

CORPORATE EQUALITY INDEX 2016

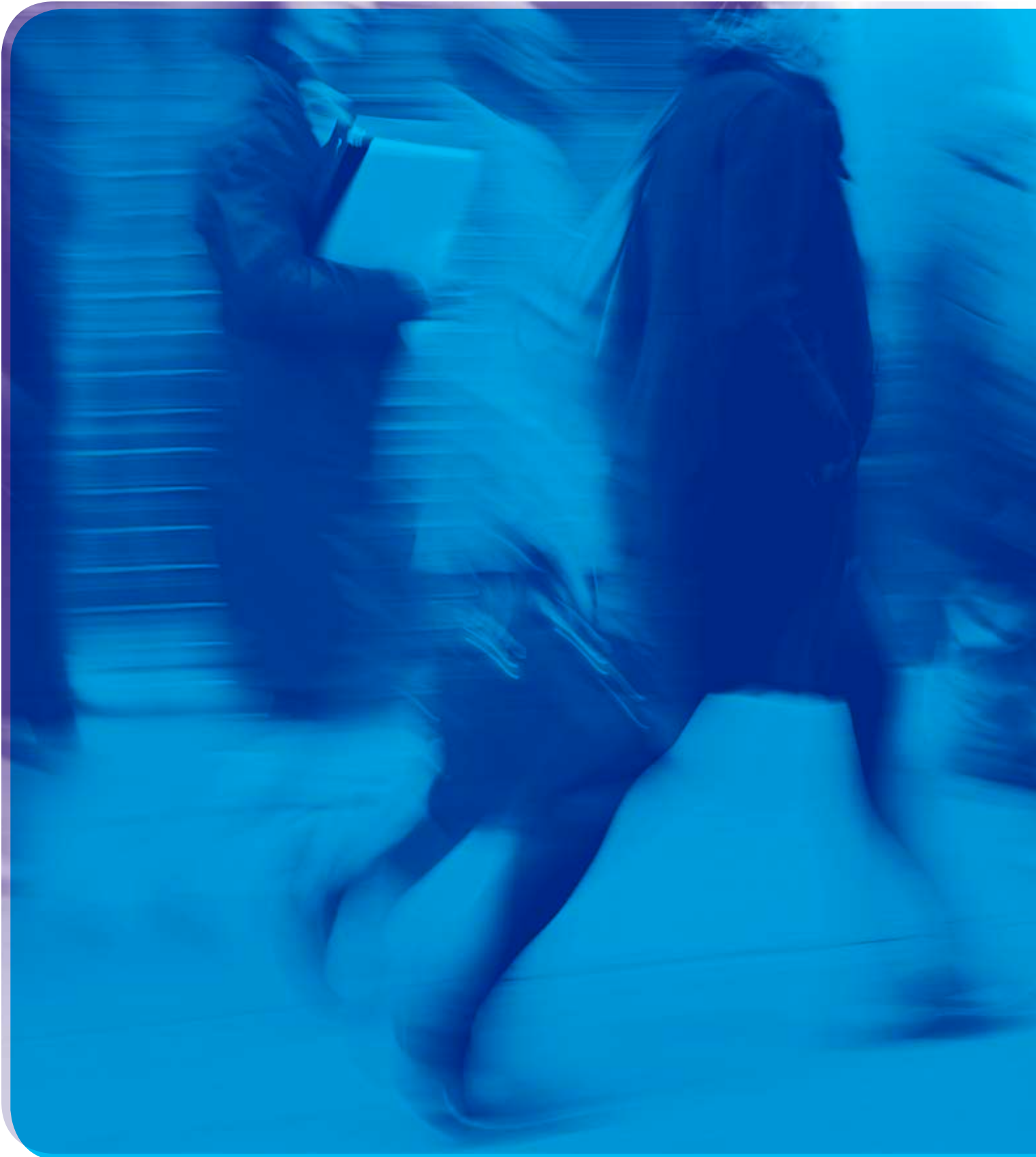


HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

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



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



©2015 by the Human Rights Campaign Foundation. The Human Rights Campaign Foundation owns all right, title and interest in and to this publication and all derivative works thereof. Permission for reproduction and redistribution is granted if the publication is (1) reproduced in its entirety and (2) distributed free of charge. The Human Rights Campaign name and the Equality logo are trademarks of the Human Rights Campaign. The Human Rights Campaign Foundation and design incorporating the Equality logo are trademarks of the Human Rights Campaign Foundation.

CORPORATE EQUALITY INDEX 2016



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION™

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

2	Letter from HRC Foundation President
3	Executive Summary
4	Going Global
6	Equality at the Fortune-Ranked Companies
8	Rating System and Methodology
10	The Evolution of Criteria
11	Criteria
17	Findings
18	Non-Discrimination Policies
22	Equal Benefits
26	Organizational Competency in LGBT Inclusion
32	Public Commitment
35	Appendices
36	Appendix A: Employers With Ratings of 100 Percent
46	Appendix B: Ratings and Criteria Breakdowns
71	Appendix C: Ratings by Industry, Descending Score
98	About HRC Foundation's Workplace Equality Program
98	Project Staff
100	Acknowledgments
101	HRC Business Council

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

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

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

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

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

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

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

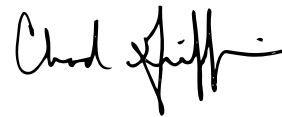
year's CEI and the designation of "Best Places to Work for LGBT Equality." These employers uphold the tenets of non-discrimination on the basis of sexual orientation and gender identity throughout the many arms of their U.S. and international business practices.

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

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

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

Sincerely,



Chad Griffin, President
Human Rights Campaign Foundation

Executive Summary

Corporate Equality Index 2016

Going Global

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Equality at the Fortune-Ranked Companies

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

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

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

Businesses' Commitment to LGBT Employees

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

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

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

2016 Corporate Equality Index Rating System and Methodology

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

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

What Businesses Are Rated

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

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

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

How Ratings Are Used

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



- *HRC Foundation Employer Search*, a free online database of thousands of private and public sector U.S. employers available at www.hrc.org/employerssearch.
- *Buying for Workplace Equality 2016*, a consumer-oriented guide based on CEI ratings, available at www.hrc.org/buyersguide. Coinciding with the start of the winter holiday and shopping season, the guide is distributed via print, online and smartphone applications to thousands of LGBT consumers – estimated to have a cumulative spending power of \$884 billion, according to Witeck Communications market research. This accessible reference has given over 1 million consumers easy access to the CEI ratings corresponding to recognizable consumer brands. ▶

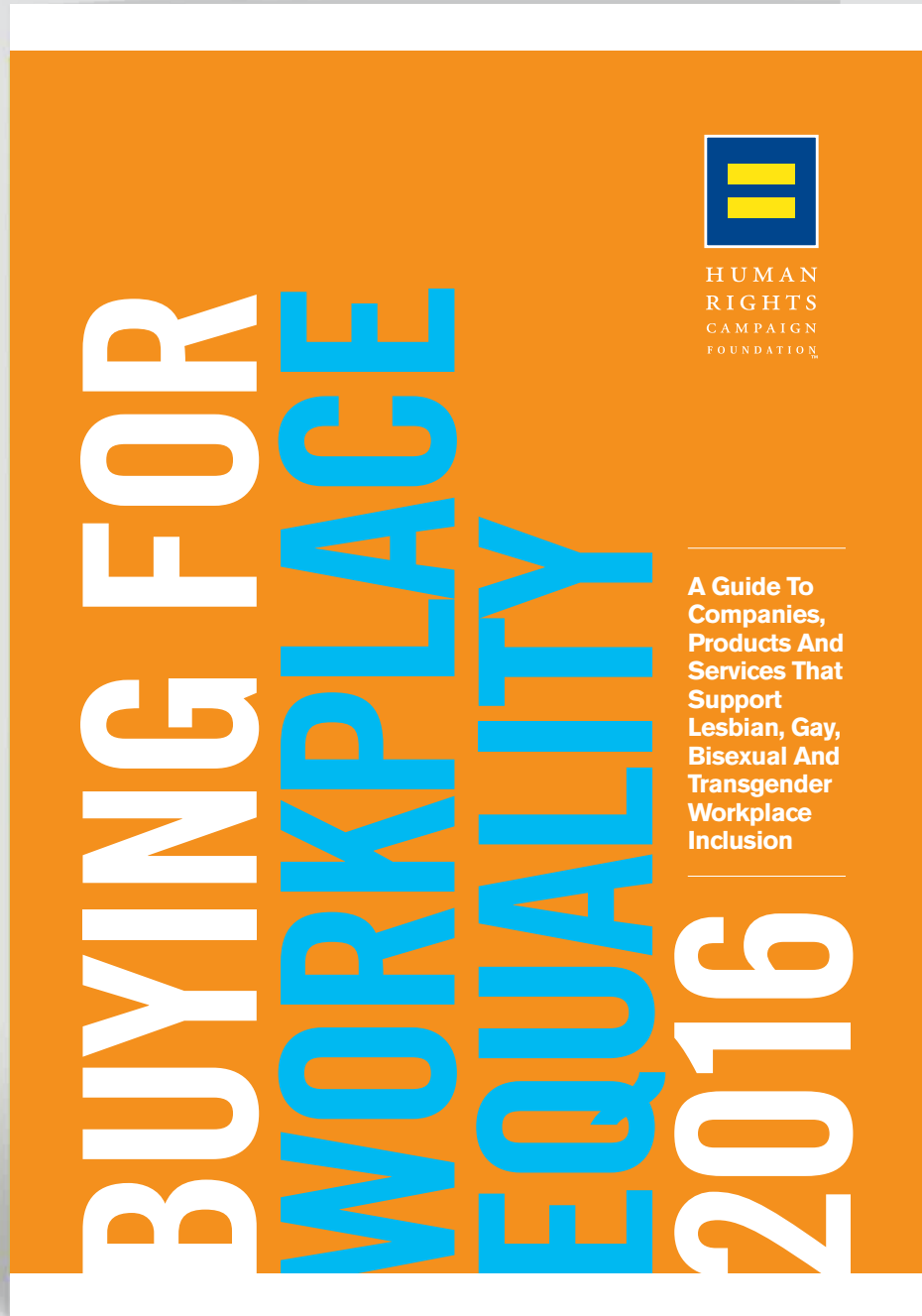
'BEST PLACES TO WORK'

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



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

Witeck Communications



The Evolution of the Criteria

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

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

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

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

Criteria Evolution Timeline

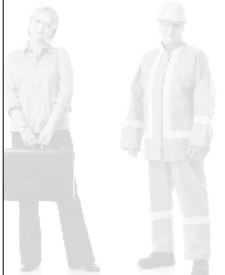
2002

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



2004

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



2009

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



2014

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

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



Criteria

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

- **Global workplace non-discrimination policy and/or global code of conduct**
- **Requirements for contractors, vendors and suppliers (U.S.)**
- **Corporate giving guidelines**

Criteria 1	<p>Equal employment opportunity policy includes:</p> <p>a. Sexual orientation for all operations</p> <p>b. Gender identity for all operations</p> <p>c. Contractor/vendor standards include sexual orientation and gender identity</p>	<p>15 points</p> <p>15 points</p> <p>5 points</p>
Criteria 2	<p>Employment benefits</p> <p>a. Equivalent spousal and partner benefits</p> <ul style="list-style-type: none"> ● Equivalent medical benefits <ul style="list-style-type: none"> ○ Includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: COBRA; dental; vision; legal dependent coverage <p>b. Other “soft” benefits – includes parity between employees with different-sex spouses and same-sex partners or spouses in the provision of the following benefits: <i>bereavement leave; employer-provided supplemental life insurance for a partner; relocation/travel assistance; adoption assistance; qualified joint and survivor annuity for partners; qualified pre-retirement survivor annuity for partners; cash balance; rollover and hardship options; retiree health care benefits; and employee discounts</i></p>	<p>10 points</p> <p>10 points</p>



