognize their own LGBTQ employees and adopt inclusive policies, benefits and practices. With every policy change and discussion of transgender-inclusive benefits, for example, an employee saw a path to bringing their full self to work, an executive could put a human face to the need for full

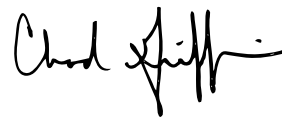
equality and an ally could proudly display a show of support for their LGBTQ colleagues and friends.

The nation's largest employers have demonstrated through their actions that LGBTQ people are not just tolerated, but welcomed in their workplaces and communities. Even with all of this progress, we know that policies and benefits make up the crucial foundation, but not the totality, of what's needed to ensure that LGBTQ workers can thrive from the plant floor to the corner office.

Today, marriage equality and hate crimes protections are the law of the land. Barriers to LGBTQ service in the armed forces have been lifted. But the lack of consistent, explicit federal protections in employment, housing, credit, public services and other essential aspects of American life remain major barriers to full equality for the LGBTQ community.

While there is much to do and many key civil rights fights ahead, thanks to these private sector leaders, the march towards greater equality is not slowing down. The LGBTQ community and the 887 businesses in the CEI will keep moving forward every day.

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation

Executive Summary



Corporate Equality Index 2017

IN THIS 15TH EDITION OF THE HUMAN

Rights Campaign's Corporate Equality Index, a record 515 employers earned a top rating of 100 percent. This is the largest jump in top-rated businesses in a single year in the entire history of the CEI. The CEI catalyzes change by appealing to businesses' competitive nature: behind every top rated business in the 2016 report, numerous peers were spurred to catch up in the 2017 CEI.

The CEI criteria reflect leading policies, benefits and practices for the LGBT workforce and their families. The criteria are premised on the notion of parity rather than prescription. In other words, HRC promotes the adoption of LGBT-specific language into existing corporate practices (e.g. ensuring that existing health care coverage affords coverage for routine and chronic care of transgender individuals as well as transition-related medical coverage). By using the CEI as a guide, businesses can ensure that their existing policy and benefit infrastructure is inclusive of the LGBT workforce and their families, resulting in greater recruitment and retention of a talented, diverse workforce.

The most significant progress in the CEI has been the wide-scale adoption of transgender-inclusive initiatives across businesses.

- A full 82 percent of the Fortune 500 have gender identity protections enumerated in their non-discrimination policies and 96 percent of the entire CEI universe of businesses offer explicit gender identity non-discrimination protections in the U.S.
- Fifty percent of the Fortune 500 and nearly three-fourths (73 percent) of the CEI universe of businesses offer transgender-inclusive health care coverage, up from 0 in 2002 and over six times as many businesses as five years ago. With 136 new employers offering this coverage in the 2017 report, this represents the greatest increase

in a single year of employers offering transgender-inclusive health care benefits.

- A majority of CEI-rated businesses (86 percent) offer education and training programs that specifically include definitions and/ or scenarios on gender identity in the workplace; and,
- Nearly four-hundred (387) major businesses have adopted gender transition guidelines for employees and their teams to establish best practices in transgender inclusion.

These reflect low-cost, high yield investments in major businesses' talent as well as in their broader profile as forward-looking, responsible businesses. Top-rated CEI employers span nearly every industry and major geography of the United States. Of the employers in the CEI with global operations (57 percent), a strong majority (98 percent) has extended sexual orientation and gender identity-based workplace protections throughout their international operations.

In addition to the depth of investment the top-rated businesses have made in the name of equality, the 2017 CEI shows an unprecedented breadth of brand new businesses. This year's CEI contains an impressive 72 new businesses that opted into the survey. A grand total of 5,228 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.

The most significant progress in the CEI has been the wide-scale adoption of transgender-inclusive initiatives across businesses.

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

This year, a record 515 businesses achieved a top rating of 100 percent.

2002	2017	100% by Industry
	112	Law Firms
1	69	Banking and Financial Services
	38	Retail and Consumer Products
1	36	Insurance
	27	Consulting and Business Services
	27	Food, Beverages and Groceries
	17	Manufacturing
	16	Healthcare
	15	Advertising and Marketing
	15	Pharmaceuticals
	13	Computer Software
	13	Hotels, Resorts and Casinos
1	13	Internet Services and Retailing
	12	Entertainment and Electronic Media
	11	Energy and Utilities
	10	Automotive
4	9	Computer and Data Services
	8	Telecommunications
2	7	Aerospace and Defense
1	7	Chemicals and Biotechnology
	7	High-Tech/Photo/Science Equip.
	6	Airlines
1	6	Apparel, Fashion, Textiles, Dept. Stores
1	4	Computer Hardware and Office Equipment
	3	Oil and Gas
	3	Real Estate, Commercial
1	3	Transportation and Travel
	2	Education and Child Care
	2	Home Furnishing
	2	Mining and Metals
	2	Miscellaneous
	1	Engineering and Construction
	1	Mail and Freight Delivery



Equality at the Fortune-Ranked Companies

A record 327 of the Fortune 500-ranked businesses have official CEI ratings based on submitted surveys (as compared to 321 last year), with an average rating of 91 compared to 87 last year. The Fortune 500 list has been invited each year since 2002.

199 of the Fortune 500-ranked businesses achieved a 100 percent rating (compared to 151 last year), with 12 of the top 20 Fortune-ranked businesses at this top score. Ninety-two percent of the Fortune 500 include "sexual orientation" in their non-discrimination policies and 82 percent include "gender identity." For the first time, half of Fortune 500 companies offer transgender-inclusive health care benefits, including surgical procedures.

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

Businesses' Commitment to LGBT Employees

	All Fortune 500	Fortune 500 Participants	Fortune 500 Non-Responders
Sexual Orientation in U.S. Non-Discrimination Policy	92%	99%	75%
Gender Identity in U.S. Non-Discrimination Policy	82%	98%	49%
Domestic Partner Benefits	61%	81%	19%
Transgender-Inclusive Benefits	50%	74%	0%
Organizational LGBT Competency	57%	83%	0%
Public Commitment to the LGBT Community	47%	69%	0%
Average 2017 CEI Score	66	91	14

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

	Fortune1000	2017 CEI Score
Wal-Mart Stores Inc.	1	100
Exxon Mobil Corp.	2	85
Chevron Corp.	3	100
Berkshire Hathaway Inc.	4	20
Apple Inc.	5	100
General Motors Co.	6	100
Phillips 66	7	75
General Electric Co.	8	100
Ford Motor Co.	9	100
CVS Health Corp.	10	100
McKesson Corp.	11	100
AT&T Inc.	12	100
Valero Energy Corp.	13	20
UnitedHealth Group Inc.	14	95
Verizon Communications Inc.	15	100
AmerisourceBergen Corp.	16	85
Federal National Mortgage Association (Fannie Mae)	17	100
Costco Wholesale Corp.	18	70
HP Inc.	19	100
Kroger Co., The	20	95

2017 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 887**, 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 (2015 Fortune 1000) and**
- **American Lawyer magazine's top 200 revenue-grossing law firms (2015 AmLaw 200).**

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

How We Obtain the Information

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 2017 survey were mailed in late April 2016 and due back August 2016. 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;**
- **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.

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 official rating and asks for any updates or clarification.

A total number of 2,106 received invitations to take part in the survey.

- **Of that number, 750 submitted surveys, and 887 were officially rated.** Last year, a total of 1,938 businesses were sent invitations, 676 submitted surveys and 845 were rated.
- **Seventy-two businesses participated for the first time this year,** increasing the total number of rated businesses.

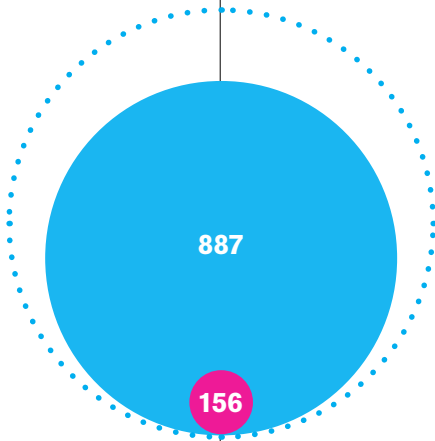
The HRC Foundation has spotlighted those Fortune 500 companies that, after repeated invitations, have never responded to the annual CEI survey. **These 156 Fortune 500 companies are noted in gray in Appendix B and C along as unofficial CEI ratings. The driver to participate in the CEI survey process is transparency.** The goal in reporting out what is publicly available as unofficial ratings is to highlight the level of uncertainty that a prospective LGBT employee faces when looking for an employer. Our staff and researchers put on the hat as a prospective employee, ascertaining what we can gather from publicly available information about the policies and benefits that would most impact and LGBT employee and their family, and applying those findings to our CEI criteria. Actively participating in the CEI survey takes the guesswork out of what an employee can expect from an employer when it comes to the tangible fears and concerns LGBT employees can face in the workplace.

CEI 2017 Rating System and Methodology

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 156 companies to do the same.

In total, the CEI 2017 officially rates **327** Fortune 500 businesses, **102** Fortune 1000 businesses, **156** law firms and **302** additional major businesses. An additional **156** Fortune 500 businesses have unofficial ratings, bringing the total to **1,043 rated businesses**.

Findings in the following sections are based on the **887 officially rated businesses**.



85% Percentage of the 1,043 rated employers participating in the CEI (887)

15% Percentage of the 1,043 rated employers who are non-responders, with unofficial ratings (156)

How Ratings Are Used



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

- **HRC Foundation Employer Search**, a free online database of thousands of private and public sector U.S. employers available at www.hrc.org/employerssearch.
- **Buying for Workplace Equality 2017**, 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 \$917 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. ▶

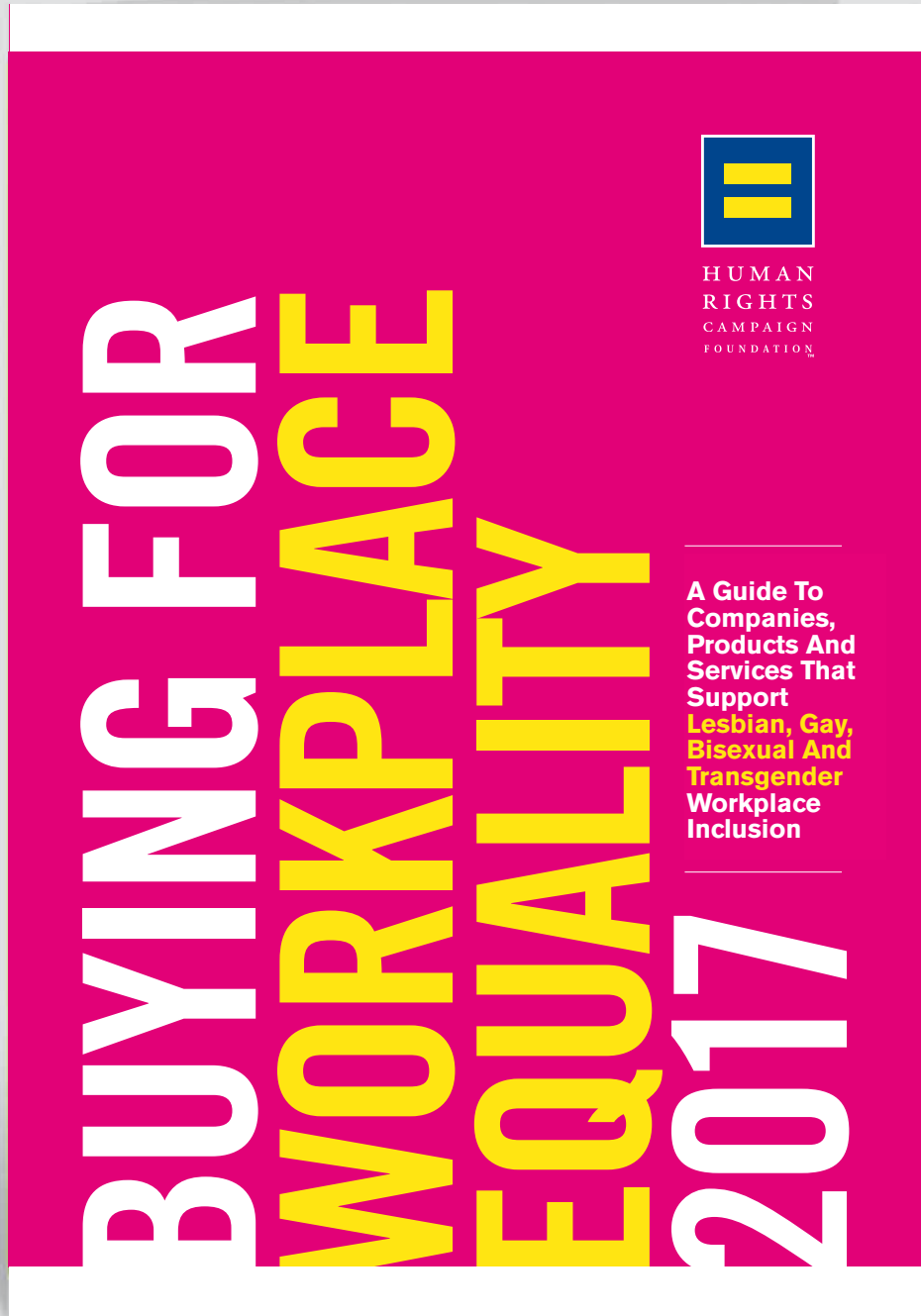
'BEST PLACES TO WORK'

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 buying power of the US LGBT adult population for 2015 was estimated at \$917 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.

History of CEI Criteria Changes

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).</p>	<p>The HRC Foundation announced new criteria requirements in place for the 2017 CEI. All of the changes stem from one guiding principle: that discrimination has no place in a top-rated CEI business. For a 100 percent in the 2017 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 U.S. and global operations. ● Require U.S. contractors to abide by companies' existing inclusive non-discrimination policy. ● Implement internal requirements prohibiting U.S. company/ law firm philanthropic giving to nonreligious organizations that have a written policy of discrimination on the basis of sexual orientation and gender identity.

In keeping with the tenets outlined on the previous page, the following criteria go into effect in two years. HRC will be conducting intensive education and outreach to ensure the success of CEI participants under the future 2019 criteria.

**Domestic
Partner
Benefits:**
**The Parity
Principle**

Criteria Changes and Clarifications for 2019 CEI

Since 2002, the CEI has required parity between spousal and partner benefits. After the *United States v. Windsor* and *Obergefell v. Hodges* Supreme Court rulings, HRC released a position paper cautioning against exposing LGBT employees to legal risks by switching to a marriage-only standard.

After the 2015 U.S. Supreme Court decision in *Obergefell v. Hodges*, ruling that marriage is a fundamental right to which same-sex couples should have the same access as opposite-sex couples, bringing marriage equality nationwide, employers have sought to do the right thing in the name of equality. While marriage equality is undoubtedly a monumental step towards full equality, LGBT individuals remain at risk for discrimination in many other walks of life.

LGBT Americans can get legally married but remain at risk of being denied services for who they are or risk being fired simply for getting married and wearing their wedding ring to the office the next day. Lacking protections based on sexual orientation and gender identity through federal and consistent state law, it remains legal to discriminate against LGBT individuals in employment, housing, and access to public places, federal funding, credit, education and jury service. Until LGBT Americans have full equality through the Equality Act, the CEI standards will continue to fill the void left by federal and state law, better serving the U.S. workforce.

While HRC never changed its partner benefits mandate, a small number of companies moved to marriage only in the middle of the 2016 CEI season. These employers assumed that with the marriage ruling, the need for partner benefits was gone. This is not true and in fact, over the last decade most businesses that have offered same-sex partner benefits also extended these to opposite-sex partners to better meet the needs of their own diverse workforces. In other words, businesses have been decoupling benefits from the legal definition of marriage. Out of an abundance of understanding for our companies, we are accepting spousal equivalent benefits until the 2019 CEI, while ramping up our outreach efforts.

In the spirit of parity and partnership with our CEI participants, employers must offer both same- and opposite-sex partner benefits for a 100% in the 2019 Corporate Equality Index. The CEI continues to look beyond the law to actual best practices for LGBT workers and their families.

For CEI 2017 (calendar year 2016) and CEI 2018 (calendar year 2017):

- Companies with full parity of benefits between same- and opposite-sex spouses or between same- and opposite-sex domestic partners will receive full credit of 10 points.
- Companies with spousal benefits only will receive full credit provided the definition of "spouse" in contracts and benefit paperwork is demonstrably inclusive of both same- and opposite-sex spouses.

Starting with CEI 2019 (calendar year 2018):

- Barring any change to federal law allowing for full non-discrimination protections for LGBT people, full parity of benefits requires access to benefits for same- and opposite-sex spouses as well as for same- and opposite-sex domestic partners.
- To account for full family diversity, same-sex spousal benefits AND same- and opposite-sex domestic partner benefits will be necessary to achieve full credit of 10 points. (In essence we are giving companies a grace period to return to the original CEI mandate of partner benefits).

Transgender-Inclusive Benefits

Removal of all Exclusions and Affirming Comprehensive Coverage

To date, HRC, through our work in the Corporate Equality Index, has required private employers to mitigate exclusions for transition-related care in insurance documents, while also affirming care for transition-related benefits to earn the designation of “Best Places to Work for LGBT Equality.” Federal law now bans (under the Affordable Care Act and with the clarification of Section 1557) sex discrimination in health programs. HRC’s legal analysis is that mandates related to transgender healthcare coverage are ones in which **any procedure offered to a cisgender individual must also be offered for a transgender or transitioning individual without exclusion**. Understanding that the insurance market is evolving, businesses may be placing themselves at legal risk if they continue benefits plans containing transgender exclusions, even if riders or other plans affirm transition-related care or coverage for transgender individuals elsewhere.

For CEI 2017 (calendar year 2016) and CEI 2018 (calendar year 2017):

10 points for equal health coverage for transgender individuals in at least one firm-wide available plan without exclusion for medically necessary care that meets the following baseline criteria:

- Insurance contract explicitly affirms coverage
- Plan documentation is readily available to employees and clearly communicates inclusive insurance options to employees and their eligible dependents
- Benefits available to other employees must extend to transgender individuals. Where available for employees, the following benefits should all extend to transgender individuals, including for services related to transgender transition (e.g., medically necessary services related to sex reassignment):
 - Short term medical leave
 - Mental health benefits
 - Pharmaceutical coverage (e.g., for hormone replacement therapies)
 - Coverage for medical visits or laboratory services
 - Coverage for reconstructive surgical procedures related to sex reassignment

Eliminates Other Barriers to Coverage:

- No separate dollar maximums or deductibles limited to coverage of sex reassignment surgeries and related procedures.
- Explicit adequacy of network provisions apply. When the provider network has no adequate specialists (as determined by qualified area specialists), out-of-network providers will be covered at in-network rates, as well as coverage of travel and lodging expenses to such specialists.
- No other serious limitations. On a case by case basis, other serious limitations to coverage may be deemed sufficiently counterproductive to treatment success to disqualify a given plan from eligibility. Two examples: a) limitations on the time frame for, or number of, surgeries per individual would eliminate a plan from consideration (e.g., no “one surgery only” or “initial surgery” limitations); b) Similarly, exclusions for reversals of sex reassignment would also be regarded as unacceptable limits to coverage.

Starting with CEI 2019 (calendar year 2018):

Any blanket exclusions for transition related care must be eliminated in all health care plans (i.e. conform with the law) AND Explicit affirmation of coverage adhering to the criteria above (since 2012 CEI) is required retain the full 10 points (i.e. we are maintaining the existing standard)

Supplier Diversity
Aligning LGBT
with Other Diverse
Business Segments

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

The National Gay and Lesbian Chamber of Commerce began certifying LGBT-owned small businesses in 2002, a process that requires substantiation of majority LGBT ownership in a business and verification of a business' good standing in the community. Supplier diversity initiatives are a win-win relationship for both the LGBT-owned small businesses and the businesses that contract them. By courting LGBT-owned businesses, over one-third of this year's rated companies and law firms demonstrated their commitment to LGBT inclusion and now reap the benefits of working with businesses in the diverse communities in which they operate. While the CEI criteria will not prescribe the addition of a supplier diversity program nor NGLCC membership, it is seen as a best practice by many leading companies with world-class supplier diversity programs.

For CEI 2017 (calendar year 2016) and CEI 2018 (calendar year 2017):

- Participants will continue earning credit for having an LGBT supplier diversity program as one of their three efforts to earn 10 points under Public Engagement.

Starting with CEI 2019 (calendar year 2018):

- Participants with a supplier diversity program must include LGBT suppliers in their outreach efforts to maintain full credit in this section. Participants with a supplier diversity program that does not include LGBT diversity will lose 5 points under Public Engagement.
- Participants need not be NGLCC partners, but must have outreach to LGBT-owned businesses if seeking credit in this category.

