



HUMAN
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CAMPAIGN
FOUNDATION®

CORPORATE EQUALITY INDEX

A Report Card on Lesbian, Gay, Bisexual and Transgender Equality in Corporate America

09

Human Rights Campaign Foundation

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The Human Rights Campaign Foundation believes that all Americans should have the opportunity to care for their families, earn a living, serve their country and live open, honest and safe lives at home, at work and in their community.

Through pioneering research, advocacy and education, the HRC Foundation pursues practices and policies that support and protect lesbian, gay, bisexual and transgender individuals and their families in education, healthcare, corporate, public and private organizations across the country.

The HRC Foundation also provides accurate, timely research and information vital to the LGBT community, straight allies and policymakers on a wide range of issues, including: family law, senior health and housing, parenting, schools, workplace policies and law, religion, civil unions, marriage, adoption, financial planning and healthcare.

Our programs, which include the Workplace Project, the Religion and Faith Program, the Coming Out Project, the Family Project, Youth and Campus Outreach and the Center for the Study of Equality, are possible through the generous gifts of individual donors and corporate and private philanthropic foundations. Contributions to the HRC Foundation are tax-deductible to the fullest extent of the law. See www.hrc.org for more.

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CONTENTS

LETTER FROM THE HRC FOUNDATION PRESIDENT | 1

OVERVIEW OF FINDINGS | 2

Performance by Geography | 4

Performance by Industry | 6

CORPORATE EQUALITY INDEX RATING SYSTEM AND METHODOLOGY | 8

Methodology | 10

FINDINGS | 12

Non-Discrimination Policies and Diversity Training/Awareness | 12

Sexual Orientation | 12

Gender Identity or Expression | 13

Health Insurance Benefits | 14

Transgender-Inclusive Benefits | 14

Partner Benefits | 18

LGBT Employee Resource Groups and Diversity Councils | 20

External Engagement | 21

Other Emerging Best Practices in LGBT Workplace Issues | 22

Supplier Diversity Programs | 22

Anti-Harassment Policies | 22

Self-Identification | 22

APPENDICES 23 - 80

Appendix A. Employers with Ratings of 100 Percent | 23

Appendix B. Corporate Equality Index Ratings and Breakdown | 31

Appendix C. Corporate Equality Index Ratings by Industry, Descending Score | 48

Appendix D. HRC Corporate Equality Index Survey | 65

ABOUT THE HRC FOUNDATION'S WORKPLACE PROJECT 82

Project Staff 82

ACKNOWLEDGMENTS 83

HRC BUSINESS COUNCIL 84

LETTER

FROM THE HRC FOUNDATION PRESIDENT

I am thrilled to share the 2009 Corporate Equality Index with you.

It is hard to believe that this is just the seventh year of the report. Originally designed as a roadmap for creating fair workplaces for lesbian, gay, bisexual and transgender employees at a time when discrimination against LGBT employees persisted and businesses lacked concrete guidance on LGBT inclusion, the CEI has burgeoned into the premiere benchmarking tool for gauging workplace equality.

Since that first report in 2002, the rates at which corporate America has expanded policies, practices and benefits to include LGBT employees have been faster than perhaps many thought possible. The progress has been vast in its reach and deep in its impact. LGBT employees and consumers can recognize the hallmarks of an inclusive employer — from fully inclusive non-discrimination policies and diversity programming to equal benefits. As more businesses participate in the annual survey, LGBT Americans and our allies can make more informed decisions about where to work and spend money. Senior partners and CEOs have taken note of these choices and the competition for LGBT talent and consumer dollars is at an all-time high.

In step with the CEI's trend line of upward growth, **the number of top-rated businesses reached an unprecedented 259 this year** — 64 more than last year, totaling over 9.3 million full-time employees working for 100 percent rated businesses. Many businesses are also seeking out practices to further distinguish their workplaces

beyond the minimum benchmarks. The Human Rights Campaign Foundation continues to seek out the expertise of private-sector diversity leaders, LGBT workplace advocates and employees to build on the success of the CEI to date.

A record-breaking number of businesses submitted surveys this year. While not all of those are among the top-tier percentage-wise, we commend these businesses for engaging with the Human Rights Campaign Foundation and committing to transparency in their progress. I look forward to ushering more businesses into our 100-percent tier and having the opportunity to work side-by-side with these businesses as they move toward equality.

We hope that you find this report useful and that the information contained herein can better inform your daily actions, because advancing LGBT equality must rest with all of us. From choosing a particular business in which to invest or buy goods or services, to sparking conversation at your workplace about LGBT issues, we can work together to move our colleagues, employers and communities toward change.

Thank you,



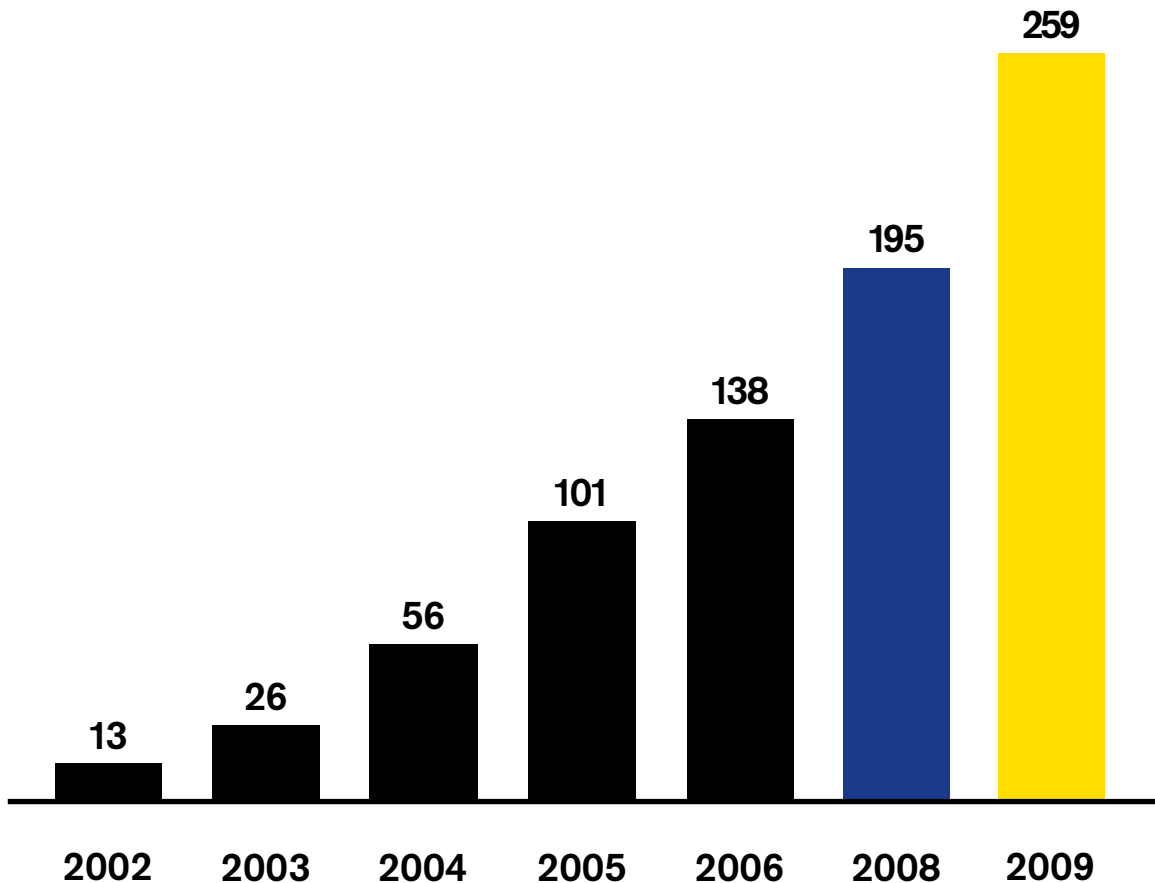
Joe Solmonese
President, Human Rights Campaign Foundation

OVERVIEW C

259

businesses achieved the top rating of 100 percent this year, compared with 195 businesses that received perfect ratings in the previous year. Collectively, these businesses employ 9,342,281 full-time U.S. workers. The 64 new businesses at 100 percent represent an increase of one-third over the previous year's number of companies with the top rating. When the Human Rights Campaign Foundation Corporate Equality Index was launched in 2002, only 13 companies received 100 percent.

A complete list of employers that achieved a perfect rating is available as Appendix A on p. 23.



OF FINDINGS

A total of 583 businesses were rated this year, an increase of 13 percent over the 2008 CEI. **The average rating across the entire index was 83**, compared to 81 percent last year.

Other businesses showed tremendous progress from last year's rating. Four businesses had improvements of at least 50 percentage points: **American International Group Inc.**, **Bayer Corp.**, **Nestle Purina PetCare Co.** and **Omnicom Group**.

Two companies continued to receive a rating of zero, **ExxonMobil Corp.** and **Perot Systems Corp.**

Neither company has taken steps to improve its rating; ExxonMobil has resisted mounting shareholder pressure to amend its non-discrimination policies. In a sign of improvement, **Meijer**, a grocery-chain that received a rating of zero in 2008, added sexual orientation to its non-discrimination policy and raised its score to 15 percent.

Two other companies opposed shareholder resolutions to amend their non-discrimination policies to include gender identity, **Verizon Communications Inc.** and **Wal-Mart Stores Inc.** Their scores were 70 and 40, respectively.

Progress at the Fortune-Ranked Companies

This year marked the third time the Fortune 1000 list of the largest publicly traded companies was invited to take part in the Corporate Equality Index survey. The Fortune 500 list has been invited each year since 2002.

Of the 255 Fortune 500-ranked businesses that the CEI rated, 120 received 100 percent ratings. The average CEI rating of Fortune 500 companies was 83. Of the 54 Fortune-ranked businesses between 500 and 1000, 17 received 100 percent ratings. The average rating of these companies was 72.

Ten of the top 20 Fortune-ranked companies received 100 percent ratings, including newly rated Cardinal Health.

	2007 FORTUNE RANK	2009 CEI RATING
Wal-Mart Stores Inc.	1	40
Exxon Mobil Corp.	2	0
General Motors Corp.	3	100
Chevron Corp.	4	100
ConocoPhillips	5	60
General Electric Co.	6	80
Ford Motor Co.	7	100
Citigroup Inc.	8	100
Bank of America Corp.	9	100
American International Group Inc.	10	85
J.P. Morgan Chase & Co	11	100
Berkshire Hathaway*	12	–
Verizon Communications Inc.	13	70
Hewlett-Packard Co.	14	100
International Business Machines Corp. (IBM)	15	100
Valero Energy*	16	–
Home Depot Inc.	17	85
McKesson Corp.	18	68
Cardinal Health	19	100
Morgan Stanley	20	100

* The HRC Foundation does not have sufficient information to provide a rating for this company.

FINDINGS / PERFORMANCE BY GEOGRAPHY

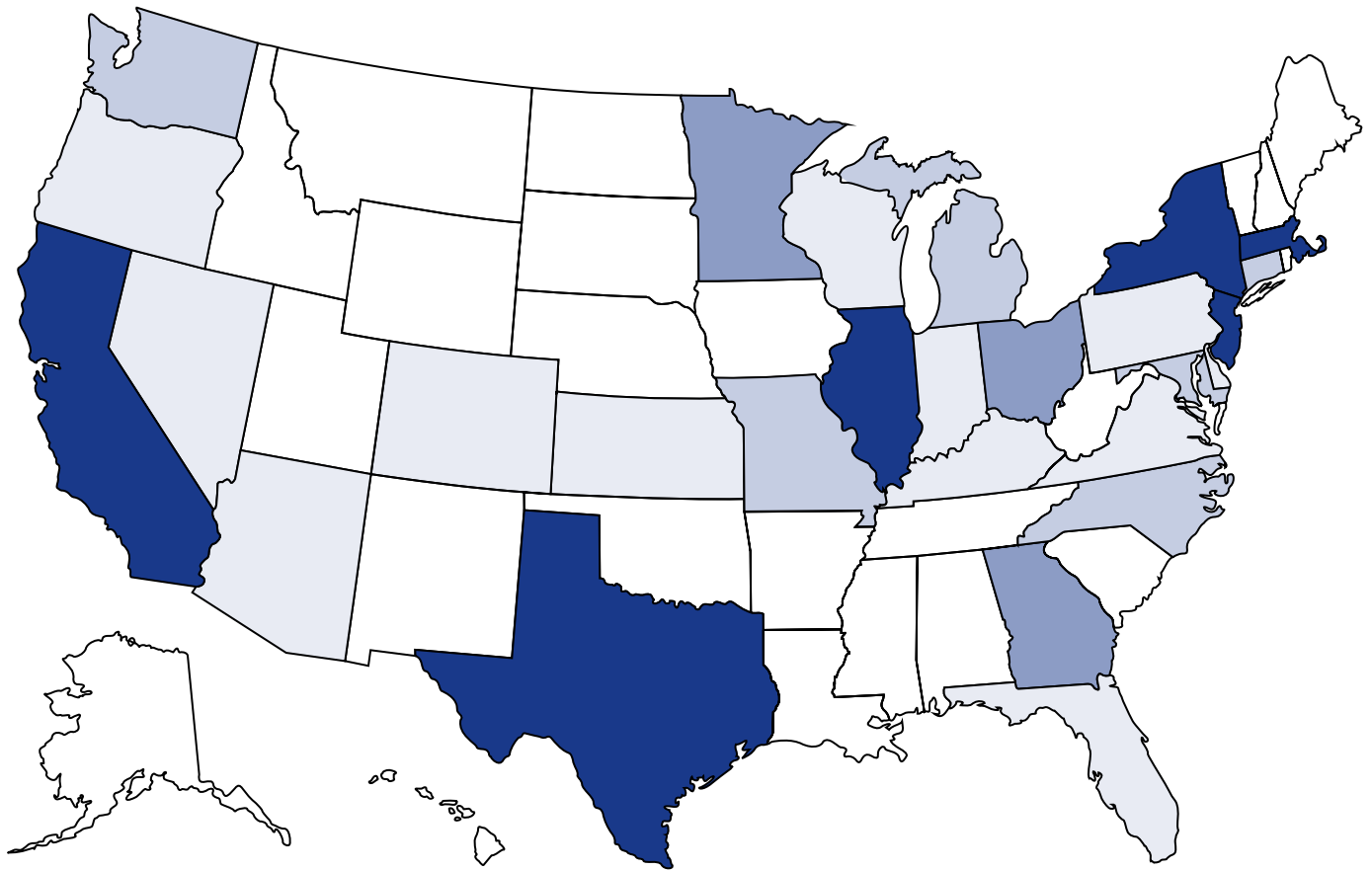
California and **New York** continue to accelerate ahead of other states, each adding at least seven new top-rated businesses to its list. However, 25 other states and the District of Columbia have at least one 100 percent rated business with its headquarters located there. Adding two businesses, **Illinois** continued to house many top-rated businesses and **Texas** added eight top-percent rated businesses. The location of top-rated Corporate Equality Index employers resembles the number of Fortune 500-ranked companies in each state.