Criteria continues on next two pages ►

<p>Criteria 2</p>	<p>c. Transgender-inclusive health insurance coverage</p> <ul style="list-style-type: none"> ● Equal health coverage for transgender individuals without exclusions for medically necessary care <ul style="list-style-type: none"> ○ Insurance contract explicitly affirms coverage and contains no blanket exclusions for coverage ○ Insurance contract and/or policy documentation is based on the World Professional Association for Transgender Health (WPATH) Standards of Care ○ Plan documentation must be readily available to employees and must clearly communicate inclusive insurance options to employees and their eligible dependents. ○ Benefits available to other employees must extend to transgender individuals. The following benefits should extend to transgender individuals, including for services related to gender transition (e.g., medically necessary services related to sex affirmation/ reassignment): <ul style="list-style-type: none"> ◆ Short-term medical leave ◆ Mental health benefits ◆ Pharmaceutical coverage (e.g., for hormone replacement therapies) ◆ Coverage for medical visits or laboratory services ◆ Coverage for reconstructive surgical procedures related to sex reassignment ◆ Coverage of routine, chronic or urgent non-transition services ◆ Plan language ensuring “adequacy of network” or access to specialists should extend to transition-related care (including provisions for travel or other expense reimbursements) ○ Dollar maximums on this area of coverage must meet or exceed \$75,000. 	<p>10 points</p>
<p>Criteria 3</p>	<p>Organizational LGBT competency</p> <p>a. Competency training, resources or accountability measures <i>Businesses must demonstrate a firm-wide, sustained and accountable commitment to diversity and cultural competency, including at least three of the following elements:</i></p> <ul style="list-style-type: none"> ● New hire training clearly states that the nondiscrimination policy includes sexual orientation and gender identity and provides definitions or scenarios illustrating the policy for each ● Supervisors undergo training that includes sexual orientation and gender identity as discrete topics (may be part of a broader training), and provides definitions or scenarios illustrating the policy for each ● Integration of sexual orientation and gender identity in professional development, skills-based or other leadership training that includes elements of diversity and/or cultural competency 	<p>10 points</p>

<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) ○ Demonstrated public support for LGBT equality under the law through local, state or federal legislation or initiatives ● Implement corporate giving guidelines prohibiting philanthropic giving to non-religious organizations that have a written policy of discrimination on the basis of sexual orientation and gender identity and have a policy explicitly permitting its own chapters, affiliates, etc. to discriminate 	<p>10 points</p> <p>5 points</p>
<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 2016 CEI.</i></p>	
<p>CEI 2016 Perfect Score</p>		<p>100 points</p>





How We Obtain the Information The Corporate Equality Index Survey

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

Invitations for the CEI 2016 survey were mailed in April 2015 and due back August 2015. If a business had not previously participated in the CEI, surveys were sent to the chief executive officer or managing partner of the firm, as well as the highest-level executive responsible for human resources or diversity when it was possible to obtain their contact information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for prior submissions.

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

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

In total, the sources used include:

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

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

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

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

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

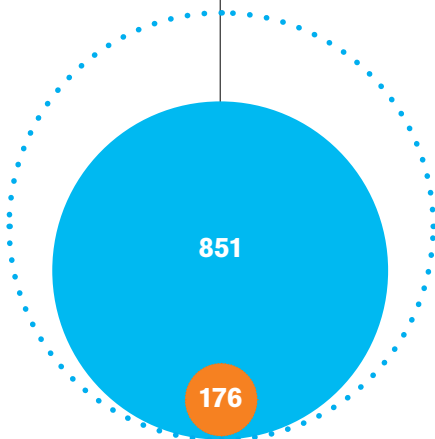
- Of that number, 679 submitted surveys, and **851 were officially rated**. Last year, a total of 1,889 businesses were sent invitations, 606 submitted surveys and 781 were rated.
- **Over seventy businesses participated for the first time this year**, increasing the total number of rated businesses.

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

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

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

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



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

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

Findings

Non-Discrimination Policies

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

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

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

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

Sexual Orientation Protections

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

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

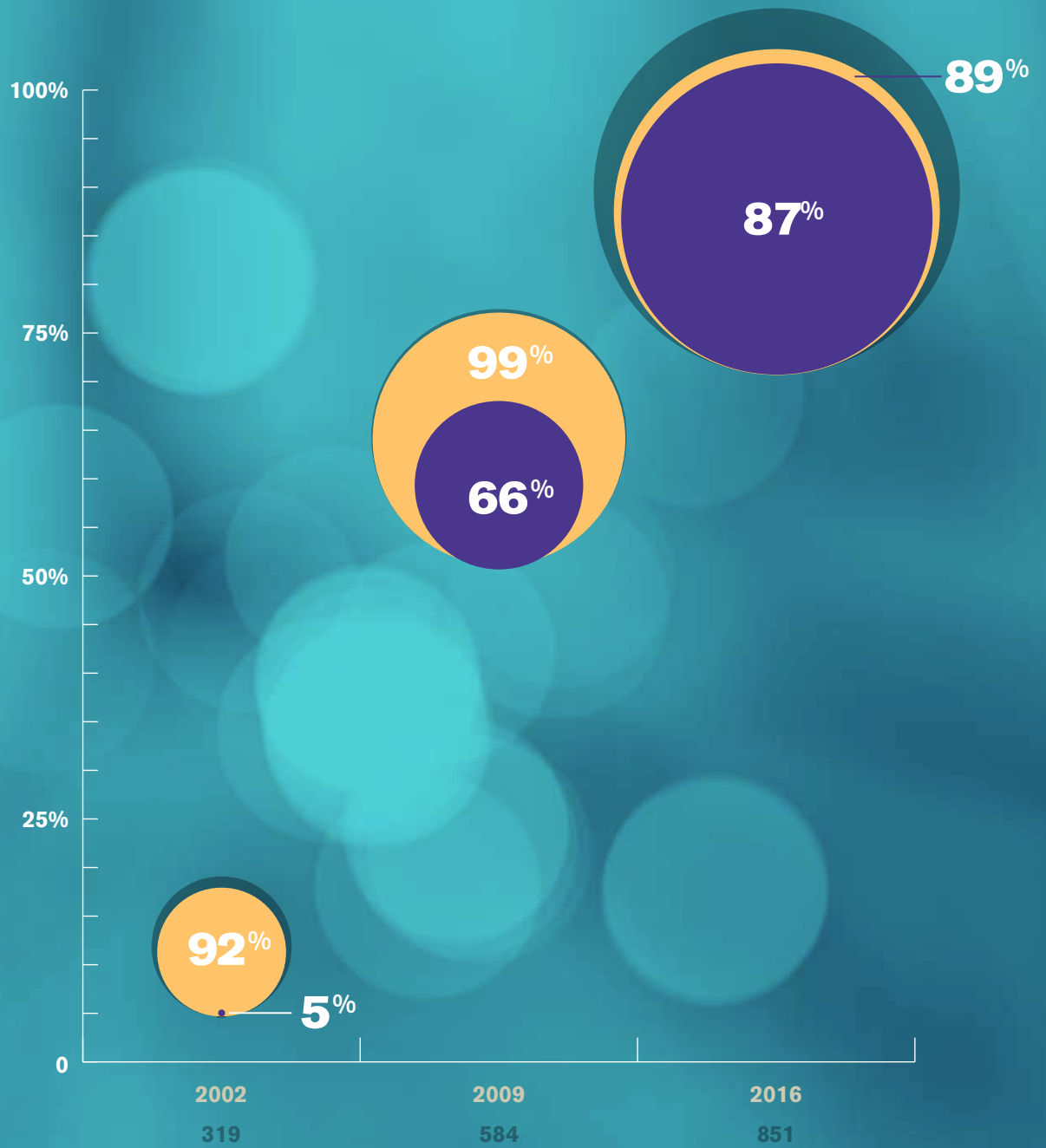
Gender Identity Protections

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

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

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

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



Global Non-Discrimination Policies and Codes of Conduct

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

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

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

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



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

U.S. Contractor and Vendor Standards

Criterion 1c Contractor/vendor standards include sexual orientation and gender identity

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

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



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

Equal Benefits

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

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

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

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

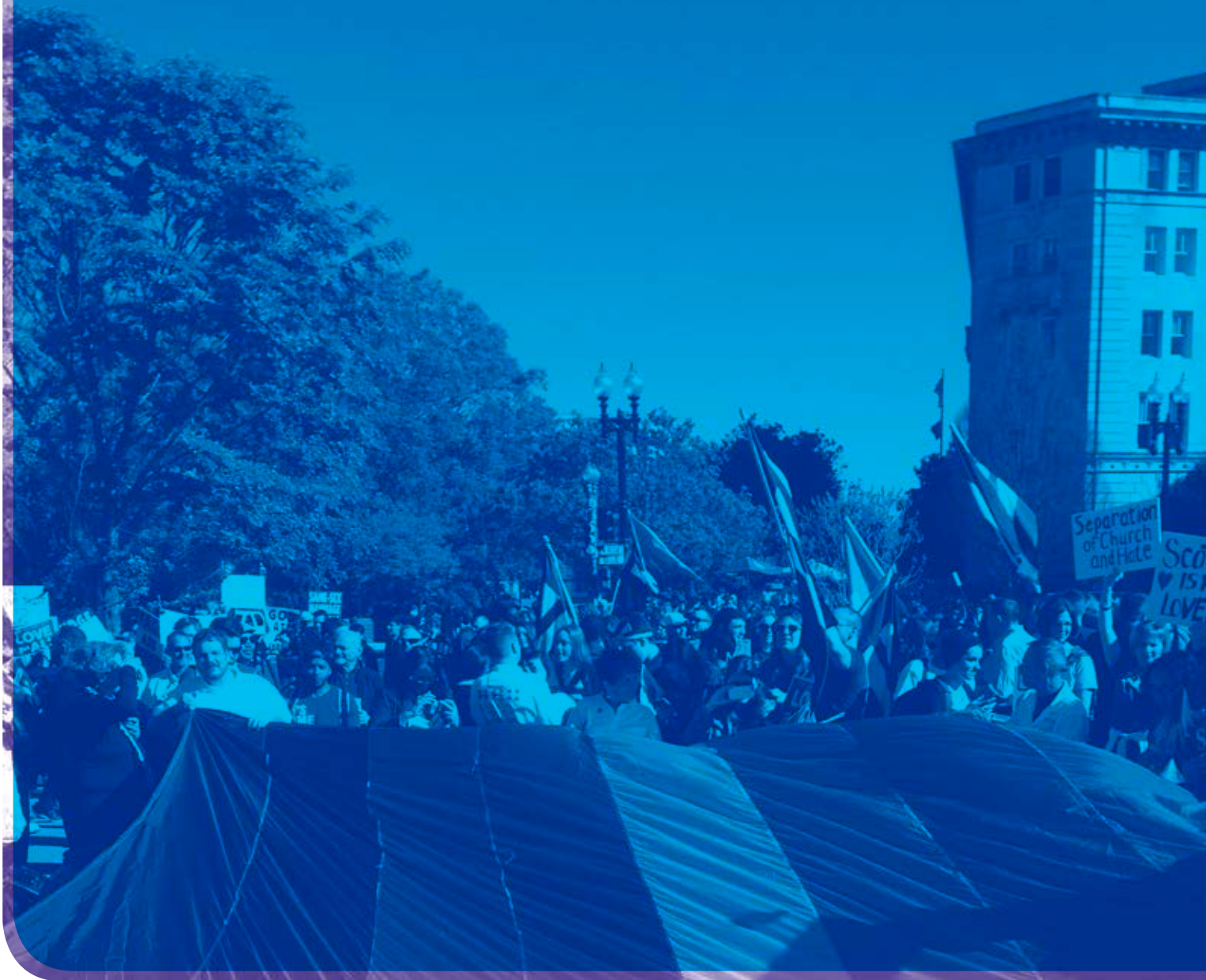
In addition, employers are rated on having full parity across their entire suite of benefits – including non-healthcare benefits such as leave, retirement and others – between different-sex spouses and same-sex partners/spouses.