Criteria

<p>Criteria 1</p>	<p>Equal employment opportunity policy includes:</p> <ul style="list-style-type: none"> a. Sexual orientation for all operations b. Gender identity for all operations c. Contractor/vendor standards include sexual orientation and gender identity 	<p>15 points</p> <p>15 points</p> <p>5 points</p>
<p>Criteria 2</p>	<p>Employment benefits</p> <ul style="list-style-type: none"> a. Equivalent spousal and partner benefits <ul style="list-style-type: none"> ● Equivalent medical benefits <ul style="list-style-type: none"> ○ Includes parity between employer-sponsored benefits for opposite-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 employer-sponsored benefits for different-sex spouses and same-sex partners or spouses: 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 	<p>10 points</p> <p>10 points</p>



Criteria 2

c. Transgender-inclusive health insurance coverage

10 points

- Equal health coverage for transgender individuals without exclusions for medically necessary care
 - Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage
 - Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care
 - Plan documentation must be readily available to employees and must clearly communicate inclusive insurance options to employees and their eligible dependents.
 - Benefits available to other employees must extend to transgender individuals. The following benefits should extend to transgender individuals, including for services related to gender transition (e.g., medically necessary services related to sex affirmation/ reassignment):
 - ◆ Short-term medical leave
 - ◆ Mental health benefits v Pharmaceutical coverage (e.g., for hormone replacement therapies)
 - ◆ Coverage for medical visits or laboratory services
 - ◆ Coverage for reconstructive surgical procedures related to sex reassignment
 - ◆ Coverage of routine, chronic or urgent non-transition services
 - ◆ Plan language ensuring “adequacy of network” or access to specialists should extend to transition-related care (including provisions for travel or other expense reimbursements)
 - Dollar maximums on this area of coverage must meet or exceed \$75,000.

Criteria 3

Organizational LGBT competency

10 points

a. Competency training, resources or accountability measures

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

- New hire training clearly states that the non-discrimination 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

Criteria continues on the next page ►

<p>Criteria 3</p>	<ul style="list-style-type: none"> ● Senior management/executive performance measures include LGBT diversity metrics ● Gender transition guidelines with supportive restroom/ facilities, dress code and documentation guidance ● Anonymous employee engagement or climate surveys conducted on an annual or biennial basis allow employees the option to identify as LGBT ● Data collection forms that include employee race, ethnicity, gender, military and disability status – typically recorded as part of employee records – include optional questions on sexual orientation and gender identity <p>b. Employee group –or– Diversity council</p>	<p>10 points</p>
<p>Criteria 4</p>	<p>Public commitment</p> <p>a. LGBT-specific efforts, including at least three of the following: <i>recruiting, supplier diversity, marketing or advertising, philanthropy or public support for LGBT equality under the law, and have internal guidelines that prohibit philanthropic giving to non-religious organizations with an explicit policy of discrimination against LGBT people.</i></p> <ul style="list-style-type: none"> ● Businesses must demonstrate ongoing LGBT-specific engagement that extends across the firm, including at least three of the following: <ul style="list-style-type: none"> ○ LGBT employee recruitment efforts ○ Supplier diversity program with demonstrated effort to include certified LGBT suppliers ○ Marketing or advertising to LGBT consumers (e.g., advertising with LGBT content, advertising in LGBT media or sponsoring LGBT organizations and events) ○ Philanthropic support of at least one LGBT organization or event (e.g., financial, in-kind or pro bono support) ● Implement corporate giving guidelines prohibiting philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and/or gender identity and/or have a policy explicitly permitting its own chapters, affiliates, etc. to discriminate 	<p>10 points</p> <p>5 points</p>
<p>Criteria 5</p>	<p><i>Employers will have 25 points deducted from their score for a large-scale official or public anti-LGBT blemish on their recent records. No employer received this deduction in the 2017 CEI.</i></p>	<p>CEI 2017 Perfect Score</p> <p>100 points</p>

Findings



Non-Discrimination Policies

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

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

Currently, the Federal Equal Employment Opportunity Commission is accepting complaints of sexual orientation and gender identity discrimination in employment based on Title VII's prohibition against sex discrimination. In addition, some states have passed laws and ordinances to establish workplace protections for lesbian, gay, bisexual and transgender employees, but only 20 states explicitly provide workplace protections on the basis of gender identity and 22 on the basis of sexual orientation.

Despite this patchwork of state laws and federal guidance, private sector employers have far outpaced lawmakers in the implementation of fully inclusive non-discrimination policies.

Sexual Orientation Protections

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

93% of CEI rated employers provide employment protections on the basis of sexual orientation in the U.S. and globally.

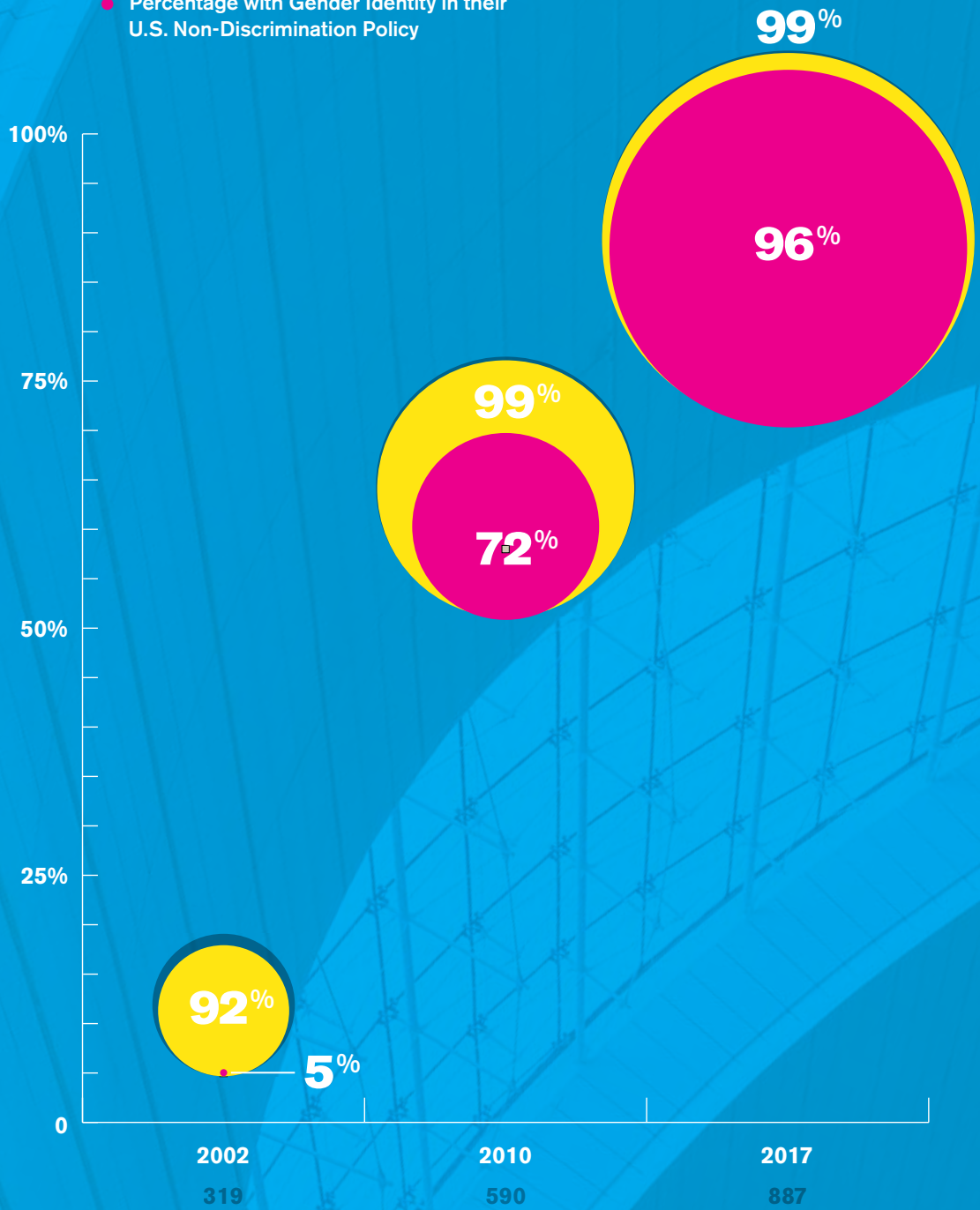
Gender Identity Protections

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

92% of CEI rated employers provide employment protections on the basis of gender identity in the U.S. and globally.

This criterion has seen the most rapid growth of any other element of the CEI. In 2002, just 5 percent of the rated businesses included gender identity in their U.S. non-discrimination policies and every year that figure has climbed to today's strong majority with these protections in place. Ninety-six percent of participants have gender identity protections in their U.S. policy, **a 90 point increase since the CEI's inception.**

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

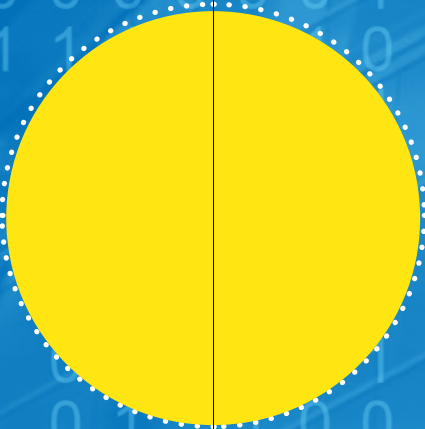


Global Non-Discrimination Policies and Codes of Conduct

57% of CEI-rated employers have operations outside of the United States.

98% of global CEI businesses have fully inclusive, globally applicable non-discrimination policies and/ or codes of conduct.

The majority of businesses surveyed on the CEI – 57 percent of rated employers – have operations outside of the United States. Whether an employee is being relocated internationally, or merely traveling internationally on business for a finite period of time, the non-discrimination protections that they are afforded by their CEI-rated U.S. employer must be portable. Sexual orientation and gender identity protections must be consistently upheld either by global company policy, or must be ensured by the operating U.S. entity in a global partnership sponsoring the traveling employee.



98%

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

U.S. Contractor and Vendor Standards

Criterion 1c **Businesses That Prohibit Discrimination Based on Sexual Orientation and Gender Identity in their Contractor/Vendor standards**

93% of CEI-rated employers require that their suppliers abide by a non-discrimination policy that is inclusive of sexual orientation and gender identity

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



Equal Benefits

Competitive employer-provided benefits' packages are critical to attracting and retaining talent. From health care coverage to retirement investments and more, ensuring LGBT-inclusive benefits to employees and their families is an overall low-cost, high-return proposition for businesses. Most employers report an overall increase of less than 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).

In addition, equitable benefits structures align with the principle of equal compensation for equal work. Apart from actual wages paid, benefits account, on average for approximately 30 percent of employees' overall compensation (BOL 2015). Therefore, employers have amended many benefits structures to ensure that this valuable bundle of benefits is equitably extended to their workforce, irrespective of sexual orientation and gender identity.

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

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

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

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

In other words, all of the benefits extended to employees with a partner or spouse of an opposite 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 cisgender (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.

Equivalent same-sex spousal and/or same-sex partner benefits

In 2015, the United States Supreme Court determined in *Obergefell v. Hodges* that same-sex couples have a Constitutional right to marry nationwide. Since then corporations that previously implemented employee domestic partner benefits have been faced with the questions of whether these benefits and protections should continue to be offered as well as what their obligations are under the law. Any business that provides benefits based on marriage to an employee's opposite-sex spouse must now provide marital benefits to an employee's same-sex spouse as marital benefits. While there is no legal obligation to provide domestic partner benefits, as a matter of fairness and equal compensation businesses should not only retain their domestic partner benefits policies, but should expand them (where applicable) to include all couples—same- and opposite-sex—and their families.

Transgender-Inclusive Health Care Benefits

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

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

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

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

The HRC Foundation has, in partnership with hundreds of major businesses taking part in the CEI, led great change in employer-provided health insurance coverage for transgender people. However, much work remains to change the market standard for coverage to more comprehensively cover the full range of medically necessary treatments that may be part of a gender transition. The HRC Foundation is working with employers and insurance providers to further build out a next generation of best-in-class coverage for future CEIs. In this year's CEI, a record 647 (73 percent) of CEI-rated businesses offer at least one plan option with current market standard coverage, up from 0 in 2002, 49 in the 2009 CEI report, 85 in the 2011 CEI report, 278 in the 2013 CEI report, 336 in 2014 CEI report, 418 in the 2015 CEI report, and 511 in last year's 2016 CEI report.

Findings Equal Benefits

This year represents the greatest increase in transgender-inclusive health care coverage – an additional 136 participants – between any two consecutive CEI reports. The second-greatest increase was when this requirement to earn 100 went into effect, when 121 additional participants earned credit between the 2011 CEI report and 2012 CEI report (85 to 206 total participants with coverage).

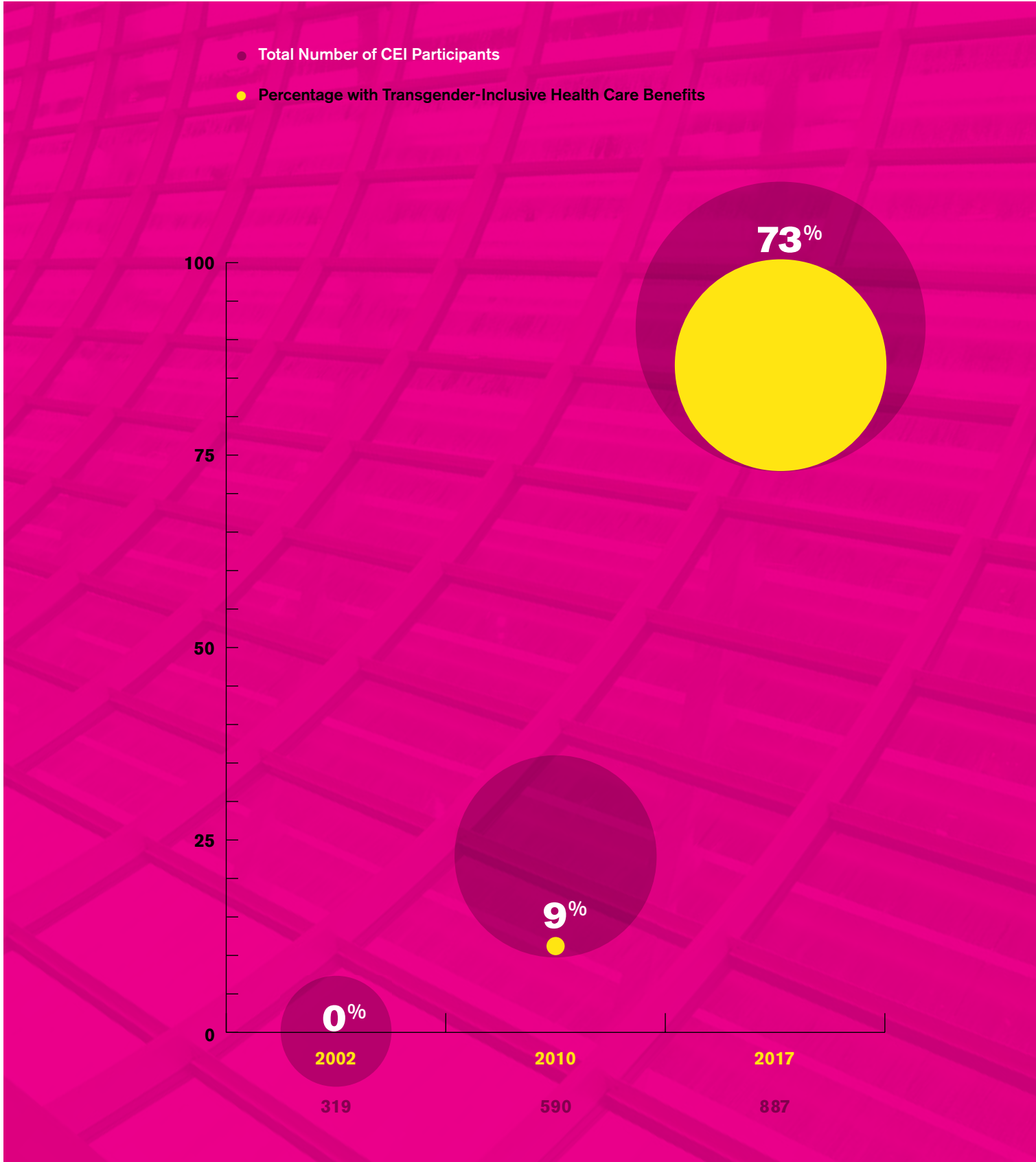
Criterion 2c Businesses That Offer at Least One Transgender-Inclusive Health Care Plan

73% 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.





Organizational Competency in LGBT Inclusion

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

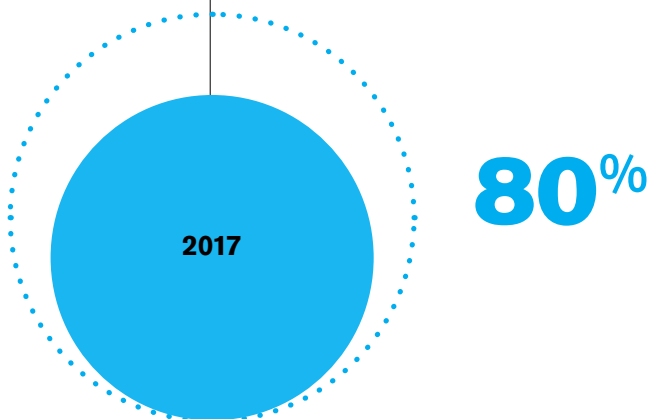
80% of CEI-rated employers offer a robust set of practices (at least three efforts) to support organizational LGBT diversity competency.

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

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

In light of policy and benefits expansion, the HRC Foundation has rolled out a number of studies and resources aimed at making the policies and benefits part of an everyday workplace practice of LGBT inclusion. Our latest such publication is *Transgender Inclusion In the Workplace: A Toolkit for Employers*, a comprehensive resource to guide employer transgender inclusion efforts. The toolkit includes HRC's best practice guidance on transgender inclusive policies and practices (including sample policies) as well as guidance for implementing transgender-inclusive healthcare benefits. Addressing the gap in training and education materials, the toolkit includes scenario-based learning that uses real life examples from HRC's work with businesses to illuminate the everyday experiences of transgender workers on the job.

This resource and additional materials that help employers close the gap between inclusive policy and practice can be found at <http://hrc.im/workplaceclimate>.



CEI-Rated Employers that offer a robust set of practices (at least three efforts) to support organizational LGBT diversity competency



Transgender Inclusion in the Workplace: A Toolkit for Employers



www.hrc.org



Findings

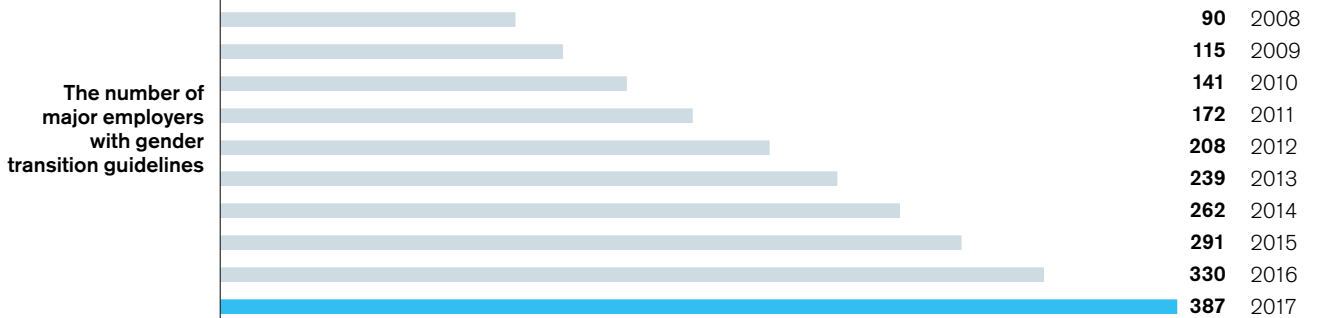
Organizational Competency in LGBT Inclusion

Gender Transition Guidelines

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

A record 382 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.



Diversity Training and Educational Programs

86% of businesses have inclusive diversity training.