Number of Businesses Rating 100 Percent on the CEI by Headquarters Location

Alabama*	–
Alaska*	–
Arizona	1
Arkansas	–
California	43
Colorado	1
Connecticut	6
Delaware*	1
District of Columbia	9
Florida	3
Georgia	11
Hawaii*	–
Idaho	–
Illinois	22
Indiana	3
Iowa*	–
Kansas*	1
Kentucky	1
Louisiana	–
Maine*	–
Maryland	5
Massachusetts	16
Michigan	8
Minnesota	12
Mississippi*	–
Missouri	4
Montana*	–
Nebraska	–
Nevada	1
New Hampshire*	–
New Jersey	15
New Mexico	–
New York	52
North Carolina	5
North Dakota*	–
Ohio	9
Oklahoma	–
Oregon*	1
Pennsylvania	1
Rhode Island	–
South Carolina*	–
South Dakota*	–
Tennessee	–
Texas	17
Utah*	–
Vermont	–
Virginia	3
Washington	7
West Virginia*	–
Wisconsin	1
Wyoming*	–

* State has fewer than 5 Fortune 500-ranked businesses.

NUMBER OF BUSINESSES IN EACH STATE WITH CEI RATINGS OF 100 PERCENT



- 1-3 businesses
- 4-8 businesses
- 9-12 businesses
- 13 or more businesses

Several industries saw improvement in both the average rating and the number of top-rated businesses: **airlines**; **computer hardware and office equipment**; **food, beverages and groceries**; **insurance**; **law firms**; and, **retail and consumer products**.

Improvements made by **Alaska Airlines** and **Continental Airlines Inc.** brought them to 100 percent alongside **US Airways** and seventh time top-rated business, **American Airlines**. Within computer hardware and office equipment, **CDW Corp.**'s expansion of equal benefits and workplace protections raised this industry's overall ratings. The growth in the food, beverages and groceries industry is attributed to both newcomers to the 100 percent tier such as **Diageo North America**, as well as significant positive changes at businesses like **Food Lion LLC** – which added gender identity protections to its non-discrimination policy, and **H.J. Heinz Co.** – which implemented domestic partner benefits. Within the insurance industry, **New York Life Insurance Co.** and **The Progressive Corp.** both added gender identity protections, among other changes, further elevating the industry rating. In retail and consumer products, **Barnes & Noble Inc.** joined **Borders Group Inc.** at 100 percent while **Target Corp.**, **Unilever** and **Kimberly-Clark Corp.** reached the 100 percent tier this year as well.

In 2006, the first year law firms were invited to participate, 12 achieved a score of 100 percent. That figure has leaped to an unprecedented industry high of 64 businesses occupying the 100 percent tier, eclipsing banking and financial services. Law firms are highly competitive in their recruitment efforts for law school graduates, and are also held to increasing standards of diversity by their corporate clients. LGBT equality is an integral part of these efforts to recruit and retain top talent and cultivate clients. Beyond the LGBT community, many allies look to CEI ratings as a bellwether for a potential employer's commitment to diversity.

Of the 35 industries represented on the HRC Foundation Corporate Equality Index, five have no top-rated companies: **engineering and construction**; **forest and paper products**; **mining and metals**; **residential real estate**; and **waste management**.

Industry	Avg.	Number of Businesses at 100 Percent
Advertising, Marketing	73	1
Aerospace and Defense	85	5
Airlines	92	4
Apparel, Fashion, Textiles, Department Stores	84	9
Automotive	75	8
Banking and Financial Services	89	30
Chemicals and Biotechnology	81	5
Computer and Data Services	68	1
Computer Hardware/Office Equip.	85	11
Computer Software	91	6
Consulting, Business Services	95	11
Education, Child Care	100	1
Energy and Utilities	68	5
Engineering and Construction	52	0
Entertainment/Electronic Media	85	5
Food, Beverages and Groceries	74	13
Forest and Paper Products	73	0
Healthcare	77	3
High-Tech/Photo/Science Equip.	84	6
Hotels, Resorts and Casinos	92	7
Insurance	89	18
Internet Services and Retailing	88	4
Law Firms	92	64
Mail and Freight Delivery	58	1
Manufacturing	59	3
Mining and Metals	85	0
Oil and Gas	72	3
Pharmaceuticals	93	11
Publishing and Printing	71	2
Real Estate, Residential	80	0
Retail and Consumer Products	82	15
Telecommunications	86	4
Tobacco	100	1
Transportation, Travel	85	2
Waste Management	88	0

2009 CORPORATE EQUALITY

Since its inception in 2002, the Human Rights Campaign Foundation Corporate Equality Index has provided businesses with a blueprint for establishing and maintaining inclusive workplaces for lesbian, gay, bisexual and transgender employees. Beyond modeling success, the resources that supplement the CEI equip businesses with the tools they need to effect change throughout their organization.

With an ever-increasing response rate, the extent to which businesses rely on the CEI has solidified its status as the benchmark by which businesses and their employees can gauge their success against competitors on LGBT inclusion.

The HRC Foundation offers continually updated resources for employers on each of the criteria on its website at www.hrc.org/workplace.

THE EVOLUTION OF THE CRITERIA

The HRC Foundation is committed to maintaining rigorous, transparent and achievable criteria for the Corporate Equality Index and, just as importantly, providing the tools for employers to meet them. Changes to the criteria are made with input from expert LGBT workplace advocates and leaders at the most advanced firms, taking into consideration the changing landscape of legal protections for LGBT employees and their families from state to state.

In 2002, the first CEI rated employers on seven criteria that remain the basis for today's rating system. The original criteria were guided in part by the Equality Principles -- 10 key practices for businesses committed to equal treatment of LGBT employees, consumers and investors. For more information, visit www.equalityproject.org/principles/en.html.

Just 13 businesses achieved top ratings in that first year; by 2005, more than 100 businesses had achieved perfect ratings, with many establishing the next best practices such as spousal-equivalent partner benefits and transgender-inclusive benefits.

In 2006, the HRC Foundation rolled out the second and current version of the CEI criteria, with greater weight given to spousal-equivalent partner benefits and to transgender inclusion; these criteria remain in effect for the 2009 report. Future changes to the criteria will be announced at least 12 months before going into effect.

THE 'BEST PLACES TO WORK' DISTINCTION

Businesses that are recognized in this report with a rating of 100 percent are further recognized as "Best Places to Work for LGBT Equality." Such businesses are invited to use this distinction and the accompanying trademark in their recruitment and advertising efforts.



THE CURRENT CRITERIA

The following rating system has been in effect since the 2006 CEI report, and remains effective through this and the 2010 report. ►

EQUALITY INDEX RATING SYSTEM

& METHODOLOGY ►

	POINTS POSSIBLE
1. Non-discrimination policy, diversity training – sexual orientation	
a. Equal Employment Opportunity policy includes sexual orientation	15
b. Diversity training covers sexual orientation	5
2. Non-discrimination policy, diversity training & benefits – gender identity or expression	
a. Equal Employment Opportunity policy includes gender identity or expression	15
b. Gender identity diversity training offered OR supportive gender transition guidelines in place*	5
c. Offers transgender-inclusive insurance coverage for at least one type of benefit* At least one: Counseling by a mental health professional; pharmacy benefits covering hormone therapy; medical visits to monitor the effects of hormone therapy and other associated lab procedures; medically necessary surgical procedures such as hysterectomy; or short-term disability leave for surgical procedures	5
3. Partner benefits	
a. Partner health insurance	15
b. Partner COBRA, dental, vision and legal dependent coverage*	5
c. Other partner benefits* At least three: FMLA-like leave;† 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; retiree healthcare benefits; or employee discounts	5
4. LGBT employee resource group / diversity council, or (half credit) Would support a LGBT employee resource group with employer resources if employees expressed an interest	15
5. Positively engages the external LGBT community	15
6. Employer exhibits responsible behavior toward the LGBT community; does not engage in action that would undermine LGBT equality	–**
	100

* Criterion was added to the Corporate Equality Index in 2006.

** Employers found engaging in activities that would undermine LGBT equality will have 15 points removed from their scores.

† Benefit provided to the employee on behalf of the employee's same-sex partner.

HRC CORPORATE EQUALITY INDEX RATING SYSTEM & **METHODOLOGY**

WHAT BUSINESSES ARE RATED

The Human Rights Campaign Foundation utilizes lists of the largest and most successful U.S. employers as a basis for inviting businesses to participate in the Corporate Equality Index, including *Fortune* magazine's 1,000 largest publicly traded businesses (the 2007 Fortune 1000) and *American Lawyer* magazine's top 200 revenue-grossing law firms (the 2007 AmLaw 200). Additionally, any private-sector, for-profit employer with 500 or more full-time U.S. employees can request to participate by e-mailing workplace@hrc.org.

HOW WE OBTAIN THE INFORMATION / THE HRC CORPORATE EQUALITY INDEX SURVEY

The primary source of information for the CEI rating is the CEI survey (see Appendix D on page 65). While many questions on the survey are required for participation in the CEI, others are informational questions that help gauge trends and best practices among all businesses or particular industries.

Invitations for the 2009 CEI survey were mailed in March 2008. 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 information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for previous submissions.

The web-based survey included links to sample policies and other guidance on the HRC Foundation Workplace Project website. 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 HRC Foundation may occasionally rate businesses that have not submitted a survey this year if the business had submitted a survey in previous years and the information is determined to be accurate or if the HRC Foundation has obtained sufficient information to provide an individual rating. In both cases, the HRC Foundation notifies the business of the rating and asks for any updates or clarification.

A total of 1,567 businesses received invitations to take part in the survey. Of that number, 466 submitted surveys and 583 were ultimately rated. Last year, a total of 1,806 businesses were sent invitations, 416 submitted surveys and 519 were rated. Fewer businesses received invitations this year to better focus on the primary target pool of businesses, namely the Fortune 1000 and AmLaw 200 as well as businesses that have pro-actively reached out to the Human Rights Campaign Foundation.

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 rate businesses. 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 Corporate Equality Index 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 foundation gifts to anti-LGBT groups;
- Case law and news accounts for allegations of discrimination on the basis of sexual orientation and/or gender identity or expression that have been brought against any of these businesses;
- Individuals or unofficial LGBT employee groups that report information to the HRC Foundation; and
- The HRC Foundation Workplace Project, which since 1995 has collected information on U.S. employers and today maintains the most accurate and extensive database of business policies that affect LGBT workers and their families.

If a business was found to have a connection with an anti-LGBT organization or activity, the HRC Foundation contacted the business and gave them 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 lose 15 points from their overall rating through criterion 6, with a minimum possible total rating of zero points.

A NOTE ABOUT BUSINESSES' RATINGS

Recognizing that many of the businesses rated in the CEI employ thousands of employees that span most, if not all, of the 50 states, each business's rating should be viewed as a snapshot of its activity. A CEI rating cannot convey all the nuances of a business's particular approach to LGBT workplace issues. Furthermore, some businesses' ratings dropped from the previous year; the bulk of these businesses lost points because some data was no longer reliable and/or businesses experienced fluctuations in their external engagement efforts.

FINDINGS

Non-Discrimination Policies and Diversity Training/Awareness

A clear and defined non-discrimination policy with respect to conditions of employment including hiring, promotions, termination and compensation that includes “sexual orientation” and “gender identity” or “gender identity or expression” – in addition to federally protected classes such as age, race, sex, religion, national origin and disability – is an essential baseline policy for lesbian, gay, bisexual and transgender inclusion.

To read more about *Equal Opportunity Employment Issues for LGBT Workers*, please visit www.hrc.org/issues/workplace/equal_opportunity.asp.

Diversity awareness or employee training programs are important vehicles through which an employer communicates its expectations of fair treatment to employees. Rather than isolating diversity issues, an increasing number of employers are integrating lessons on diversity with other standard trainings that are skills or policy-based. Each employer handles diversity training differently; some require all employees to attend, while others might only require managers or supervisors to attend.

SEXUAL ORIENTATION

Sexual orientation is generally defined as an individual’s enduring physical, romantic, emotional and/or spiritual attraction to another person.