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

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

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

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



Transgender-Inclusive Health Care Benefits

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

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

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

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

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

Criterion 2c

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

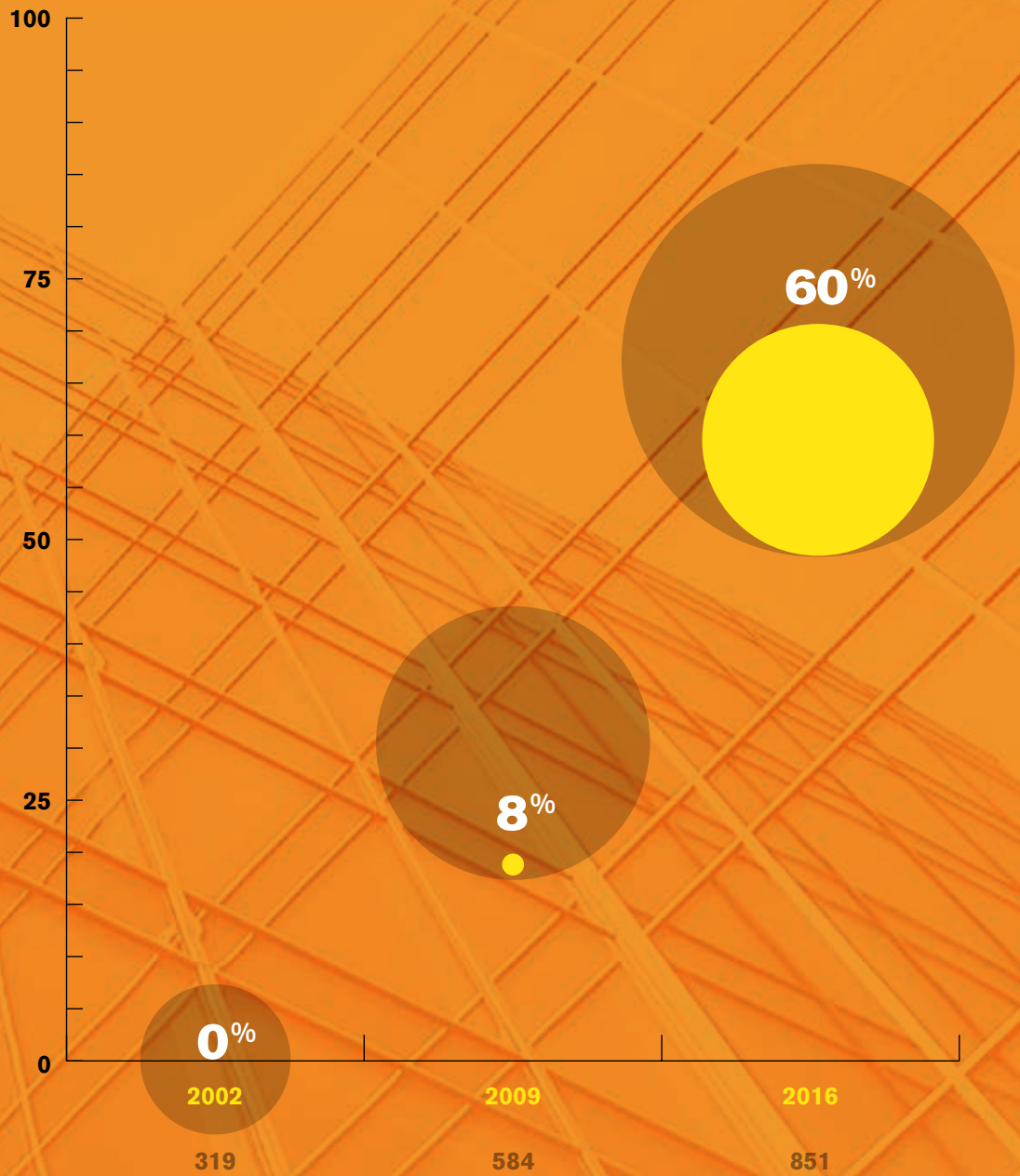
60%

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

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

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

- Total Number of CEI Participants
- Percentage with Transgender-Inclusive Health Care Benefits



Organizational Competency in LGBT Inclusion

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

77%

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

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

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

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

Diversity Training and Educational Programs

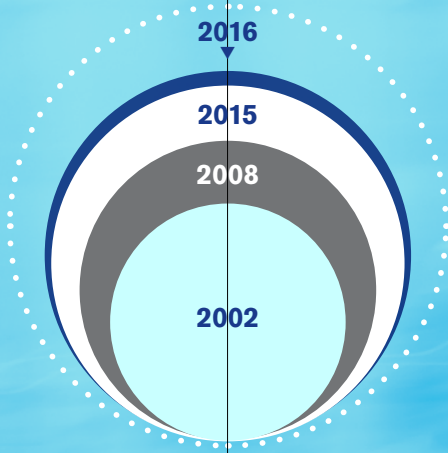
84%

of businesses have inclusive diversity training.

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

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

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



84%

81%

68%

54%

Businesses
with Inclusive
Diversity
Training

Findings

Organizational Competency in LGBT Inclusion

Counting
LGBT Employees:
Optional
Self-Identification
Questions

45%

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

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

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

Senior Leadership
Metrics of Inclusion

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

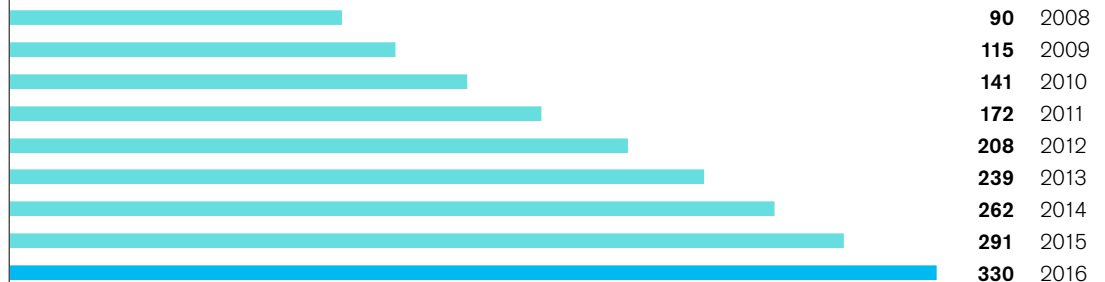
Gender Transition
Guidelines

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

A record 330 major employers submitted gender transition guidelines – the vast majority of which were adopted from the HRC Foundation’s template guidelines (available at www.hrc.org/workplace).

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

The number of
major employers
with gender
transition guidelines



Findings **Organizational Competency in LGBT Inclusion**

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

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

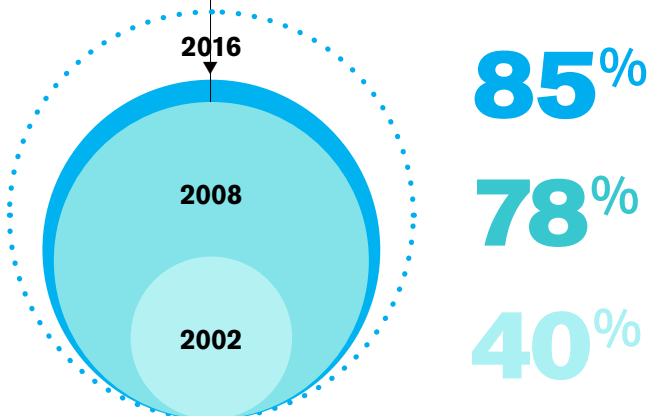
- **To foster a sense of community and visibility of these diverse populations within a business and**
- **To leverage each unique populations' networks and skills to help accomplish business goals such as market innovation, recruitment and retention of talent.**

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

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

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

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



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

The Role of Allies

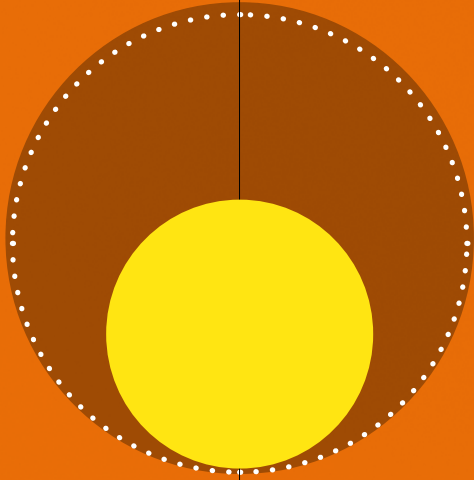
Employees who do not identify as LGBT themselves, but are invested in equality and workplace inclusion, are increasing their numbers within ERG ranks. While ERGs' mission statements are specific to LGBT inclusion, more and more, allies are encouraged to join as membership is not limited to those who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

Executive Champions

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

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





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

57% of those Executive Champions identify as Allies

Public Commitment

Criterion 4 Businesses That Positively Engage the External LGBT Community

57%

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

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

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

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

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

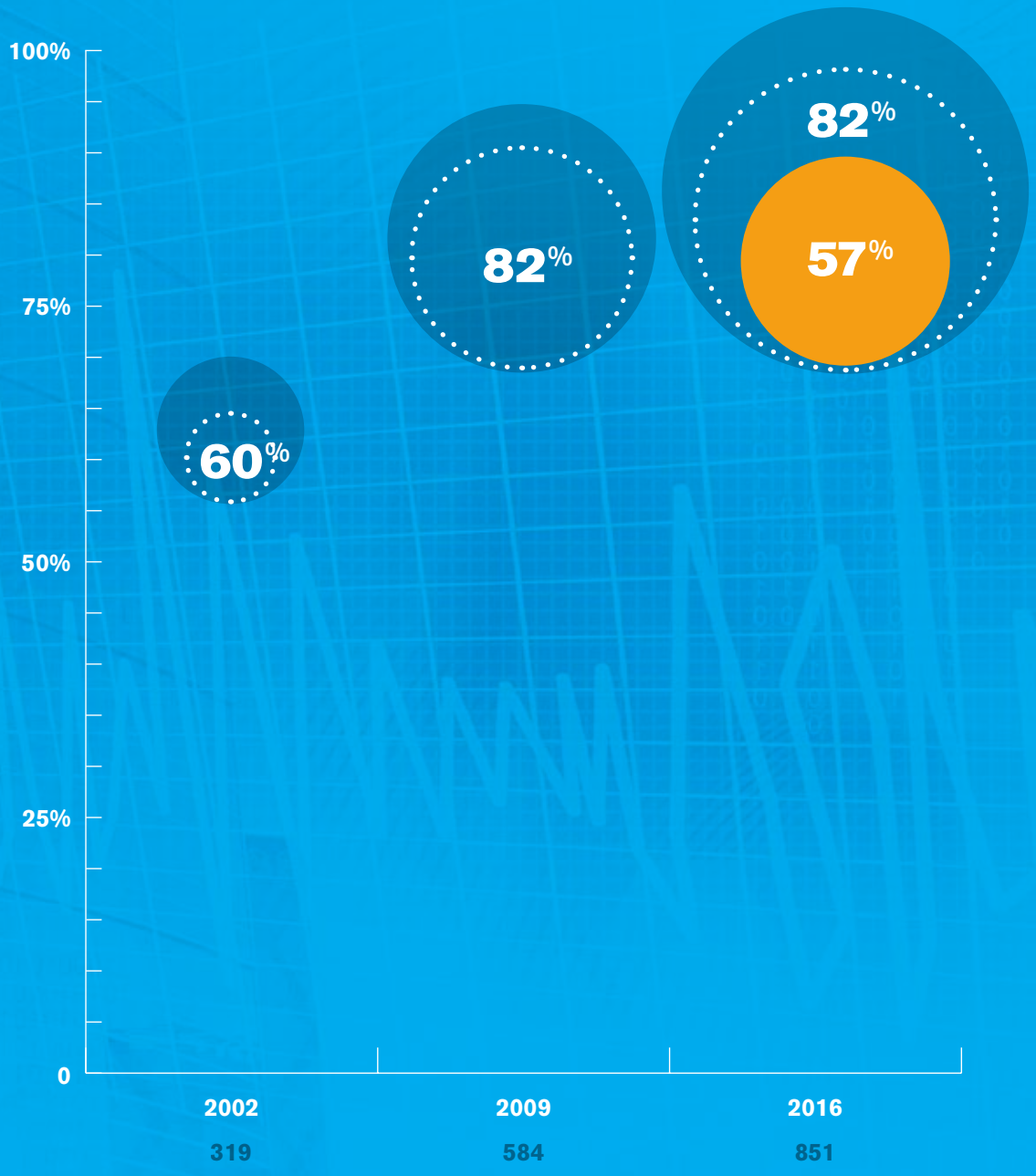
Supporting the LGBT Community: Philanthropy