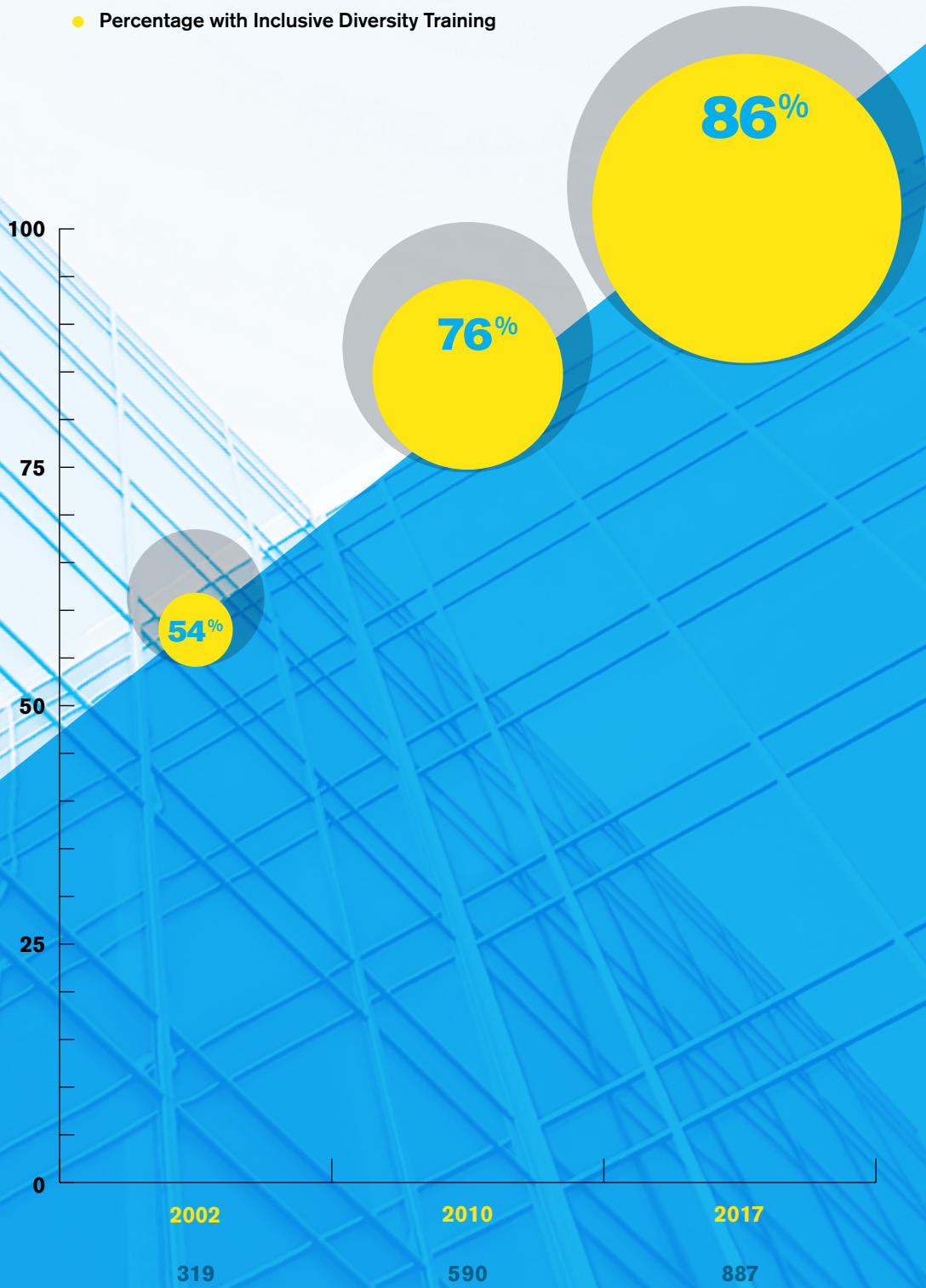
Diversity training and educational programs are often essential to employee onboarding processes as well as managerial and leadership trainings. Practically speaking "sexual orientation" and "gender identity" workplace protections are not self-evident in concept and do not enjoy a history of federal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

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

While some employers meet this requirement with basic new-hire training (80 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**

- Total Number of CEI Participants
- Percentage with Inclusive Diversity Training



Counting LGBT Employees: Optional Self-Identification Questions

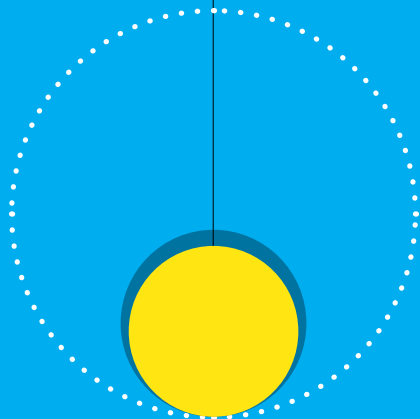
46% of CEI-rated employers offer employees question options to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.

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

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

Senior Leadership Metrics of Inclusion

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



46%

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

42%

CEI-Rated Employers allow senior leaders to submit LGBT-focused diversity efforts as part of their annual review of contributions to organizational diversity and inclusion goals

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

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

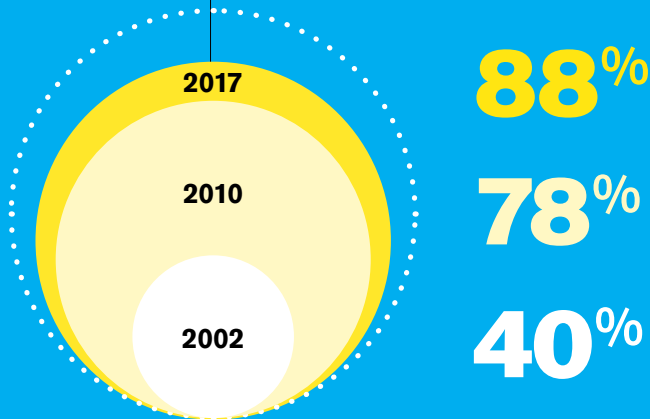
- **To foster a sense of community and visibility of these diverse populations within a business and**
- **To leverage each unique populations' networks and skills to help accomplish business goals such as market innovation, recruitment and retention of talent.**

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

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

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

88% of CEI-rated employers have an employee resource group or diversity council that includes LGBT and allied employees and programming. Seventy-three percent of all rated employers have employee groups, 26 percent have diversity councils and 19 percent of all rated employers have both.



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

Findings **Organizational Competency in LGBT Inclusion**

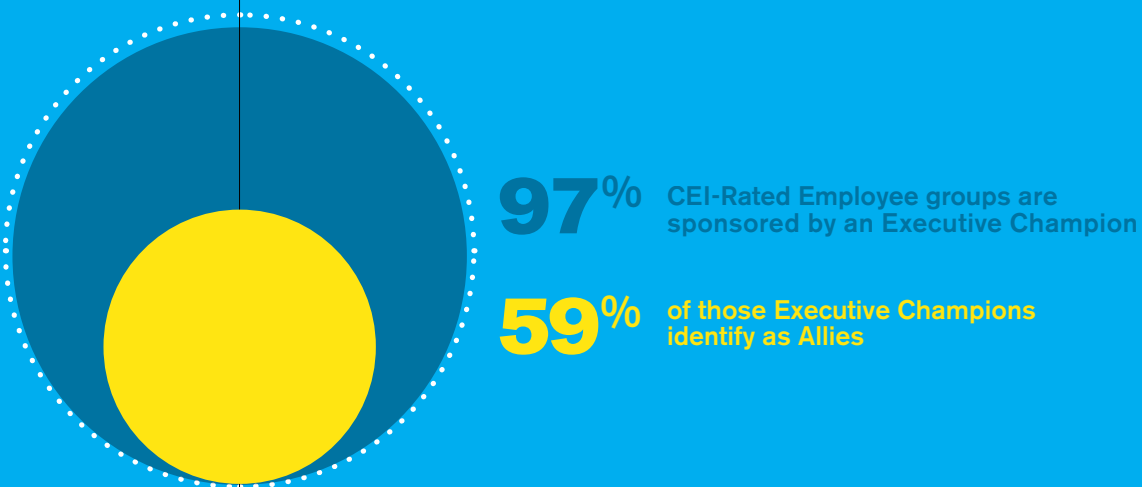
The Role of Allies

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, **96 percent** reported being expressly for LGBT and allied employees. ERGs have embraced allies as members of the full LGBT community, as allies bring their own unique voice and vantage point to workplace equality.

Executive Champions

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

A majority (59 percent) of executive champions identify as allies, while 38 percent reported being openly LGBT.



Public Commitment

Criterion 4 Businesses That Positively Engage the External LGBT Community

66%

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

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

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

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

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

Supporting the LGBT Community: Philanthropy

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

Corporate Giving Guidelines

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

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

**Supplier Chain
Management:
Promoting
Effective
Business and
Inclusion**

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

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

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

Over the last five years, the rates of corporate engagement on matters of LGBT-relevant public policy and legal matters have skyrocketed. In the spring of 2016, nearly 200 anti-LGBT bills proliferated across the states. In turn, businesses spoke out and rebuked these attempts to undermine LGBT civil rights at record rates. Leadership demonstrated by these businesses, including in states like North Carolina, which saw the adoption of the discriminatory HB2 law, reflect more than a decade of work inside these companies to expand LGBT, and particularly transgender, workplace equality. Over 200 business leaders signed on to a public letter rebuking HB2. State lawmakers that introduced anti-LGBT bills from South Dakota to Mississippi heard from dozens of businesses standing against these bills both on principle and because they impede investment growth and talent mobility.

HRC's Business Coalition for Equality is a group of over 80 leading U.S. employers that support the Equality Act, a federal legislation that would provide the same basic protections to LGBT people as are provided to other protected groups under federal law. CEI-rated employers have supported broader issues of LGBT equality both through the courts, and at the federal and municipal level, going on record that equality is good for business.

Appendices



Appendix A

Employers With Ratings of 100 Percent

Corporate Equality Index Rating Criteria

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	98
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	146
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	648
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	605
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	80	473
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	49
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	46
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	100	95	284
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Akamai Technologies Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	100	75	
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	484
Alcoa Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	125
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	85	
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	20	295
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	100	100	
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	90	438
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	100	70
American Apparel LLC	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	703
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	95	184
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	88
American Express Global Business Travel	Jersey City, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	100	100	358
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	247
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	●	100	90	145
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	38
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	100	5
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	207
Arconic Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	95	
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	100	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	12
Autodesk Inc.	San Rafael, CA	●	●	●	●	●	●	●	●	●	●	100	85	862
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	100	251

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	322
AXA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
B J's Wholesale Club	Westborough, MA	●	●	●	●	●	●	●	●	●	●	100	25	
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	85	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	100	100	332
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	189
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Barilla America Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	423
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	185
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	100	80	292
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●	●	100	100	
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●	●	100	100	72
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	100	100	298
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	267
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Bloomberg LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●	●	100	95	
Blue Shield of California	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●	●	100	100	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	27
Boies, Schiller & Flexner LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	475
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●	●	100	100	378
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	100	85	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	195
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	100	100	849
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	756
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Buchanan Ingersoll & Rooney PC	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100		
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	568
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	328

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	844
Cambia Health Solutions Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	90	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●	●	100	100	342
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	126
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●	●	100	100	26
CareFirst Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	85	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Carlton Fields Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	85	
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	321
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	212
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Charles Schwab & Co., Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	435
Charter Communications	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	10	317
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●	●	100	100	3
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●	●	100	100	
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	90
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	60
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	28
Citrix Systems Inc.	Fort Lauderdale, FL	●	●	●	●	●	●	●	●	●	●	100		725
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	469
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	535
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	63
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	95	179
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	43
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	828
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	100	173
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	783
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●	●	100	100	297
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	90	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	100	154
CUNA Mutual Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	100	90	687
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	●	100	100	10
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	147

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Daniel J. Edelman Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	100	100	325
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	90	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	73
Dentons US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	100	100	303
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●	100	100	48
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Dun & Bradstreet Corp., The	Short Hills, NJ	●	●	●	●	●	●	●	●	●	●	100	20	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●	●	100	100	
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	87
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	966
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	172
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	213
Edward Jones	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	10	426
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	671
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	151
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	100	100	121
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	●	100	100	436
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	271
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	111
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	90	458
Express Scripts Holding Company	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	90	22
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100	100	242
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
FCA US LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●	●	100	95	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	42

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	17
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Chicago	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	90	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	90	
Federal Reserve Bank of St Louis	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	100		
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	416
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	85	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	95	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	265
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	●	100	100	9
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	100	90	335
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●	●	100	100	311
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	188
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
General Electric Co.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	8
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	171
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	6
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	100	304
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	95	
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●	●	100	95	
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	76
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	40
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	85	
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	95	
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	718
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	75	254
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	●	100	100	517
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	160
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Hasbro Inc.	Pawtucket, RI	●	●	●	●	●	●	●	●	●	●	100	90	595
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	95	
Henry Schein Inc.	Melville, NY	●	●	●	●	●	●	●	●	●	●	100	100	287
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	100	100	376
Hewlett Packard Enterprise Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100		
Highmark Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100		
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	280
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Holland & Knight LLP	Brandon, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	33
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	100	100	310
HP Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	19
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	95	
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	58
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	765
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Husch Blackwell LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	90	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	583
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●	●	●	●	●	●	100	95	
IBM Corp.	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	24
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Ingersoll-Rand Company	Davidson, NC	●	●	●	●	●	●	●	●	●	●	100	90	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	100	52
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	372
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	572
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	100	100	250
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	100	454
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	478
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	37
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	21
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	210
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	592
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	100	90	140
Kimpton Hotel & Restaurant Group LLC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
KKR & Co. LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	356

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	80	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	100	100	203
Lane Powell PC	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	85	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●	●	100	85	174
Lend Lease Americas Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	75	
LENOVO (UNITED STATES) INC.	Morrisville, NC	●	●	●	●	●	●	●	●	●	●	100		
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	100	100	401
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	541
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	100	100	656
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	●	100	100	223
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
LinkedIn	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100		945
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	95	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	100	64
Lowenstein Sandler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
LPL Financial Holdings Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	95	
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	105
Mallinckrodt LLC	Hazelwood, MO	●	●	●	●	●	●	●	●	●	●	100		
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	144
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	100	100	221
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	235
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	100	100	94
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	308
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	100	100	439
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●	●	100	100	110
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	11
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Mediavest Spark	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	●	100	100	71
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	39
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	289
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	90	
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	31
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	91
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	197
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	699
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	100	85	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	82
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
National Grid USA	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	80	
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	85
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	100	412
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●	●	100	90	474
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	80
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●	●	100	80	379
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	●	100	100	106
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	224
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	571
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	100	100	124
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	109
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	100	553
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	194
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●	●	●	●	●	●	100	85	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	200
OppenheimerFunds Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	60	
Optimedia International US Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	81
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	924
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	498
Pacific Investment Management Co. LLC	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●	100		
Pandora Media Inc.	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100		
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Pearson Inc.	Hoboken, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	44
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	100	75	386
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	56
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	182
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	192
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	100	95	257
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	●	100	95	249
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	100	100	282
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	32
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	55
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	113
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	100	90	375
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	●	●	100	95	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	129
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	100	85	552
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	409
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	100	100	507
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	100	
S&P Global Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	500
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Salesforce	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	95	483
Sanofi	Bridgewater, NJ	●	●	●	●	●	●	●	●	●	●	100	95	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	90	

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	100	100	99
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Sempre Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	270
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Simpson Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Slalom	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	100	85	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	85	163
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	161
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	100	100	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	90	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	133
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	187
Starcom	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	442
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	●	100	100	41
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	278
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	100	100	759
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	95	
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●	●	100	80	300
Subaru of America	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●	●	100	85	
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	327
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	405
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	95	620
Takeda Pharmaceuticals USA Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100		
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	36
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100	100	727

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
TE Connectivity Inc.	Berwyn, PA	●	●	●	●	●	●	●	●	●	●	100	90	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	107
TEGNA Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	95	441
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	717
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	85	233
The Advisory Board Co.	Washington, DC	●	●	●	●	●	●	●	●	●	●	100		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	181
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
TIAA	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	92
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	104
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	103
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Toyota North America Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	100	75	245
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	112
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Tufts Health Plan	Watertown, MA	●	●	●	●	●	●	●	●	●	●	100		
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●	●	100	85	83
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	138
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Ultimate Software Group Inc., The	Weston, FL	●	●	●	●	●	●	●	●	●	●	100	80	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	79
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	47
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	100	85	122
United Technologies Corp.	Farmington, CT	●	●	●	●	●	●	●	●	●	●	100	95	45
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	15
VF Corp.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	100	85	248
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	222
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Visa	Foster City, CA	●	●	●	●	●	●	●	●	●	●	100	100	238
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	100	100	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	268
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	100	100	290

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	35
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	●	●	●	100	90	1
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	57
Wawa Inc.	Wawa, PA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
WeddingWire Inc.	Chevy Chase, MD	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Wellmark Inc.	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	30
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	148
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●	●	●	●	100	100	686
Wiley Rein LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Willis Towers Watson	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	676
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	95	497
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	100	100	477
Xcel Energy Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	255
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	100	143
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	561
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Zenith Media Services Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100		

Appendix B

Ratings and Criteria Breakdowns

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	100	100	98
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
A X Armani Exchange	New York, NY	◐	◐	●	●	●	●	●	●	◐	●	85	85	
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●	◐	●	75	75	134
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	146
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	100	100	648
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Acer America Corp.	San Jose, CA	◐	●	●	●	◐	●	●	●	●	●	25	25	
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	◐	●	85	85	
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100	100	605
ADT	Boca Raton, FL	◐	●	●	●	●	●	●	◐	◐	●	45	10	689
Advance Auto Parts (Advance Holding)	Roanoke, VA	◐	◐	●	●	●	●	●	●	●	●	20	20	294
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	80	473
AECOM	Los Angeles, CA	●	●	●	●	●	●	●	●	◐	●	85	85	343
Aéropostale Inc.	New York, NY	●	●	●	●	●	●	●	◐	●	●	85	85	
AES Corp., The	Arlington, VA	●	●	●	●	●	●	●	●	●	●	0	0	178
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●	●	100	100	49
Aflac Inc.	Columbus, GA	◐	◐	●	●	●	●	●	●	◐	●	75	75	132
Agco	Duluth, GA	◐	●	●	●	●	●	●	●	●	●	10	10	296
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	◐	●	●	95	90	389
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	◐	●	95	40	
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	46
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	100	95	284
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
AK Steel Holding Corp.	West Chester, OH	◐	◐	●	●	●	●	●	●	●	●	20	20	415
Akamai Technologies Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●	●	100	75	
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	484
Alcoa Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	125
Alleghany Corp.	New York, NY	◐	◐	●	●	●	●	●	●	●	●	20	20	499
Allergan Inc.	Irvine, CA	◐	◐	●	●	●	●	●	●	●	●	20	10	380
Alliance Data Systems Corp.	Plano, TX	●	●	●	●	●	●	●	◐	◐	●	80		494
Alliance One International	Morrisville, NC	●	●	●	●	●	●	●	◐	◐	●	55		912
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	90	90	697
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	85	
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	◐	●	●	●	◐	●	●	◐	◐	●	30	30	
Allstate Insurance Co	Northbrook, IL	●	●	●	●	●	●	●	●	◐	●	85	85	89
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	20	295
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Altria Group Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	85	85	169
A-Mark Precious Metals	Santa Monica, CA	●	●	●	●	●	●	●	●	●	●	0		444
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	90	85	29

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●	●	100	100	
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	90	438
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	100	100	70
American Apparel LLC	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	703
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	95	184
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	88
American Express Global Business Travel	Jersey City, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	100	100	358
American Financial Group	Cincinnati, OH	☞	☞									20	20	459
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	247
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●	●	●	●	●	☞		85	75	16
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●	●	100	90	145
Amphenol Corp.	Wallingford, CT											0		487
Anadarko Petroleum	The Woodlands, TX	☞	☞		●	●						40	20	162
Andrews Kurth LLP	Houston, TX	●	●	●	●	●		●	●	●		90	90	
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Anixter International Inc.	Glenview, IL	☞	☞									20	20	420
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	100	100	38
AOL	New York, NY	●	●	●	●	●	●	●	●	☞		85	85	858
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Apache Corp.	Houston, TX	☞	☞									20	20	218
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	100	100	5
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	85	80	319
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	207
Archer Daniels Midland Co.	Decatur, IL	●	●		●	●		●	●	☞		65	35	34
Arconic Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	95	
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
ARRIS Group	Suwanee, GA											0		492
Arrow Electronics	Centennial, CO	●	●	●	●	●	●		●	☞		85	75	131
Arup USA Inc	New York, NY	●	●	●	●	●	●		●	●		90		
Asbury Automotive Group	Duluth, GA	☞										10	10	450
Ashland Inc.	Covington, KY	●	●	●	●	●			●	☞		65	65	371
Assurant	New York, NY	●	●	●	●	●		●	●	●		90	85	285
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●	●	100	100	
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	90	90	
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	100	100	12
AthenaHealth Inc.	Watertown, MA	●	●	●	●	●	●	●	●	☞		95		
Austin Radiological Assn.	Austin, TX	☞			●	●		●	●	●		30	30	
Autodesk Inc.	San Rafael, CA	●	●	●	●	●	●	●	●	●	●	100	85	862
Autoliv Inc.	Auburn Hills, MI	☞	☞									20	20	312
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	100	100	251
AutoNation Inc.	Fort Lauderdale, FL	☞										10	10	156