99% of CEI-rated employers provide employment protections on the basis of sexual orientation (criterion 1a). A total of **92 percent** of rated employers cover “sexual orientation” as a topic of diversity training, though not all employees may be required to attend (criterion 1b).

Criterion 1a (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Prohibit Discrimination Based on Sexual Orientation



Criterion 1b (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Provide Diversity Training Covering Sexual Orientation



2009 2008

GENDER IDENTITY

Gender identity is generally defined as an individual's internal, personal sense of being a man or a woman. For transgender people, their birth-assigned sex and their own internal sense of gender identity do not match. *Gender expression* refers to all of the external characteristics and behaviors that are socially defined as either masculine or feminine, such as dress, grooming, mannerisms, speech patterns and social interactions. It is worth noting that social or cultural norms can vary widely and some characteristics that may be accepted as masculine, feminine or neutral in one culture may not be assessed similarly in another.

Gender identity and gender expression are distinct from sexual orientation – transgender people may be heterosexual, lesbian, gay or bisexual.

Employers that revise their non-discrimination policies should examine internal policies and procedures with an eye toward how employees express their gender. This includes things such as personnel records and directories, restroom and changing facilities, as well as dress codes and harassment policies. Gender transition guidelines help ensure consistent treatment with regard to these matters when an employee transitions on the job. The Human Rights Campaign Foundation provides resources to address these issues on its website at www.hrc.org/workplace/transgender.

66% of CEI-rated employers provide employment protections on the basis of gender identity or expression, the highest figure to date. The expansion of these protections has been remarkable; growth from the 2002 CEI has been 12-fold when just 5 percent of CEI-rated employers included gender identity protections in 2002 (criterion 2a).

Seventy-two percent of this year's rated businesses have written gender transition guidelines and/or cover gender identity as a topic of diversity training, up from 68 percent last year (criterion 2b). A total of 115 employers have transition guidelines, up from 90 last year.

Criterion 2a (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Prohibit Discrimination Based on Gender Identity or Expression



Criterion 2b (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Provide Diversity Training Covering Gender Identity OR Have Supportive Gender Transition Guidelines



2009 2008

FINDINGS

Health Insurance Benefits

On average, roughly 20 percent of employees' overall compensation is provided in the form of health insurance benefits for themselves and often, for their families. For employees with partners and/or children not eligible for those benefits, this disparity in compensation is profound. Since the 1990s, domestic partner benefits have become the norm – the majority of Fortune 500 companies now provide them. More recently, employers have started to address health insurance discrimination against transgender individuals.

TRANSGENDER-INCLUSIVE BENEFITS

Most transgender people are categorically denied health insurance coverage for necessary medical treatment, often irrespective of whether treatment is related to sex reassignment. Up until the last few years, nearly all health insurance plans in the United States excluded coverage for sex reassignment or related treatment, and sometimes a plan's exclusion is worded broadly to exclude many other necessary treatments. While not all transgender people have the same medical needs, ending this discrimination against transgender people in benefits is a critical goal that the Human Rights Campaign Foundation is working with employers to achieve. *For more information, please visit www.hrc.org/issues/9568.htm.*

In 2001, the city and county of San Francisco made history by becoming the first U.S. municipalities to remove transgender access exclusions from their employee health plans. A 2006 statement from the San Francisco's Human Rights Commission proclaimed, "Despite actuarial fears of over-utilization and a potentially expensive benefit, the Transgender Health Benefit Program has proven to be appropriately accessed and undeniably more affordable than other, often routinely covered, procedures." Employees of the city and county of San Francisco, as well as their dependents, may now access necessary medical treatments without needing to pay additional premiums, as they did the first few years the program was available.

Since 2006, CEI survey participants have been asked to examine their insurance policies for transgender exclusions, and to ensure that at least one of the five general types of medically necessary treatment was available without exclusion. If treatment was generally available without exclusion (e.g.: if a plan covered medically necessary surgical procedures), the business was asked to provide supporting documentation.

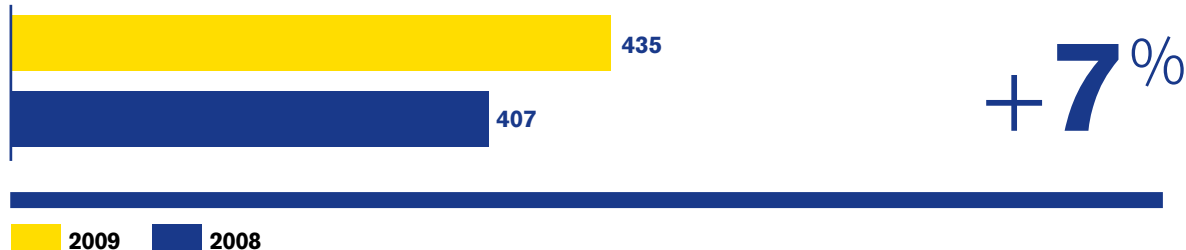
The original intent of this criterion was not just to educate employers about these exclusions but also to encourage employers to remove them. Through our conversations and educational efforts with participating employers over the years, the Human Rights Campaign Foundation has helped spotlight these discriminatory insurance exclusions, and we have seen tremendous progress in removing them.

Some major insurers now provide limited options for employers to provide inclusive coverage. Nonetheless, based on feedback given to the HRC Foundation, employers that do not self-insure are at a disadvantage in being able to obtain comprehensive coverage. For self-insured plans, the employer assumes the risk of providing the benefits and paying all the claims and so it generally has greater control over what treatment is covered by the plan. These plans often involve a health insurance company or other third party to administer the plan. Smaller employers are much less likely to self-fund, and are thus limited to commercial health insurance options.

75% of this year's rated businesses have examined their transgender exclusions to determine that coverage is available for at least one of five categories of treatment (criterion 2c).

Criterion 2c (See Appendix B, on p. 31 for individual employer ratings)

Businesses That Offer at Least One Transgender-Inclusive Benefit



Of the employers that met this criterion:

- 71 percent provide mental health benefits for counseling by a mental health professional.
- 26 percent provide pharmacy benefits for hormone therapy.
- 21 percent cover medical visits and lab procedures related to hormone therapy.
- 12 percent provide health benefits for surgical procedures.
- 72 percent provide short-term leave for surgical procedures.

FINDINGS

ENDING BENEFITS DISCRIMINATION AGAINST TRANSGENDER EMPLOYEES

This year, in order to verify the information submitted for this criterion, the Human Rights Campaign Foundation asked survey participants to submit documentation to support that various medically necessary treatments would be covered by the insurance plan. Such documentation included:

- a complete list of exclusions (typically found only in the plan contract itself) that does not indicate a transgender exclusion;
- clinical guidelines and/or contract language indicating that treatment would be considered medically necessary (usually under circumstances resembling current or previous versions of the World Professional Association for Transgender Health; or
- other plan documents or employee communications indicating medically necessary treatments would be covered.

While the Human Rights Campaign Foundation cannot attest that insurance coverage would ultimately be applied equally from business to business or even between multiple insurance plans used by the same business, our review suggests that a number of businesses have taken significant and substantial steps to remove discrimination from at least one of their health insurance plans for employees and their dependents.

49

businesses had insurance plans that indicated that most medically necessary treatments would be covered. **These businesses are highlighted in Appendices B & C with a “+” under column 2c.**

Some of the first businesses to implement inclusive coverage placed a maximum financial amount of insurance coverage available to transgender-specific treatment over an individual’s lifetime. Of the 49 businesses that indicated most medically necessary treatments would be covered, only six reported a maximum financial cap, ranging from \$10,000 to \$75,000, with most reporting more than \$50,000. Similar to the city and county of San Francisco, the Human Rights Campaign Foundation anticipates that businesses will eventually increase or eliminate these caps entirely.

The vast majority of employers that obtain credit for criterion 3c have done so through short-term leave coverage – which generally does not fall under health insurance and its exclusions – or mental health counseling – which can also fall outside of the health insurance plan or, if covered by the health insurance plan, can fall outside the scope of more limited transgender exclusions.

Where the Human Rights Campaign Foundation has seen detailed documentation of coverage, it has generally been limited to specific procedures or treatments; such limitations could eventually be viewed as insufficient. Because there has not been a plan that clearly outlines coverage for the variety of possible treatments that could increase the likelihood of a successful transition and such plans are relatively new to insurers and employers, a top research goal of the Human Rights Campaign Foundation is to issue a more detailed report of the types of coverage generally available at these employers, as well as identified best and worst practices of such plans.

Although not all transgender people have the same medical needs, standards of medical care for transgender people are maintained by the World Professional Association for Transgender Health, which can be found online at www.wpath.org.

FINDINGS

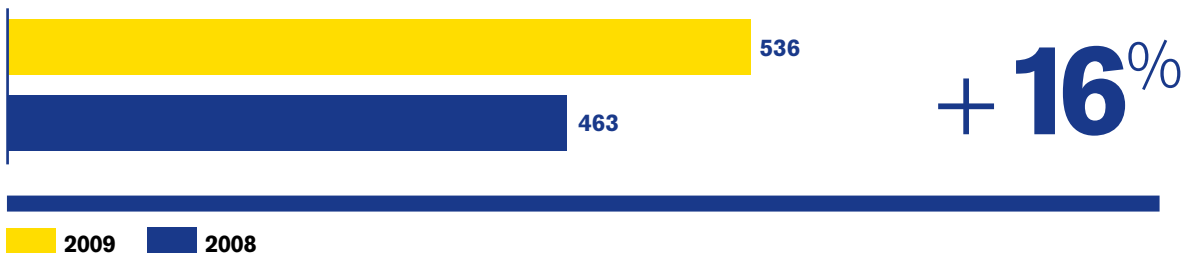
PARTNER BENEFITS

Partner benefits are a low-cost, high-value employment benefit and are now the norm among employers committed to their LGBT employees. A 2005 Hewitt Associates study found that the majority of employers offering the benefits – 64 percent – experience a total financial impact of less than 1 percent of total benefits cost, 88 percent experience financial impacts of 2 percent or less and only 5 percent experience financial impacts of 3 percent or greater of total benefits cost. The HRC Foundation Corporate Equality Index looks to employers to provide equal benefits to LGBT employees and their families and does not penalize an employer if a particular benefit is not offered to any employees.

92% of CEI-rated employers provide partner health coverage to employees (criterion 3a), up 16 percent from the previous year. Of these employers, 67 percent provide them to both same and opposite-sex partners of employees (just a one percentage point increase from last year).

Criterion 3a (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer Partner Health Insurance



The Human Rights Campaign Foundation provides resources relating to domestic partner benefits on its website at www.hrc.org/issues/domestic_partner_benefits.htm.

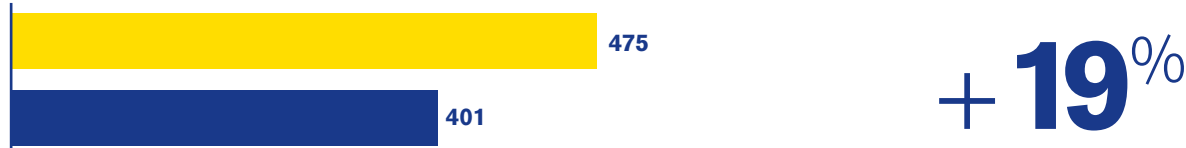
Beyond the extension of basic health insurance coverage, growth continues in the entire set of comprehensive health benefits made available to partners (criterion 3b), with 82 percent of rated employers providing equal dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-like continuation coverage, up 19 percent from the previous year. COBRA-like benefits continuation is the area that prevents many employers from obtaining credit on this criterion, which requires that all health benefits be offered equally to opposite-sex spouses and domestic partners of current employees; however, this gap is closing, as 83 percent of rated businesses now have parity in COBRA-like benefits.

Where last year's CEI saw significant growth in comprehensive health benefits but less so in the promotion of parity in "soft" benefits (criterion 3c), such as Family and Medical Leave Act (FMLA)-like leave benefits, bereavement leave, retirement benefits and employee discounts, this year the increase is 18 percent for a total of 89 percent.

The CEI requires that at least three benefits be offered equally to opposite-sex spouses and domestic partners. Those "soft" benefits most often extended to domestic partners include bereavement leave (86 percent of rated employers), employee assistance programs (83 percent), relocation assistance (75 percent) and FMLA-like leave (74 percent).

Criterion 3b (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer Partners Dental, Vision, COBRA and Dependent Coverage Benefits



Criterion 3c (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Offer at Least Three Other 'Soft' Benefits for Partners



2009 2008

RETIREMENT BENEFITS

Until the passage of the federal Pension Protection Act of 2006, same-sex partners listed as beneficiaries to retirement plans were prohibited from rolling those retirement plans into their own individual retirement accounts, as opposite-sex spouses were able to do. The Internal Revenue Service issued guidance to employers on how to provide the retirement rollover option in early 2007, but that guidance came too late for the HRC Foundation to include the question on an informational basis in its 2008 CEI survey. *To read more about the Pension Protection Act, please visit www.hrc.org/1342.htm.*

This year, businesses were asked about their retirement plan distribution options for informational purposes only. Forty-seven percent of CEI-rated businesses reported offering the rollover option to same-sex partners and 24 percent reported that the hardship distribution within their retirement plans was offered to same-sex partners.