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

Corporate Giving Guidelines

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

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



Findings

Public Commitment

Supplier Chain Management: Promoting Effective Business and Inclusion

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

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

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

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

Appendices

Appendix A

Employers With Ratings of 100 Percent

Corporate Equality Index Rating Criteria

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

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Harvard Pilgrim Health Care Inc.	Wellesley, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Henry Schein	Melville, NY	●	●	●	●	●	●	●	●	●	●	100	15	292
HERE North America LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Herman Miller Inc.	Zeeland, MI	●	●	●	●	●	●	●	●	●	●	100	100	
Hershey Co., The	Hershey, PA	●	●	●	●	●	●	●	●	●	●	100	100	366
Hewlett-Packard Co.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	17
Hilton Worldwide Inc.	McLean, VA	●	●	●	●	●	●	●	●	●	●	100	100	289
Hinshaw & Culbertson LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Hogan Lovells US LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Holland & Knight LLP	Tampa, FL	●	●	●	●	●	●	●	●	●	●	100	100	
Home Depot Inc., The	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	33
Hormel Foods Corp.	Austin, MN	●	●	●	●	●	●	●	●	●	●	100	70	311
Hughes Hubbard & Reed LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	85	
Humana Inc.	Louisville, KY	●	●	●	●	●	●	●	●	●	●	100	100	73
Huntington Bancshares Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	756
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Hyatt Hotels Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	584
IKEA Holding US Inc.	Conshohocken, PA	●	●	●	●	●	●	●	●	●	●	100	90	
Intel Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	100	53
InterContinental Hotels Group Americas	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	23
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	369
Intuit Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	544
J.C. Penney Co. Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	100	95	235
Jenner & Block LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	100	466
JLL	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	552
John Hancock Financial Services Inc.	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Johnson & Johnson	New Brunswick, NJ	●	●	●	●	●	●	●	●	●	●	100	100	39
JPMorgan Chase & Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	18
K&L Gates LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Kaiser Permanente	Oakland, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Kellogg Co.	Battle Creek, MI	●	●	●	●	●	●	●	●	●	●	100	100	198
KeyCorp	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	541
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	90	
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
King & Spalding LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Kirkland & Ellis LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Kraft Foods Group Inc.	Northfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	156
Kramer Levin Naftalis & Frankel LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Land O'Lakes Inc.	Arden Hills, MN	●	●	●	●	●	●	●	●	●	●	100	100	199
Latham & Watkins LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
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	574
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	100	100	122
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	110
Norton Rose Fulbright	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	90	
Novartis Pharmaceuticals Corp.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
NVIDIA Corp.	Santa Clara, CA	●	●	●	●	●	●	●	●	●	●	100	75	589
Office Depot Inc.	Boca Raton, FL	●	●	●	●	●	●	●	●	●	●	100	100	248
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
O'Melveny & Myers LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Oracle Corp.	Redwood City, CA	●	●	●	●	●	●	●	●	●	●	100	100	82
Orbitz Worldwide Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	90	
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	475
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	
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100		
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	51
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	183
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	172
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	100	90	298
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	31
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	72
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	120
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	126
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	85	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Robins Kaplan LLP	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
Rockland Trust Co.	Rockland, MA	●	●	●	●	●	●	●	●	●	●	100		

Appendix A Employers with Ratings of 100 Percent

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

Appendix A Employers with Ratings of 100 Percent

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	111
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	965
The Cosmopolitan of Las Vegas	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	85	215
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	134
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	102
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	108
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	648
Toyota North America Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	114
Troutman Sanders LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Turner Construction Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Twitter Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
U.S. Bancorp	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	140
Uber Technologies Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100		
UBS AG	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Unilever	Englewood Cliffs, NJ	●	●	●	●	●	●	●	●	●	●	100	100	
Union Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	78
Vanguard Group Inc.	Malvern, PA	●	●	●	●	●	●	●	●	●	●	100	95	
Viacom Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	210
Vinson & Elkins LLP	Houston, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Visa	Foster City, CA	●	●	●	●	●	●	●	●	●	●	100	100	238
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	●	100	100	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
W.W. Grainger Inc.	Lake Forest, IL	●	●	●	●	●	●	●	●	●	●	100	100	295
Wachtell, Lipton, Rosen & Katz	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Walgreen Co.	Deerfield, IL	●	●	●	●	●	●	●	●	●	●	100	100	37
Walt Disney Co., The	Burbank, CA	●	●	●	●	●	●	●	●	●	●	100	100	61
WeddingWire Inc.	Chevy Chase, MD	●	●	●	●	●	●	●	●	●	●	100		
Weil, Gotshal & Manges LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Wells Fargo & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	29
Whirlpool Corp.	Benton Harbor, MI	●	●	●	●	●	●	●	●	●	●	100	100	153
White & Case LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
WhiteWave Foods Co., The	Denver, CO	●	●	●	●	●	●	●	●	●	●	100		
Wiley Rein LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100		
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Winston & Strawn LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Womble Carlyle Sandridge & Rice LLP	Winston-Salem, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Wynn Resorts Ltd.	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	452
Xerox Corp.	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	137
Yahoo! Inc.	Sunnyvale, CA	●	●	●	●	●	●	●	●	●	●	100	100	522
Yelp Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix B

Ratings and Criteria Breakdowns

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Crowell & Moring LLP	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	
Crown Holdings	Philadelphia, PA	▶										10	15	313
CSAA Insurance Group	Walnut Creek, CA	●	●	●	●	●	●	●	●	●	●	100	100	
CST Brands	San Antonio, TX	▶										10		266
CSX Corp.	Jacksonville, FL	●	●	●	●	●			●	▶		75	70	231
Cummins Inc.	Columbus, IN	●	●	●	●	●	●	●	●	●	●	100	100	168
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●		●	●	●	●	90	50	675
CVS Health Corp.	Woonsocket, RI	●	●	●	●	●	●	●	●	●	●	100	100	12
Dana Holding Corp.	Maumee, OH			●	●	▶			▶	▶		30	30	385
Danaher Corp.	Washington, DC	●	●	●	●	●	●	●	●	●	●	100	100	149
Darden Restaurants Inc.	Orlando, FL	●	●	●	●	●	●	●	●	●	●	100	100	319
Davis Polk & Wardwell LLP	New York, NY	●	●	●	●	●	●	●	●	▶		95	90	
Davis Wright Tremaine LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
DaVita Inc.	Denver, CO	●		●	●	●				▶		45	15	230
Day Pitney LLP	Hartford, CT	●	●	●	●	●		●	●	●	●	90	90	
Dean Foods Co.	Dallas, TX	▶	▶		●	▶				▶		40	40	285
Debevoise & Plimpton LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Dechert LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Deere & Co.	Moline, IL	●	●	●	●	●			●	▶		75	65	80
Delhaize America Inc.	Salisbury, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Dell Inc.	Round Rock, TX	●	●	●	●	●	●	●	●	●	●	100	100	
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●		●	●	●	●	90	90	81
Denny's Corp.	Spartanburg, SC	●	●	●	●	●			▶	●		75	15	
Dentons US LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Depository Trust & Clearing Corp., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Deutsche Bank	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Devon Energy Corp.	Oklahoma City, OK	▶	▶									20	30	270
Diageo North America	Norwalk, CT	●	●	●	●	●	●	●	●	●	●	100	100	
Dick's Sporting Goods Inc.	Coraopolis, PA	▶	▶									20	30	421
Dickstein Shapiro LLP	Washington, DC	●	●		●	▶	●	●	●	▶		85	95	
DigitasLBI	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Dillard's Inc.	Little Rock, AR	▶	▶									20	30	386
DIRECTV	El Segundo, CA	●	●	●	●	●	●	●	●	●	●	100	100	98
Discover Financial Services	Riverwoods, IL	●	●	●	●	●	●	●	●	●	●	100	100	296
Discovery Communications Inc.	Silver Spring, MD	▶	▶									20		460
DISH Network Corp.	Englewood, CO											0	0	204
DLA Piper	Baltimore, MD	●	●	●	●	●	●	●	●	●	●	100	100	
Dole Food Co. Inc.	Westlake Village, CA				●							10	30	
Dollar General Corp.	Goodlettsville, TN	●	●	●	●	●		●	●	▶		85	70	164
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	▶	▶	●	●	▶		●	▶	▶		60	70	
Dollar Tree Stores Inc.	Chesapeake, VA	▶	▶									20	30	342
Dominion Resources Inc.	Richmond, VA	▶	▶	●	●	▶		●	●	▶		70	85	212
Domino's Pizza Inc.	Ann Arbor, MI	●	●	●	●	●			●	▶		75	35	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Domtar Corp.	Fort Mill, SC	15 points										10	15	469
Dorsey & Whitney LLP	Minneapolis, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Dover Corp.	Downers Grove, IL	15 points										10	15	301
Dow Chemical Co., The	Midland, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	48
DR Horton Inc.	Fort Worth, TX	15 points	15 points									20	0	418
Dr Pepper Snapple Group Inc.	Plano, TX	15 points	15 points		10 points	10 points						60	70	430
Drinker Biddle & Reath LLP	Milwaukee, WI	15 points	15 points		10 points	10 points		10 points	10 points	15 points		80	90	
Dropbox Inc.	San Francisco, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100		
DSW	Columbus, OH	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		80		872
DTE Energy Co.	Detroit, MI	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		75	35	290
Duane Morris LLP	Philadelphia, PA	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		85	90	
Duke Energy Corp.	Charlotte, NC	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		90	90	123
Dun & Bradstreet Corp., The	Short Hills, NJ	15 points			10 points							20	30	
Dykema Gossett PLLC	Detroit, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	
E&J Gallo Winery	Modesto, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	
E*TRADE Financial Corp.	New York, NY	15 points	15 points	5 points	10 points	10 points				15 points	15 points	65	55	980
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	86
EarthLink Inc.	Atlanta, GA	15 points	15 points		10 points	10 points				15 points		40	55	
Eastern Bank Corp.	Boston, MA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	
Eastman Chemical Co.	Kingsport, TN	15 points	15 points									20	15	297
Eastman Kodak Co.	Rochester, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	704
Eaton Corp.	Cleveland, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	15	
eBay Inc.	San Jose, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	180
Ecolab Inc.	St. Paul, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	213
Edison International	Rosemead, CA	15 points	15 points									20	30	222
Electronic Arts Inc.	Redwood City, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	620
Eli Lilly & Co.	Indianapolis, IN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	129
EMC Corp.	Hopkinton, MA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	128
EMCOR Group Inc.	Norwalk, CT	15 points										10	15	407
Emerson Electric Co.	St. Louis, MO	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points	15 points	80	80	121
Emmis Communications Corporation	Indianapolis, IN	15 points			10 points	10 points		10 points	10 points	15 points		60	75	
Energy Future Holdings Corp.	Dallas, TX	15 points	15 points									20	15	438
Energy Transfer Partners LP	Dallas, TX	15 points	15 points									20	0	54
Entergy Corp.	New Orleans, LA	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		85	90	242
Enterprise Holdings Inc.	St. Louis, MO	15 points	15 points	5 points	10 points	10 points			10 points	15 points		75	65	
Enterprise Products Partners LP	Houston, TX	15 points										10	15	56
EOG Resources	Houston, TX	15 points										10	15	203
Epstein Becker & Green PC	New York, NY	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		90	90	
Erie Insurance Group	Erie, PA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	95	416
Ernst & Young LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	100	
Essendant Inc.	Deerfield, IL	15 points										10	15	488
Estée Lauder Companies Inc., The	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points		100	95	279
Esurance Inc.	San Francisco, CA	15 points	15 points	5 points	10 points	10 points		10 points	10 points	15 points		90	90	
Eventbrite Inc.	San Francisco, CA	15 points	15 points	5 points	10 points	10 points	10 points		10 points	15 points		85		

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
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	305
Gap Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	178
Gastronomy Inc.	Salt Lake City, UT	▶	▶	●	●	▶				▶	▶	50	70	
Genentech Inc.	South San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
General Cable Corp.	Highland Heights, KY	▶										10	15	405
General Dynamics Corp.	Falls Church, VA	●	●	●	●	▶		●	●	●	●	85	85	99
General Electric Co.	Fairfield, CT	●	●	●	●	●	●	●	●	●	●	100	100	9
General Mills Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	159
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	●	100	100	7
Genuine Parts Co.	Atlanta, GA	▶	▶									20	15	205
Genworth Financial Inc.	Richmond, VA	●	●	●	●	●	●	●	●	●	●	100	90	291
Giant Eagle Inc.	Pittsburgh, PA	●	●	●	●	●		●	●	●	▶	85	75	
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	▶		95	100	
Gilead Sciences Inc.	Foster City, CA	●	●	●	●	●			●	●	●	80	0	250
GlaxoSmithKline LLC	Research Triangle Park, NC	●	●	●	●	●	●	●	●	▶		95	100	
Global Partners	Waltham, MA	▶										10	0	146
Goldman Sachs Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	74
Goodwin Procter LLP	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Goodyear Tire & Rubber Co.	Akron, OH	▶										10	15	147
Google Inc.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	46
Gordon & Rees LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	90	
Goulston & Storrs	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	80	
Grant Thornton LLP	Chicago, IL	●	●	●	●	●			●	●	▶	85	90	
Graybar Electric Company Inc.	St. Louis, MO	▶	▶									20	15	449
Greenberg Traurig LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	90	
Group 1 Automotive	Houston, TX	●			●	●						35	40	307
Group Health Cooperative	Seattle, WA	●	●		●	●	●	●	●	●	●	95	100	
Group Health Permanente	Seattle, WA		●		●	●	●	●	●	▶		75	85	
Groupon Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	816
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●			●	▶		75	35	245
H&M Hennes & Mauritz AB	North Arlington, NJ	●	●	●	●	●	●			▶		70	70	
H&R Block Inc.	Kansas City, MO	●	●	●	●	●				▶	▶	70	35	743
H.E. Butt Grocery Co.	San Antonio, TX	▶			●				●			30	40	
H.J. Heinz Co.	Pittsburgh, PA	▶	▶	●	●	●	●	●	▶	▶		80	95	239
Hachette Book Group	New York, NY	●	●	●	●	●				▶	▶	70	75	
Hain Celestial Group Inc.	Lake Success, NY	●	●	●	●	●			●	●	●	90	90	
Halliburton Co.	Houston, TX	▶										10	15	103
Hallmark Cards Inc.	Kansas City, MO	●	●	●	●	●	●	●	●	●	●	100	90	
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●		▶		85	80	530
Hanover Direct Inc.	Weehawken, NJ	▶	▶		●	▶				▶		40	70	
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	▶	▶		90	80	514