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Auto-Owners Insurance Group	Lansing, MI											0	0	425
AutoZone Inc.	Memphis, TN	↘	↘									20	10	307
Avaya Inc.	Santa Clara, CA	●	●	●	●	●			●	↘		70	75	581
Avery Dennison	Glendale, CA	↘										10	10	427
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	↘		95	75	336
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	↘			80	80	108
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	322
AXA	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
B J's Wholesale Club	Westborough, MA	●	●	●	●	●	●	●	●	●		100	25	
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●		100	85	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	↘		95	85	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	↘		85	85	
Baker Hughes Inc.	Houston, TX	↘	↘									20	10	119
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●		100	100	
Baldor Electric Co.	Fort Smith, AR	↘		●		↘				↘		25	25	
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●		100	100	332
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	↘		95	85	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	75	100	23
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	189
Bank of the West	San Francisco, CA	●	●	●	●	●		●	●	↘		85		
Barclays	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Barilla America Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●		100	100	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	423
Barnes & Thornburg LLP	Indianapolis, IN	●	●		●	●	●	●	●	↘		90		
BASF Corp.	Florham Park, NJ	●	●	●	●	●	●	●	●	●		100	100	
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●		100	100	185
Bayer Corp.	Whippany, NJ	●	●	●	●	●	●	●	●	●		90	75	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●		100	80	292
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●			↘	↘		65	65	338
Bed Bath & Beyond Inc.	Union, NJ	↘	↘									20	20	260
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●		100	100	
Berkshire Hathaway Inc.	Omaha, NE	↘	↘									20	0	4
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●		100	100	72
Big Lots	Columbus, OH	●	●		●	●			↘	↘		65	20	501
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●		100	100	298
Black & Veatch Holding Inc.	Overland Park, KS	●	●	●	●	●		●	●	↘		85	80	
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●		100	100	267
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100	
Bloomberg LP	New York, NY	●	●	●	●	●	●	●	●	●		100		
Bloomin' Brands Inc.	Tampa, FL	●	●		●	●		●	↘			65	65	580
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●		100	100	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●		100	100	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●	95	95	
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●		100	95	
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●	●	●	●	●	●	●	●	●	75	100	
Blue Shield of California	San Francisco, CA	●	●	●	●	●	●	●	●	●		100		
BMC HealthNet Plan	Boston, MA	●	●	●	●	●		●	●	●	●	75	60	
BMC Software Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	80	70	
BMO Bankcorp Inc.	Chicago, IL	●	●		●	●	●	●	●	●	●	90	90	
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●		●	●	●		90	90	
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●		100	100	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	27
Boies, Schiller & Flexner LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Bon-Ton Stores Inc.	York, PA	●	●	●	●	●	●	●	●	●	●	85	85	788
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	475
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●		100	100	
BorgWarner Inc.	Auburn Hills, MI	●	●		●	●						40	20	347
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●		100	100	378
BP America Inc.	Houston, TX	●	●	●	●	●		●	●	●	●	85	85	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●		●	●	●	●	85	85	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●		●	●	●	●	80	70	
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●		100	85	
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	80	55	777
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	195
Broadcom Corp.	Irvine, CA	●	●									20	15	340
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●		100	100	849
Brooks Brothers Group Inc.	New York, NY	●	●	●	●	●		●	●	●		90	70	
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●		●	●	●		90	85	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●		100	100	756
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	
Buchanan Ingersoll & Rooney PC	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100		
Buckeye Partners LP	Houston, TX	●	●									10	10	406
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Burger King Corp.	Miami, FL	●	●	●	●	●		●	●	●	●	85	85	
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●	●	●							●	20	20	
Burlington Store Inc.	Burlington, NJ	●	●		●	●		●	●			55	55	532
C&S Wholesale Grocers Inc.	Keene, NH	●	●		●							20	20	
C. H. Robinson Worldwide	Eden Prairie, MN	●	●									20	20	225
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	568
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	328
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	844

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Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Calpine Corp.	Houston, TX	✓			●	◐			◐			30	30	353
Calumet Specialty Products	Indianapolis, IN											0	0	457
Cambia Health Solutions Inc.	Portland, OR	●	●	●	●	●	●	●	●	●		100	90	
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●		100	100	342
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●		●	●	◐		85	55	
Capgemini US LLC	New York, NY	●	●	●	●	●		●	●	●		90	85	
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	126
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●		100	100	26
CareFirst Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●		100	85	
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●		100	100	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●			◐	●		85	50	
Carlson Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	◐		95	85	
Carlton Fields Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●	●		100	100	
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	◐	●		95	95	232
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●		100	85	
Casey's General Stores Inc.	Ankeny, IA											0	0	382
Caterpillar Inc.	Peoria, IL	●	●	●	●	●		●	●	●		90	90	54
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	321
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	212
CDW Corp.	Vernon Hills, IL	●	●	●	●	●		●	●	●		90	90	253
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●		100	100	
Celanese Corp.	Irving, TX	●	●	●	●	●		●	●	●		90	85	395
Celgene Corp.	Summit, NJ	●	●	●	●	●			●	◐		75	70	369
Centene Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	◐		95	80	186
CenterPoint Energy Inc.	Houston, TX	◐	◐									20	10	313
CenturyLink Inc.	Monroe, LA	●	●	●	●	●			●	◐		75	75	168
Cerner Corp.	North Kansas City, MO	●	●	●	●	●		●	●	◐		85	85	690
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●		●	●	◐		85	85	480
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●		●	●	◐		85	85	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	◐			●	◐			◐			30	30	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Charles Schwab & Co. Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	435
Charter Communications	Stamford, CT	●	●	●	●	●	●	●	●	●		100	10	317
Chesapeake Energy Corp.	Oklahoma City, OK	●	●	●	●	●			◐	◐		65	65	142
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●		100	100	3
CHG Healthcare Services Inc.	Salt Lake City, UT	●	●	●	●	●		●	●	◐		85	85	
Chipotle Mexican Grill Inc.	Denver, CO	●	●		●	●			◐	●		70	70	611
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●		100	100	
CHS Inc.	Inver Grove Heights, MN	◐	◐									20	20	69
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●		100	100	90
Cisco Systems Inc.	San Jose, CA	◐	●	●	●	●	●	●	●	●		100	100	60
CIT Group Inc.	New York, NY	◐										10	10	662

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	28
Citrix Systems Inc.	Fort Lauderdale, FL	●	●	●	●	●	●	●	●	●		100		725
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	469
CME Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		95	70	732
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	535
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	63
Cognizant Technology Solutions Corp.	Teaneck, NJ	☾	☾									20	20	288
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	95	179
Columbia Pipeline Group	Houston, TX	●	●	●	●	●			●	☾		70	70	
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100	43
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	100	828
Commercial Metals	Irving, TX	☾	☾									20	20	388
Community Health Systems Inc.	Franklin, TN	☾	☾									20	20	135
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●		●	●	●		90	90	
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●		●	●	●		90	50	
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●		●	●	☾		80	80	229
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●		100	100	173
ConocoPhillips	Houston, TX	●	●	●	●	●			●	●		80	80	51
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	☾		95	90	236
Constellation Brands Inc.	Victor, NY	●	●	●	●	●			●	☾		80	40	530
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●		●	●	☾		80	80	
Consumers Energy	Jackson, MI	●	●	●	●	●	●	●	●	☾		95	35	383
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	100	783
Con-way Inc.	Ann Arbor, MI	☾	☾									20	20	456
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●		100	100	
Cooper Tire & Rubber Co.	Findlay, OH	☾				●			●			20	20	688
Corbis Corp.	Seattle, WA	☾	☾		●	●						35	35	
CoreLogic	Santa Ana, CA	☾	☾	●	●	●		●	●	☾		70	70	
Core-Mark Holding Company Inc.	South San Francisco, CA											0	0	352
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●		100	100	297
Costco Wholesale Corp.	Issaquah, WA	●	●		●	●		●	●			70	80	18
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●		●	●	●		90	90	
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●			●	●			●	☾		55	55	818
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●		100	90	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	☾		95	85	
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Crown Holdings	Philadelphia, PA											0	10	318
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●		100	100	
CST Brands	San Antonio, TX	☾										10	10	277

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
CSX Corp.	Jacksonville, FL	●	●		●	●	●	●	●	●			95	75	240
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●			100	100	154
CUNA Mutual Group	Madison, WI	●	●	●	●	●	●	●	●	●			100	90	687
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●			100	100	10
Dana Holding Corp.	Maumee, OH	●		●					●	●			30	30	410
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●			100	100	147
Daniel J. Edelman Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100		
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●			100	100	325
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●			95	95	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●			100	100	
DaVita Inc.	Denver, CO	●	●	●	●	●	●		●	●			75	45	231
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●			100	90	
Dean Foods Co.	Dallas, TX	●	●		●	●			●				40	40	306
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●			100	100	
Deere & Co.	Moline, IL	●	●	●	●	●	●		●	●			85	75	86
Delek US Holdings	Brentwood, TN												0		345
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●			100	100	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●			100	100	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	90	73
Denny's Corp.	Spartanburg, SC	●	●	●	●	●			●	●			75	75	
Dentons US LLP	Washington, DC	●	●	●	●	●	●	●	●	●			100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Devon Energy Corp.	Oklahoma City, OK	●	●		●	●							40	20	152
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●			100	100	
Dickinson Wright PLLC	Detroit, MI	●	●	●	●	●			●	●			85		
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●										20	20	393
Dickstein Shapiro LLP	Washington, DC	●	●		●	●	●	●	●	●			90	85	
DigitasLBI	Boston, MA	●	●	●	●	●	●	●	●	●			100	100	
Dillard's Inc.	Little Rock, AR	●	●										20	20	400
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●			100	100	303
Discovery Communications Inc.	Silver Spring, MD	●	●										20	20	430
DISH Network Corp.	Englewood, CO												0	0	208
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●			100	100	
Dole Food Co. Inc.	Westlake Village, CA				●								10	10	
Dollar General Corp.	Goodlettsville, TN	●	●	●	●	●			●	●			85	85	159
Dollar Tree Stores Inc.	Chesapeake, VA	●	●										20	20	330
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●			●	●			70	70	243
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●			85	75	
Domtar Corp.	Fort Mill, SC	●	●										20	10	470
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●			100	100	
Dover Corp.	Downers Grove, IL	●											10	10	346

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●		100	100	48
DR Horton Inc.	Fort Worth, TX	☾	☾									20	20	354
Dr Pepper Snapple Group Inc.	Plano, TX	●	●		●	●				☾		55	60	437
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	☾		95	80	
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
DSW	Columbus, OH	●	●	●	●	●		●	●	●		90	80	866
DTE Energy Co.	Detroit, MI	●	●	●		☾	●	●	●	☾		80	75	246
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	☾		95	85	
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●		●	●	●		90	90	116
Dun & Bradstreet Corp., The	Short Hills, NJ	●	●	●	●	●	●	●	●	●		100	20	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●		100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●		100	100	
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●	●	●	●	☾		80	65	1000
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●		100	100	87
EarthLink Inc.	Atlanta, GA	☾	☾		●	☾			☾			40	40	
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Eastman Chemical Co.	Kingsport, TN	●	●	●	●	●	●	●	●	☾		95	20	305
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	100	966
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	100	172
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●		100	100	213
Edison International	Rosemead, CA	☾	☾									20	20	226
Edward Jones	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	10	426
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●		100	100	671
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●		100	100	151
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●		100	100	121
EMCOR Group Inc.	Norwalk, CT	☾										10	10	421
Emerson Electric Co.	St. Louis, MO	●	●	●	●	●	●	●	☾	☾		90	80	120
Emmis Communications Corporation	Indianapolis, IN	☾			●	●		●	●	☾		60	60	
Energy Future Holdings Corp.	Dallas, TX	☾	☾									20	20	446
Energy Transfer Equity L.P.	Dallas, TX	☾	☾									20	20	53
Entergy Corp.	New Orleans, LA	●	●	●	●	●		●	●	☾		85	85	241
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	☾		85	75	
Enterprise Products Partners LP	Houston, TX											0	10	59
EOG Resources	Houston, TX	☾										10	10	167
Epstein Becker & Green PC	New York, NY	●	●	●	●	●		●	●	●		90	90	
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●		100	100	436
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Essendant Inc.	Deerfield, IL	☾										10	10	489
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	271
Esurance Inc.	San Francisco, CA	●	●	●	●	●		●	●	●		90	90	
Eventbrite Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	☾		85	85	
Eversource Energy	Springfield, MA	☾	☾			☾			●			35	25	367
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●		100	100	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	111
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●		100	90	458
Expeditors International of Washington Inc.	Seattle, WA	◐	◐									20	20	413
Express Scripts Holding Company	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	90	22
Exxon Mobil Corp.	Irving, TX	◐	◐	●	●	●	●	●	●	◐		85	40	2
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●		100	100	242
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●		100	100	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Farmers Insurance Exchange	Woodland Hills, CA											0		264
FCA US LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●		100	95	
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●		100	100	42
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	17
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Federal Reserve Bank of Chicago	Chicago, IL	●	●	●	●	●	●	●	●	●		100	90	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	
Federal Reserve Bank of New York	New York, NY	●	●	●	●	●	●	●	●	●		90	90	
Federal Reserve Bank of Philadelphia	Philadelphia, PA	●	●		●	●	●		●			70		
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●		100	90	
Federal Reserve Bank of San Francisco	San Francisco, CA	●	●	●	●	●	●		●	◐		80		
Federal Reserve Bank of St Louis	Saint Louis, MO	●	●	●	●	●	●	●	●	●		100		
FedEx Corp.	Memphis, TN	●	●	●	●	●		●	●	◐		85	85	65
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●		100	100	
Fidelity National Financial Corp.	Jacksonville, FL	◐	◐									20	20	314
Fidelity National Information Services Inc.	Jacksonville, FL	●	●	●	●	●		●	●	●		90	10	422
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	100	416
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●		100	85	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	95	
First American Financial Corp.	Santa Ana, CA	●	●	●	●	●	●		●			90	10	554
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	265
First Horizon National Corp.	Memphis, TN	●	●	●	●	●		●	●	◐		85	85	
FirstEnergy Corp.	Akron, OH	◐										10	10	206
Fish & Richardson PC	Boston, MA	●	●		●	●	●	●	●	◐		90	90	
Fleishman-Hillard Inc.	St. Louis, MO	●	●		●	●	●	●	●	◐		75	75	
Fluor Corp.	Irving, TX	●	●	●	●	●	●	●	●	◐		85	85	136
FMC Technologies Inc.	Houston, TX	◐			●	●						30	10	357
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Foot Locker Inc.	New York, NY	◐										10	10	384
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●		100	100	9
Fossil Inc.	Richardson, TX	●	●	●	●	●	●		●	◐		75	60	679
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●		100	90	335
Fredrikson & Byron	Minneapolis, MN	●	●	●	●	●	●	●	●	◐		95		
Freeport-McMoRan Copper & Gold Inc.	Phoenix, AZ											0	0	137

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Freescale Semiconductor Inc.	Austin, TX	●	●	●	●	●			●	●			75	75	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●			100	100	
Galloway, Johnson, Tompkins, Burr & Smith PLC	New Orleans, LA	●	●	●	●	●		●	●	●			90	90	
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●			100	100	311
Gannett Co. Inc.	McLean, VA	●	●	●	●	●	●	●	●	●			95		
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	188
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●		●	●	●			50	50	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	
General Cable Corp.	Highland Heights, KY	●											10	10	443
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●		●	●	●			90	85	100
General Electric Co.	Boston, MA	●	●	●	●	●	●	●	●	●			100	100	8
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●			100	100	171
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●			100	100	6
Genesco Inc.	Nashville, TN	●	●	●	●	●		●	●	●			75		781
Genuine Parts Co.	Atlanta, GA												0	20	199
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●			100	100	304
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●		●	●	●			85	85	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●			100	95	
Gilead Sciences Inc.	Foster City, CA	●	●	●	●	●	●		●	●			85	80	118
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●			100	95	
Global Partners	Waltham, MA	●											10	10	180
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●			100	100	76
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●			100	100	
Goodyear Tire & Rubber Co.	Akron, OH	●	●	●	●	●		●	●	●			80	10	166
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●			100	100	40
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●			100	100	
Graham Holdings	Arlington, VA			●	●	●							25	20	670
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●			100	85	
Graybar Electric Company Inc.	St. Louis, MO	●	●										20	20	445
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Group 1 Automotive	Houston, TX	●			●	●							35	35	291
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●			100	95	
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●			85	75	
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	718
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●			100	75	254
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●		●	●			70	70	
H&R Block Inc.	Kansas City, MO	●	●	●	●	●			●	●			70	70	751
H.E. Butt Grocery Co.	San Antonio, TX	●			●				●	●			30	30	
Hachette Book Group	New York, NY	●	●	●	●	●			●	●			70	70	
Halliburton Co.	Houston, TX	●											10	10	96
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●			100	100	
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●			90	85	490

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Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	●	●			90	90	511
Harley-Davidson Inc.	Milwaukee, WI	☾											10	10	431
Harman International Industries Inc.	Stamford, CT												0		486
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●			100	100	517
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●			100	100	160
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●			100	100	
Hasbro Inc.	Pawtucket, RI	●	●	●	●	●	●	●	●	●			100	90	595
Hawaiian Airlines Inc.	Honolulu, HI	●	●	●	●	●				☾			65	65	920
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	☾			95	80	
HCA - Hospital Corporation of America	Nashville, TN	●	●		●	●	●	●	☾	●			90	70	75
HD Supply	Atlanta, GA	☾	☾										20	20	316
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	95	
Health Net Inc.	Woodland Hills, CA	☾	☾	●	●	●	●	●	☾	☾			65	65	216
HealthSouth Corp.	Birmingham, AL	●		●	●	●			●	☾			55		893
Henry Schein Inc.	Melville, NY	●	●	●	●	●	●	●	●	●			100	100	287
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●			100	100	
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	☾			90	90	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●			100	100	376
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	☾				☾			55	55	
Hess Corp.	New York, NY	●	●	●	●	●				☾			65	65	141
Hewlett Packard Enterprise Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●			100		
Highmark Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●			100		
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●			100	100	280
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●			100	100	
Holland & Hart LLP	Denver, CO	☾	☾	●	●	☾			●	☾			55	55	
Holland & Knight LLP	Brandon, FL	●	●	●	●	●	●	●	●	●			100	100	
HollyFrontier Corp.	Dallas, TX	☾	☾										20	20	150
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	100	33
Honda North America Inc.	Marysville, OH	●	●	●	●	●	●	●	●	☾			85	50	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	☾		●	●	☾			75	75	74
Horizon Healthcare Services Inc.	Newark, NJ	☾	☾	●	●	●	●	●	●	☾			70	70	
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●			100	100	310
Hortonworks Inc.	Santa Clara, CA	●	●	●	●	●			●				65		
Host Hotels & Resorts Inc.	Bethesda, MD				●								10	20	485
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●	●		●	☾	☾			80	80	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	☾				☾			☾				20	20	
HP Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●			100	100	19
HRG Group	New York, NY	☾											10	10	447
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●			100	95	
HSN Inc.	St. Petersburg, FL	●	●	●	●	●		●	☾	●			85	85	669
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●			100	100	58

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Employer	Headquarters Location	Criterion										Ratings		
		1a	1b	1c	2a	2b	2c	3a	3b	4	5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	765
Huntington Ingalls Industries	Newport News, VA	●	●	●	●	●	●	●	●	●	●	85	10	390
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	95	95	
Huntsman Corp.	The Woodlands, TX	●	●	●	●	●	●	●	●	●	●	55	35	259
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Husch Blackwell LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	90	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	583
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●	●	●	●	●	●	100	95	
IAC/InterActiveCorp.	New York, NY	●	●	●	●	●	●	●	●	●	●	80	75	733
IBM Corp.	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	24
Icahn Enterprises LP	New York, NY	●	●	●	●	●	●	●	●	●	●	10	0	155
iHeartMedia Inc.	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	95	55	429
IHS Markit Ltd.	New York, NY	●	●	●	●	●	●	●	●	●	●	90		
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●	●	●	●	●	●	●	65	60	201
Imation Corp.	Oakdale, MN	●	●	●	●	●	●	●	●	●	●	60	60	
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	70	70	
Ingersoll-Rand Company	Davidson, NC	●	●	●	●	●	●	●	●	●	●	100	90	
Ingram Micro	Irvine, CA	●	●	●	●	●	●	●	●	●	●	70	75	62
Ingredion Inc.	Westchester, IL	●	●	●	●	●	●	●	●	●	●	0	0	462
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●	●	●	●	●	●	●	65	60	493
Instacart Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	95		
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	100	52
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
International Paper Co.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	45	25	114
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	372
INTL FCStone Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	10	10	93
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	572
Invesco Ltd.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	75	65	
ITT Corp.	White Plains, NY	●	●	●	●	●	●	●	●	●	●	55	55	823
J. B. Hunt Transport Services Inc.	Lowell, AR	●	●	●	●	●	●	●	●	●	●	20	0	434
J. M. Smucker Co.	Orrville, OH	●	●	●	●	●	●	●	●	●	●	90	75	467
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	100	100	250
Jabil Circuit Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	10	10	191
Jackson Walker LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	70	70	
Jacobs Engineering Group Inc.	Pasadena, CA	●	●	●	●	●	●	●	●	●	●	35	35	239
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	100	454
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	478
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	37
Johnson Controls Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	75	60	66
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	21
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	
Kate Spade & Company	New York, NY	●	●	●	●	◐		●	●	◐		75	75	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	90	
KB Home	Los Angeles, CA	◐	◐		●	◐						35	35	895
KBR Inc.	Houston, TX	◐	◐									20	20	424
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	◐		95	95	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●		100	100	210
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	◐	●		95	95	471
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●		●	●	◐		80	85	
Kenyon & Kenyon	New York, NY	●	●		●	●		●	●	◐		80	80	
Keurig Green Mountain	Waterbury, VT	●	●	●	●	●	●	●	◐	●		95	95	549
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	592
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●		100	90	140
Kimpton Hotel & Restaurant Group LLC	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Kinder Morgan Inc.	Houston, TX	◐	◐									20	20	193
Kindred Healthcare Inc.	Louisville, KY	◐	◐									20	10	491
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
KKR & Co. LP	New York, NY	●	●	●	●	●	●	●	●	●		100	90	356
KLA-Tencor Corp.	Milpitas, CA	◐			●				◐			25	25	769
Kohl's Corp.	Menomonee Falls, WI	●	●	●	●	●	●	●	●	◐		95	60	157
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Kraft Heinz Company, The	Pittsburgh, PA	●	●	●	●	●	●		●	◐		80		
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	◐		95	95	20
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●		100	80	
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	◐		95	95	262
L.L. Bean Inc.	Freeport, ME	●	●		●	◐		●	◐			60	60	
L-3 Communications Holdings	New York, NY	◐	◐		●	●						40	20	252
Laboratory Corporation of America Holdings	Burlington, NC	◐	◐									20	20	440
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●		●	◐	◐		80	80	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●		100	100	203
Lane Powell PC	Seattle, WA	●	●	●	●	●	●	●	●	●		100	85	
Lansing Trade Group	Overland Park, KS											0		411
Las Vegas Sands Corp.	Las Vegas, NV	◐										10	10	209
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●		100	85	174
LeClairRyan	Richmond, VA	●	●		●	●	●		●	◐		80	50	
Legg Mason Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	◐		95	10	808
Lend Lease Americas Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	75	
Lennar Corp.	Miami, FL	◐	◐									20	20	364
LENOVO (UNITED STATES) INC.	Morrisville, NC	●	●	●	●	●	●	●	●	●		100		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Leucadia National Corporation	New York, NY											0	0	244
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●		100	100	401
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	541
LexisNexis Group	New York, NY	●	●	●	●	●	●	●	●	●		85	85	
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●		100	100	656
Liberty Interactive Corp.	Englewood, CO											0	0	263
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●		95	85	78
LifePoint Health Inc.	Brentwood, TN											0		495
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●		100	100	223
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
LinkedIn	Mountain View, CA	●	●	●	●	●	●	●	●	●		100		945
Lithia Motors, Inc.	Medford, OR											0		482
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●		●	●	●		75	75	392
LKQ Corp.	Chicago, IL											0	0	403
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●		100	95	
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	64
Loeb & Loeb LLP	Los Angeles, CA	●	●		●	●		●				50	55	
Loews Corp.	New York, NY	●	●	●	●	●		●	●	●		75	25	211
L'Oréal USA Inc.	New York, NY	●	●	●	●	●		●	●	●		85	85	
Lowenstein Sandler LLP	New York, NY	●	●	●	●	●	●	●	●	●		100		
Lowe's Companies Inc.	Mooresville, NC	●	●		●	●						40	20	50
LPL Financial Holdings Inc.	Boston, MA	●	●	●	●	●	●	●	●	●		100	95	
Lubrizol Corp.	Wickliffe, OH	●	●	●	●	●		●	●	●		85	80	
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●		95	95	545
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	100	105
Mallinckrodt LLC	Hazelwood, MO	●	●	●	●	●	●	●	●	●		100		
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●		●	●	●		90	90	
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	100	144
Marathon Oil Corp.	Houston, TX	●	●	●	●	●		●	●	●		85	85	227
Marathon Petroleum Corp.	Findlay, OH	●	●	●	●	●		●	●	●		75	55	25
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●		100	100	221
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●		90	80	
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	235
Masco Corp.	Taylor, MI	●										10	10	334
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●		100	100	94
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●		100	100	308
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●		100	100	439
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
McCarter & English LLP	Newark, NJ	●	●	●	●	●		●	●	●		85	85	
McCormick & Company Inc.	Sparks, MD	●	●	●	●	●		●	●	●		80	70	598
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●		100	100	110