The HRC Foundation continued to survey employers with defined benefit plans (pensions) on whether they provided survivor options for domestic partners of employees, either in the form of Qualified Joint and Survivor Annuities or Qualified Pre-retirement Survivor Annuities. A total of 43 percent of participating employers indicated that they offer QJSAs to their employees' domestic partners, while 27 percent offer QPSAs. *To read more, please visit www.hrc.org/1342.htm.*

FINDINGS

LGBT Employee Resource Groups and Diversity Councils

The support of lesbian, gay, bisexual and transgender employee resource groups (also known as employee network groups or affinity groups) is a crucial step toward workplace equality – these groups foster a sense of community and team cohesion as well as provide leadership opportunities for LGBT employees to better their own work environments. Businesses 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, ensuring that policies and practices have their intended effect. LGBT ERGs have been involved in policy-making, providing input on marketing and workplace protection policies, attracting and retaining talented individuals, leadership development, cultural change and representation at external events. In addition to giving guidance and input on LGBT-specific workplace policies and practices, LGBT ERGs also help to provide a sense of safety and acceptance for LGBT employees within the workplace.

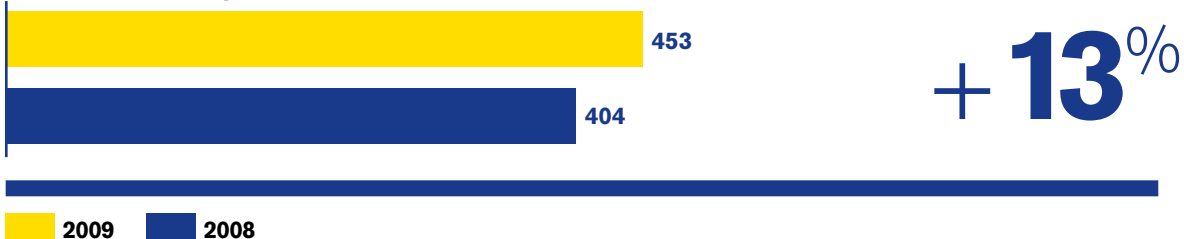
Recognizing the differences in businesses rated in the CEI, criterion 4 can also be met with an organization-wide diversity council or working group with a mission that specifically includes LGBT diversity. However, most businesses garner credit in this section for having an ERG.

More information on ERGs and helpful tips on forming them are available at the HRC Foundation's website at www.hrc.org/issues/GLBT_employee_groups.htm.

78% of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues (criterion 4). Of those businesses that have an employee resource group, 90 percent of the groups are sponsored by an executive champion – someone in upper management who connects the group to the senior decision makers of the company.

Criterion 4 (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Have Employer-Supported Employee Resource Groups OR Firm-Wide Diversity Councils



External Engagement

The HRC Foundation Corporate Equality Index rewards employers that demonstrate their commitment to lesbian, gay, bisexual and transgender workers through engaging with and supporting the broader LGBT community. Such efforts include positive, targeted marketing and advertising, philanthropic activities and event sponsorships.

Many employers engage LGBT consumers directly through local or national marketing or advertising campaigns in LGBT media. Consumer-facing businesses are vying to capture a portion of the ever-growing LGBT market, projected by Witeck-Combs Communications and Harris Interactive to grow from \$723 billion in 2008 to \$831 billion by 2011, while other businesses may engage in recruitment or awareness campaigns.

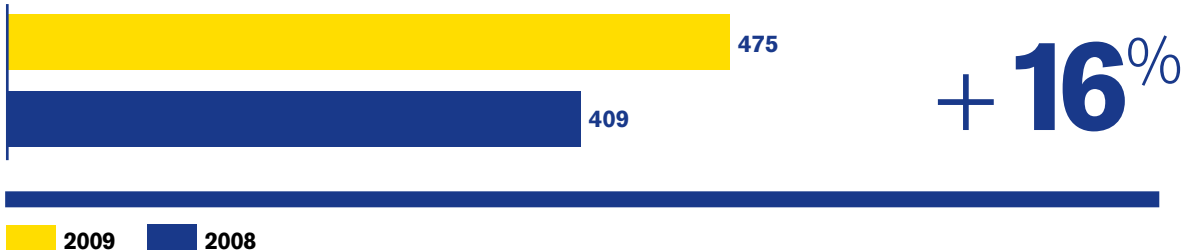
Philanthropic activities in the form of cash grants or in-kind donations of products or services may include contributions to such causes as LGBT health, education or political organizations or projects. These gifts often have a strategic long-term approach to a business's bottom line; for example, official sponsors of the International Gay and Lesbian Travel Association include various airlines, travel and car rental operators, hotels and tourism associations.

Similarly, event and conference sponsorships can provide businesses with targeted audiences that can assist their bottom line. For example, businesses that support LGBT pride celebrations in particular cities can establish local connections with LGBT consumers.

82% of CEI-rated businesses report some form of external engagement with the LGBT community, through marketing efforts, advertisements in LGBT media, sponsorship of LGBT events or financial or in-kind contributions to LGBT organizations (criterion 5).

Criterion 5 (See Appendix B. on p. 31 for individual employer ratings)

Businesses That Positively Engage the External LGBT Community



Increasingly, CEI-rated businesses are engaged with professional recruiting events, such as the annual Lavender Law conference and Reaching Out MBA Career Expo, which are a win-win for LGBT job-seekers and employers. A new generation is entering the work force with more expectations of fairness around LGBT policies and practices than previous cohorts. Professional job fairs such as these provide attendees the opportunity to interact with employers that are very clearly interested in hiring LGBT professionals.

A total of 178 businesses, or 38 percent of businesses that garnered credit for criterion 5 reported at least one effort with the primary purpose of recruiting LGBT job candidates.

FINDINGS

Other Emerging Best Practices in LGBT Workplace Issues

Each year, the Human Rights Campaign Foundation's Corporate Equality Index surveys employers on a variety of issues that are not included in the CEI rating to stay on the vanguard of LGBT workplace inclusion efforts.

SUPPLIER DIVERSITY PROGRAMS

Supplier diversity programs help firms identify smaller businesses owned primarily by minorities, including lesbian, gay, bisexual and transgender people. The National Gay and Lesbian Chamber of Commerce has certified LGBT-owned businesses since 2002 at www.nglcc.org.

15% of CEI-rated employers use LGBT-owned suppliers up from 12% last year. Of the 583 rated employers, 342 have supplier diversity programs, of which 26 percent include LGBT-owned suppliers.

ANTI-HARASSMENT POLICIES

In lieu of federal protections for LGBT employees, many businesses take more pro-active steps to ensure clear and robust policies to protect LGBT workers from discrimination or hostility. For the first time, the Human Rights Campaign Foundation asked informational questions about the inclusion of "sexual orientation" and "gender identity" or "gender identity or expression" in anti-harassment policies. While EEO/non-discrimination policies are typically considered the primary legal safety net for workers, anti-harassment policies can further elaborate on behavior that is not tolerated in the workplace. In addition, the inclusion of the terms helps human resource professionals, managers and other potential mediators fully grasp the issues involved should a conflict arise. Seventy-two percent of CEI-rated businesses include "sexual orientation" in their anti-harassment policies and 54 percent include "gender identity" or "gender identity or expression."

SELF-IDENTIFICATION

Unlike other diversity categories, such as race and gender, employers are not required to collect statistics on the number of LGBT people they employ. Employers have sought to determine the number of their employees who identify as lesbian, gay, bisexual and transgender while balancing privacy concerns. Some employers use their LGBT employee group numbers to provide estimates, but this method is limited by the scope of such voluntary groups over a highly dispersed workforce.

More recently, employers have gathered statistics through anonymous employee engagement or satisfaction surveys.

36% of CEI-rated employers, 210 of all rated employers, use surveys or other tools that allow employees to voluntarily disclose their sexual orientation or gender identity, compared with 27 percent in the previous year.

APPENDIX A

EMPLOYERS WITH RATINGS OF 100 PERCENT | 23 – 30 ▶

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
3M Co.	St. Paul, MN	1						
AAA Northern California, Nevada and Utah	San Francisco, CA				4			
Abercrombie & Fitch Co.	New Albany, OH			3				
Accenture Ltd.	New York, NY		2					
Aetna Inc.	Hartford, CT							7
Agilent Technologies Inc.	Santa Clara, CA					5		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC		2					
Alaska Airlines	Seattle, WA	1						
Alcatel-Lucent	Murray Hill, NJ							7
Allianz Life Insurance Co. of North America	Minneapolis, MN			3				
Allstate Corp., The	Northbrook, IL		2					
Alston & Bird LLP	Atlanta, GA				4			
American Express Co.	New York, NY					5		
Ameriprise Financial Inc.	Minneapolis, MN			3				
AMR Corp. (American Airlines)	Fort Worth, TX							7
Anheuser-Busch Companies Inc.	St. Louis, MO			3				
Aon Corp.	Chicago, IL		2					
Apple Inc.	Cupertino, CA							7
Arent Fox LLP	Washington, DC	1						
Arnold & Porter LLP	Washington, DC			3				
AT&T Inc.	San Antonio, TX				4			
Bain & Co. Inc. (& Bridgespan Group Inc.)	Boston, MA			3				
Baker & Daniels LLP	Indianapolis, IN	1						
Bank of America Corp.	Charlotte, NC			3				
Bank of New York Mellon Corp., The	New York, NY	1						
Barnes & Noble Inc.	New York, NY	1						
BASF Corp.	Florham Park, NJ	1						
Bausch & Lomb Inc.	Rochester, NY							6
Best Buy Co. Inc.	Richfield, MN					5		
Bingham McCutchen LLP	Boston, MA		2					
BMC Software Inc.	Houston, TX	1						
Boehringer Ingelheim Pharmaceuticals Inc.	Ridgefield, CT		2					
Boeing Co.	Chicago, IL			3				
Borders Group Inc.	Ann Arbor, MI				4			
Boston Consulting Group	Boston, MA		2					
BP America Inc.	Houston, TX				4			
Bright Horizons Family Solutions Inc.	Watertown, MA			3				
Brinker International Inc.	Dallas, TX			3				

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Bristol-Myers Squibb Co.	New York, NY			3				
Brown Rudnick LLP	Boston, MA	1						
Bryan Cave LLP	St. Louis, MO		2					
Campbell Soup Co.	Camden, NJ	1						
Capital One Financial Corp.	McLean, VA						6	
Cardinal Health	Dublin, OH	1						
Cargill Inc.	Wayzata, MN					5		
Carlson Companies Inc.	Minnetonka, MN			3				
Carmax Inc.	Richmond, VA	1						
Charles Schwab Corp., The	San Francisco, CA					5		
Chevron Corp.	San Ramon, CA				4			
ChoicePoint Inc.	Alpharetta, GA					5		
Chrysler LLC	Auburn Hills, MI				4			
Chubb Corp.	Warren, NJ					5		
Cisco Systems Inc.	San Jose, CA					5		
Citigroup Inc.	New York, NY					5		
Clear Channel Communications Inc.	San Antonio, TX			3				
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY		2					
Clifford Chance US LLP	New York, NY	1						
Clorox Co.	Oakland, CA			3				
CNA Insurance	Chicago, IL			3				
Coca-Cola Co., The	Atlanta, GA			3				
Coca-Cola Enterprises Inc.	Atlanta, GA	1						
Constellation Energy Group Inc.	Baltimore, MD	1						
Continental Airlines Inc.	Houston, TX	1						
Coors Brewing Co.	Denver, CO					5		
Corning Inc.	Corning, NY				4			
Covington & Burling LLP	Washington, DC	1						
Cox Enterprises Inc./Cox Communications Inc.	Atlanta, GA	1						
Cravath, Swaine & Moore LLP	New York, NY	1						
Credit Suisse USA Inc.	New York, NY				4			
Cummins Inc.	Columbus, IN				4			
Debevoise & Plimpton LLP	New York, NY	1						
Dell Inc.	Round Rock, TX					5		
Deloitte LLP	New York, NY			3				
Deutsche Bank	New York, NY						6	
Dewey & LeBoeuf LLP	New York, NY	1						
Diageo North America	Norwalk, CT	1						

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Dickstein Shapiro LLP	Washington, DC		2					
DLA Piper	Baltimore, MD	1						
Dorsey & Whitney LLP	Minneapolis, MN			3				
Dow Chemical Co.	Midland, MI				4			
DuPont (E.I. du Pont de Nemours)	Wilmington, DE			3				
Eastman Kodak Co.	Rochester, NY							7
eBay Inc.	San Jose, CA	1						
Edwards Angell Palmer & Dodge LLP	Boston, MA	1						
Electronic Arts Inc.	Redwood City, CA		2					
Eli Lilly & Co.	Indianapolis, IN			3				
Ernst & Young LLP	New York, NY				4			
Estee Lauder Companies	New York, NY				4			
Esurance Inc.	San Francisco, CA		2					
Faegre & Benson LLP	Minneapolis, MN					5		
Fannie Mae	Washington, DC			3				
Foley & Lardner LLP	Milwaukee, WI		2					
Foley Hoag LLP	Boston, MA		2					
Ford Motor Co.	Dearborn, MI					5		
Freescale Semiconductor Inc.	Austin, TX				4			
Fried, Frank, Haris, Shriver & Jacobson LLP	New York, NY	1						
GameStop Corp.	Grapevine, TX		2					
Gap Inc.	San Francisco, CA				4			
Genentech Inc.	South San Francisco, CA		2					
General Motors Corp.	Detroit, MI			3				
Gibson, Dunn & Crutcher LLP	Los Angeles, CA	1						
GlaxoSmithKline plc	Philadelphia, PA				4			
Global Hyatt Corp.	Chicago, IL				4			
Goldman Sachs Group Inc., The	New York, NY					5		
Google Inc.	Mountain View, CA			3				
Harrah's Entertainment Inc.	Las Vegas, NV		2					
Hartford Financial Services Co.	Hartford, CT		2					
Harvard Pilgrim Health Care Inc.	Wellesley, MA			3				
Haynes and Boone LLP	Dallas, TX	1						
Heller Ehrman LLP	San Francisco, CA			3				
Herman Miller Inc.	Zeeland, MI		2					
Hewitt Associates	Lincolnshire, IL			3				
Hewlett-Packard Co.	Palo Alto, CA							6
Hoffmann-La Roche Inc.	Nutley, NJ	1						