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000	
		1a	1b	1c	2a	2b	2c	3a	3b	4					
Harbinger Group	New York, NY	15 points											10		456
Harley-Davidson Inc.	Milwaukee, WI	15 points											10	15	433
Harris Corp.	Melbourne, FL	15 points	5 points										100	90	471
Harris Interactive Inc.	New York, NY	15 points	5 points										60	70	
Harry & David Holdings Inc.	Medford, OR	15 points	5 points										40	70	
Hartford Financial Services Group Inc., The	Hartford, CT	15 points	5 points										100	100	113
Harvard Pilgrim Health Care Inc.	Wellesley, MA	15 points	5 points										100	100	
Hasbro Inc.	Pawtucket, RI	15 points	5 points										90	75	597
Hawaiian Airlines Inc.	Honolulu, HI	15 points	5 points										65		926
Haynes and Boone LLP	Dallas, TX	15 points	5 points										80	90	
HCA - Hospital Corporation of America	Nashville, TN	15 points	5 points										70	75	79
HD Supply	Atlanta, GA	15 points	5 points										20		317
Health Care Service Corp.	Chicago, IL	15 points	5 points										95	85	
Health Net Inc.	Woodland Hills, CA	15 points	5 points										65	80	254
Henry Schein	Melville, NY	15 points	5 points										100	15	292
HERE North America LLC	Chicago, IL	15 points	5 points										100	100	
Herman Miller Inc.	Zeeland, MI	15 points	5 points										100	100	
Herrick Feinstein LLP	New York, NY	15 points	5 points										90	80	
Hershey Co., The	Hershey, PA	15 points	5 points										100	100	366
Hertz Global Holdings Inc.	Park Ridge, NJ	15 points	5 points										55	65	264
Hess Corp.	New York, NY	15 points	5 points										65	40	84
Hewlett-Packard Co.	Palo Alto, CA	15 points	5 points										100	100	17
Hilton Worldwide Inc.	McLean, VA	15 points	5 points										100	100	289
Hinshaw & Culbertson LLP	Chicago, IL	15 points	5 points										100	100	
Hogan Lovells US LLP	Washington, DC	15 points	5 points										100	100	
Holland & Hart LLP	Denver, CO	15 points	5 points										55	75	
Holland & Knight LLP	Tampa, FL	15 points	5 points										100	100	
HollyFrontier Corp.	Dallas, TX	15 points	5 points										20	0	145
Holme Roberts & Owen LLP	Denver, CO	15 points	5 points										35	45	
Home Depot Inc., The	Atlanta, GA	15 points	5 points										100	90	33
HomeAway Inc.	Austin, TX	15 points	5 points										55		
Honda North America Inc.	Marysville, OH	15 points	5 points										50		
Honeywell International Inc.	Morris Township, NJ	15 points	5 points										75	85	77
Horizon Healthcare Services Inc.	Newark, NJ	15 points	5 points										70	80	
Hormel Foods Corp.	Austin, MN	15 points	5 points										100	70	311
Hospira Inc.	Lake Forest, IL	15 points	5 points										65	75	606
Host Hotels & Resorts Inc.	Bethesda, MD	15 points	5 points										20	15	477
Houghton Mifflin Harcourt Publishing Co.	Boston, MA	15 points	5 points										80	85	
Howard & Howard Attorneys PLLC	Kalamazoo, MI	15 points	5 points										20	25	
Howrey LLP	Washington, DC	15 points	5 points										55	85	
HSBC USA	New York, NY	15 points	5 points										95	100	
HSN Inc.	St. Petersburg, FL	15 points	5 points										85	85	670
Hughes Hubbard & Reed LLP	New York, NY	15 points	5 points										100	85	
Humana Inc.	Louisville, KY	15 points	5 points										100	100	73

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000	
		1a	1b	1c	2a	2b	2c	3a	3b	4					
Joy Global Inc.	Milwaukee, WI	15 points											10	15	493
JPMorgan Chase & Co.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	18
K&L Gates LLP	Pittsburgh, PA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Kaiser Permanente	Oakland, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Katten Muchin Rosenman LLP	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Kaye Scholer LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	90	90	
KB Home	Los Angeles, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	35	50	948
KBR Inc.	Houston, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	0	360
Keane Inc.	Boston, MA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	25	
Kelley Drye & Warren LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	95	
Kellogg Co.	Battle Creek, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	198
Kelly Services Inc.	Troy, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	30	468
Kenneth Cole Productions Inc.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90	
Kenyon & Kenyon	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	80	90	
Keurig Green Mountain	Waterbury, VT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	85	565
KeyCorp	Cleveland, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	541
Kilpatrick Townsend & Stockton LLP	Atlanta, GA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	90	
Kimberly-Clark Corp.	Irving, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	90	90	139
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Kinder Morgan Inc.	Houston, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	15	206
Kindred Healthcare Inc.	Louisville, KY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	10	15	441
King & Spalding LLP	Atlanta, GA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Kirkland & Ellis LLP	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
KKR & Co. LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	90		288
KLA-Tencor Corp.	Milpitas, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	25	35	762
Kohl's Corp.	Menomonee Falls, WI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	60	15	151
KPMG LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Kraft Foods Group Inc.	Northfield, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	156
Kramer Levin Naftalis & Frankel LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Kroger Co., The	Cincinnati, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	85	24
Kutak Rock LLP	Omaha, NE	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	80	90	
L Brands Inc.	Columbus, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	100	263
L.L. Bean Inc.	Freeport, ME	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	60	65	
L-3 Communications Holdings	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	30	221
Laboratory Corporation of America Holdings	Burlington, NC	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	15	440
Laclede Group Inc., The	St. Louis, MO	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	80	80	
Land O'Lakes Inc.	Arden Hills, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	199
Lane Powell PC	Seattle, WA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85		
Las Vegas Sands Corp.	Las Vegas, NV	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	10	15	211
Latham & Watkins LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Lear Corp.	Southfield, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	75	177
LeClairRyan	Richmond, VA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	50		
Leidos Holdings	McLean, VA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	15	442
Lend Lease Americas Inc.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	75	70	

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
McGuireWoods LLP	Richmond, VA	●	●	●	●	●		●	●	▶		85	90	
McKenna Long & Aldridge LLP	Washington, DC	●	●		●	●		●	●	▶		80	90	
McKesson Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	15
McKinsey & Co. Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
MeadWestvaco Corp.	Richmond, VA	●	●	●	●	●				▶	▶	65	45	457
Medtronic PLC	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	173
Meijer Inc.	Grand Rapids, MI	●	●	●	●	●	●	●			▶	85	70	
Merck & Co. Inc.	Kenilworth, NJ	●	●	●	●	●	●	●	●	●	●	100	100	65
MetLife Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	42
MGM Resorts International	Las Vegas, NV	●	●	●	●	●	●	●	●	●	●	100	100	287
Michael Best & Friedrich LLP	Milwaukee, WI	●	●	●	●	●		●	●	●	●	90	85	
Micron Technology Inc.	Boise, ID	▶	▶									20	15	302
Microsoft Corp.	Redmond, WA	●	●	●	●	●	●	●	●	●	●	100	100	34
Milbank, Tweed, Hadley & McCloy LLP	New York, NY	●	●	●	●	●		●	●	●	●	100	100	
MillerCoors LLC	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100	
Mirant Corp.	Atlanta, GA	▶			●							20	30	
Mitchell Gold + Bob Williams	Taylorsville, NC	●	●	●	●	●	●	●	●	●	●	100	100	
Mohawk Industries Inc.	Calhoun, GA				●	▶						15	20	357
Molina Healthcare Inc.	Long Beach, CA	●	●	●	●	●				▶		60	15	393
Mondelez International Inc.	East Hanover, NJ	●	●	●	●	●	●	●	●	●	●	100	100	89
Monsanto Co.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	197
Moody's Corp.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	731
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●		●	●	▶		85	75	
Morgan Stanley	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	83
Morgan, Lewis & Bockius LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Morningstar Inc.	Chicago, IL	●	●	●	●	●	●	●	●	▶		85	90	
Morrison & Foerster LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Mosaic Co.	Plymouth, MN	●	●	●	●	●	●		▶	●		85	85	283
Motorola Solutions Inc.	Schaumburg, IL	●	●		●	●		●	●	▶		80	90	312
MRC Global	Houston, TX	▶										10	15	478
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Munger, Tolles & Olson LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	90	
Murphy Oil	El Dorado, AR	▶										10	15	470
Murphy USA	El Dorado, AR											0		175
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●				●	▶	70	55	392
Mylan Laboratories Inc.	Canonsburg, PA											0	0	377
NASDAQ OMX Group Inc., The	New York, NY	●	●	●	●	●		●	●	▶		85	15	697
National Grid USA	Brooklyn, NY	●	●	●	●	●				●	▶	80	90	
National Oilwell Varco Inc.	Houston, TX	▶										10	15	131
Nationwide	Columbus, OH	●	●	●	●	●	●	●	●	●	●	100	100	91
Navigant Consulting Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	
Navistar International Corp.	Lisle, IL	▶	▶							●		30	40	259
NCR Corp.	Duluth, GA	●	●	●	●	●	●	●	●	●	●	100	100	423