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
McGraw-Hill Global Education Holdings, LLC	New York, NY	●	●	●	●	●	●		●	●	●			90		
McGuireWoods LLP	Richmond, VA	●	●	●	●	●		●	●	●	●			85	85	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●			100	100	11
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	
Mediavest Spark	New York, NY	●	●	●	●	●	●	●	●	●	●			100		
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●			100	100	
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●			95	85	
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	●			100	100	71
Mesirow Financial Holdings Inc.	Chicago, IL	●	●	●	●	●			●	●	●			80		
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	39
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●			100	100	289
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●			100	90	
Micron Technology Inc.	Boise, ID	◐	◐		◐	◐								40	20	190
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●			100	100	31
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●			100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●			100	100	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●			100	100	
Mohawk Industries Inc.	Calhoun, GA	◐	◐		●	◐								35	15	362
Molina Healthcare Inc.	Long Beach, CA	●	●	●	●	●			◐					60	60	301
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●			100	100	91
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●			100	100	197
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	699
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●			100	85	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	82
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●			100	100	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●		●	●	●			90	85	
Morris, Manning & Martin LLP	Atlanta, GA	●	●	●	●	●			●	●	●			80		
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●			100	100	
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●	◐	●	●	●			85	85	320
Motorola Solutions Inc.	Schaumburg, IL	●	●		●	●		●	●	◐				75	80	363
MRC Global	Houston, TX	◐												10	10	448
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●			100	100	
Murphy Oil	El Dorado, AR	◐												10	10	350
Murphy USA	El Dorado, AR													0	0	202
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	◐			95	70	391
NASDAQ OMX Group Inc., The	New York, NY	●	●	●	●	●	●		●	◐				75	85	680
National Grid USA	Waltham, MA	●	●	●	●	●	●	●	●	●	●			100	80	
National Oilwell Varco Inc.	Houston, TX	◐												10	10	127
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●			100	100	85
Navient	Wilmington, DE	●	●	●	●	●	●	●	◐	◐				90		463
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●			100	100	
Navistar International Corp.	Lisle, IL	◐	◐							●				30	30	276

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●		100	100	412
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●		●	●	●	●	85	85	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	
Nestlé USA Inc.	Glendale, CA	●	●	●	●	●	●	●	●	●	●	90	20	
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	95	95	428
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●		100	90	474
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	80
New York Times Co.	New York, NY	●	●	●	●	●		●	●	●	●	85	85	
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●		100	80	379
News Corp.	New York, NY											0		331
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●		●	●	●	●	70	60	183
NGL Energy Partners	Tulsa, OK	●	●									20		299
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●		100	100	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●		100	100	106
NiSource Inc.	Merrillville, IN	●	●	●	●	●		●	●	●	●	75	75	418
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●		100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	224
Norfolk Southern Corp.	Norfolk, VA	●	●	●	●	●		●	●	●	●	80	45	256
Nortel Networks Corp.	Richardson, TX	●		●	●	●			●	●	●	45	45	
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	571
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●		100	100	124
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	100	109
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●		100	100	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●		100	100	
Novo Nordisk Inc.	Plainsboro, NJ	●	●	●	●	●		●	●	●		90		
NRG Energy Inc.	Princeton, NJ	●	●		●	●		●	●	●	●	70	65	196
Nucor Corp.	Charlotte, NC	●	●									10	10	139
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●		100	100	553
NYSE Euronext Inc.	New York, NY	●		●	●	●			●	●	●	55	40	
Occidental Petroleum	Los Angeles, CA	●	●									20	20	115
Ocean Spray Cranberries Inc.	Lakeville-Middleboro, MA	●	●	●	●	●	●	●	●	●		85		
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●		100	100	194
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●	●	●	●	●		100	85	
Old Republic International	Chicago, IL											0	0	472
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	
Omnicare	Cincinnati, OH	●	●									20	20	414
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●		100	85	200
ONE Gas Inc.	Tulsa, OK	●	●	●	●	●			●	●	●	70	70	
ONEOK Inc.	Tulsa, OK	●	●	●	●	●		●	●	●	●	85	85	237
OppenheimerFunds Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	60	
Optimedia International US Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100		
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●		100	100	81

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Orbital ATK, Inc.	Dulles, VA	●	●		●	●							35	35	539
O'Reilly Automotive Inc.	Springfield, MO	●											10	10	381
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	
Oshkosh Corp.	Oshkosh, WI	●	●										20	10	394
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●			100	100	924
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●	●			●	●			80	80	
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●		●	●	●	●		80	85	309
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●			100	100	498
Owens-Illinois Inc.	Perrysburg, OH	●	●										20	10	399
Paccar Inc.	Bellevue, WA	●	●										20	20	158
Pacific Investment Management Co. LLC	Newport Beach, CA	●	●	●	●	●	●	●	●	●			100		
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●		●	●	●	●		80	70	387
Pacific Medical Centers	Seattle, WA	●		●	●	●		●	●	●	●		60	60	
Packaging Corporation of America	Lake Forest, IL												0		451
Palm Management Corp.	Washington, DC	●		●	●	●		●	●	●	●		55	55	
Pandora Media Inc.	Oakland, CA	●	●	●	●	●	●	●	●	●			100		
Parker Hannifin Corp.	Cleveland, OH	●	●										20	20	230
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●	●			●				60	40	617
Patton Boggs LLP	Washington, DC	●	●	●	●	●		●	●	●	●		85	85	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●			100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●			100	100	
PBF Energy	Parsippany, NJ												0	0	149
Peabody Energy Corp.	St. Louis, MO	●											10	10	398
Pearson Inc.	Hoboken, NJ	●	●	●	●	●	●	●	●	●			100	100	
Penske Automotive Group Inc.	Bloomfield Hills, MI												0	0	177
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●		●	●			●				45	45	989
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●		●	●	●	●		85	80	527
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●			100	100	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●			100	100	44
Perkins + Will Inc.	Chicago, IL	●			●	●			●				35	35	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●			100	100	
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●			100	85	
Peter Kiewit Sons' Inc.	Omaha, NE	●	●										20	10	286
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●			100	75	386
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	56
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	182
Philip Morris International Inc.	New York, NY	●											10	10	102
Phillips 66	Houston, TX	●	●	●	●	●			●	●	●		75	20	7
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●	●	●	●			90	50	683
Pioneer Natural Resources Company	Irving, TX												0		496
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●	●		70	70	636

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Plains GP Holdings	Houston, TX											0	0	67
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	192
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●			●	●		65	65	
Polsinelli	Kansas City, MO	●	●	●	●	●			●	●	●	85	85	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●		100	100	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●			●	●	●	75	75	198
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●		100	95	257
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●		100	95	249
Precision Castparts Corp.	Portland, OR	●	●									20	20	302
priceline.com LLC	Norwalk, CT	●	●	●	●	●	●		●	●		80	70	339
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●		100	100	282
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●		100	100	32
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●		90	90	153
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●		85	85	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●		100	100	55
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●	●	●	●	●		90	80	274
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●		100	90	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●		95	95	
Publix Super Markets Inc.	Lakeland, FL	●										10	20	101
PulteGroup Inc.	Atlanta, GA	●										10	10	453
PVH Corp.	New York, NY	●	●	●	●	●	●	●	●	●		85	85	351
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●	●			●	●		60	60	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	113
Quanta Services	Houston, TX	●										10	10	361
Quantcast Corp	San Francisco, CA	●	●	●	●	●	●	●	●	●		75		
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	100	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●		100	90	375
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	●		100	95	
Quintiles Transnational	Durham, NC	●	●									20	20	476
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●	●	●	●	●		90	90	258
RadioShack Corp.	Fort Worth, TX	●			●	●			●	●		40	40	761
Ralph Lauren Corp.	New York, NY	●	●	●	●	●	●	●	●	●		90	90	374
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●		85	85	521
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●		100	100	129
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	
RB	Parsippany, NJ	●		●	●	●	●	●	●	●		50		
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
RBS Securities Inc.	Stamford, CT	●	●	●	●	●	●	●	●	●		85	75	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●		100	100	
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●	●	●	●	●		85	75	488
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●		95	95	
Redfin Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●		85		

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●		●	●	●		85	85	757
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●		●	●	●		85	85	479
Reinsurance Group of America Inc.	Chesterfield, MO	☾	☾									20	20	273
Reliance Steel & Aluminum Co.	Los Angeles, CA	☾										10	10	283
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●		100	100	
Republic Services Inc.	Phoenix, AZ	●	●	●	●	●		●	●	●		85	80	323
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●		●	●	●		85	80	337
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●		●	●			65	65	117
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●		100	85	552
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●		95	95	
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●		100	100	
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●		100	100	409
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●		100	100	507
Rolls-Royce North America (USA) Holdings Co.	Reston, VA	●	●	●	●	●	●		●	●		85	60	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Rosetta LLC	Hamilton, NJ	●	●	●	●	●			●	●		75	75	
Ross Stores Inc.	Dublin, CA	●	●	●	●	●	●	●	●	●		90	80	269
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●		100	100	
Ryder System Inc.	Miami, FL	●	●	●	●	●		●	●	●		85	85	407
Ryland Group Inc., The	Calabasas, CA	☾				☾						15	15	830
S&P Global Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	500
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●		100	100	
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	☾			●	☾		65	65	763
Salesforce	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	95	483
Sanderson Farms Inc.	Laurel, MS	●	●	●	●	●						55		803
SanDisk Corp.	Milpitas, CA	☾	☾									20	20	408
Sanmina-SCI	San Jose, CA											0	0	432
Sanofi	Bridgewater, NJ	●	●	●	●	●	●	●	●	●		100	95	
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●		100	100	
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	90	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		95	85	
Sbe	Los Angeles, CA	●	●	●	●	●		●	☾	☾		75	75	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Scholastic Corp.	New York, NY	●	●	●	●	●			●	☾		75	65	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●	●	●	●	☾		95	85	
Seaboard Corp.	Shawnee Mission, KS	☾	☾									20	20	417
Seagate Technology LLC	Scotts Valley, CA	☾	☾		●	☾			●			45	45	
Sealed Air Corp.	Elmwood Park, NJ	☾	☾									20	20	366
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●		100	100	99
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Selective Insurance Group	Branchville, NJ	☾	☾	●	●	☾			●	☾		55	55	998

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Semptra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	270
Severn Trent Services Inc.	Fort Washington, PA	☺	☺		●	☹						35	35	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●		100	100	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	
Sherwin-Williams Co., The	Cleveland, OH	☺	☺									20	20	266
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●		100	100	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Siemens	Malvern, PA	●	●	●	●	●	●	●	●	●		90		
Simpson Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
SkyWest Airlines Inc.	St. George, UT	●	●	●	●	●	●	●	●	●		90	90	
Slalom	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	
SLM Corp. (Sallie Mae)	Newark, DE	☺			●	☹			●			35	35	
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●	●	●	●	●		100	85	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●		100	100	
Software AG USA Inc.	Reston, VA	☺	☺	●	●	●			●	☹		60	60	
Software House International	Somerset, NJ	☺										10	10	
Sonic Automotive Inc.	Charlotte, NC											0	0	315
Sonoco Products Company	Hartsville, SC	●	●	●	●	●			●	●		80		516
Sony Computer Entertainment America LLC	Foster City, CA	●	●		●	●	●	●	●			80	80	
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●		100	100	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●		100	100	
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●		100	100	
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	85	163
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●		100	100	161
SpartanNash	Grand Rapids, MI											10		359
Spectra Energy Corp.	Houston, TX	●	●	●	●	●			●	●	☺	85	85	449
Spirit AeroSystems Holdings	Wichita, KS											0		396
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●		100	100	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●		100	100	
SRA International Inc.	Fairfax, VA	●	●	●	●	●			●	●		80	80	
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	☺		95	95	466
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●		100	90	
Stanley Black & Decker Inc.	New Britain, CT	●	●	●		☹				☹		45	45	261
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●		100	100	133
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●		100	100	187
Starcom	Chicago, IL	●	●	●	●	●	●	●	●	●		100		
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●		100	100	442
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●		100	100	41
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	278

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Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Steel Dynamics Inc.	Fort Wayne, IN	✓	✓										20	20	326
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●			100	100	759
Step toe & Johnson LLP	Washington, DC	●	●	●	●	●	●		●	✓			85	85	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●		●	●	●			90	85	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●			100	95	
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●			100	80	300
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●			100	85	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●		●	●	✓			85	85	
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●			100	100	
SunPower Corp.	San Jose, CA	●	●	●	●	●	●		●	✓	✓		75	75	748
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	100	327
Supervalu Inc.	Eden Prairie, MN	●	●		●	●	●		●	✓			80	80	164
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●			100	100	405
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●			100	100	
SYNNEX Corp.	Fremont, CA	●	●		●								40	40	220
SYSCO Corp.	Houston, TX	●	●	●	●	●		●	●	✓			80	70	61
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●			100	95	620
Tailored Brands Inc.	Houston, TX	●	●	●	●	●	●	●	●	✓			80	20	706
Takeda Pharmaceuticals USA Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●			100		
Targa Resources Corp.	Houston, TX												0	0	329
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●			100	100	36
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●			100	100	727
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●			100	100	
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
TE Connectivity Inc.	Berwyn, PA	●	●	●	●	●	●	●	●	●			100	90	
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●			100	100	107
TEGNA Inc.	McLean, VA	●	●	●	●	●	●	●	●	●			100	95	441
Tenet Healthcare Corporation	Dallas, TX	●	●		●	●			●	✓			70	65	170
Tenneco Inc.	Lake Forest, IL	✓	✓										20	10	341
Terex Corp.	Westport, CT	✓	✓		●	●							35	35	377
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●			100	100	717
Tesoro Corp.	San Antonio, TX	✓	✓		●	●							40	20	77
Teva Pharmaceutical USA Inc.	North Wales, PA	●	●	●	●	●		●	●	✓			85		
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●			100	85	233
Textron Inc.	Providence, RI	●		●	●	●			●	✓			55	55	219
The Advisory Board Co.	Washington, DC	●	●	●	●	●	●	●	●	●			100		
The Bama Companies Inc.	Tulsa, OK	✓	✓	●	●	●	●	●	●	✓			85		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●			100	100	
The Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●		●	●	●			90	90	967
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●			100	100	181
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●			100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●			100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●			100	100	

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●		●	●	●			85	85	333
TIAA	New York, NY	●	●	●	●	●	●	●	●	●	●			100	100	92
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●		95	95	597
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●		100	100	104
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	●		100	100	103
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	●		100	100	
Toyota North America Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	●		100	100	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	●		100	75	245
Tractor Supply Company	Brentwood, TN													0	0	460
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●		●	●	●				90	90	
TravelCenters of America	Westlake, OH	☾												10	10	365
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●		100	100	112
Travelport Ltd.	Parsippany, NJ	☾	☾		●	☾			●	☾				50	50	
Trinity Industries, Inc.	Dallas, TX	☾												10		433
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●		●	●	●	●	●		85	85	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●		100	100	
True Value Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●		95	85	
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●		●	☾				80	80	
TRW Automotive Holdings Corp.	Livonia, MI									☾				10	10	175
Tufts Health Plan	Watertown, MA	●	●	●	●	●	●	●	●	●	●	●		100		
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●		100	100	
Twenty-First Century Fox	New York, NY	☾												10	10	97
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●		100	100	
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●	●	●		100	85	83
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●		100	100	138
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●		100	100	
UBM plc	Manhasset, NY	☾		●	●	☾			●	☾				45	45	
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	●		100	100	
UGI Corp.	King of Prussia, PA	☾	☾											20	20	349
Ultimate Software Group Inc., The	Weston, FL	●	●	●	●	●	●	●	●	●	●	●		100	80	
Under Armour Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●		95	20	739
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	●		100	100	
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	●		100	100	
Union Pacific Corp.	Omaha, NE	●	●	●	●	●	●	●	●	●	●	●		85	85	123
Unisys Corp.	Blue Bell, PA	☾	☾						●					30	30	696
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●		100	100	79
United Natural Foods Inc.	Providence, RI	☾												10	10	397
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●		100	90	47
United Rentals Inc.	Stamford, CT	☾	☾											20		461
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	●		100	85	122
United States Steel Corp.	Pittsburgh, PA	☾												10	10	176
United Technologies Corp.	Farmington, CT	●	●	●	●	●	●	●	●	●	●	●		100	95	45
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	●		95	95	14
Universal Health Services	King of Prussia, PA	☾												10	10	324

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Unum Group	Chattanooga, TN	●	●	●	●	●		●	●	●			80	60	279
Urban Outfitters Inc.	Philadelphia, PA	●	●	●	●	●	●		●	●	●		85	10	701
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●		●	●	●		75	75	128
USG Corp.	Chicago, IL	●	●	●	●	●			●	●	●		65	65	653
Valero Energy Corp.	San Antonio, TX	●	●										20	10	13
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●		●	●	●		100	100	
Veritas Technologies LLC	Mountain View, CA	●	●	●	●	●	●		●	●	●		85		
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●		●	●	●		100	85	15
VF Corp.	Greensboro, NC	●	●	●	●	●	●		●	●	●		100	85	248
Viacom Inc.	New York, NY	●	●	●	●	●	●		●	●	●		100	100	222
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●		●	●	●		100	100	
Virgin America	Burlingame, CA	●	●	●	●	●	●		●	●	●		95	90	
Visa	Foster City, CA	●	●	●	●	●	●		●	●	●		100	100	238
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●		●	●	●		95	95	344
VMware Inc.	Palo Alto, CA	●	●	●	●	●	●		●	●	●		95		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●		●	●	●		100	100	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●			●	●	●		85	75	
Vox Media Inc.	Washington, DC	●	●	●	●	●	●		●	●	●		95		
Voya Financial	New York, NY	●	●	●	●	●	●		●	●	●		100	100	268
W.R. Berkley	Greenwich, CT	●	●										20	20	385
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●		●	●	●		100	100	290
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●		●	●	●		100	100	
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	●	●	●		●	●	●		80	75	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●		●	●	●		100	100	35
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●		●	●	●		100	90	1
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●		●	●	●		100	100	57
Waste Management Inc.	Houston, TX	●	●	●	●	●	●		●	●	●		90	90	217
Wawa Inc.	Wawa, PA	●	●	●	●	●	●		●	●	●		100	90	
WEC Energy Group	Milwaukee, WI	●	●	●	●	●	●		●	●	●		75	60	519
WeddingWire Inc.	Chevy Chase, MD	●	●	●	●	●	●		●	●	●		100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●		●	●	●		100	100	
WellCare Health Plans Inc.	Tampa, FL	●	●										20	20	234
Wellmark Inc.	Des Moines, IA	●	●	●	●	●	●		●	●	●		100	90	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●		●	●	●		100	100	30
Wendy's Co., The	Dublin, OH	●	●	●	●	●	●		●	●	●		70	65	993
WESCO International Inc.	Pittsburgh, PA	●	●	●	●	●							55	10	360
Western & Southern Financial Group	Cincinnati, OH												0	0	481
Western Digital Corp.	Irvine, CA	●	●										20	20	205
Western Refining Inc.	El Paso, TX	●	●										10	10	204
Western Union Co., The	Englewood, CO	●	●										20	20	468
WestRock	Norcross, GA	●	●	●	●	●	●		●	●	●		70		
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●	●	●		●	●	●		95	95	355
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●		●	●	●		100	100	148
White & Case LLP	New York, NY	●	●	●	●	●	●		●	●	●		100	100	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●		100	100	686
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●		●	●	●		85	85	214
Wiley Rein LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●			●	●		80	85	370
Williams Mullen PC	Richmond, VA	●	●	●	●	●	●	●	●	●		95	85	
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●	●		●	●	●		90	90	551
Willis Towers Watson	Arlington, VA	●	●	●	●	●	●	●	●	●		100	100	676
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●	●	●	●	●		95	55	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●		●	●	●		85	80	
Windstream Corp.	Little Rock, AR	●	●									20	20	452
Winn-Dixie Stores Inc.	Jacksonville, FL	●			●	●			●			45	40	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●		100	100	
World Fuel Services	Miami, FL	●	●									20	20	68
WPP Group USA	New York, NY	●	●	●	●	●		●	●	●		85	80	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●		100	95	497
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●		100	100	477
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●		100	90	255
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●		100	100	143
Xylem Inc.	Rye Brook, NY	●	●	●	●	●			●	●		65	65	626
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●		100	100	561
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Young's Market Co.	Tustin, CA	●	●	●	●	●		●	●	●		85	80	
YRC Worldwide Inc.	Overland Park, KS	●		●						●		20	20	510
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●			●	●		80	80	228
Zenith Media Services Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100		
Zurich North America	Schaumburg, IL	●	●	●	●	●			●	●		75	75	