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Holland & Knight LLP	Miami, FL		2					
Honeywell International Inc.	Morristown, NJ			3				
Hospira Inc.	Lake Forest, IL			3				
Howrey LLP	Washington, DC	1						
HSBC - North America	Mettawa, IL		2					
Husch Blackwell Sanders LLP	Kansas City, MO	1						
IndyMac Bancorp Inc.	Pasadena, CA		2					
ING North America Insurance Corp.	Atlanta, GA			3				
Intel Corp.	Santa Clara, CA							7
International Business Machines Corp. (IBM)	Armonk, NY						6	
Intuit Inc.	Mountain View, CA				4			
J.C. Penney Co. Inc.	Plano, TX		2					
J.P. Morgan Chase & Co.	New York, NY							7
Jenner & Block LLP	Chicago, IL				4			
Johnson & Johnson	New Brunswick, NJ				4			
Kaiser Permanente	Oakland, CA				4			
KeyCorp	Cleveland, OH		2					
Kimberly-Clark Corp.	Irving, TX	1						
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA					5		
Kirkland & Ellis LLP	Chicago, IL		2					
KPMG LLP	New York, NY				4			
Kramer Levin Naftalis & Frankel LLP	New York, NY		2					
Latham & Watkins LLP	New York, NY		2					
Lehman Brothers Holdings Inc.	New York, NY						6	
Levi Strauss & Co.	San Francisco, CA						6	
Lexmark International Inc.	Lexington, KY				4			
Littler Mendelson PC	San Francisco, CA	1						
Liz Claiborne Inc.	New York, NY			3				
Lockheed Martin Corp.	Bethesda, MD	1						
Macy's Inc.	Cincinnati, OH		2					
Manatt, Phelps & Phillips LLP	Los Angeles, CA	1						
Marriott International Inc.	Bethesda, MD		2					
Marsh & McLennan Companies Inc.	New York, NY	1						
Massachusetts Mutual Life Insurance Co.	Springfield, MA		2					
MasterCard Inc.	Purchase, NY		2					
McDermott Will & Emery LLP	Chicago, IL			3				
McKinsey & Co. Inc.	New York, MA			3				
Merck & Co. Inc.	Whitehouse Station, NJ			3				

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Merrill Lynch & Co.	New York, NY				4			
MetLife Inc.	New York, NY						6	
Microsoft Corp.	Redmond, WA				4			
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA		2					
Mitchell Gold + Bob Williams	Taylorsville, NC						6	
Morgan Stanley	New York, NY			3				
Morrison & Foerster LLP	San Francisco, CA						6	
Motorola Inc.	Schaumburg, IL					5		
National Grid USA	Brooklyn, NY		2					
Nationwide	Columbus, OH					5		
NCR Corp.	Dayton, OH							7
New York Life Insurance Co.	New York, NY	1						
New York Times Co.	New York, NY					5		
Newell Rubbermaid Inc.	Atlanta, GA		2					
Nielsen Co., The	Schaumburg, IL	1						
Nike Inc.	Beaverton, OR							7
Nixon Peabody LLP	New York, NY			3				
Nordstrom Inc.	Seattle, WA				4			
Northern Trust Corp.	Chicago, IL			3				
Northrop Grumman Corp.	Los Angeles, CA			3				
Novartis Pharmaceutical Corp.	East Hanover, NJ	1						
O'Melveny & Myers LLP	Washington, DC		2					
Oracle Corp.	Redwood City, CA		2					
Orbitz Worldwide Inc.	Chicago, IL	1						
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA			3				
Owens Corning	Toledo, OH	1						
Patterson Belknap Webb & Tyler LLP	New York, NY	1						
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA		2					
Pepsi Bottling Group Inc., The	Somers, NY	1						
PepsiCo Inc.	Purchase, NY					5		
Perkins Coie	Seattle, WA	1						
Pfizer Inc.	New York, NY					5		
PG&E Corp.	San Francisco, CA						6	
Pillsbury Winthrop Shaw Pittman LLP	San Francisco, CA			3				
Powell Goldstein LLP	Atlanta, GA			3				
PricewaterhouseCoopers LLP	New York, NY			3				
Progressive Corp., The	Mayfield Village, OH	1						
Proskauer Rose LLP	New York, NY	1						

APPENDIX A. EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
Prudential Financial Inc.	Newark, NJ						6	
Raymond James Financial Inc.	St. Petersburg, FL	1						
Raytheon Co.	Waltham, MA				4			
Recreational Equipment Inc.	Kent, WA		2					
Replacements Ltd.	McLeansville, NC							7
Reynolds American Inc.	Winston-Salem, NC	1						
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN	1						
Ropes & Gray LLP	Boston, MA	1						
Sabre Holdings Inc.	Southlake, TX	1						
Schering-Plough Corp.	Kenilworth, NJ			3				
Sears Holdings Corp.	Hoffman Estates, IL				4			
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA	1						
Sempra Energy	San Diego, CA	1						
Seyfarth Shaw LLP	Chicago, IL	1						
Shell Oil Co.	Houston, TX	1						
Sidley Austin LLP	Chicago, IL		2					
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY	1						
Sodexo Inc.	Gaithersburg, MD		2					
Sonnenschein, Nath & Rosenthal LLP	Chicago, IL		2					
Southern California Edison Co.	Rosemead, CA	1						
Sprint Nextel Corp.	Overland Park, KS				4			
Squire, Sanders & Dempsey LLP	Cleveland, OH	1						
Starbucks Corp.	Seattle, WA		2					
Starcom MediaVest Group	Chicago, IL			3				
Starwood Hotels & Resorts Worldwide	White Plains, NY			3				
State Street Corp.	Boston, MA			3				
Subaru of America Inc.	Cherry Hill, NJ		2					
Sullivan & Cromwell LLP	New York, NY	1						
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA	1						
Sun Microsystems Inc.	Santa Clara, CA				4			
SunTrust Banks Inc.	Atlanta, GA				4			
Supervalu Inc.	Eden Prairie, MN		2					
Symantec Corp.	Cupertino, CA	1						
Target Corp.	Minneapolis, MN	1						
Tech Data Corp.	Clearwater, FL				4			
Texas Instruments Inc.	Dallas, TX	1						
Thompson Coburn LLP	St. Louis, MO	1						
Time Warner Inc.	New York, NY		2					

APPENDIX A. 2009 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent						
		1	2	3	4	5	6	7
TJX Companies, Inc., The	Framingham, MA	1						
Toyota Financial Services Corp.	Torrance, CA	1						
Toyota Motor Sales USA Inc.	Torrance, CA			3				
Travelport Inc.	Parsippany, NJ		2					
Troutman Sanders LLP	Atlanta, GA	1						
U.S. Bancorp	Minneapolis, MN		2					
UBS AG	Stamford, CT				4			
Unilever	Englewood Cliffs, NJ	1						
United Business Media LLC	Manhasset, NY	1						
United Parcel Service Inc. (UPS)	Atlanta, GA		2					
US Airways Group Inc.	Tempe, AZ				4			
Viacom Inc.	New York, NY				4			
Vinson & Elkins LLP	Houston, TX	1						
Visa	Foster City, CA			3				
Visteon Corp.	Van Buren Township, MI	1						
Volkswagen of America Inc.	Herndon, VA			3				
Wachovia Corp.	Charlotte, NC			3				
Wachtell, Lipton, Rosen & Katz LLP	New York, NY	1						
Walgreen Co.	Deerfield, IL				4			
Walt Disney Co.	Burbank, CA			3				
Washington Mutual Inc.	Seattle, WA			3				
Weil, Gotshal & Manges LLP	New York, NY	1						
Wells Fargo & Co.	San Francisco, CA					5		
Whirlpool Corp.	Benton Harbor, MI					5		
White & Case LLP	New York, NY	1						
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC	1						
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA	1						
Winston & Strawn LLP	Chicago, IL	1						
Wyndham Worldwide Corp.	Parsippany, NJ			3				
Xerox Corp.	Norwalk, CT							7
Yahoo! Inc.	Sunnyvale, CA		2					

APPENDIX B

CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN | 32 – 47 ►

- Criterion 1a** Prohibits Discrimination Based on Sexual Orientation (15 points)
- Criterion 1b** Provides Diversity Training Covering Sexual Orientation (5 points)
- Criterion 2a** Prohibits Discrimination Based on Gender Identity or Expression (15 points)
- Criterion 2b** Provides Diversity Training Covering Gender Identity OR Has Supportive Gender Transition Guidelines (5 points)
- Criterion 2c** Offers Transgender-Inclusive Insurance Coverage for at Least One Type of Benefit (5 points) (+ Offers Transgender-Inclusive Insurance Coverage, Including Surgical Procedures)
- Criterion 3a** Offers Partner Health Insurance (15 points)
- Criterion 3b** Offers Partner Dental, Vision, COBRA and Dependent Coverage Benefits (5 points)
- Criterion 3c** Offers at Least Three Other “Soft” Benefits for Partners (5 points)
- Criterion 4** Has Employer-Supported Employee Resource Group OR Firm-Wide Diversity Council (15 points) (/ Would Support ERG if Employees Express Interest, half-credit)
- Criterion 5** Positively Engages the External LGBT Community (15 points)
- Criterion 6** Exhibits Responsible Behavior Toward the LGBT Community; Does Not Engage in Action That Would Undermine LGBT Equality. Employers Found Engaging in Such Activities Will Have 15 Points Removed From Their Scores. (-)

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
3M Co.	St. Paul, MN	97		100	85					+										
A.T. Kearney Inc.	Chicago, IL			80																
AAA Northern California, Nevada and Utah	San Francisco, CA			100	100															
Abbott Laboratories	Abbott Park, IL	102		80	75															
Abercrombie & Fitch Co.	New Albany, OH	602		100	100															
Accenture Ltd.	New York, NY			100	100															
Acer Inc.	Irvine, CA	529		50	65															
Adecco North America LLC	Melville, NY			85																
Adobe Systems Inc.	San Jose, CA	727		95	100															
Advanced Micro Devices Inc.	Sunnyvale, CA	407		80	80															
AEGON USA Inc.	Cedar Rapids, IA			40	40															
Aetna Inc.	Hartford, CT	85		100	100															
Affiliated Computer Services	Dallas, TX	424		60	80															
Agilent Technologies Inc.	Santa Clara, CA	387		100	100															
Ahold USA Inc.	Quincy, MA			78	78															
Air Products & Chemicals Inc.	Allentown, PA	275		75	75															
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC		25	100	100															
Alaska Airlines	Seattle, WA	596		100	95															
Alcatel-Lucent	Murray Hill, NJ	282		100	100					+										
Alcoa Inc.	New York, NY	71		85																
Allegheny Energy	Greensburg, PA	630		45	30															
Alliant Energy Corp.	Madison, WI	587		85	80															
Alliant Techsystems	Edina, MN	617		65	65															
Allianz Life Insurance Co. of North America	Minneapolis, MN			100	100															
Allstate Corp., The	Northbrook, IL	61		100	100															
ALLTEL Corp.	Little Rock, AR	256		80	80															
Alston & Bird LLP	Atlanta, GA		55	100	100															
Amazon.com Inc.	Seattle, WA	237		80	80															
AMC Entertainment Inc.	Kansas City, MO	935		63																
Ameren Corp.	St. Louis, MO	339		45																
American Express Co.	New York, NY	79		100	100					+										
American Family Insurance Group	Madison, WI	338		95	90															
American International Group Inc.	New York, NY	10		85	30															
American Power Conversion Corp.	West Kingston, RI			63	58															
Ameriprise Financial Inc.	Minneapolis, MN	297		100	100					+										
Amgen Inc.	Thousand Oaks, CA	171		70	85															
AMR Corp. (American Airlines)	Fort Worth, TX	101		100	100															

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
AmTrust Bank	Cleveland, OH			83	75															
Andrews Kurth LLP	Houston, TX		103	70	65															
Anheuser-Busch Companies Inc.	St. Louis, MO	146		100	100															
Aon Corp.	Chicago, IL	247		100	100															
Apple Inc.	Cupertino, CA	121		100	100															
Applied Materials Inc.	Santa Clara, CA	274		88	93															
Aquila	Kansas City, MO	891		35	35															
Aramark Corp.	Philadelphia, PA	214		75	80															
Archer Daniels Midland Co.	Decatur, IL	59		15	15															
Arent Fox LLP	Washington, DC		139	100	75															
Arnold & Porter LLP	Washington, DC		51	100	100															
AstraZeneca PLC	Wilmington, DE			80	85															
AT&T Inc.	San Antonio, TX	27		100	100					+										
Austin Radiological Assn.	Austin, TX			53	53															
Automatic Data Processing Inc.	Roseland, NJ	272		95	95															
AutoZone Inc.	Memphis, TN	384		25	25															
Avaya Inc.	Basking Ridge, NJ	440		85	85					+										
Avis Budget Group Inc.	Parsippany, NJ	405		80	60															
Avnet Inc.	Phoenix, AZ	172		30	30															
Avon Products Inc.	New York, NY	283		60	60															
Bain & Co. Inc. (& Bridgespan Group Inc.)	Boston, MA			100	100															
Baker & Botts LLP	Houston, TX		48	80	85															
Baker & Daniels LLP	Indianapolis, IN		172	100	95															
Baker & McKenzie	Chicago, IL		3	75																
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN		128	35																
Baldor Electric Co.	Fort Smith, AR			20	25															
Ball Corp.	Broomfield, CO	348		58	58															
Ballard, Spahr, Andrews & Ingersoll LLP	Philadelphia, PA		100	80	80															
Bank of America Corp.	Charlotte, NC	9		100	100															
Bank of New York Mellon Corp., The	New York, NY	358		100	100															
Barclays Capital	New York, NY			90	90															
Barnes & Noble Inc.	New York, NY	430		100	63															
BASF Corp.	Florham Park, NJ			100	95															
Bausch & Lomb Inc.	Rochester, NY			100	100															
Baxter International Inc.	Deerfield, IL	245		80	73															
Bayer Corp.	Pittsburgh, PA			80	15															
BB&T Corp.	Winston-Salem, NC	265		48	25															
Best Buy Co. Inc.	Richfield, MN	72		100	100															