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Oshkosh Corp.	Oshkosh, WI	▶										10	15	347
Outerwall Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	90	
Overstock.com Inc.	Salt Lake City, UT	●	●	●	●	●				●	●	80	80	
Owens & Minor Inc.	Mechanicsville, VA	●	●	●	●	●			●	●	▶	85	35	303
Owens Corning	Toledo, OH	●	●	●	●	●	●	●	●	●	●	100	100	475
Owens-Illinois Inc.	Perrysburg, OH	▶										10	15	372
Paccar Inc.	Bellevue, WA	▶	▶									20	15	169
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●				▶	▶	70	85	333
Pacific Medical Centers	Seattle, WA	●		●	●	●			●	▶	▶	60	60	
PacifiCorp	Portland, OR	▶	▶		●	▶			●	▶		50	80	
Palm Management Corp.	Washington, DC	●		●	●	▶			●	▶	▶	55	65	
Pantry Inc., The	Cary, NC	▶										10	15	371
Parker Hannifin Corp.	Cleveland, OH	▶	▶									20	15	217
Patterson Belknap Webb & Tyler LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Patterson Companies (Patterson Dental Supply)	St. Paul, MN	▶	▶		●	▶				▶		40	60	642
Patton Boggs LLP	Washington, DC	●	●	●	●	●			●	●	▶	85	90	
Paul Hastings LLP	Los Angeles, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
PayPal Holdings Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	●	100		
PBF Energy	Parsippany, NJ											0		148
Peabody Energy Corp.	St. Louis, MO	▶										10	15	365
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Penske Automotive Group Inc.	Bloomfield Hills, MI											0	0	194
Pep Boys-Manny, Moe & Jack	Philadelphia, PA	▶	▶		●	●				▶		45	65	945
Pepco Holdings Inc.	Washington, DC	●	●	●	●	▶			●	●	▶	80	85	561
Pepper Hamilton LLP	Philadelphia, PA	●	●	●	●	●	●	●	●	●	●	100	100	
PepsiCo Inc.	Purchase, NY	●	●	●	●	●	●	●	●	●	●	100	100	43
Perkins + Will Inc.	Chicago, IL	▶			●	▶				●		35	45	
Perkins Coie LLP	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Pernod Ricard USA LLC	New York, NY	●	●	●	●	●	●	●	●	●	▶	85	90	
Peter Kiewit Sons' Inc.	Omaha, NE	▶										10	15	236
PetSmart Inc.	Phoenix, AZ	●	●	●		●			●	●	▶	75	75	376
Pfizer Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	51
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	183
Philip Morris International Inc.	New York, NY	▶										10	0	100
Phillips 66	Houston, TX	▶	▶									20	15	6
Pillsbury Winthrop Shaw Pittman LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Pinnacle West Capital	Phoenix, AZ	▶	▶	●	●					●	▶	50	60	667
Pitney Bowes Inc.	Stamford, CT	▶	▶	●	●	●	●	●	●		▶	70	80	540
Plains GP Holdings	Houston, TX											0		70
PNC Financial Services Group Inc., The	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	172
PNM Resources Inc.	Albuquerque, NM	●	●	●	●	●				▶	▶	65	35	
Polaroid Corp.	Waltham, MA	▶										25	30	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Polsinelli	Kansas City, MO	●	●	●	●	●		●	●	▶		85	70	
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100	
PPG Industries Inc.	Pittsburgh, PA	●	●	●	●	●			●	▶		75	75	190
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	▶		95	65	234
Praxair Inc.	Danbury, CT	●	●	●	●	●	●	●	●	▶		95	75	233
Precision Castparts Corp.	Portland, OR	▶	▶									20	30	322
priceline.com LLC	Norwalk, CT	●	●	●	●	●	●			▶		70	15	383
PricewaterhouseCoopers LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	●	100	90	298
Procter & Gamble Co.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	100	31
Progressive Corp., The	Mayfield Village, OH	●	●		●	●	●	●	●	▶		90	100	157
Proskauer Rose LLP	New York, NY	●	●	●	●	●		●	●	▶		85	90	
Prudential Financial Inc.	Newark, NJ	●	●	●	●	●	●	●	●	●	●	100	100	72
Public Service Enterprise Group	Newark, NJ	▶	▶	●	●	●		●	●	●	●	80	90	284
Publicis Healthcare Communications	New York, NY	●	●		●	●	●	●	●	▶		90	100	
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	▶		95	100	
Publix Super Markets Inc.	Lakeland, FL	▶	▶									20	0	104
PulteGroup Inc.	Bloomfield Hills, MI	▶										10	15	446
PVH Corp.	New York, NY	●	●	●	●	●	●		●	▶		85	70	330
Quaintance-Weaver Inc.	Greensboro, NC	●		●	●	●				▶		60	65	
QUALCOMM Inc.	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	120
Quanta Services	Houston, TX	▶										10	0	396
Quarles & Brady LLP	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	100	
Quest Diagnostics Inc.	Madison, NJ	●	●	●	●	●		●	●	●	●	90	90	364
Quinn Emanuel Urquhart & Sullivan LLP	London, CA	●	●	●	●	●	●	●	●	▶		95	60	
Quintiles Transnational	Durham, NC	▶	▶									20		486
R.R. Donnelley & Sons Co.	Chicago, IL	●	●	●	●	●		●	●	●	●	90	90	268
RadioShack Corp.	Fort Worth, TX	●			●	●				▶		40	45	657
Ralph Lauren Corp.	New York, NY	●	●	●	●	●		●	●	●	●	90	90	374
Raymond James Financial Inc.	St. Petersburg, FL	●	●	●	●	●		●	●	▶		85	90	537
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	100	126
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Capital Markets LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
RBC Wealth Management	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	
RBS Securities Inc.	Stamford, CT	●	●	●		●		●	●	▶		75	75	
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	100	85	
Realogy Holdings Corp.	Madison, NJ	●	●	●	●	●				▶		75	90	476
Recreational Equipment Inc.	Kent, WA	●	●	●	●	●	●	●	●	▶		95	100	
Reed Smith LLP	Pittsburgh, PA	●	●	●	●	●	●	●	●	●	●	100	100	
Regal Entertainment Group	Knoxville, TN	●	●	●	●	●		●	●	▶		85	35	722
Regions Financial Corp.	Birmingham, AL	●	●	●	●	●		●	●	▶		85	85	447
Reinsurance Group of America Inc.	Chesterfield, MO	▶	▶									20	15	274
Reliance Steel & Aluminum Co.	Los Angeles, CA	▶										10	15	299
Replacements Ltd.	McLeansville, NC	●	●	●	●	●	●	●	●	●	●	100	100	

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Sherwin-Williams Co., The	Cleveland, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	30	278
Shook, Hardy & Bacon LLP	Kansas City, MO	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Sidley Austin LLP	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Simon Property Group Inc.	Indianapolis, IN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	10	0	479
Simpson, Thacher & Bartlett LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
SIRIUS XM Radio Inc.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
SkyWest Airlines Inc.	St. George, UT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	90		
Slalom Consulting	Seattle, WA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
SLM Corp. (Sallie Mae)	Newark, DE	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	35	45	417
Smithfield Foods Inc.	Smithfield, VA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	15	214
Snell & Wilmer	Phoenix, AZ	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90	
Sodexo Inc.	Gaithersburg, MD	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Software AG USA Inc.	Reston, VA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	60	70	
Software House International	Somerset, NJ	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	10	15	
Sonic Automotive Inc.	Charlotte, NC	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	0	0	309
Sony Computer Entertainment America LLC	Foster City, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	80	85	
Sony Corporation of America	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100		
Sony Electronics Inc.	San Diego, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	95	
Sony Pictures Entertainment Inc.	Culver City, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Southern California Edison Co.	Rosemead, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Southern Co.	Atlanta, GA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	70	170
Southwest Airlines Co.	Dallas, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	90	160
Spectra Energy Corp.	Houston, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90	461
Spectrum Group International Inc.	Irvine, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	0	0	353
Sprint Corp.	Overland Park, KS	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Squire Patton Boggs	Cleveland, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
SRA International Inc.	Fairfax, VA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	80	80	
St. Jude Medical Inc.	St. Paul, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	100	462
Standard Insurance Company	Portland, OR	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	90	75	
Stanley Black & Decker Inc.	New Britain, CT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	45	25	255
Staples Inc.	Framingham, MA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	127
Starbucks Corp.	Seattle, WA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	196
Starcom MediaVest Group	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	
Starwood Hotels & Resorts Worldwide	Stamford, CT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	424
State Farm Group	Bloomington, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	95	41
State Street Corp.	Boston, MA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	275
Steel Dynamics Inc.	Fort Wayne, IN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	20	30	355
Steelcase Inc.	Grand Rapids, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	753
Steptoe & Johnson LLP	Washington, DC	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90	
Stinson Leonard Street LLP	Kansas City, MO	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90	
Stoel Rives LLP	Portland, OR	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	95	100	
Stryker Corp.	Kalamazoo, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	80	65	306
Subaru of America Inc.	Cherry Hill, NJ	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●		●	●	▶		85	90	
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	●	100	100	
SunPower Corp.	San Jose, CA	●	●	●	●	●				▶	▶	75	75	835
SunTrust Banks Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	314
Supervalu Inc.	Eden Prairie, MN	●	●		●	●	●		●	▶		80	90	94
Susser Holdings	Corpus Christi, TX											0	0	439
Sutherland Asbill & Brennan LLP	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	100	100	
Symantec Corp.	Mountain View, CA	●	●	●	●	●	●	●	●	●	●	100	100	378
Synchrony Financial	Stamford, CT	●	●	●	●	●	●	●	●	●	●	100	100	
SYNNEX Corp.	Fremont, CA	●	●		●							40	0	260
SYSCO Corp.	Houston, TX	▶	▶	●	●	●		●	●			65	15	63
T. Rowe Price Associates Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	▶		95	100	658
Targa Resources Corp.	Houston, TX											0	0	395
Target Corp.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	100	100	36
TD Ameritrade	Omaha, NE	●	●	●	●	●	●	●	●	●	●	100		772
TD Bank N.A.	Wilmington, DE	●	●	●	●	●	●	●	●	●	●	100	100	
TD Securities (USA) LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	100		
TE Connectivity Inc.	Berwyn, PA	●	●	●	●	●	●	●	●	●	●	90		
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	95
Tech Data Corp.	Clearwater, FL	●	●	●	●	●	●	●	●	●	●	100	100	111
TEGNA Inc.	McLean, VA	●	●	●	●	●	●	●	●	▶		95	60	481
Tenet Healthcare Corp.	Dallas, TX	●	●		●	●				▶	▶	65	60	229
Tenneco Inc.	Lake Forest, IL	▶										10	15	338
Terex Corp.	Westport, CT	▶	▶		●	▶						35	50	358
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	●	100	100	965
Tesoro Corp.	San Antonio, TX	▶	▶									20	15	75
Texas Instruments Inc.	Dallas, TX	●	●		●	●		●	●	●		85	90	227
Textron Inc.	Providence, RI	●		●	●	●				▶	▶	55	50	228
The Cosmopolitan of Las Vegas	Las Vegas, NV	●		●	●	●	●	●	●	●	●	100	100	
Thermo Fisher Scientific Inc.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	100	85	215
Thompson Coburn LLP	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	100	100	
Thompson Hine LLP	Cleveland, OH	●	●	●	●	●	●	●	●	●	●	100	100	
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	▶		85	45	335
Tiffany & Co.	New York, NY	●	●	●	●	●	●	●	●	▶		95	95	604
Time Warner Cable Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	134
Time Warner Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	102
TJX Companies Inc., The	Framingham, MA	●	●	●	●	●	●	●	●	●	●	100	100	108
T-Mobile USA Inc.	Bellevue, WA	●	●	●	●	●	●	●	●	●	●	100	100	
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	648
Toyota North America Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	●	100	100	
Toys 'R' Us Inc.	Wayne, NJ	●	●	●	●	●				▶	●	75	75	223
Tractor Supply Company	Brentwood, TN											0		480
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●		●	●	●		90	20	

Appendix B Ratings and Criteria Breakdowns

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Travel Impressions Ltd.	Farmingdale, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	50	80		
TravelCenters of America	Westlake, OH	15 points									10	15	339	
Travelers Companies Inc., The	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	90	114	
Travelport Ltd.	Parsippany, NJ	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	50	65		
Tropicana Las Vegas, The	Las Vegas, NV	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	85	90		
Troutman Sanders LLP	Atlanta, GA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100		
True Value Co.	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	85	75		
Truven Health Analytics Inc.	Ann Arbor, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	80			
TRW Automotive Holdings Corp.	Livonia, MI										10	10	165	
Turner Construction Co.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	90		
Twenty-First Century Fox	New York, NY	15 points									10	15	85	
Twitter Inc.	San Francisco, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100			
Tyson Foods Inc.	Springdale, AR	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	85	30	93	
U.S. Bancorp	Minneapolis, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	140	
Uber Technologies Inc.	San Francisco, CA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100			
UBM plc	Manhasset, NY	15 points		5 points	10 points	10 points				15 points	45	60		
UBS AG	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100		
UGI Corp.	King of Prussia, PA	15 points	15 points								20	30	362	
Ultimate Software Group Inc., The	Weston, FL	15 points	15 points		10 points	10 points				15 points	80	65		
Unilever	Englewood Cliffs, NJ	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100		
Union Bank	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100		
Union Pacific Corp.	Omaha, NE	15 points	15 points	5 points	10 points	10 points				15 points	85	70	135	
Unisys Corp.	Blue Bell, PA	15 points	15 points								30	40	664	
United Airlines	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	78	
United Natural Foods Inc.	Providence, RI	15 points									10	15	427	
United Parcel Service Inc.	Atlanta, GA	15 points	15 points	5 points	10 points	10 points				15 points	90	90	50	
United Rentals	Greenwich, CT										0		500	
United Services Automobile Association	San Antonio, TX	15 points	15 points	5 points	10 points	10 points				15 points	85	0	141	
United States Steel Corp.	Pittsburgh, PA	15 points									10	0	166	
United Technologies Corp.	Hartford, CT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	95	100	45	
UnitedHealth Group Inc.	Minnetonka, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	95	100	14	
Universal Health Services	King of Prussia, PA	15 points									10	15	324	
Unum Group	Chattanooga, TN	15 points	15 points	5 points	10 points	10 points				15 points	60	60	272	
URS Corp.	San Francisco, CA	15 points									10	15	256	
US Foods Inc.	Rosemont, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	75	75	133	
USG Corp.	Chicago, IL	15 points	15 points	5 points	10 points	10 points				15 points	65		650	
Valassis Communications Inc.	Livonia, MI	15 points	15 points	5 points	10 points	10 points				15 points	60	65		
Valero Energy Corp.	San Antonio, TX	15 points									10	15	10	
Vanguard Group Inc.	Malvern, PA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	95		
Vanguard Health Systems	Nashville, TN	15 points									10	0	388	
Verizon Communications Inc.	New York, NY	15 points	15 points	5 points	10 points	10 points				15 points	85	90	16	
VF Corp.	Greensboro, NC	15 points	15 points	5 points	10 points	10 points				15 points	85	15	241	
Viacom Inc.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	210	
Vinson & Elkins LLP	Houston, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100		