Appendix C

Ratings by Industry, Descending Score

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Advertising and Marketing															
Daniel J. Edelman Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100		
DigitasLBI	Boston, MA	●	●	●	●	●	●	●	●	●			100	100	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	372
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	
Mediavest Spark	New York, NY	●	●	●	●	●	●	●	●	●			100		
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●			100	85	200
Optimedia International US Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100		
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●			100	90	
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●			100	100	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●			100	100	
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Starcom	Chicago, IL	●	●	●	●	●	●	●	●	●			100		
Zenith Media Services Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●			95	95	
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●			85	80	
Alliance Data Systems Corp.	Plano, TX	●	●	●	●	●	●	●	●	●			80		494
Fleishman-Hillard Inc.	St. Louis, MO	●	●		●	●		●	●	●			75	75	
Quantcast Corp	San Francisco, CA	●	●	●	●	●	●		●				75		
Rosetta LLC	Hamilton, NJ	●	●	●	●	●			●	●			75	75	
Emmis Communications Corporation	Indianapolis, IN	●			●	●			●	●	●		60	60	
Aerospace and Defense															
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●			100	85	
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	27
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●			100	100	517
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●			100	100	64
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●			100	100	124
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●			100	100	129
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●			100	100	507
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●			●	●	●		90	85	100
Huntington Ingalls Industries	Newport News, VA	●	●	●	●	●			●	●	●		85	10	390
Rolls-Royce North America (USA) Holdings Co.	Reston, VA	●	●	●	●	●	●			●	●		85	60	
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●			75	75	74

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Textron Inc.	Providence, RI	●		●	●	●			●	●				55	55	219
L-3 Communications Holdings	New York, NY	●	●		●	●								40	20	252
Orbital ATK, Inc.	Dulles, VA	●	●		●	●								35	35	539
Precision Castparts Corp.	Portland, OR	●	●											20	20	302
Spirit AeroSystems Holdings	Wichita, KS													0		396
Airlines																
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●				100	100	484
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●				100	100	70
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●				100	90	73
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●				100	100	454
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●				100	100	161
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●				100	100	79
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●				95	90	
SkyWest Airlines Inc.	St. George, UT	●	●	●	●	●		●	●	●				90	90	
Hawaiian Airlines Inc.	Honolulu, HI	●	●	●	●	●				●				65	65	920
Apparel, Fashion, Textiles, Dept. Stores																
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●				100	100	
American Apparel LLC	Los Angeles, CA	●	●	●	●	●	●	●	●	●				100	100	
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●				100	100	541
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●				100	100	105
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●				100	100	106
VF Corp.	Greensboro, NC	●	●	●	●	●	●	●	●	●				100	85	248
Under Armour Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●				95	20	739
Brooks Brothers Group Inc.	New York, NY	●	●	●	●	●		●	●	●				90	70	
DSW	Columbus, OH	●	●	●	●	●		●	●	●				90	80	866
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●				90	85	490
Ralph Lauren Corp.	New York, NY	●	●	●	●	●		●	●	●				90	90	374
Aéropostale Inc.	New York, NY	●	●	●	●	●		●	●	●				85	85	
PVH Corp.	New York, NY	●	●	●	●	●		●	●	●				85	85	351
Urban Outfitters Inc.	Philadelphia, PA	●	●	●	●	●			●	●				85	10	701
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●		●	●	●				80	85	
Fossil Inc.	Richardson, TX	●	●	●	●	●				●				75	60	679
L.L. Bean Inc.	Freeport, ME	●	●		●	●		●	●					60	60	
Automotive																
FCA US LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	●				100	95	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●			100	100	9
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●			100	100	6
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●	●	●	●	●			100	95	
Lear Corp.	Southfield, MI	●	●	●	●	●	●	●	●	●			100	85	174
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●			100	100	
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●	●	●	●	●			100	85	
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●			100	100	717
Toyota North America Inc.	Plano, TX	●	●	●	●	●	●	●	●	●			100	100	
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●			100	100	
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	●			95	95	344
Honda North America Inc.	Marysville, OH	●	●	●	●	●	●		●	●			85	50	
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●	●	●		●	●	●			80	70	
Goodyear Tire & Rubber Co.	Akron, OH	●	●	●	●	●			●	●			80	10	166
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	●				●			55	55	
BorgWarner Inc.	Auburn Hills, MI	●	●		●	●							40	20	347
Group 1 Automotive	Houston, TX	●			●	●							35	35	291
Dana Holding Corp.	Maumee, OH	●		●					●	●			30	30	410
Navistar International Corp.	Lisle, IL	●	●						●				30	30	276
Autoliv Inc.	Auburn Hills, MI	●	●										20	20	312
Cooper Tire & Rubber Co.	Findlay, OH	●				●			●				20	20	688
Paccar Inc.	Bellevue, WA	●	●										20	20	158
Tenneco Inc.	Lake Forest, IL	●	●										20	10	341
Asbury Automotive Group	Duluth, GA	●	●										10	10	450
AutoNation Inc.	Fort Lauderdale, FL	●											10	10	156
TRW Automotive Holdings Corp.	Livonia, MI								●				10	10	175
Lithia Motors, Inc.	Medford, OR												0		482
LKQ Corp.	Chicago, IL												0	0	403
Penske Automotive Group Inc.	Bloomfield Hills, MI												0	0	177
Sonic Automotive Inc.	Charlotte, NC												0	0	315
Banking and Financial Services															
AllianceBernstein LP	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Ally Financial Inc.	Detroit, MI	●	●	●	●	●	●	●	●	●			100	20	295
American Express Co.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	88
Ameriprise Financial Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●			100	100	247
Bank of New York Mellon Corp., The	New York, NY	●	●	●	●	●	●	●	●	●			100	100	189

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion											Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Barclays	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
BB&T Corp.	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	●	100	80	292
BlackRock	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	267
Bloomberg LP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100		
BNP Paribas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Broadridge Financial Solutions Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	849
Capital Markets Company NV, The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Capital One Financial Corp.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	100	100	126
Charles Schwab & Co. Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	435
Citigroup Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	28
Comerica Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	100	100	828
Credit Suisse USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	303
Eastern Bank Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Edward Jones	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	100	10	426
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	100	100	42
Federal National Mortgage Association (Fannie Mae)	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	17
Federal Reserve Bank of Atlanta	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Boston	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Chicago	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	90	
Federal Reserve Bank of Cleveland	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	
Federal Reserve Bank of Richmond	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	100	90	
Federal Reserve Bank of St Louis	Saint Louis, MO	●	●	●	●	●	●	●	●	●	●	●	100		
Fifth Third Bancorp	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	416
Financial Industry Regulatory Authority Inc.	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	85	
First Data Corp.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	265
Franklin Resources Inc.	San Mateo, CA	●	●	●	●	●	●	●	●	●	●	●	100	90	335
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	76
HSBC USA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	95	
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	765
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	21
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	592
KKR & Co. LP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90	356

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion											Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
LPL Financial Holdings Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	95	
MasterCard Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	308
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	699
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	82
Northern Trust Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	571
OppenheimerFunds Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	60	
Pacific Investment Management Co. LLC	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●	●	100		
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	192
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	55
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
S&P Global Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	500
State Street Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	278
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	327
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●	●	●	100	100	
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●	100	95	620
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●	●	●	100	100	727
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	●	100	100	
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
TIAA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	92
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	138
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	●	●	●	100	85	122
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Visa	Foster City, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	238
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	30
CME Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	95	70	732
Legg Mason Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●	95	10	808
M&T Bank Corp.	Buffalo, NY	●	●	●	●	●	●	●	●	●	●	●	95	95	545
Robert W. Baird & Co. Incorporated	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	95	95	
BMO Bankcorp Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	90	90	
Brown Brothers Harriman & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	90	85	
Compass Bancshares Inc. (BBVA Compass)	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	●	90	90	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion											Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Federal Reserve Bank of New York	New York, NY	●	●	●	●	●	●		●	●	●			90	90	
Fidelity National Information Services Inc.	Jacksonville, FL	●	●	●	●	●		●	●	●				90	10	422
First American Financial Corp.	Santa Ana, CA	●	●	●	●	●	●		●	●	●			90	10	554
IHS Markit Ltd.	New York, NY	●	●	●	●	●	●		●	●	●			90		
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●		●	●	●			90	85	
Navient	Wilmington, DE	●	●	●	●	●	●	●	●	●	●			90		463
Bank of the West	San Francisco, CA	●	●	●	●	●		●	●	●	●			85		
Canadian Imperial Bank of Commerce	New York, NY	●	●	●	●	●		●	●	●	●			85	55	
First Horizon National Corp.	Memphis, TN	●	●	●	●	●		●	●	●	●			85	85	
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●		●	●	●	●			85	85	521
RBS Securities Inc.	Stamford, CT	●	●	●	●	●		●	●	●	●			85	75	
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●		●	●	●	●			85	85	479
E*TRADE Financial Corp.	New York, NY	●	●	●	●	●		●	●	●	●			80	65	1000
Federal Reserve Bank of San Francisco	San Francisco, CA	●	●	●	●	●	●		●	●	●			80		
Mesirow Financial Holdings Inc.	Chicago, IL	●	●	●	●	●			●	●	●			80		
Waddell & Reed Financial Inc.	Overland Park, KS	●	●	●	●	●	●		●	●	●			80	75	
Bank of America Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	●		75	100	23
Invesco Ltd.	Atlanta, GA	●	●	●	●	●	●		●	●	●	●		75	65	
Loews Corp.	New York, NY	●	●	●	●	●			●	●	●	●		75	25	211
NASDAQ OMX Group Inc., The	New York, NY	●	●	●	●	●			●	●	●	●		75	85	680
CoreLogic	Santa Ana, CA	●	●	●	●	●		●	●	●	●			70	70	
Federal Reserve Bank of Philadelphia	Philadelphia, PA	●	●		●	●	●		●	●				70		
H&R Block Inc.	Kansas City, MO	●	●	●	●	●			●	●	●			70	70	751
NYSE Euronext Inc.	New York, NY	●	●	●	●	●			●	●	●			55	40	
SLM Corp. (Sallie Mae)	Newark, DE	●			●	●	●		●	●				35	35	
Chamberlin Edmonds & Associates Inc.	Atlanta, GA	●			●	●	●		●	●				30	30	
Fidelity National Financial Corp.	Jacksonville, FL	●	●											20	20	314
Western Union Co., The	Englewood, CO	●	●											20	20	468
CIT Group Inc.	New York, NY	●												10	10	662
HRG Group	New York, NY	●												10	10	447
INTL FCStone Inc.	New York, NY	●												10	10	93
A-Mark Precious Metals	Santa Monica, CA													0		444
Leucadia National Corporation	New York, NY													0	0	244
Chemicals and Biotechnology																
Dow Chemical Co., The	Midland, MI	●	●	●	●	●	●	●	●	●	●			100	100	48

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Ecolab Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	213
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	100	100	197
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	95	249
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	181
Agilent Technologies Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	●	●	95	90	389
Celanese Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	●	●	90	85	395
Lubrizol Corp.	Wickliffe, OH	●	●	●	●	●	●	●	●	●	●	●	●	85	80	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	●	75	75	198
Ashland Inc.	Covington, KY	●	●	●	●	●	●	●	●	●	●	●	●	65	65	371
Huntsman Corp.	The Woodlands, TX	●	●	●	●	●	●	●	●	●	●	●	●	55	35	259
Quintiles Transnational	Durham, NC	●	●	●	●	●	●	●	●	●	●	●	●	20	20	476
Sherwin-Williams Co., The	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	●	●	20	20	266
Avery Dennison	Glendale, CA	●	●	●	●	●	●	●	●	●	●	●	●	10	10	427
Computer and Data Services																
Automatic Data Processing Inc.	Roseland, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	100	251
Citrix Systems Inc.	Fort Lauderdale, FL	●	●	●	●	●	●	●	●	●	●	●	●	100		725
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dropbox Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
EMC Corp.	Hopkinton, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	121
FactSet Research Systems Inc.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Hewlett Packard Enterprise Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	●	●	100		
HP Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	19
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	107
Arrow Electronics	Centennial, CO	●	●	●	●	●	●	●	●	●	●	●	●	85	75	131
LexisNexis Group	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Computer Sciences Corp. (CSC)	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	80	80	229
SRA International Inc.	Fairfax, VA	●	●	●	●	●	●	●	●	●	●	●	●	80	80	
Hortonworks Inc.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	●	●	65		
Unisys Corp.	Blue Bell, PA	●	●	●	●	●	●	●	●	●	●	●	●	30	30	696
Cognizant Technology Solutions Corp.	Teaneck, NJ	●	●	●	●	●	●	●	●	●	●	●	●	20	20	288
Computer Hardware and Office Equipment																
Apple Inc.	Cupertino, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	5
LENOVO (UNITED STATES) INC.	Morrisville, NC	●	●	●	●	●	●	●	●	●	●	●	●	100		
Lexmark International Inc.	Lexington, KY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	656

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●			100	100	143
NetApp Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●		95	95	428
CDW Corp.	Vernon Hills, IL	●	●	●	●	●		●	●	●			90	90	253
Avnet Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●			80	80	108
Ingram Micro	Irvine, CA	●	●	●	●	●			●	●	●		70	75	62
Insight Enterprises Inc.	Tempe, AZ	●	●	●	●	●			●	●	●		65	60	493
Seagate Technology LLC	Scotts Valley, CA	●	●		●	●			●				45	45	
SYNNEX Corp.	Fremont, CA	●	●		●								40	40	220
Acer America Corp.	San Jose, CA	●			●	●							25	25	
Western Digital Corp.	Irvine, CA	●	●										20	20	205
Essendant Inc.	Deerfield, IL	●											10	10	489
Software House International	Somerset, NJ	●											10	10	
Computer Software															
Adobe Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●			100	100	605
Autodesk Inc.	San Rafael, CA	●	●	●	●	●	●	●	●	●			100	85	862
CA Technologies Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	568
Electronic Arts Inc.	Redwood City, CA	●	●	●	●	●	●	●	●	●			100	100	671
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●			100	100	572
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●			100	100	31
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●			100	100	412
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●			100	100	81
Salesforce	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	95	483
SAP America Inc.	Newtown Square, PA	●	●	●	●	●	●	●	●	●			100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●			100	100	405
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	
Ultimate Software Group Inc., The	Weston, FL	●	●	●	●	●	●	●	●	●			100	80	
Instacart Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●		95		
VMware Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●		95		
Veritas Technologies LLC	Mountain View, CA	●	●	●	●	●	●		●	●	●		85		
BMC Software Inc.	Houston, TX	●	●	●	●	●	●		●	●	●		80	70	
Avaya Inc.	Santa Clara, CA	●	●	●	●	●			●	●	●		70	75	581
Pitney Bowes Inc.	Stamford, CT	●	●	●	●	●	●	●		●	●		70	70	636
Software AG USA Inc.	Reston, VA	●	●	●	●	●			●	●	●		60	60	
Allscripts-Misys Healthcare Solutions Inc.	Chicago, IL	●		●		●			●	●	●		30	30	
Consulting and Business Services															

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
A.T. Kearney Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Accenture	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Aon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Bain & Co. Inc./ Bridgespan Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Booz Allen Hamilton Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	475
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	●	100	100	783
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dun & Bradstreet Corp., The	Short Hills, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	20	
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	85	
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
IBM Corp.	Armonk, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	24
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	144
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	235
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Nielsen	New York City, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	85	552
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
Slalom	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
The Advisory Board Co.	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	100		
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Willis Towers Watson	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	676
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	●	●	●	●	●	95	95	471
Capgemini US LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	85	
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	●	●	80	80	
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	●	●	70	70	
Education and Child Care																
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	85	
Pearson Inc.	Hoboken, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Energy and Utilities															
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●			100	90	438
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●			100	95	184
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	111
National Grid USA	Waltham, MA	●	●	●	●	●	●	●	●	●			100	80	
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	182
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●			100	100	
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●			100	95	257
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●			100	100	270
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●			100	100	
Southern Co.	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	85	163
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●			100	90	255
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●			95	90	236
Consumers Energy	Jackson, MI	●	●	●	●	●	●	●	●	●			95	35	383
Alliant Energy Corp.	Madison, WI	●	●	●	●	●		●	●	●			90	90	697
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●		●	●	●			90	90	116
Pinnacle West Capital	Phoenix, AZ	●	●	●	●	●	●		●	●			90	50	683
Public Service Enterprise Group	Newark, NJ	●	●	●	●	●		●	●	●			90	80	274
Entergy Corp.	New Orleans, LA	●	●	●	●	●		●	●	●			85	85	241
Pepco Holdings Inc.	Washington, DC	●	●	●	●	●		●	●	●			85	80	527
Constellation Energy Group Inc.	Baltimore, MD	●	●	●	●	●		●	●	●			80	80	
DTE Energy Co.	Detroit, MI	●	●	●		●	●		●	●	●		80	75	246
Laclede Group Inc., The	St. Louis, MO	●	●	●	●	●		●	●	●			80	80	
NiSource Inc.	Merrillville, IN	●	●	●	●	●			●	●	●		75	75	418
SunPower Corp.	San Jose, CA	●	●	●	●	●	●		●	●	●		75	75	748
WEC Energy Group	Milwaukee, WI	●	●	●	●	●			●	●	●		75	60	519
Dominion Resources Inc.	Richmond, VA	●	●	●	●	●		●	●	●			70	70	243
NextEra Energy Inc.	Juno Beach, FL	●	●	●	●	●		●	●	●			70	60	183
NRG Energy Inc.	Princeton, NJ	●	●		●	●		●	●	●			70	65	196
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●			●	●			65	65	
Eversource Energy	Springfield, MA	●	●			●			●				35	25	367
Severn Trent Services Inc.	Fort Washington, PA	●	●		●	●							35	35	
Calpine Corp.	Houston, TX	●			●	●			●				30	30	353
CenterPoint Energy Inc.	Houston, TX	●	●										20	10	313
Edison International	Rosemead, CA	●	●										20	20	226

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Energy Future Holdings Corp.	Dallas, TX	●	●										20	20	446
Energy Transfer Equity L.P.	Dallas, TX	●	●										20	20	53
UGI Corp.	King of Prussia, PA	●	●										20	20	349
FirstEnergy Corp.	Akron, OH	●											10	10	206
Global Partners	Waltham, MA	●											10	10	180
AES Corp., The	Arlington, VA												0	0	178
Targa Resources Corp.	Houston, TX												0	0	329
Engineering and Construction															
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Arup USA Inc	New York, NY	●	●	●	●	●	●		●	●			90		
AECOM	Los Angeles, CA	●	●	●	●	●		●	●	●	●		85	85	343
Black & Veatch Holding Inc.	Overland Park, KS	●	●	●	●	●		●	●	●	●		85	80	
CH2M HILL Companies Ltd.	Englewood, CO	●	●	●	●	●		●	●	●	●		85	85	480
Fluor Corp.	Irving, TX	●	●	●	●	●		●	●	●	●		85	85	136
Jacobs Engineering Group Inc.	Pasadena, CA	●	●		●	●							35	35	239
KB Home	Los Angeles, CA	●	●		●	●							35	35	895
Perkins + Will Inc.	Chicago, IL	●			●	●			●				35	35	
DR Horton Inc.	Fort Worth, TX	●	●										20	20	354
KBR Inc.	Houston, TX	●	●										20	20	424
Lennar Corp.	Miami, FL	●	●										20	20	364
Peter Kiewit Sons' Inc.	Omaha, NE	●	●										20	10	286
United Rentals Inc.	Stamford, CT	●	●										20	0	461
Ryland Group Inc., The	Calabasas, CA	●				●							15	15	830
EMCOR Group Inc.	Norwalk, CT	●											10	10	421
PulteGroup Inc.	Atlanta, GA	●											10	10	453
Quanta Services	Houston, TX	●											10	10	361
Entertainment and Electronic Media															
AMC Entertainment Inc.	Leawood, KS	●	●	●	●	●	●	●	●	●			100	100	
CBS Corp.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	212
Comcast NBCUniversal	Philadelphia, PA	●	●	●	●	●	●	●	●	●			100	100	43
Netflix Inc.	Los Gatos, CA	●	●	●	●	●	●	●	●	●			100	90	474
Pandora Media Inc.	Oakland, CA	●	●	●	●	●	●	●	●	●			100		
SIRIUS XM Radio Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Sony Corporation of America	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Sony Pictures Entertainment Inc.	Culver City, CA	●	●	●	●	●	●	●	●	●			100	100	