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)															
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6					
Bingham McCutchen LLP	Boston, MA		26	100	100																
Black & Decker Corp., The	Towson, MD	356		55																	
BMC Software Inc.	Houston, TX			100	70																
BNSF Railway Co.	Fort Worth, TX	157		30	30																
Boehringer Ingelheim Pharmaceuticals Inc.	Ridgefield, CT			100	100																
Boeing Co.	Chicago, IL	28		100	100																
Booz Allen Hamilton Inc.	McLean, VA			80	80																
Borders Group Inc.	Ann Arbor, MI	516		100	100																
Boston Consulting Group	Boston, MA			100	100																
BP America Inc.	Houston, TX			100	100																
Bridgestone Americas Holding Inc.	Nashville, TN			80	80																
Bright Horizons Family Solutions Inc.	Watertown, MA			100	100																
Brinker International Inc.	Dallas, TX	502		100	100																
Bristol-Myers Squibb Co.	New York, NY	129		100	100																
Brown Rudnick LLP	Boston, MA		168	100																	
Brown-Forman Corp.	Louisville, KY	828		20																	
Bryan Cave LLP	St. Louis, MO		61	100	100																
C&S Wholesale Grocers Inc.	Keene, NH			40	40																
Cadwalader, Wickersham & Taft LLP	New York, NY		39	95	95																
Calpine Corp.	San Jose, CA	344		48	48																
Campbell Soup Co.	Camden, NJ	311		100	95																
Canadian Imperial Bank of Commerce	New York, NY			95	95																
Capital One Financial Corp.	McLean, VA	154		100	100																
Cardinal Health	Dublin, OH	19		100																	
Cargill Inc.	Wayzata, MN			100	100																
Carlson Companies Inc.	Minnetonka, MN			100	100																
Carlton Fields	Tampa, FL		188	90																	
Carmax Inc.	Richmond, VA	365		100																	
Caterpillar Inc.	Peoria, IL	55		55	45																
CBRL Group Inc. (Cracker Barrel)	Lebanon, TN	711		15	15																
CDW Corp.	Vernon Hills, IL	342		88	58																
Cerner Corp.	Kansas City, MO			65	65																
CH2M HILL Companies Ltd.	Englewood, CO	526		80	80																
Chadbourne & Parke LLP	New York, NY		97	90	70																
Chamberlin Edmonds & Associates Inc.	Atlanta, GA			68	68																
Charles Schwab Corp., The	San Francisco, CA	389		100	100																
Chevron Corp.	San Ramon, CA	4		100	100																
ChoicePoint Inc.	Alpharetta, GA			100	100																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Chrysler LLC	Auburn Hills, MI			100	100					+										
Chubb Corp.	Warren, NJ	176		100	100															
CIGNA Corp.	Philadelphia, PA	139		95	85															
Circuit City Stores Inc.	Richmond, VA	215		55	55															
Cisco Systems Inc.	San Jose, CA	77		100	100					+										
Citigroup Inc.	New York, NY	8		100	100															
Clear Channel Communications Inc.	San Antonio, TX	330		100	100															
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY		19	100	100															
Clifford Chance US LLP	New York, NY			100						+										
Clorox Co.	Oakland, CA	475		100	100															
CNA Insurance	Chicago, IL			100	100															
Coca-Cola Co., The	Atlanta, GA	94		100	100					+										
Coca-Cola Enterprises Inc.	Atlanta, GA	118		100	70															
Colgate-Palmolive Co.	New York, NY	200		73	58															
Comcast Corp.	Philadelphia, PA	84		80	80															
Comerica Inc.	Dallas, TX	487		80	80															
Compass Group USA Inc.	Charlotte, NC			65	65															
Compuware Corp.	Detroit, MI			93																
ConAgra Foods Inc.	Omaha, NE	173		90																
ConocoPhillips	Houston, TX	5		60	63															
Consolidated Edison Co.	New York, NY	204		95	80															
Constellation Energy Group Inc.	Baltimore, MD	119		100	73															
Continental Airlines Inc.	Houston, TX	186		100	80															
Convergys Corp.	Cincinnati, OH	684		80																
Cooper Tire & Rubber	Findlay, OH	701		33	33															
Coors Brewing Co.	Denver, CO	386		100	100															
Corbis Corp.	Seattle, WA			80	80															
Corning Inc.	Corning, NY	439		100	100															
Costco Wholesale Corp.	Issaquah, WA	32		93	93															
Covington & Burling LLP	Washington, DC		63	100	80					+										
Cox Enterprises Inc./Cox Communications Inc.	Atlanta, GA			100	95															
Cravath, Swaine & Moore LLP	New York, NY		40	100	95															
Credit Suisse USA Inc.	New York, NY			100	100															
Crowell & Moring LLP	Washington, DC		122	95	100															
CSX Corp.	Jacksonville, FL	261		75	85															
Cummins Inc.	Columbus, IN	221		100	100															
CUNA Mutual Insurance Group	Madison, WI	667		65	65															
CVS Corp.	Woonsocket, RI	51		90																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Dana Holding Corp.	Toledo, OH	255		20	20															
Darden Restaurants	Orlando, FL	404		80	80															
Davis Wright Tremaine LLP	Seattle, WA		121	85																
Davis, Polk & Wardwell	New York, NY		29	95																
Dean Foods Co.	Dallas, TX	246		73	73															
Debevoise & Plimpton LLP	New York, NY		38	100	90															
Deere & Co.	Moline, IL	98		33	33															
Dell Inc.	Round Rock, TX	34		100	100															
Deloitte LLP	New York, NY			100	100					+										
Delphi Corp.	Troy, MI	83		45	45															
Delta Air Lines Inc.	Atlanta, GA	136		85	85															
Deutsche Bank	New York, NY			100	100					+										
Dewey & LeBoeuf LLP	New York, NY			100																
Diageo North America	Norwalk, CT			100	95															
Dickstein Shapiro LLP	Washington, DC		82	100	100															
Discover Financial Services	Riverwoods, IL			58																
DLA Piper	Baltimore, MD		11	100																
Dole Food Co. Inc.	Westlake Village, CA			45	45															
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	958		83																
Dominion Resources Inc.	Richmond, VA	140		90	95															
Domino's Pizza Inc.	Ann Arbor, MI			60	60															
Dorsey & Whitney LLP	Minneapolis, MN		72	100	100															
Dow Chemical Co.	Midland, MI	40		100	100															
Dow Jones & Co. Inc.	New York, NY	896		30	30															
DPR Construction Inc.	Redwood City, CA			30	30															
Drinker Biddle & Reath LLP	Philadelphia, PA		99	95	95															
DTE Energy Co.	Detroit, MI	279		75	75															
Duane Morris LLP	Philadelphia, PA		70	95	80															
Duke Energy Corp.	Charlotte, NC	143		75	60															
Dun & Bradstreet Corp., The	Short Hills, NJ			35	35															
DuPont (E.I. du Pont de Nemours)	Wilmington, DE	74		100	100					+										
Dykema Gossett P, LLC	Detroit, MI		149	80	80															
E*TRADE Financial Corp.	New York, NY	545		93	93															
EarthLink Inc.	Atlanta, GA			88	88															
Eastman Kodak Co.	Rochester, NY	182		100	100					+										
eBay Inc.	San Jose, CA	383		100																
Edison International	Rosemead, CA	192		35	35															
Edwards Angell Palmer & Dodge LLP	Boston, MA		75	100	90															

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Electronic Arts Inc.	Redwood City, CA	658		100	100															
Electronic Data Systems Corp.	Plano, TX	111		95	90															
Eli Lilly & Co.	Indianapolis, IN	149		100	100															
EMC Corp.	Hopkinton, MA	224		95	45															
Emerson Electric Co.	St. Louis, MO	115		45	45															
Entergy Corp.	New Orleans, LA	225		95	88															
Enterprise Rent-A-Car Co.	St. Louis, MO			80	85															
Ernst & Young LLP	New York, NY			100	100															
Estee Lauder Companies	New York, NY	352		100	100															
Esurance Inc.	San Francisco, CA			100	100															
Exelon Corp.	Chicago, IL	150		95	95															
Expedia Inc.	Bellevue, WA	800		50																
Exxon Mobil Corp.	Irving, TX	2		0	0															
Faegre & Benson LLP	Minneapolis, MN		98	100	100															
Fannie Mae	Washington, DC			100	100															
FedEx Corp.	Memphis, TN	68		55	55															
Fenwick & West LLP	Mountain View, CA		141	95	90															
Fifth Third Bancorp	Cincinnati, OH	299		75	60															
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC		85	40	40															
Fish & Richardson PC	Boston, MA		80	80	75															
Fisher Scientific International	Hampton, NH			40	40															
Foley & Lardner LLP	Milwaukee, WI		27	100	100															
Foley Hoag LLP	Boston, MA		161	100	100															
Food Lion LLC	Salisbury, NC			95	80															
Ford Motor Co.	Dearborn, MI	7		100	100															
Franklin Resources Inc.	San Mateo, CA	445		50																
Freddie Mac	McLean, VA	50		85	85															
Freescale Semiconductor Inc.	Austin, TX			100	100															
Fried, Frank, Haris, Shriver & Jacobson LLP	New York, NY		53	100																
Frost Brown Todd LLC	Cincinnati, OH		167	85																
Fulbright & Jaworski LLP	Houston, TX		34	85	80															
GameStop Corp.	Grapevine, TX	426		100	100															
Gannett Co. Inc.	McLean, VA	302		65	65															
Gap Inc.	San Francisco, CA	144		100	100															
Genentech Inc.	South San Francisco, CA			100	100															
General Dynamics Corp.	Falls Church, VA	92		40	40															
General Electric Co.	Fairfield, CT	6		80	75															

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)															
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6					
General Mills Inc.	Minneapolis, MN	213		95	100																
General Motors Corp.	Detroit, MI	3		100	100																
Gibson, Dunn & Crutcher LLP	Los Angeles, CA		20	100	80																
GlaxoSmithKline plc	Philadelphia, PA			100	100																
Global Hyatt Corp.	Chicago, IL			100	100																
Goldman Sachs Group Inc., The	New York, NY	24		100	100																
Goodwin Procter LLP	Boston, MA		47	75																	
Google Inc.	Mountain View, CA	241		100	100																
Gordon & Rees LLP	San Francisco, CA		171	95	85																
Group Health Cooperative	Seattle, WA			78																	
H&R Block	Kansas City, MO	459		65																	
H.E. Butt Grocery Co.	San Antonio, TX			40	40																
H.J. Heinz Co.	Pittsburgh, PA	269		68	48																
Hain Celestial Group Inc.	Melville, NY			55	30																
Hallmark Cards Inc.	Kansas City, MO			90	90																
Hannaford Brothers	Portland, ME			83	93																
Harrah's Entertainment Inc.	Las Vegas, NV	254		100	100																
Harris Bankcorp Inc.	Chicago, IL			90	95																
Harris Interactive Inc.	Rochester, NY			93	93																
Harry & David Holdings Inc.	Medford, OR			83	43																
Hartford Financial Services Co.	Hartford, CT	82		100	100																
Harvard Pilgrim Health Care Inc.	Wellesley, MA			100	100																
Hasbro Inc.	Pawtucket, RI	626		50	50																
Haynes and Boone LLP	Dallas, TX		105	100	75																
Health Care Service Corp.	Chicago, IL			95																	
Health Net Inc.	Woodland Hills, CA	189		93	93																
Heller Ehrman LLP	San Francisco, CA		46	100	100																
Herman Miller Inc.	Zeeland, MI	940		100	100																
Hershey Co., The	Hershey, PA	453		70	70																
Hewitt Associates	Lincolnshire, IL	673		100	100																
Hewlett-Packard Co.	Palo Alto, CA	14		100	100																
Hilton Hotels Corp.	Beverly Hills, CA	296		90	95																
Hoffmann-La Roche Inc.	Nutley, NJ			100	80																
Hogan & Hartson LLP	Washington, DC		23	95	80																
Holland & Knight LLP	Miami, FL		32	100	100																
Holme Roberts & Owen LLP	Denver, CO			60																	
Home Depot Inc.	Atlanta, GA	17		85	85																
Honeywell International Inc.	Morristown, NJ	69		100	100																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Hospira Inc.	Lake Forest, IL	697		100	100															
Host Hotels & Resorts	Bethesda, MD	452		45	45															
Hotels.com LP	Dallas, TX			85	85															
Howard & Howard Attorneys PC	Kalamazoo, MI			48	48															
Howrey LLP	Washington, DC		58	100	85															
HSBC - North America	Mettawa, IL			100	100															
Humana Inc.	Louisville, KY	110		45	40															
Huntington Bancshares	Columbus, OH	714		75																
Hunton & Williams LLP	Richmond, VA		41	75	75															
Husch Blackwell Sanders LLP	Kansas City, MO		179	100	80															
IKON Office Solutions	Malvern, PA	507		65																
Illinois Tool Works Inc.	Glenview, IL	175		68	68															
Imation Corp.	Oakdale, MN	995		88	93															
IndyMac Bancorp Inc.	Pasadena, CA	722		100	100															
ING North America Insurance Corp.	Atlanta, GA			100	100															
Intel Corp.	Santa Clara, CA	62		100	100															
International Business Machines Corp. (IBM)	Armonk, NY	15		100	100					+										
International Paper Co.	Memphis, TN	93		70	70															
Interpublic Group of Companies Inc.	New York, NY	368		60	60															
Intuit Inc.	Mountain View, CA	776		100	100															
ITT Industries Inc.	White Plains, NY	295		75	90															
J.C. Penney Co. Inc.	Plano, TX	116		100	100															
J.P. Morgan Chase & Co.	New York, NY	11		100	100															
Jacobs Engineering Group Inc.	Pasadena, CA	322		40																
Jenner & Block LLP	Chicago, IL		73	100	100															
JetBlue Airways Corp.	Forest Hills, NY	775		80	80															
John Hancock Financial Services Inc.	Boston, MA			88	93															
Johnson & Johnson	New Brunswick, NJ	36		100	100					+										
Jones Apparel Group Inc.	New York, NY	470		45																
Kaiser Permanente	Oakland, CA			100	100															
Katten Muchin Rosenman LLP	Chicago, IL		60	85	85					+										
Kaye Scholer LLP	New York, NY		59	80	80															
KB Home	Los Angeles, CA	228		75	75															
Keane Inc.	Boston, MA			50	50															
Kelley Drye & Warren LLP	New York, NY		111	95	85															
Kellogg Co.	Battle Creek, MI	232		60	35															
Kenneth Cole Productions Inc.	New York, NY			95																
KeyCorp	Cleveland, OH	319		100	100															