Appendix B Ratings and Criteria Breakdowns

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

Appendix B Ratings and Criteria Breakdowns

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

Appendix C

Ratings by Industry, Descending Score

Corporate Equality Index Rating Criteria

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

Ratings in Gray

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000				
		1a	1b	1c	2a	2b	2c	3a	3b	4								
Advertising and Marketing																		
DigitasLBi	Boston, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	369	
Interpublic Group of Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Leo Burnett Company Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
MSLGROUP Americas	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Ogilvy Group Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Razorfish	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Re:Sources USA Inc.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	85		
Saatchi & Saatchi North America Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Starcom MediaVest Group	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
ZenithOptimedia	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Publicis Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	95	100		
Publicis Healthcare Communications	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	90	100		
Omnicom Group	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	85	65		201
WPP Group USA	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	80	80		
Fleishman-Hillard Inc.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	●	●	●	75	80		
Rosetta LLC	Hamilton, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	75	75		
Emmis Communications Corporation	Indianapolis, IN	●	●	●	●	●	●	●	●	●	●	●	●	●	60	75		
Valassis Communications Inc.	Livonia, MI	●	●	●	●	●	●	●	●	●	●	●	●	●	60	65		
Aerospace and Defense																		
Boeing Co.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	30	
Harris Corp.	Melbourne, FL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90		471
Lockheed Martin Corp.	Bethesda, MD	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Northrop Grumman Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Raytheon Co.	Waltham, MA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Rockwell Collins Inc.	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	95		535
BAE Systems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	85	90		
General Dynamics Corp.	Falls Church, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	85	85		99
Exelis	McLean, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	80	85		
Honeywell International Inc.	Morris Township, NJ	●	●	●	●	●	●	●	●	●	●	●	●	●	75	85		77
Rolls-Royce North America (USA) Holdings Co.	Reston, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	60	60		
Textron Inc.	Providence, RI	●	●	●	●	●	●	●	●	●	●	●	●	●	55	50		228
Alliant Techsystems Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	●	●	●	35	50		
L-3 Communications Holdings	New York, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	20	30		221
Precision Castparts Corp.	Portland, OR	●	●	●	●	●	●	●	●	●	●	●	●	●	20	30		
Airlines																		
Alaska Airlines	Seattle, WA	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100	482	
American Airlines	Fort Worth, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		112
JetBlue Airways Corp.	Long Island City, NY	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Southwest Airlines Co.	Dallas, TX	●	●	●	●	●	●	●	●	●	●	●	●	●	100	90		160
United Airlines	Chicago, IL	●	●	●	●	●	●	●	●	●	●	●	●	●	100	100		
Delta Air Lines Inc.	Atlanta, GA	●	●	●	●	●	●	●	●	●	●	●	●	●	90	90		81
SkyWest Airlines Inc.	St. George, UT	●	●	●	●	●	●	●	●	●	●	●	●	●	90	90		
Virgin America	Burlingame, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	90	100		

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Hawaiian Airlines Inc.	Honolulu, HI	●	●	●	●	●				▶	65		926	
Apparel, Fashion, Textiles, Dept. Stores														
Adidas North America Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	100	80		
American Apparel Inc.	Los Angeles, CA	●	●	●	●	●	●	●	●	●	100	90		
Levi Strauss & Co.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100	100	521	
Macy's Inc.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	100	100	107	
Nike Inc.	Beaverton, OR	●	●	●	●	●	●	●	●	●	100	100	115	
Ralph Lauren Corp.	New York, NY	●	●	●	●	●		●	●	●	90	90	374	
Aéropostale Inc.	New York, NY	●	●	●	●	●	●		▶	●	85	85	950	
Hanesbrands Inc.	Winston-Salem, NC	●	●	●	●	●	●	●		▶	85	80	530	
Kenneth Cole Productions Inc.	New York, NY	●	●	●	●	●		●	●	▶	85	90		
PVH Corp.	New York, NY	●	●	●	●	●	●		●	▶	85	70	330	
VF Corp.	Greensboro, NC	●	●	●	●	●		●	●	●	85	15	241	
DSW	Columbus, OH	●	●	●	●	●		●	●	▶	80		872	
Fossil Inc.	Richardson, TX	●	●	●	●	●				▶	60	50	691	
L.L. Bean Inc.	Freeport, ME	●	●		●	▶		●	▶		60	65		
Jones Group, The	New York, NY	▶	▶	●	●	▶			▶	▶	50	70	623	
Automotive														
Ford Motor Co.	Dearborn, MI	●	●	●	●	●	●	●	●	●	100	100	8	
General Motors Co.	Detroit, MI	●	●	●	●	●	●	●	●	●	100	100	7	
Nissan North America Inc.	Franklin, TN	●	●	●	●	●	●	●	●	●	100	100		
Tesla Motors Inc.	Palo Alto, CA	●	●	●	●	●	●	●	●	●	100	100	965	
Toyota North America Inc.	Torrance, CA	●	●	●	●	●	●	●	●	●	100	100		
Volkswagen Group of America Inc.	Herndon, VA	●	●	●	●	●	●	●	●	●	100	100		
FCA US LLC	Auburn Hills, MI	●	●	●	●	●	●	●	●	▶	95	100		
Hyundai Motor America	Fountain Valley, CA	●	●	●	●	●	●	●	●	▶	95	75		
Visteon Corp.	Van Buren Township, MI	●	●	●	●	●	●	●	●	▶	95	90	351	
Lear Corp.	Southfield, MI	●	●	●	●	●		●	●	▶	85	75	177	
Subaru of America Inc.	Cherry Hill, NJ	●	●	●	●	●		●	●	▶	85	90		
Bridgestone Americas Holding Inc.	Nashville, TN	●	●	●		▶		●	●	▶	70	70		
Hertz Global Holdings Inc.	Park Ridge, NJ	●	●	●	●	▶				▶	55	65	264	
Honda North America Inc.	Marysville, OH	●			●	●			●	▶	50			
Group 1 Automotive	Houston, TX	●			●	●					35	40	307	
Dana Holding Corp.	Maumee, OH			●	●	▶			▶	▶	30	30	385	
Navistar International Corp.	Lisle, IL	▶	▶						●		30	40	259	
Autoliv Inc.	Auburn Hills, MI	▶	▶								20	15	310	
BorgWarner Inc.	Auburn Hills, MI	▶	▶								20	30	352	
Cooper Tire & Rubber Co.	Findlay, OH		▶			▶			▶		20	25	669	
Paccar Inc.	Bellevue, WA	▶	▶								20	15	169	
Asbury Automotive Group	Duluth, GA	▶									10	15	472	
AutoNation Inc.	Fort Lauderdale, FL	▶									10	15	162	
Goodyear Tire & Rubber Co.	Akron, OH	▶									10	15	147	
Tenneco Inc.	Lake Forest, IL	▶									10	15	338	
TRW Automotive Holdings Corp.	Livonia, MI								●		10	10	165	

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000		
		1a	1b	1c	2a	2b	2c	3a	3b	4						
Boston Consulting Group	Boston, MA	●	●	●	●	●	●	●	●	●	●	100	100			
CEB Inc.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100			
Convergys Corp.	Cincinnati, OH	●	●	●	●	●	●	●	●	●	●	100	55	958		
Deloitte LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			
Ernst & Young LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			
Huron Consulting Group Inc.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100			
International Business Machines Corp. (IBM)	Armonk, NY	●	●	●	●	●	●	●	●	●	●	100	100	23		
KPMG LLP	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			
ManpowerGroup	Milwaukee, WI	●	●	●	●	●	●	●	●	●	●	100	85	144		
Marsh & McLennan Companies Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100	226		
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			
Slalom Consulting	Seattle, WA	●	●	●	●	●	●	●	●	●	●	100	100			
Thomson Reuters	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			
Towers Watson & Co.	Arlington, VA	●	●	●	●	●	●	●	●	●	●	100	100	648		
Kelly Services Inc.	Troy, MI	●	●	●	●	●	●	●	●	●	●	95	30	468		
Sapient Corp.	Boston, MA	●	●	●	●	●	●	●	●	●	●	90	80			
Adecco North America LLC	Jacksonville, FL	●	●	●	●	●	●	●	●	●	●	85	90			
Capgemini US LLC	New York, NY	●	●	●	●	●	●	●	●	●	●	85	90			
Grant Thornton LLP	Chicago, IL	●	●	●	●	●	●	●	●	●	●	85	90			
Robert Half	Menlo Park, CA	●	●	●	●	●	●	●	●	●	●	85	85	577		
Truven Health Analytics Inc.	Ann Arbor, MI	●	●	●	●	●	●	●	●	●	●	80				
Infosys Limited Inc.	Plano, TX	●	●	●	●	●	●	●	●	●	●	70	70			
Harris Interactive Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	60	70			
Education and Child Care																
Pearson Inc.	New York, NY	●	●	●	●	●	●	●	●	●	●	100	100			
Bright Horizons Family Solutions Inc.	Watertown, MA	●	●	●	●	●	●	●	●	●	●	85	90			
Energy and Utilities																
Exelon Corp.	Chicago, IL	●	●	●	●	●	●	●	●	●	●	100	100	119		
PG&E Corp.	San Francisco, CA	●	●	●	●	●	●	●	●	●	●	100	100	183		
Portland General Electric Co.	Portland, OR	●	●	●	●	●	●	●	●	●	●	100	100			
Sempra Energy	San Diego, CA	●	●	●	●	●	●	●	●	●	●	100	100	267		
Southern California Edison Co.	Rosemead, CA	●	●	●	●	●	●	●	●	●	●	100	100			
American Electric Power Co. Inc.	Columbus, OH	●	●	●	●	●	●	●	●	●	●	95	80	186		
PPL Corp.	Allentown, PA	●	●	●	●	●	●	●	●	●	●	95	65	234		
Alliant Energy Corp.	Madison, WI	●	●	●	●	●	●	●	●	●	●	90	85	687		
Ameren Corp.	St. Louis, MO	●	●	●	●	●	●	●	●	●	●	90	85	379		
Consolidated Edison Co.	New York, NY	●	●	●	●	●	●	●	●	●	●	90	100	225		
Duke Energy Corp.	Charlotte, NC	●	●	●	●	●	●	●	●	●	●	90	90	123		
Xcel Energy Inc.	Minneapolis, MN	●	●	●	●	●	●	●	●	●	●	90	90	257		
Entergy Corp.	New Orleans, LA	●	●	●	●	●	●	●	●	●	●	85	90	242		
ONEOK Inc.	Tulsa, OK	●	●	●	●	●	●	●	●	●	●	85	70	200		