Appendix C Ratings by Industry, Descending Score

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
TEGNA Inc.	McLean, VA	●	●	●	●	●	●	●	●	●			100	95	441
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	104
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	222
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●			100	100	57
iHeartMedia Inc.	San Antonio, TX	●	●	●	●	●	●	●	●	●			95	55	429
Vox Media Inc.	Washington, DC	●	●	●	●	●	●	●	●	●			95		
Cox Enterprises Inc.	Atlanta, GA	●	●	●	●	●		●	●	●			90	90	
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●		●	●	●			85	85	757
Sony Computer Entertainment America LLC	Foster City, CA	●	●		●	●	●	●	●				80	80	
Live Nation Inc.	Beverly Hills, CA	●	●	●	●	●			●	●			75	75	392
Corbis Corp.	Seattle, WA	●	●		●	●							35	35	
Discovery Communications Inc.	Silver Spring, MD	●	●										20	20	430
Twenty-First Century Fox	New York, NY	●											10	10	97
Food, Beverages and Groceries															
Anheuser-Busch Companies Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●			100	100	
Aramark Corp.	Philadelphia, PA	●	●	●	●	●	●	●	●	●			100	100	207
Barilla America Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●			100	100	
Ben & Jerry's Homemade Inc.	South Burlington, VT	●	●	●	●	●	●	●	●	●			100	100	
Brown-Forman Corp.	Louisville, KY	●	●	●	●	●	●	●	●	●			100	100	756
Campbell Soup Co.	Camden, NJ	●	●	●	●	●	●	●	●	●			100	100	342
Cargill Inc.	Wayzata, MN	●	●	●	●	●	●	●	●	●			100	100	
Coca-Cola Co., The	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	100	63
ConAgra Foods Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●			100	100	173
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●			100	100	325
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●			100	100	
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●			100	100	
E&J Gallo Winery	Modesto, CA	●	●	●	●	●	●	●	●	●			100	100	
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●			100	100	171
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●			100	100	376
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●			100	100	310
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●			100	100	210
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●			100	100	203
McDonald's Corp.	Oak Brook, IL	●	●	●	●	●	●	●	●	●			100	100	110
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●			100	100	91

Appendix C Ratings by Industry, Descending Score

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	44
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	85	
Sodexo Inc.	Gaithersburg, MD	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Tyson Foods Inc.	Springdale, AR	●	●	●	●	●	●	●	●	●	●	●	●	100	85	83
Wawa Inc.	Wawa, PA	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●	●	●	●	100	100	686
Ahold USA Inc.	Quincy, MA	●	●	●	●	●	●	●	●	●	●	●	●	95	40	
Keurig Green Mountain	Waterbury, VT	●	●	●	●	●	●	●	●	●	●	●	●	95	95	549
Kroger Co., The	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	●	95	95	20
Bob Evans Farms Inc.	New Albany, OH	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Compass Group USA Inc.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	●	●	90	50	
J. M. Smucker Co.	Orrville, OH	●	●	●	●	●	●	●	●	●	●	●	●	90	75	467
Mars Inc.	Mt. Olive, NJ	●	●	●	●	●	●	●	●	●	●	●	●	90	80	
Nestlé USA Inc.	Glendale, CA	●	●	●	●	●	●	●	●	●	●	●	●	90	20	
The Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90	967
Burger King Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Caribou Coffee Company Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	85	50	
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	●	●	85	75	
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Ocean Spray Cranberries Inc.	Lakeville-Middleboro, MA	●	●	●	●	●	●	●	●	●	●	●	●	85		
Whole Foods Market Inc.	Austin, TX	●	●	●	●	●	●	●	●	●	●	●	●	85	85	214
Young's Market Co.	Tustin, CA	●	●	●	●	●	●	●	●	●	●	●	●	85	80	
Brinker International Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	80	55	777
Constellation Brands Inc.	Victor, NY	●	●	●	●	●	●	●	●	●	●	●	●	80	40	530
McCormick & Company Inc.	Sparks, MD	●	●	●	●	●	●	●	●	●	●	●	●	80	70	598
Supervalu Inc.	Eden Prairie, MN	●	●	●	●	●	●	●	●	●	●	●	●	80	80	164
SYSCO Corp.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	80	70	61
Yum! Brands Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	●	●	80	80	228
Denny's Corp.	Spartanburg, SC	●	●	●	●	●	●	●	●	●	●	●	●	75	75	
US Foods Inc.	Rosemont, IL	●	●	●	●	●	●	●	●	●	●	●	●	75	75	128
Chipotle Mexican Grill Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	●	●	70	70	611
Wendy's Co., The	Dublin, OH	●	●	●	●	●	●	●	●	●	●	●	●	70	65	993
Bloomin' Brands Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	●	65	65	580
Cracker Barrel Old Country Store Inc.	Lebanon, TN	●	●	●	●	●	●	●	●	●	●	●	●	55	55	818
Dr Pepper Snapple Group Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	●	●	55	60	437

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Palm Management Corp.	Washington, DC	●		●	●	●		●	●	●			55	55	
Sanderson Farms Inc.	Laurel, MS	●	●	●	●	●							55		803
Gastronomy Inc.	Salt Lake City, UT	●	●	●	●	●			●	●			50	50	
Winn-Dixie Stores Inc.	Jacksonville, FL	●			●	●			●				45	40	
Dean Foods Co.	Dallas, TX	●	●		●	●			●				40	40	306
H.E. Butt Grocery Co.	San Antonio, TX	●			●				●				30	30	
C&S Wholesale Grocers Inc.	Keene, NH	●			●								20	20	
CHS Inc.	Inver Grove Heights, MN	●	●										20	20	69
Seaboard Corp.	Shawnee Mission, KS	●	●										20	20	417
Dole Food Co. Inc.	Westlake Village, CA				●								10	10	
Publix Super Markets Inc.	Lakeland, FL	●											10	20	101
United Natural Foods Inc.	Providence, RI	●											10	10	397
Core-Mark Holding Company Inc.	South San Francisco, CA												0	0	352
Ingredion Inc.	Westchester, IL												0	0	462
Lansing Trade Group	Overland Park, KS												0		411
SpartanNash	Grand Rapids, MI												0		359
Forest and Paper Products															
Weyerhaeuser Co.	Federal Way, WA	●	●	●	●	●	●	●	●	●			95	95	355
International Paper Co.	Memphis, TN	●	●		●	●			●				45	25	114
Domtar Corp.	Fort Mill, SC	●	●										20	10	470
Healthcare															
Aetna Inc.	Hartford, CT	●	●	●	●	●	●	●	●	●			100	100	49
Baxter International Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●			100	100	185
Blue Cross Blue Shield of Minnesota	Eagan, MN	●	●	●	●	●	●	●	●	●			100	95	
Blue Shield of California	San Francisco, CA	●	●	●	●	●	●	●	●	●			100		
Boston Scientific Corp.	Marlborough, MA	●	●	●	●	●	●	●	●	●			100	100	378
Cardinal Health Inc.	Dublin, OH	●	●	●	●	●	●	●	●	●			100	100	26
CIGNA Corp.	Bloomfield, CT	●	●	●	●	●	●	●	●	●			100	100	90
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●			100	100	10
Express Scripts Holding Company	St. Louis, MO	●	●	●	●	●	●	●	●	●			100	90	22
Group Health Cooperative	Seattle, WA	●	●	●	●	●	●	●	●	●			100	95	
Henry Schein Inc.	Melville, NY	●	●	●	●	●	●	●	●	●			100	100	287
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●			100	100	58
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●			100	100	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	11

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	90	375
AthenaHealth Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	●	●	95		
Centene Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	95	80	186
UnitedHealth Group Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	●	●	95	95	14
AmerisourceBergen Corp.	Chesterbrook, PA	●	●	●	●	●	●	●	●	●	●	●	●	85	75	16
Cerner Corp.	North Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	●	85	85	690
CHG Healthcare Services Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Group Health Permanente	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	85	75	
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●	●	●	●	●	●	●	●	80	85	309
Abbott Laboratories	Abbott Park, IL	●	●	●	●	●	●	●	●	●	●	●	●	75	75	134
Blue Cross Blue Shield of North Carolina	Durham, NC	●	●	●	●	●	●	●	●	●	●	●	●	75	100	
Horizon Healthcare Services Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	●	70	70	
Health Net Inc.	Woodland Hills, CA	●	●	●	●	●	●	●	●	●	●	●	●	65	65	216
Molina Healthcare Inc.	Long Beach, CA	●	●	●	●	●	●	●	●	●	●	●	●	60	60	301
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	●	●	●	●	●	●	●	●	●	●	●	●	60	40	617
Austin Radiological Assn.	Austin, TX	●	●	●	●	●	●	●	●	●	●	●	●	30	30	
Laboratory Corporation of America Holdings	Burlington, NC	●	●	●	●	●	●	●	●	●	●	●	●	20	20	440
Omnicare	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	●	20	20	414
WellCare Health Plans Inc.	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	●	20	20	234
Healthcare Medical Facilities																
DaVita Inc.	Denver, CO	●	●	●	●	●	●	●	●	●	●	●	●	75	45	231
Tenet Healthcare Corporation	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	70	65	170
HCA - Hospital Corporation of America	Nashville, TN	●	●	●	●	●	●	●	●	●	●	●	●	60	70	75
Pacific Medical Centers	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	60	60	
HealthSouth Corp.	Birmingham, AL	●	●	●	●	●	●	●	●	●	●	●	●	55		893
Community Health Systems Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	●	●	●	20	20	135
Kindred Healthcare Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	●	●	20	10	491
Universal Health Services	King of Prussia, PA	●	●	●	●	●	●	●	●	●	●	●	●	10	10	324
LifePoint Health Inc.	Brentwood, TN	●	●	●	●	●	●	●	●	●	●	●	●	0		495
High-Tech/Photo/Science Equip.																
Advanced Micro Devices Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	80	473
Eastman Kodak Co.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	966
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	52
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●			100	100	553
Texas Instruments Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●			100	85	233
St. Jude Medical Inc.	St. Paul, MN	●	●	●	●	●	●	●	●	●			95	95	466
Applied Materials Inc.	Santa Clara, CA	●	●	●	●	●	●		●	●			85	80	319
Becton, Dickinson and Co.	Franklin Lakes, NJ	●	●	●	●	●			●	●			65	65	338
ITT Corp.	White Plains, NY	●	●	●	●	●			●	●			55	55	823
ADT	Boca Raton, FL	●		●	●	●			●	●			45	10	689
Micron Technology Inc.	Boise, ID	●	●		●	●							40	20	190
Terex Corp.	Westport, CT	●	●		●	●							35	35	377
KLA-Tencor Corp.	Milpitas, CA	●			●				●				25	25	769
Broadcom Corp.	Irvine, CA	●	●										20	15	340
Graybar Electric Company Inc.	St. Louis, MO	●	●										20	20	445
Parker Hannifin Corp.	Cleveland, OH	●	●										20	20	230
SanDisk Corp.	Milpitas, CA	●	●										20	20	408
Agco	Duluth, GA	●											10	10	296
Dover Corp.	Downers Grove, IL	●											10	10	346
General Cable Corp.	Highland Heights, KY	●											10	10	443
Amphenol Corp.	Wallingford, CT												0		487
Harman International Industries Inc.	Stamford, CT												0		486
Sanmina-SCI	San Jose, CA												0	0	432
Home Furnishing															
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●			100	100	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●			100	100	
Masco Corp.	Taylor, MI	●											10	10	334
Hotels, Resorts and Casinos															
Borgata Hotel Casino & Spa	Atlantic City, NJ	●	●	●	●	●	●	●	●	●			100	100	
Caesars Entertainment Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●			100	100	328
Choice Hotels International Inc.	Rockville, MD	●	●	●	●	●	●	●	●	●			100	100	
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●			100	100	280
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	583
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	100	
Kimpton Hotel & Restaurant Group LLC	San Francisco, CA	●	●	●	●	●	●	●	●	●			100	100	
Marriott International Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●			100	100	221
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●			100	100	289
Starwood Hotels & Resorts Worldwide	Stamford, CT	●	●	●	●	●	●	●	●	●			100	100	442

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Wyndham Worldwide Corp.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●	●	●	100	95	497
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	100	100	477
Carlson Inc.	Minnetonka, MN	●	●	●	●	●	●	●	●	●	●	●	●	95	85	
Tropicana Las Vegas, The	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Sbe	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	●	75	75	
Quaintance-Weaver Inc.	Greensboro, NC	●	●	●	●	●	●	●	●	●	●	●	●	60	60	
Host Hotels & Resorts Inc.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	●	●	10	20	485
Las Vegas Sands Corp.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	●	●	10	10	209
Insurance																
AIG	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	46
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	100	85	
American Family Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	358
Anthem Inc.	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●	●	100	100	38
AXA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross & Blue Shield of Rhode Island	Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Blue Cross Blue Shield of Massachusetts	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Cambia Health Solutions Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	●	100	90	
CareFirst Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●	●	100	85	
CNA Insurance	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
CUNA Mutual Group	Madison, WI	●	●	●	●	●	●	●	●	●	●	●	●	100	90	687
Erie Insurance Group	Erie, PA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	436
Excellus Health Plan Inc.	Rochester, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	304
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	75	254
Hartford Financial Services Group Inc., The	Hartford, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	100	160
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	100	95	
Highmark Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	●	100		
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Lincoln National Corp.	Radnor, PA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	223
Massachusetts Mutual Life Insurance Co.	Springfield, MA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	94
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	100	39

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●				100	100	85
New York Life Insurance Co.	New York, NY	●	●	●	●	●	●	●	●	●				100	100	80
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●				100	100	109
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●				100	100	282
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●				100	90	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●				100	100	41
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●				100	100	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●				100	100	112
Tufts Health Plan	Watertown, MA	●	●	●	●	●	●	●	●	●				100		
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●				100	100	268
Wellmark Inc.	Des Moines, IA	●	●	●	●	●	●	●	●	●				100	90	
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	●	●			95	95	
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	●	●			95	85	78
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	●	●			95	70	391
Assurant	New York, NY	●	●	●	●	●	●	●	●	●	●			90	85	285
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●			90	90	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	●	●	●			90	90	511
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	●	●			90	90	153
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●			90	90	
Allstate Insurance Co	Northbrook, IL	●	●	●	●	●	●	●	●	●	●			85	85	89
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●			85	85	333
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	●	●			80	70	387
Unum Group	Chattanooga, TN	●	●	●	●	●	●	●	●	●	●			80	60	279
Aflac Inc.	Columbus, GA	●	●	●	●	●	●	●	●	●	●			75	75	132
BMC HealthNet Plan	Boston, MA	●	●	●	●	●	●	●	●	●	●			75	60	
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	●	●			75	75	
Selective Insurance Group	Branchville, NJ	●	●	●	●	●	●	●	●	●	●			55	55	998
Alleghany Corp.	New York, NY	●	●											20	20	499
American Financial Group	Cincinnati, OH	●	●											20	20	459
Berkshire Hathaway Inc.	Omaha, NE	●	●											20	0	4
Reinsurance Group of America Inc.	Chesterfield, MO	●	●											20	20	273
W.R. Berkley	Greenwich, CT	●	●											20	20	385
Auto-Owners Insurance Group	Lansing, MI													0	0	425
Farmers Insurance Exchange	Woodland Hills, CA													0		264
Old Republic International	Chicago, IL													0	0	472

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Western & Southern Financial Group	Cincinnati, OH											0	0	481
Internet Services and Retailing														
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Akamai Technologies Inc.	Cambridge, MA	●	●	●	●	●	●	●	●	●		100	75	
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	100	172
Expedia Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●		100	90	458
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●		100	100	242
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●		100	100	40
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	718
LinkedIn	Mountain View, CA	●	●	●	●	●	●	●	●	●		100		945
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●		100	100	
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
WeddingWire Inc.	Chevy Chase, MD	●	●	●	●	●	●	●	●	●		100	100	
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●		100	100	561
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	
Amazon.com Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●		90	85	29
AOL	New York, NY	●	●	●	●	●	●	●	●	●		85	85	858
Eventbrite Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		85	85	
IAC/InterActiveCorp.	New York, NY	●	●	●	●	●	●	●	●	●		80	75	733
priceline.com LLC	Norwalk, CT	●	●	●	●	●	●	●	●	●		80	70	339
Liberty Interactive Corp.	Englewood, CO											0	0	263
Law Firms														
Akerman LLP	Miami, FL	●	●	●	●	●	●	●	●	●		100	100	
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Alston & Bird LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●		100	100	
Arent Fox LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	95	
Armstrong Teasdale LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	
Arnold & Porter LLP	Washington, DC	●	●	●	●	●	●	●	●	●		100	100	
Baker & McKenzie LLP	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN	●	●	●	●	●	●	●	●	●		100	100	
Blank Rome LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●		100	100	
Boies, Schiller & Flexner LLP	New York, NY	●	●	●	●	●	●	●	●	●		100	100	
Brown Rudnick LLP	Boston, MA	●	●	●	●	●	●	●	●	●		100	100	
Bryan Cave LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	
Buchanan Ingersoll & Rooney PC	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100		

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating		
BuckleySandler LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Cadwalader, Wickersham & Taft LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Carlton Fields Jordan Burt	Tampa, FL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Chapman and Cutler LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Choate, Hall & Stewart LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Cleary Gottlieb Steen & Hamilton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Clifford Chance US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Cooley LLP	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Covington & Burling LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Day Pitney LLP	Hartford, CT	●	●	●	●	●	●	●	●	●	●	●	100	90	
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dentons US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dorsey & Whitney LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	
Dykema Gossett PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	●	100	100	
Faegre Baker Daniels	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Fenwick & West LLP	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	95	
Foley & Lardner LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	100	100	
Foley Hoag LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Fried, Frank, Harris, Shriver & Jacobson LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Frost Brown Todd LLC	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	95	
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	100	100	
Holland & Knight LLP	Brandon, FL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Husch Blackwell LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	100	90	

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating		
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Kaye Scholer LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	90	
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Kutak Rock LLP	Omaha, NE	●	●	●	●	●	●	●	●	●	●	●	100	80	
Lane Powell PC	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	85	
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Lindquist & Vennum LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	
Littler Mendelson PC	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Locke Lord LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	100	95	
Lowenstein Sandler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100		
Mayer Brown LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
McDermott Will & Emery LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	●	100	90	
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	●	100	85	
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Nixon Peabody LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	100	100	
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●	●	●	●	●	●	●	100	85	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	100	100	