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)															
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6					
Kilpatrick Stockton LLP	Atlanta, GA		88	95	90																
Kimberly-Clark Corp.	Irving, TX	137		100	85																
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA			100	100																
King & Spalding LLP	Atlanta, GA		36	95	95																
Kirkland & Ellis LLP	Chicago, IL		7	100	100																
KLA-Tencor Corp.	San Jose, CA	837		58	73																
KPMG LLP	New York, NY			100	100																
Kraft Foods Inc.	Northfield, IL			95	100																
Kramer Levin Naftalis & Frankel LLP	New York, NY		91	100	100																
Kroger Co., The	Cincinnati, OH	26		75	75																
L.L. Bean Inc.	Freeport, ME			73	73																
Laclede Group Inc.	St. Louis, MO	860		5	5																
Land O'Lakes	Arden Hills, MN	329		53	53																
LaSalle Bank Corp.	Chicago, IL			95	95																
Latham & Watkins LLP	New York, NY		2	100	100																
Lauren Manufacturing Co.	New Philadelphia, OH			5	5																
Lear Corp.	Southfield, MI	130		20	20																
Lehman Brothers Holdings Inc.	New York, NY	47		100	100																
Levi Strauss & Co.	San Francisco, CA	510		100	100																
Lexmark International Inc.	Lexington, KY	442		100	100																
Lillian Vernon Corp.	White Plains, NY			40	55																
Limited Brands Inc.	Columbus, OH	240		80	70																
Lincoln National Corp.	Radnor, PA	277		95	95																
Littler Mendelson PC	San Francisco, CA		101	100	95																
Liz Claiborne Inc.	New York, NY	451		100	100																
Lockheed Martin Corp.	Bethesda, MD	57		100	85																
Lord, Bissell & Brook	Chicago, IL		147	80	80																
Luce Forward Hamilton & Scripps LLP	San Diego, CA		193	80	70																
Macy's Inc.	Cincinnati, OH	76		100	100																
Manatt, Phelps & Phillips LLP	Los Angeles, CA		112	100	93																
Marriott International Inc.	Bethesda, MD	203		100	100																
Mars Inc.	Mt. Olive, NJ			48																	
Marsh & McLennan Companies Inc.	New York, NY	207		100	78																
Massachusetts Mutual Life Insurance Co.	Springfield, MA	90		100	100																
MasterCard Inc.	Purchase, NY	601		100	100																
Mattel Inc.	El Segundo, CA	406		93	88																
Mayer Brown LLP	Chicago, IL		8	95																	
McAfee Inc.	Santa Clara, CA			53	53																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)															
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6					
McCarter & English LLP	Newark, NJ		120	90	90																
McDermott Will & Emery LLP	Chicago, IL		16	100	100																
McDonald's Corp.	Oak Brook, IL	108		85	85																
McGraw-Hill Companies Inc., The	New York, NY	366		80	80																
McGuireWoods LLP	Richmond, VA		67	95																	
McKenna, Long & Aldridge LLP	Atlanta, GA		107	90																	
McKesson Corp.	San Francisco, CA	18		68																	
McKinsey & Co. Inc.	New York, MA			100	100																
MeadWestvaco Corp.	Glen Allen, VA	350		60	80																
Medtronic Inc.	Minneapolis, MN	222		95	85																
Meijer Inc.	Grand Rapids, MI			15	0																
Men's Wearhouse Inc., The	Houston, TX	892		50	35																
Merck & Co. Inc.	Whitehouse Station, NJ	99		100	100																
Merrill Lynch & Co.	New York, NY	22		100	100																
MetLife Inc.	New York, NY	37		100	100																
MGM Mirage	Las Vegas, NV	315		80	85																
Microsoft Corp.	Redmond, WA	49		100	100																
Milbank, Tweed, Hadley & McCloy LLP	New York, NY		42	85																	
Miller Brewing Co.	Milwaukee, WI			90	90																
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA		92	100	100																
Mirant Corp.	Atlanta, GA	474		45	45																
Mitchell Gold + Bob Williams	Taylorsville, NC			100	100																
Mohawk Industries Inc.	Calhoun, GA	304		65	65																
Monsanto Co.	St. Louis, MO	323		85																	
Moody's Corp.	New York, NY	850		83																	
Morgan Lewis & Bockius LLP	Philadelphia, PA		12	80																	
Morgan Stanley	New York, NY	20		100	100																
Morningstar Inc.	Chicago, IL			58	65																
Morrison & Foerster LLP	San Francisco, CA		22	100	100																
Motorola Inc.	Schaumburg, IL	52		100	100																
Mutual of Omaha Insurance	Omaha, NE	489		80	75																
National City Corp.	Cleveland, OH	188		80	58																
National Grid USA	Brooklyn, NY			100	100																
Nationwide	Columbus, OH	104		100	100																
NCR Corp.	Dayton, OH	374		100	100																
Nestle Purina PetCare Co.	St. Louis, MO			75	15																
New York Life Insurance Co.	New York, NY	78		100	85																
New York Times Co.	New York, NY	583		100	100																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)															
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6					
Newell Rubbermaid Inc.	Atlanta, GA	343		100	100																
Nielsen Co., The	Schaumburg, IL			100	85																
Nike Inc.	Beaverton, OR	158		100	100					+											
Nissan North America Inc.	Nashville, TN			50	50																
Nixon Peabody LLP	New York, NY		65	100	100																
Nokia	Irving, TX			50	50																
Nordstrom Inc.	Seattle, WA	286		100	100																
Nortel Networks Corp.	Richardson, TX			85	85																
Northeast Utilities	Berlin, CT	337		65	80																
Northern Trust Corp.	Chicago, IL	490		100	100					+											
Northrop Grumman Corp.	Los Angeles, CA	73		100	100																
Northwest Airlines Corp.	Eagan, MN	195		85	85																
Novartis Pharmaceutical Corp.	East Hanover, NJ			100	95																
Office Depot Inc.	Delray Beach, FL	156		60	60																
OfficeMax Inc.	Naperville, IL	280		80	75																
O'Melveny & Myers LLP	Washington, DC		15	100	100																
Omnicom Group	New York, NY	220		80	30																
Oracle Corp.	Redwood City, CA	167		100	100																
Orbitz Worldwide Inc.	Chicago, IL			100																	
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA		28	100	100																
Owens & Minor Inc.	Mechanicsville, VA	418		55	85																
Owens Corning	Toledo, OH	355		100	95																
Pacific Mutual Holding Co.	Newport Beach, CA	437		65																	
PacifiCorp	Portland, OR			85	85																
Palm Management Corp.	Washington, DC			78	40																
Pathmark Stores Inc.	Carteret, NJ	530		53	53																
Patterson Belknap Webb & Tyler LLP	New York, NY		159	100																	
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA		18	100	100																
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY		35	80																	
Pepco Holdings Inc.	Washington, DC	290		65																	
Pepper Hamilton LLP	Philadelphia, PA		95	90																	
Pepsi Bottling Group Inc., The	Somers, NY	191		100	80																
PepsiAmericas Inc.	Minneapolis, MN	531		95	80																
PepsiCo Inc.	Purchase, NY	63		100	100																
Perkins & Will Group, Ltd.,The	Chicago, IL			55	55																
Perkins Coie	Seattle, WA		69	100	85																
Perot Systems Corp.	Plano, TX	788		0	0																
Pfizer Inc.	New York, NY	39		100	100																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)																
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6						
PG&E Corp.	San Francisco, CA	196		100	100					+												
Pillsbury Winthrop Shaw Pittman LLP	San Francisco, CA		37	100	100																	
Pitney Bowes Inc.	Stamford, CT	395		85	85																	
PNC Financial Services Group Inc.	Pittsburgh, PA	231		80	80																	
PNM Resources Inc.	Albuquerque, NM	749		43	43																	
Polaroid Corp.	Waltham, MA			60	60																	
Polsinelli Shalton Welte Suelthaus PC	Kansas City, MO			80																		
Powell Goldstein LLP	Atlanta, GA		168	100	100																	
PPG Industries Inc.	Pittsburgh, PA	226		45	60																	
PPL Corp.	Allentown, PA	336		65	60																	
Praxair Inc.	Danbury, CT	291		25	25																	
PricewaterhouseCoopers LLP	New York, NY			100	100																	
Principal Financial Group	Des Moines, IA	250		95	100																	
Procter & Gamble Co.	Cincinnati, OH	25		85	85																	
Progress Energy Inc.	Raleigh, NC	238		68	68																	
Progressive Corp., The	Mayfield Village, OH	159		100	65																	
Proskauer Rose LLP	New York, NY		44	100	85																	
Prudential Financial Inc.	Newark, NJ	66		100	100																	
QUALCOMM Inc.	San Diego, CA	317		95	95																	
Quarles & Brady LLP	Milwaukee, WI		123	80	80																	
Quest Diagnostics Inc.	Madison, NJ	364		85	80																	
Qwest Communications International Inc.	Denver, CO	178		80	55																	
R.R. Donnelley & Sons Co.	Chicago, IL	271		55	20																	
RadioShack Corp.	Fort Worth, TX	466		40	40																	
Raymond James Financial Inc.	St. Petersburg, FL	712		100																		
Raytheon Co.	Waltham, MA	96		100	100																	
Realogy Corp.	Parsippany, NJ	354		80																		
Recreational Equipment Inc.	Kent, WA			100	100																	
Reebok International	Canton, MA			68	68																	
Reed Smith LLP	Pittsburgh, PA		30	75																		
Reliant Energy Inc.	Houston, TX	229		75	50																	
Replacements Ltd.	McLeansville, NC			100	100					+												
Reynolds American Inc.	Winston-Salem, NC	288		100	80																	
Rite Aid Corp.	Camp Hill, PA	134		85	85																	
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN		130	100	93					+												
Rockwell Collins Inc.	Cedar Rapids, IA	542		75	73																	
Rohm and Haas Co.	Philadelphia, PA	292		80	60																	
Ropes & Gray LLP	Boston, MA		31	100																		

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)															
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6					
Royal Caribbean Cruises Ltd.	Miami, FL			55	55																
Ryder System Inc.	Miami, FL	362		93	93																
Ryland Group	Calabasas, CA	467		30	30																
Sabre Holdings Inc.	Southlake, TX	678		100																	
SAFECO Corp.	Seattle, WA	363		75	75																
Safeway Inc.	Pleasanton, CA	56		75	75																
Sanofi-Aventis U.S. LLC	Bridgewater, NJ			65	80																
SAP America Inc.	Newton Square, PA			90	90																
Sara Lee Corp.	Downers Grove, IL	125		75	70																
Saul Ewing LLP	Philadelphia, PA		177	68																	
Schering-Plough Corp.	Kenilworth, NJ	242		100	100																
Schiff Hardin LLP	Chicago, IL		124	80																	
Scholastic Corp.	New York, NY	790		50	50																
Schulte, Roth & Zabel LLP	New York, NY		68	80	80																
Seagate Technology LLC	Scotts Valley, CA			60	75																
Sears Holdings Corp.	Hoffman Estates, IL	38		100	100																
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA		136	100																	
Selective Insurance Group	Branchville, NJ	919		85																	
Sempra Energy	San Diego, CA	210		100	80																
Severn Trent Services Inc.	Fort Washington, PA			65	65																
Seyfarth Shaw LLP	Chicago, IL		66	100	95																
Shell Oil Co.	Houston, TX			100	85																
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA		76	95	75																
Shook, Hardy & Bacon LLP	Kansas City, MO		82	85	85																
Sidley Austin LLP	Chicago, IL		5	100	100																
Sierra Health Services Inc.	Las Vegas, NV	943		88	88																
Sirius Satellite Radio Inc.	New York, NY			80	58																
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY		1	100	95																
SLM Corp. (Sallie Mae)	Reston, VA	284		60	60																
Sodexo Inc.	Gaithersburg, MD			100	100																
Software House International	Somerset, NJ			40	40																
Sonnenschein, Nath & Rosenthal LLP	Chicago, IL		57	100	100																
Southern California Edison Co.	Rosemead, CA			100	95																
Southern Co.	Atlanta, GA	168		48	48																
Southwest Airlines Co.	Dallas, TX	276		90	90																
Sprint Nextel Corp.	Overland Park, KS	53		100	100																
Squire, Sanders & Dempsey LLP	Cleveland, OH		54	100																	
SRA International Inc.	Fairfax, VA			75	75																