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Northwestern Mutual Life Insurance	Milwaukee, WI	●	●	●	●	●	●	●	●	●	100	100	110	
Principal Financial Group	Des Moines, IA	●	●	●	●	●	●	●	●	●	100	90	298	
State Farm Group	Bloomington, IL	●	●	●	●	●	●	●	●	●	100	95	41	
Sun Life Financial Inc. (US)	Wellesley Hills, MA	●	●	●	●	●	●	●	●	●	100	100		
Travelers Companies Inc., The	New York, NY	●	●	●	●	●	●	●	●	●	100	90	114	
Voya Financial	New York, NY	●	●	●	●	●	●	●	●	●	100	100		
Blue Cross Blue Shield of Michigan	Detroit, MI	●	●	●	●	●	●	●	●	▸	95	85		
Health Care Service Corp.	Chicago, IL	●	●	●	●	●	●	●	●	▸	95	85		
Cambia Health Solutions Inc.	Portland, OR	●	●	●	●	●	●	●	●	●	90			
CUNA Mutual Insurance Group	Madison, WI	●	●	●	●	●	●	●	●	●	90	50	675	
Esurance Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	90	90		
Hanover Insurance Group Inc.	Worcester, MA	●	●	●	●	●	●	●	▸	▸	90	80	514	
Progressive Corp., The	Mayfield Village, OH	●	●	●	●	●	●	●	●	▸	90	100	157	
Standard Insurance Company	Portland, OR	●	●	●	●	●	●	●	●	●	90	75		
Transamerica Corp., The	Cedar Rapids, IA	●	●	●	●	●	●	●	●	●	90	20		
Wellmark Inc.	Des Moines, IA	●	●	●	●	●	●	●	●	●	90			
Allianz Life Insurance Co. of North America	Minneapolis, MN	●	●	●	●	●	●	●	●	▸	85	90		
Allstate Corp., The	Northbrook, IL	●	●	●	●	●	●	●	●	▸	85	85	92	
Assurant	New York, NY	●	●	●	●	●	●	●	●	▸	85	90	304	
CareFirst Inc.	Baltimore, MD	●	●	●	●	●	●	●	●	▸	85			
Liberty Mutual Group	Boston, MA	●	●	●	●	●	●	●	●	▸	85	85	76	
Thrivent Financial	Minneapolis, MN	●	●	●	●	●	●	●	●	▸	85	45	335	
United Services Automobile Association	San Antonio, TX	●	●	●	●	●	●	●	●	▸	85	0	141	
AFLAC Inc.	Columbus, GA	▸	▸	●	●	●	●	●	●	▸	75	85	125	
Guardian Life Insurance Co. of America, The	New York, NY	●	●	●	●	●	●	●	●	▸	75	35	245	
Zurich North America	Schaumburg, IL	●	●	●	●	●	●	●	●	▸	75	65		
Mutual of Omaha Insurance	Omaha, NE	●	●	●	●	●	●	●	●	▸	70	55	392	
Pacific Life Insurance Co.	Newport Beach, CA	●	●	●	●	●	●	●	●	▸	70	85	333	
BMC HealthNet Plan	Boston, MA	●	●	●	●	▸	●	●	●	▸	60	60		
Unum Group	Chattanooga, TN	●	●	●	●	▸	●	●	▸	▸	60	60	272	
Selective Insurance Group	Branchville, NJ	▸	▸	●	●	▸	●	●	●	▸	55	65	999	
Loews Corp.	New York, NY	▸	●	●	●	▸	●	●	●	●	25	35	193	
Alleghany Corp.	New York, NY	▸	▸	●	●	●	●	●	●	●	20		497	
American Financial Group	Cincinnati, OH	▸	▸	●	●	●	●	●	●	●	20	0	487	
Reinsurance Group of America Inc.	Chesterfield, MO	▸	▸	●	●	●	●	●	●	●	20	15	274	
W.R. Berkley	Greenwich, CT	▸	▸	●	●	●	●	●	●	●	20	0	409	
First American Financial Corp.	Santa Ana, CA	▸	●	●	●	●	●	●	●	●	10	15	499	
Auto-Owners Insurance Group	Lansing, MI	●	●	●	●	●	●	●	●	●	0	0	428	
Berkshire Hathaway Inc.	Omaha, NE	●	●	●	●	●	●	●	●	●	0	0	4	
Old Republic International	Chicago, IL	●	●	●	●	●	●	●	●	●	0	0	465	
Internet Services and Retailing														
Airbnb Inc.	San Francisco, CA	●	●	●	●	●	●	●	●	●	100			
eBay Inc.	San Jose, CA	●	●	●	●	●	●	●	●	●	100	100	180	
Facebook Inc.	Menlo Park, CA	●	●	●	●	●	●	●	●	●	100	100	341	

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	10 points	15 points			
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Baker Botts LLP	Houston, TX	●	●	●	●	●		●	●	●	85	90		
Ballard Spahr LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	85	90		
Bracewell & Giuliani	Houston, TX	●	●	●	●	●		●	●	●	85	90		
Chadbourne & Parke LLP	New York, NY	●	●	●	●	●		●	●	●	85	90		
Cravath, Swaine & Moore LLP	New York, NY	●	●	●	●	●		●	●	●	85	90		
Dickstein Shapiro LLP	Washington, DC	●	●		●	●	●	●	●	●	85	95		
Duane Morris LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	85	90		
Lane Powell PC	Seattle, WA	●	●	●	●	●		●	●	●	85			
McCarter & English LLP	Newark, NJ	●	●	●	●	●		●	●	●	85	90		
McGuireWoods LLP	Richmond, VA	●	●	●	●	●		●	●	●	85	90		
Moore & Van Allen PLLC	Charlotte, NC	●	●	●	●	●		●	●	●	85	75		
Nelson Mullins Riley & Scarborough LLP	Columbia, SC	●	●	●	●	●		●	●	●	85	50		
Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, SC	●	●	●	●	●		●	●	●	85	75		
Patton Boggs LLP	Washington, DC	●	●	●	●	●		●	●	●	85	90		
Polsinelli	Kansas City, MO	●	●	●	●	●		●	●	●	85	70		
Proskauer Rose LLP	New York, NY	●	●	●	●	●		●	●	●	85	90		
Saul Ewing LLP	Philadelphia, PA	●	●	●	●	●		●	●	●	85	90		
Schulte, Roth & Zabel LLP	New York, NY	●	●	●	●	●		●	●	●	85	45		
Snell & Wilmer	Phoenix, AZ	●	●	●	●	●		●	●	●	85	90		
Steptoe & Johnson LLP	Washington, DC	●	●	●	●	●	●		●	●	85	90		
Stinson Leonard Street LLP	Kansas City, MO	●	●	●	●	●		●	●	●	85	90		
Sullivan & Cromwell LLP	New York, NY	●	●	●	●	●		●	●	●	85	90		
Williams Mullen PC	Richmond, VA	●	●	●	●	●		●	●	●	85	90		
Drinker Biddle & Reath LLP	Milwaukee, WI	●	●		●	●		●	●	●	80	90		
Haynes and Boone LLP	Dallas, TX	●	●		●	●		●	●	●	80	90		
Kenyon & Kenyon	New York, NY	●	●		●	●		●	●	●	80	90		
Kutak Rock LLP	Omaha, NE	●	●		●	●		●	●	●	80	90		
McKenna Long & Aldridge LLP	Washington, DC	●	●		●	●		●	●	●	80	90		
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	●	●		●	●		●	●	●	80	85		
Vorys, Sater, Seymour and Pease LLP	Columbus, OH	●	●	●	●	●			●	●	75	80		
Jackson Walker LLP	Dallas, TX	●		●	●	●		●	●	●	70			
Holland & Hart LLP	Denver, CO	●	●	●	●	●			●	●	55	75		
Howrey LLP	Washington, DC	●	●		●	●		●	●		55	85		
Loeb & Loeb LLP	Los Angeles, CA	●	●		●	●			●	●	55	75		
Willkie Farr & Gallagher LLP	New York, NY	●	●		●	●		●	●		55	85		
LeClairRyan	Richmond, VA	●			●	●			●	●	50			
Luce Forward Hamilton & Scripps LLP	San Diego, CA	●	●			●		●	●		45	70		
Holme Roberts & Owen LLP	Denver, CO	●			●	●			●		35	45		
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL	●		●		●			●	●	35	45		
Howard & Howard Attorneys PLLC	Kalamazoo, MI	●				●				●	20	25		
Mail and Freight Delivery														
United Parcel Service Inc.	Atlanta, GA	●	●	●	●	●		●	●	●	90	90	50	
FedEx Corp.	Memphis, TN	●	●	●	●	●		●	●	●	85	85	64	
Union Pacific Corp.	Omaha, NE	●	●	●	●	●		●	●	●	85	70	135	

Appendix C Ratings by Industry, Descending Score

Employer	Headquarters Location	Criterion										2016 CEI Rating	2015 CEI Rating	Fortune 1000
		1a	1b	1c	2a	2b	2c	3a	3b	4				
Burlington Northern Santa Fe Corp.	Fort Worth, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	20	20		
YRC Worldwide Inc.	Overland Park, KS	15 points		5 points							20	20	506	
J. B. Hunt Transport Services Inc.	Lowell, AR										0	0	454	
Manufacturing														
3M Co.	St. Paul, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	101	
Ball Corp.	Broomfield, CO	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	85	321	
Corning Inc.	Corning, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	343	
Cummins Inc.	Columbus, IN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	168	
Danaher Corp.	Washington, DC	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	149	
Eaton Corp.	Cleveland, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	15		
General Electric Co.	Fairfield, CT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	9	
Herman Miller Inc.	Zeeland, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100		
Nestlé Purina PetCare Co.	St. Louis, MO	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	95		
Owens Corning	Toledo, OH	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	475	
Rockwell Automation Inc.	Milwaukee, WI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	410	
Steelcase Inc.	Grand Rapids, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	753	
United Technologies Corp.	Hartford, CT	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	95	100	45	
Caterpillar Inc.	Peoria, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	90	90	49	
Ingersoll-Rand Company	Davidson, NC	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	90			
Jarden Corp.	Boca Raton, FL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	90	90	356	
R.R. Donnelley & Sons Co.	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	90	90	268	
TE Connectivity Inc.	Berwyn, PA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	90			
Emerson Electric Co.	St. Louis, MO	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	80	80	121	
Mars Inc.	Mt. Olive, NJ	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	80	60		
Stryker Corp.	Kalamazoo, MI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	80	65	306	
Deere & Co.	Moline, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	75	65	80	
Freescale Semiconductor Inc.	Austin, TX	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	75	80		
MeadWestvaco Corp.	Richmond, VA	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	65	45	457	
USG Corp.	Chicago, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	65		650	
Xylem Inc.	Rye Brook, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	65	65	617	
Illinois Tool Works Inc.	Glenview, IL	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	60	60	171	
Johnson Controls Inc.	Milwaukee, WI	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	60	50	68	
Baldor Electric Co.	Fort Smith, AR	15 points		5 points							25	25		
Mohawk Industries Inc.	Calhoun, GA				10 points	10 points					15	20	357	
Crown Holdings	Philadelphia, PA	15 points									10	15	313	
Huntington Ingalls Industries	Newport News, VA	15 points									10		382	
Jabil Circuit Inc.	St. Petersburg, FL	15 points									10	15	155	
Oshkosh Corp.	Oshkosh, WI	15 points									10	15	347	
Owens-Illinois Inc.	Perrysburg, OH	15 points									10	15	372	
Mining and Metals														
Alcoa Inc.	New York, NY	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	100	100	130	
Mosaic Co.	Plymouth, MN	15 points	15 points	5 points	10 points	10 points	10 points	10 points	10 points	15 points	85	85	283	
Newmont Mining Corporation	Greenwood Village, CO	15 points		5 points	10 points	10 points	10 points	10 points	10 points	15 points	80	60	327	
AK Steel Holding Corp.	West Chester, OH	15 points	15 points								20	30	455	

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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

Appendix C Ratings by Industry, Descending Score

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



**HRC
Foundation's
Workplace
Equality
Program**

Deena Fidas and Liz Cooper, Authors

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

Project Staff

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

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

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

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

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

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

Liz Cooper
Associate Director, HRC Foundation Workplace Equality Program

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

Rena Peng
Coordinator, HRC Foundation Workplace Equality Program

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

Meg Tsuda
Assistant, HRC Foundation Workplace Equality Program

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

Acknowledgments

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

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

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

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

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

CEI 2016 was designed by Tony Frye Design.

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

Mostafa Abdelguelil

Manager, Global Diversity & Inclusion
Hyatt Hotels Corp.

Elizabeth (Betty) Amend, Co-Chair

Vice President, Human Resources
UPS

John Barry

Vice President & Relationship Manager
Global Funds Services
Northern Trust Corp.

Wyndolyn (Wendy) C. Bell

Senior Medical Director & Vice President,
Health Care Strategies
United Healthcare

Kenneth (Ken) Charles

Vice President, Global Inclusion & Staffing
General Mills

Richard Clark

Chief Accounting Officer
Accenture Ltd.

Elaine DeCanio

Region Manager
Shell Oil Co.

Rosanna Durruthy

Chief Diversity Officer
Cigna

Lori Fox

President & Founder
Lori Fox Diversity Consulting

Jeff Gabardi

General Counsel
DC Health Benefit Exchange

Lanaya Irvin

Director, Global Transaction Services
Bank of America

Michael Lopez

Director, International Relations, PAC &
State Government Relations
Alcoa Inc.

Susan (Sue) McManus

Vice President, Marketing
Nationwide Insurance

Michelle Phillips

Partner
Jackson Lewis PC

Scott Sapperstein

Assistant Vice President, Public Affairs
AT&T

Andrew (Andy) Sendall, Co-Chair

Director, Continuity of Business
Citigroup

Kurt Serrano

Vice President, Human Resources
Biogen Idec

Corey Smith

Manager of Corporate Compensation
PetSmart Inc.

Meghan Stabler

Sr. Director/Advisor, Business Management,
Marketing & Communications
CA Technologies

Charles (Chuck) Stephens

Head of Diversity & Inclusion, EMEA
Google

Ed Westreicher

(retired)
The Coca-Cola Company



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

1640 Rhode Island Ave., N.W.
Washington, D.C. 20036

TEL 202-628-4160

TTY 202-216-1572

FAX 866-304-3257

WEBSITE www.hrc.org/cei

E-MAIL cei@hrc.org