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		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	●	●	100	95	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Ropes & Gray LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Schiff Hardin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Sedgwick LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Seyfarth Shaw LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Shearman & Sterling LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Shook, Hardy & Bacon LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Sidley Austin LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Simpson Thacher & Bartlett LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	100	85	
Squire Patton Boggs	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Stoel Rives LLP	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	95	
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Wiley Rein LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Baker & Hostetler LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	95	85	
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	95	85	
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	95	85	
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	95	95	
Drinker Biddle & Reath LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	95	80	
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	95	85	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings		Fortune 1000		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating			
Fredrikson & Byron	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	●	95		
Haynes and Boone LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	95	80	
Hunton & Williams LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	95	95	
Kelley Drye & Warren LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	95	95	
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	95	85	
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	95	85	
Williams Mullen PC	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	●	95	85	
Willkie Farr & Gallagher LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	95	55	
Andrews Kurth LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Barnes & Thornburg LLP	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●	●	90		
Dickstein Shapiro LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	90	85	
Epstein Becker & Green PC	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Fish & Richardson PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Galloway, Johnson, Tompkins, Burr & Smith PLC	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Herrick Feinstein LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Manatt, Phelps & Phillips LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	●	●	90	90	
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	●	90	85	
Baker Botts LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Bracewell & Giuliani	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Dickinson Wright PLLC	Detroit, MI	●	●	●	●	●	●	●	●	●	●	●	●	85		
McCarter & English LLP	Newark, NJ	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
McGuireWoods LLP	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Patton Boggs LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Polsinelli	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Proskauer Rose LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Step toe & Johnson LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●	●	●	●	●	●	●	●	85	75	
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	●	●	85	80	
Kenyon & Kenyon	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	80	80	
LeClairRyan	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	●	80	50	
Morris, Manning & Martin LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	80		
Jackson Walker LLP	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	70	70	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Holland & Hart LLP	Denver, CO	●	●	●	●	●		●	●	●			55	55	
Loeb & Loeb LLP	Los Angeles, CA	●	●		●	●			●				50	55	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●				●			●				20	20	
Mail and Freight Delivery															
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●			100	90	47
FedEx Corp.	Memphis, TN	●	●	●	●	●		●	●	●			85	85	65
Union Pacific Corp.	Omaha, NE	●	●	●	●	●		●	●	●			85	85	123
Burlington Northern Santa Fe Corp.	Fort Worth, TX	●		●						●			20	20	
J. B. Hunt Transport Services Inc.	Lowell, AR	●	●										20	0	434
YRC Worldwide Inc.	Overland Park, KS	●		●						●			20	20	510
Manufacturing															
3M Co.	St. Paul, MN	●	●	●	●	●	●	●	●	●			100	100	98
Arconic Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	
Ball Corp.	Broomfield, CO	●	●	●	●	●	●	●	●	●			100	100	332
Corning Inc.	Corning, NY	●	●	●	●	●	●	●	●	●			100	100	297
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●			100	100	154
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●			100	100	147
Eaton Corp.	Cleveland, OH	●	●	●	●	●	●	●	●	●			100	100	
General Electric Co.	Boston, MA	●	●	●	●	●	●	●	●	●			100	100	8
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●			100	100	
Nestlé Purina PetCare Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●			100	100	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●			100	100	498
Rockwell Automation Inc.	Milwaukee, WI	●	●	●	●	●	●	●	●	●			100	100	409
Steelcase Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●			100	100	759
Stryker Corp.	Kalamazoo, MI	●	●	●	●	●	●	●	●	●			100	80	300
TE Connectivity Inc.	Berwyn, PA	●	●	●	●	●	●	●	●	●			100	90	
United Technologies Corp.	Farmington, CT	●	●	●	●	●	●	●	●	●			100	95	45
Eastman Chemical Co.	Kingsport, TN	●	●	●	●	●	●	●	●	●			95	20	305
Caterpillar Inc.	Peoria, IL	●	●	●	●	●		●	●	●			90	90	54
Emerson Electric Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●			90	80	120
Ingersoll-Rand Company	Davidson, NC	●	●	●	●	●	●	●	●	●			100	90	
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●		●	●	●			90	90	258
Siemens	Malvern, PA	●	●	●	●	●			●	●			100		
Deere & Co.	Moline, IL	●	●	●	●	●			●	●			85	75	86
The Bama Companies Inc.	Tulsa, OK	●	●	●	●	●		●	●	●			85		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
Kraft Heinz Company, The	Pittsburgh, PA	●	●	●	●	●	●		●		●			80		
Sonoco Products Company	Hartsville, SC	●	●	●	●	●			●		●			80		516
Freescall Semiconductor Inc.	Austin, TX	●	●	●	●	●			●		●			75	75	
Johnson Controls Inc.	Milwaukee, WI	●	●	●	●	●			●		●			75	60	66
WestRock	Norcross, GA	●	●	●	●	●			●		●			70		
Archer Daniels Midland Co.	Decatur, IL	●	●		●	●			●		●			65	35	34
Illinois Tool Works Inc.	Glenview, IL	●	●	●	●	●			●		●			65	60	201
USG Corp.	Chicago, IL	●	●	●	●	●			●		●			65	65	653
Xylem Inc.	Rye Brook, NY	●	●	●	●	●			●		●			65	65	626
RB	Parsippany, NJ	●		●	●	●			●		●			50		
Mohawk Industries Inc.	Calhoun, GA	●	●		●	●								35	15	362
Baldor Electric Co.	Fort Smith, AR	●		●		●					●			25	25	
Oshkosh Corp.	Oshkosh, WI	●	●											20	10	394
Owens-Illinois Inc.	Perrysburg, OH	●	●											20	10	399
Jabil Circuit Inc.	St. Petersburg, FL	●												10	10	191
Crown Holdings	Philadelphia, PA													0	10	318
Mining and Metals																
Alcoa Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●				100	100	125
Newmont Mining Corporation	Greenwood Village, CO	●	●	●	●	●	●	●	●	●				100	80	379
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●		●		●			85	85	320
Anadarko Petroleum	The Woodlands, TX	●	●		●	●								40	20	162
Devon Energy Corp.	Oklahoma City, OK	●	●		●	●								40	20	152
AK Steel Holding Corp.	West Chester, OH	●	●											20	20	415
Apache Corp.	Houston, TX	●	●											20	20	218
Commercial Metals	Irving, TX	●	●											20	20	388
Occidental Petroleum	Los Angeles, CA	●	●											20	20	115
Steel Dynamics Inc.	Fort Wayne, IN	●	●											20	20	326
EOG Resources	Houston, TX	●												10	10	167
Icahn Enterprises LP	New York, NY	●												10	0	155
Nucor Corp.	Charlotte, NC	●												10	10	139
Peabody Energy Corp.	St. Louis, MO	●												10	10	398
Reliance Steel & Aluminum Co.	Los Angeles, CA	●												10	10	283
United States Steel Corp.	Pittsburgh, PA	●												10	10	176
Freeport-McMoRan Copper & Gold Inc.	Phoenix, AZ													0	0	137
Pioneer Natural Resources Company	Irving, TX													0		496

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Miscellaneous															
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	●	●	●	●	●	●	●	●	●			100	100	87
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●			100	100	290
Imation Corp.	Oakdale, MN	●	●	●	●	●			●	●			60	60	
WESCO International Inc.	Pittsburgh, PA	●	●	●	●	●							55	10	360
Anixter International Inc.	Glenview, IL	●	●										20	20	420
Sealed Air Corp.	Elmwood Park, NJ	●	●										20	20	366
United Rentals Inc.	Stamford, CT	●	●										20	0	461
Genuine Parts Co.	Atlanta, GA												0	20	199
Packaging Corporation of America	Lake Forest, IL												0		451
Oil and Gas															
Air Products & Chemicals Inc.	Allentown, PA	●	●	●	●	●	●	●	●	●			100	95	284
Chevron Corp.	San Ramon, CA	●	●	●	●	●	●	●	●	●			100	100	3
Shell Oil Co.	Houston, TX	●	●	●	●	●	●	●	●	●			100	100	
BP America Inc.	Houston, TX	●	●	●	●	●		●	●	●			85	85	
Exxon Mobil Corp.	Irving, TX	●	●	●	●	●	●	●	●	●			85	40	2
Marathon Oil Corp.	Houston, TX	●	●	●	●	●		●	●	●			85	85	227
ONEOK Inc.	Tulsa, OK	●	●	●	●	●		●	●	●			85	85	237
Spectra Energy Corp.	Houston, TX	●	●	●	●	●		●	●	●			85	85	449
ConocoPhillips	Houston, TX	●	●	●	●	●			●	●			80	80	51
Williams Companies Inc.	Tulsa, OK	●	●	●	●	●			●	●			80	85	370
Marathon Petroleum Corp.	Findlay, OH	●	●	●	●	●			●	●			75	55	25
Phillips 66	Houston, TX	●	●	●	●	●			●	●			75	20	7
Columbia Pipeline Group	Houston, TX	●	●	●	●	●			●	●			70	70	
ONE Gas Inc.	Tulsa, OK	●	●	●	●	●			●	●			70	70	
Chesapeake Energy Corp.	Oklahoma City, OK	●	●	●	●	●			●	●			65	65	142
Hess Corp.	New York, NY	●	●	●	●	●				●			65	65	141
Tesoro Corp.	San Antonio, TX	●	●			●	●						40	20	77
FMC Technologies Inc.	Houston, TX	●				●	●						30	10	357
Baker Hughes Inc.	Houston, TX	●	●										20	10	119
HollyFrontier Corp.	Dallas, TX	●	●										20	20	150
Kinder Morgan Inc.	Houston, TX	●	●										20	20	193
NGL Energy Partners	Tulsa, OK	●	●										20		299
Valero Energy Corp.	San Antonio, TX	●	●										20	10	13
World Fuel Services	Miami, FL	●	●										20	20	68

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Buckeye Partners LP	Houston, TX	●											10	10	406
CST Brands	San Antonio, TX	●											10	10	277
Halliburton Co.	Houston, TX	●											10	10	96
MRC Global	Houston, TX	●											10	10	448
Murphy Oil	El Dorado, AR	●											10	10	350
National Oilwell Varco Inc.	Houston, TX	●											10	10	127
Western Refining Inc.	El Paso, TX	●											10	10	204
Calumet Specialty Products	Indianapolis, IN												0	0	457
Delek US Holdings	Brentwood, TN												0		345
Enterprise Products Partners LP	Houston, TX												0	10	59
Murphy USA	El Dorado, AR												0	0	202
PBF Energy	Parsippany, NJ												0	0	149
Plains GP Holdings	Houston, TX												0	0	67
Pharmaceuticals															
AbbVie Inc.	North Chicago, IL	●	●	●	●	●	●	●	●	●			100	100	146
Amgen Inc.	Thousand Oaks, CA	●	●	●	●	●	●	●	●	●			100	90	145
Astellas Pharma US Inc.	Northbrook, IL	●	●	●	●	●	●	●	●	●			100	100	
Biogen	Cambridge, MA	●	●	●	●	●	●	●	●	●			100	100	298
Boehringer Ingelheim USA Corp.	Ridgefield, CT	●	●	●	●	●	●	●	●	●			100	100	
Bristol-Myers Squibb Co.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	195
Eli Lilly & Co.	Indianapolis, IN	●	●	●	●	●	●	●	●	●			100	100	151
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	●			100	95	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●			100	100	37
Mallinckrodt LLC	Hazelwood, MO	●	●	●	●	●	●	●	●	●			100		
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●			100	100	71
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●			100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●			100	100	56
Sanofi	Bridgewater, NJ	●	●	●	●	●	●	●	●	●			100	95	
Takeda Pharmaceuticals USA Inc.	Deerfield, IL	●	●	●	●	●	●	●	●	●			100		
AstraZeneca PLC	Wilmington, DE	●	●	●	●	●	●	●	●	●			90	90	
Bayer Corp.	Whippany, NJ	●	●	●	●	●	●	●	●	●			90	75	
Novo Nordisk Inc.	Plainsboro, NJ	●	●	●	●	●	●	●	●	●			90		
Gilead Sciences Inc.	Foster City, CA	●	●	●	●	●	●	●	●	●			85	80	118
Teva Pharmaceutical USA Inc.	North Wales, PA	●	●	●	●	●	●	●	●	●			85		
Celgene Corp.	Summit, NJ	●	●	●	●	●	●	●	●	●			75	70	369

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings		
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000
Allergan Inc.	Irvine, CA	●	●									20	10	380
Publishing and Printing														
Gannett Co. Inc.	Mclean, VA	●	●	●	●	●	●	●	●	●		95		
McGraw-Hill Global Education Holdings, LLC	New York, NY	●	●	●	●	●	●		●	●		90		
New York Times Co.	New York, NY	●	●	●	●	●		●	●	●		85	85	
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	●	●	●	●	●		●	●	●		80	80	
Scholastic Corp.	New York, NY	●	●	●	●	●			●	●		75	65	
Hachette Book Group	New York, NY	●	●	●	●	●			●	●		70	70	
UBM plc	Manhasset, NY	●		●	●	●			●	●		45	45	
Graham Holdings	Arlington, VA			●	●	●						25	20	670
News Corp.	New York, NY											0		331
Real Estate, Commercial														
CBRE Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●		100	100	321
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●		100	100	478
Lend Lease Americas Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	75	
Real Estate, Residential														
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●		●	●	●		85	75	488
Redfin Corp.	Seattle, WA	●	●	●	●	●			●	●		85		
Retail and Consumer Products														
Abercrombie & Fitch Co.	New Albany, OH	●	●	●	●	●	●	●	●	●		100	100	648
American Eagle Outfitters Inc.	Pittsburgh, PA	●	●	●	●	●	●	●	●	●		100	100	703
Avon Products Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	322
B J's Wholesale Club	Westborough, MA	●	●	●	●	●	●	●	●	●		100	25	
Barnes & Noble Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	423
Best Buy Co. Inc.	Richfield, MN	●	●	●	●	●	●	●	●	●		100	100	72
Caleres	St. Louis, MO	●	●	●	●	●	●	●	●	●		100	100	844
Clorox Co., The	Oakland, CA	●	●	●	●	●	●	●	●	●		100	100	469
Coach Inc.	New York, NY	●	●	●	●	●	●	●	●	●		100	100	535
Colgate-Palmolive Co.	New York, NY	●	●	●	●	●	●	●	●	●		100	95	179
Crate and Barrel / CB2	Northbrook, IL	●	●	●	●	●	●	●	●	●		100	90	
Estée Lauder Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●		100	100	271
GameStop Corp.	Grapevine, TX	●	●	●	●	●	●	●	●	●		100	100	311
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●		100	100	188
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●		100	100	
Hasbro Inc.	Pawtucket, RI	●	●	●	●	●	●	●	●	●		100	90	595

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings			
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	100	100	33
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	●	100	100	250
Kimberly-Clark Corp.	Irving, TX	●	●	●	●	●	●	●	●	●	●	●	100	90	140
Mattel Inc.	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	439
Nordstrom Inc.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	224
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	●	100	100	194
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	924
PetSmart Inc.	Phoenix, AZ	●	●	●	●	●	●	●	●	●	●	●	100	75	386
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	●	100	100	32
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	●	100	100	
S.C. Johnson & Son Inc.	Racine, WI	●	●	●	●	●	●	●	●	●	●	●	100	100	
Sears Holdings Corp.	Hoffman Estates, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	99
Sony Electronics Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	100	100	
Staples Inc.	Framingham, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	133
Starbucks Corp.	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	100	100	187
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	●	100	100	36
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	●	100	100	103
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●	●	●	●	●	●	●	100	75	245
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	●	100	100	35
Wal-Mart Stores Inc.	Bentonville, AR	●	●	●	●	●	●	●	●	●	●	●	100	90	1
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	●	100	100	148
CarMax Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	●	95	95	232
Kohl's Corp.	Menomonee Falls, WI	●	●	●	●	●	●	●	●	●	●	●	95	60	157
L Brands Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	●	95	95	262
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●	●	●	●	●	95	85	
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	●	●	●	95	95	
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	95	95	597
True Value Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	95	85	
Ross Stores Inc.	Dublin, CA	●	●	●	●	●	●	●	●	●	●	●	90	80	269
Williams-Sonoma Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	●	90	90	551
AJX Armani Exchange	New York, NY	●	●	●	●	●	●	●	●	●	●	●	85	85	
Bon-Ton Stores Inc.	York, PA	●	●	●	●	●	●	●	●	●	●	●	85	85	788
Dollar General Corp.	Goodlettsville, TN	●	●	●	●	●	●	●	●	●	●	●	85	85	159
HSN Inc.	St. Petersburg, FL	●	●	●	●	●	●	●	●	●	●	●	85	85	669

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
L'Oréal USA Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	85	85	
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●	●	●	●	●	●	●	●	●	80	80	
Tailored Brands Inc.	Houston, TX	●	●	●	●	●	●	●	●	●	●	●	●	80	20	706
Genesco Inc.	Nashville, TN	●	●	●	●	●	●	●	●	●	●	●	●	75		781
Kate Spade & Company	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	75	75	
Costco Wholesale Corp.	Issaquah, WA	●	●	●	●	●	●	●	●	●	●	●	●	70	80	18
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●	●	●	●	●	●	●	70	70	
Big Lots	Columbus, OH	●	●	●	●	●	●	●	●	●	●	●	●	65	20	501
Rite Aid Corp.	Camp Hill, PA	●	●	●	●	●	●	●	●	●	●	●	●	65	65	117
Burlington Store Inc.	Burlington, NJ	●	●	●	●	●	●	●	●	●	●	●	●	55	55	532
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	●	●	45	45	989
Stanley Black & Decker Inc.	New Britain, CT	●	●	●	●	●	●	●	●	●	●	●	●	45	45	261
Lowe's Companies Inc.	Mooresville, NC	●	●	●	●	●	●	●	●	●	●	●	●	40	20	50
RadioShack Corp.	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	●	40	40	761
Advance Auto Parts (Advance Holding)	Roanoke, VA	●	●	●	●	●	●	●	●	●	●	●	●	20	20	294
AutoZone Inc.	Memphis, TN	●	●	●	●	●	●	●	●	●	●	●	●	20	10	307
Bed Bath & Beyond Inc.	Union, NJ	●	●	●	●	●	●	●	●	●	●	●	●	20	20	260
Dick's Sporting Goods Inc.	Coraopolis, PA	●	●	●	●	●	●	●	●	●	●	●	●	20	20	393
Dillard's Inc.	Little Rock, AR	●	●	●	●	●	●	●	●	●	●	●	●	20	20	400
Dollar Tree Stores Inc.	Chesapeake, VA	●	●	●	●	●	●	●	●	●	●	●	●	20	20	330
HD Supply	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	20	20	316
Foot Locker Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	10	10	384
O'Reilly Automotive Inc.	Springfield, MO	●	●	●	●	●	●	●	●	●	●	●	●	10	10	381
TravelCenters of America	Westlake, OH	●	●	●	●	●	●	●	●	●	●	●	●	10	10	365
Casey's General Stores Inc.	Ankeny, IA	●	●	●	●	●	●	●	●	●	●	●	●	0	0	382
Tractor Supply Company	Brentwood, TN	●	●	●	●	●	●	●	●	●	●	●	●	0	0	460
Telecommunications																
AT&T Inc.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	100	100	12
Charter Communications	Stamford, CT	●	●	●	●	●	●	●	●	●	●	●	●	100	10	317
Cisco Systems Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	60
Level 3 Communications Inc.	Broomfield, CO	●	●	●	●	●	●	●	●	●	●	●	●	100	100	401
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	113
Sprint Corp.	Overland Park, KS	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	●	●	100	100	
Verizon Communications Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	100	85	15

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										Ratings				
		15 points 1a	15 points 1b	5 points 1c	10 points 2a	10 points 2b	10 points 2c	10 points 3a	10 points 3b	15 points 4	-25 points 5	2017 CEI Rating	2016 CEI Rating	Fortune 1000		
CenturyLink Inc.	Monroe, LA	●	●	●	●	●	●		●	●	●			75	75	168
Motorola Solutions Inc.	Schaumburg, IL	●	●		●	●		●	●	●				75	80	363
Nortel Networks Corp.	Richardson, TX	●		●	●	●			●	●	●			45	45	
EarthLink Inc.	Atlanta, GA	●	●		●	●			●	●				40	40	
Windstream Corp.	Little Rock, AR	●	●											20	20	452
ARRIS Group	Suwanee, GA													0		492
DISH Network Corp.	Englewood, CO													0	0	208
Tobacco																
Altria Group Inc.	Richmond, VA	●	●		●	●	●		●	●	●			85	85	169
Reynolds American Inc.	Winston-Salem, NC	●	●	●	●	●		●	●	●				85	80	337
Alliance One International	Morrisville, NC	●	●	●		●			●	●	●			55		912
Philip Morris International Inc.	New York, NY	●												10	10	102
Transportation and Travel																
American Express Global Business Travel	Jersey City, NJ	●	●	●	●	●	●	●	●	●	●			100	100	
Carnival Corp.	Miami, FL	●	●	●	●	●	●	●	●	●	●			100	85	
Royal Caribbean Cruises Ltd.	Miami, FL	●	●	●	●	●	●	●	●	●	●			100	100	
Avis Budget Group Inc.	Parsippany, NJ	●	●	●	●	●	●	●	●	●	●			95	75	336
CSX Corp.	Jacksonville, FL	●	●		●	●	●	●	●	●	●			95	75	240
Enterprise Holdings Inc.	St. Louis, MO	●	●	●	●	●	●	●		●	●			85	75	
Ryder System Inc.	Miami, FL	●	●	●	●	●		●	●	●	●			85	85	407
Norfolk Southern Corp.	Norfolk, VA	●	●	●	●	●		●	●	●	●			80	45	256
Sabre Holdings Inc.	Southlake, TX	●	●	●	●	●		●	●	●	●			65	65	763
Travelport Ltd.	Parsippany, NJ	●	●		●	●			●	●	●			50	50	
C. H. Robinson Worldwide	Eden Prairie, MN	●	●											20	20	225
Con-way Inc.	Ann Arbor, MI	●	●											20	20	456
Expeditors International of Washington Inc.	Seattle, WA	●	●											20	20	413
Harley-Davidson Inc.	Milwaukee, WI	●												10	10	431
Trinity Industries, Inc.	Dallas, TX	●												10		433
Waste Management																
Waste Management Inc.	Houston, TX	●	●	●	●	●	●		●	●	●			90	90	217
Republic Services Inc.	Phoenix, AZ	●	●	●	●	●		●	●	●	●			85	80	323

Deena Fidas and Liz Cooper, Authors

**HRC
Foundation's
Workplace
Equality
Program**

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

Project Staff

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

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

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

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

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

Liz Cooper

Associate Director, HRC Foundation Workplace Equality Program

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

Lana Williams

Manager, HRC Foundation Workplace Equality Program

Lana joined the Workplace team in November 2016. As the Workplace Equality Program Manager, she is responsible for the oversight and coordination of the daily activities for the annual Corporate Equality Index and Buying for Workplace Equality Guide. In this role, she provides companies with the resources they need to improve non-discrimination policies, benefits and other practices that are essential for businesses to retain talent and customers, and remain committed to equality in the workplace. Williams brings her background in communications and management to support her work in advocating for LGBTQ workplace equality. Williams recently graduated from The New School in New York City with a MS in Nonprofit Management and holds a BA in Communication from Wake Forest University in North Carolina.

Ana Hopper

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Ana joined the Workplace team in July 2016. As Coordinator, she engages directly with employers nationwide to identify and improve LGBT-inclusive policies and practices. Hopper brings her skills in customer service and research to help field questions, give feedback and provide key support to the annual Corporate Equality Index and Buying for Workplace Equality Guide. Hopper 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 and newsletters for the Program. Hopper holds a bachelor's degree in political science and sociology from the University of North Carolina in Charlotte and a juris doctor from Campbell Law School in Raleigh, North Carolina.

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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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