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 Amlaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Staples Inc.	Framingham, MA	126		93	93															
Starbucks Corp.	Seattle, WA	310		100	100															
Starcom MediaVest Group	Chicago, IL			100	100															
Starwood Hotels & Resorts Worldwide	White Plains, NY	381		100	100															
State Farm Group	Bloomington, IL	31		80	80					+										
State Street Corp.	Boston, MA	263		100	100															
Steelcase Inc.	Grand Rapids, MI	670		60																
Step toe & Johnson LLP	Washington, DC		79	85	85															
Stinson Morrison Hecker LLP	Kansas City, MO		173	95	80															
Stoel Rives LLP	Portland, OR		143	95	95															
Subaru of America Inc.	Cherry Hill, NJ			100	100															
Sullivan & Cromwell LLP	New York, NY		13	100	90															
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA			100																
Sun Microsystems Inc.	Santa Clara, CA	187		100	100					+										
SunTrust Banks Inc.	Atlanta, GA	183		100	100															
Supervalu Inc.	Eden Prairie, MN	117		100	100															
Sutherland Asbill & Brennan LLP	Atlanta, GA		94	95	85															
Symantec Corp.	Cupertino, CA	515		100	85															
Target Corp.	Minneapolis, MN	33		100	80															
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	80		78																
Tech Data Corp.	Clearwater, FL	109		100	100															
Tenet Healthcare	Dallas, TX	258		35																
Texas Instruments Inc.	Dallas, TX	162		100	75															
Thelen Reid Brown Raysman & Steiner LLP	San Francisco, CA		102	95	70															
Thompson Coburn LLP	St. Louis, MO		173	100	85															
Tiffany & Co.	New York, NY	709		68	73															
Time Warner Inc.	New York, NY	48		100	100															
TJX Companies, Inc., The	Framingham, MA	133		100																
Toyota Financial Services Corp.	Torrance, CA			100																
Toyota Motor Sales USA Inc.	Torrance, CA			100	100															
Toys 'R' Us Inc.	Wayne, NJ	202		65	45															
Travel Impressions, Ltd.	Farmington, NY			93																
Travelers Companies Inc., The	St. Paul, MN	89		50	50															
Travelport Inc.	Parsippany, NJ			100	100															
Troutman Sanders LLP	Atlanta, GA		74	100	90															
U.S. Bancorp	Minneapolis, MN	123		100	100															
U.S. Foodservice Inc.	Rosemont, IL			58	50															

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)													
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
UAL Corp. (United Airlines)	Chicago, IL	120		88	88														
UBS AG	Stamford, CT			100	100														
Unilever	Englewood Cliffs, NJ			100	85														
Union Pacific Corp.	Omaha, NE	151		58	58														
Unisys Corp.	Blue Bell, PA	400		70	70														
United Business Media LLC	Manhasset, NY			100	100														
United Parcel Service Inc. (UPS)	Atlanta, GA	43		100	100														
United Technologies Corp.	Hartford, CT	42		65	40														
UnitedHealth Group Inc.	Minnetonka, MN	21		95															
University Hospitals of Cleveland	Cleveland, OH			50	65														
Unum Group	Chattanooga, TN	236		88	73														
US Airways Group Inc.	Tempe, AZ	216		100	100														
Verizon Communications Inc.	New York, NY	13		70	85														
Vertis Inc.	Baltimore, MD			30	30														
Viacom Inc.	New York, NY	218		100	100														
Vinson & Elkins LLP	Houston, TX		43	100	80														
Visa	Foster City, CA			100	100														
Vision Service Plan	Rancho Cordova, CA			65	65														
Visteon Corp.	Van Buren Township, MI	219		100	95														
Vivendi	New York, NY			35	35														
Volkswagen of America Inc.	Herndon, VA			100	100														
Vorys, Sater, Seymour & Pease LLP	Columbus, OH		146	80															
Wachovia Corp.	Charlotte, NC	46		100	100														
Wachtell, Lipton, Rosen & Katz LLP	New York, NY		52	100	75														
Walgreen Co.	Deerfield, IL	44		100	100														
Wal-Mart Stores Inc.	Bentonville, AR	1		40	40														
Walt Disney Co.	Burbank, CA	64		100	100					+									
Washington Mutual Inc.	Seattle, WA	81		100	100														
Waste Management Inc.	Houston, TX	181		85	100														
Weil, Gotshal & Manges LLP	New York, NY		9	100	95														
WellPoint Inc.	Indianapolis, IN	35		95	85														
Wells Fargo & Co.	San Francisco, CA	41		100	100					+									
West	Eagan, MN			95	95														
Weyerhaeuser Co.	Federal Way, WA	105		75	75														
Whirlpool Corp.	Benton Harbor, MI	127		100	100														
White & Case LLP	New York, NY		6	100	80														
Whole Foods Market Inc.	Austin, TX	411		90	90														
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL		200	80	80														

APPENDIX B. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2007 Fortune 1000	2007 AmLaw 200	2009 CEI Rating	2008 CEI Rating	Criterion (see page 31)														
						1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Williams Companies Inc.	Tulsa, OK	211		55	55															
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC		14	100																
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA		56	100	85															
Winston & Strawn LLP	Chicago, IL		33	100	85															
Wisconsin Energy Corp.	Milwaukee, WI	525		55	55															
Womble Carlyle Sandridge & Rice LLC	Winston-Salem, NC		89	65	65															
WPP Group USA	New York, NY			93	93															
Wyeth	Madison, NJ	113		80	80															
Wyndham Worldwide Corp.	Parsippany, NJ	546		100	100															
Xcel Energy	Minneapolis, MN	251		60	60															
Xerox Corp.	Norwalk, CT	145		100	100															
XM Satellite Radio Holdings Inc.	Washington, DC			93	88															
Yahoo! Inc.	Sunnyvale, CA	357		100	100															
YRC Worldwide Inc.	Overland Park, KS	249		30	30															
Yum! Brands Inc.	Louisville, KY	262		65																
Zurich North America	Schaumburg, IL			65	50															

APPENDIX C

CORPORATE EQUALITY INDEX RATINGS | 49 – 64 ►
BY INDUSTRY, DESCENDING SCORE

- Criterion 1a** Prohibits Discrimination Based on Sexual Orientation (15 points)
- Criterion 1b** Provides Diversity Training Covering Sexual Orientation (5 points)
- Criterion 2a** Prohibits Discrimination Based on Gender Identity or Expression (15 points)
- Criterion 2b** Provides Diversity Training Covering Gender Identity OR Has Supportive Gender Transition Guidelines (5 points)
- Criterion 2c** Offers Transgender-Inclusive Insurance Coverage for at Least One Type of Benefit (5 points)
(+ Offers Transgender-Inclusive Insurance Coverage, Including Surgical Procedures)
- Criterion 3a** Offers Partner Health Insurance (15 points)
- Criterion 3b** Offers Partner Dental, Vision, COBRA and Dependent Coverage Benefits (5 points)
- Criterion 3c** Offers at Least Three Other “Soft” Benefits for Partners (5 points)
- Criterion 4** Has Employer-Supported Employee Resource Group OR Firm-Wide Diversity Council (15 points)
(/ Would Support ERG if Employees Express Interest, half-credit)
- Criterion 5** Positively Engages the External LGBT Community (15 points)
- Criterion 6** Exhibits Responsible Behavior Toward the LGBT Community; Does Not Engage in Action That Would Undermine LGBT Equality. Employers Found Engaging in Such Activities Will Have 15 Points Removed From Their Scores. (-)

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
ADVERTISING AND MARKETING												
Starcom MediaVest Group	100											
WPP Group USA	93											
Omnicom Group	80											
Interpublic Group of Companies Inc.	60											
Vertis Inc.	30											
AEROSPACE AND DEFENSE												
Boeing Co.	100											
Honeywell International Inc.	100											
Lockheed Martin Corp.	100											
Northrop Grumman Corp.	100											
Raytheon Co.	100											
Rockwell Collins Inc.	75											
Alliant Techsystems	65											
General Dynamics Corp.	40											
AIRLINES												
Alaska Airlines	100											
AMR Corp. (American Airlines)	100											
Continental Airlines Inc.	100											
US Airways Group Inc.	100											
Southwest Airlines Co.	90											
UAL Corp. (United Airlines)	88											
Delta Air Lines Inc.	85											
Northwest Airlines Corp.	85											
JetBlue Airways Corp.	80											
APPAREL, FASHION, TEXTILES, DEPT. STORES												
Abercrombie & Fitch Co.	100											
Gap Inc.	100											
J.C. Penney Co. Inc.	100											
Levi Strauss & Co.	100											
Liz Claiborne Inc.	100											
Nike Inc.	100											
TJX Companies, Inc., The	100											
Macy's Inc.	100											
Nordstrom Inc.	100											
Kenneth Cole Productions Inc.	95											
L.L. Bean Inc.	73											
Reebok International	68											
Tiffany & Co.	68											
Men's Wearhouse Inc., The	50											
Jones Apparel Group Inc.	45											
Lillian Vernon Corp.	40											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
AUTOMOTIVE												
Carmax Inc.	100											
Chrysler LLC	100					+						
Ford Motor Co.	100					+						
General Motors Corp.	100					+						
Subaru of America Inc.	100											
Toyota Motor Sales USA Inc.	100											
Visteon Corp.	100											
Volkswagen of America Inc.	100											
Bridgestone Americas Holding Inc.	80											
Nissan North America Inc.	50											
Delphi Corp.	45											
Cooper Tire & Rubber	33											
Dana Holding Corp.	20											
Lear Corp.	20											
BANKING AND FINANCIAL SERVICES												
American Express Co.	100					+						
Ameriprise Financial Inc.	100					+						
Bank of America Corp.	100											
Bank of New York Mellon Corp., The	100											
Capital One Financial Corp.	100											
Charles Schwab Corp., The	100											
Citigroup Inc.	100											
Credit Suisse USA Inc.	100											
Deutsche Bank	100					+						
Fannie Mae	100											
Goldman Sachs Group Inc., The	100					+						
HSBC - North America	100											
IndyMac Bancorp Inc.	100											
J.P. Morgan Chase & Co.	100					+						
KeyCorp	100											
Lehman Brothers Holdings Inc.	100					+						
MasterCard Inc.	100											
Merrill Lynch & Co.	100											
Morgan Stanley	100					+						
Northern Trust Corp.	100					+						
Raymond James Financial Inc.	100											
State Street Corp.	100											
SunTrust Banks Inc.	100											
Toyota Financial Services Corp.	100											
U.S. Bancorp	100											
UBS AG	100											
Visa	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Wachovia Corp.	100														
Washington Mutual Inc.	100														
Wells Fargo & Co.	100					+									
Canadian Imperial Bank of Commerce	95														
LaSalle Bank Corp.	95														
E*TRADE Financial Corp.	93														
Barclays Capital	90														
Harris Bankcorp Inc.	90														
Freddie Mac	85														
AmTrust Bank	83														
Moody's Corp.	83														
Comerica Inc.	80														
National City Corp.	80														
PNC Financial Services Group Inc.	80														
Fifth Third Bancorp	75														
Huntington Bancshares	75														
Chamberlin Edmonds & Associates Inc.	68														
H&R Block	65														
SLM Corp. (Sallie Mae)	60														
Discover Financial Services	58														
Morningstar Inc.	58														
Franklin Resources Inc.	50														
BB&T Corp.	48														
Dun & Bradstreet Corp., The	35														
CHEMICALS AND BIOTECHNOLOGY															
3M Co.	100					+									
BASF Corp.	100														
Dow Chemical Co.	100														
DuPont (E.I. du Pont de Nemours)	100					+									
Genentech Inc.	100					+									
Monsanto Co.	85														
Bayer Corp.	80														
Rohm and Haas Co.	80														
Air Products & Chemicals Inc.	75														
PPG Industries Inc.	45														
Praxair Inc.	25														
COMPUTER AND DATA SERVICES															
ChoicePoint Inc.	100														
Automatic Data Processing Inc.	95														
Electronic Data Systems Corp.	95														
SRA International Inc.	75														
Unisys Corp.	70														
Affiliated Computer Services	60														

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)												
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6		
Keane Inc.	50													
Perot Systems Corp.	0													
COMPUTER HARDWARE AND OFFICE EQUIPMENT														
Apple Inc.	100													
Cisco Systems Inc.	100					+								
Dell Inc.	100													
Herman Miller Inc.	100					+								
Hewlett-Packard Co.	100													
International Business Machines Corp. (IBM)	100					+								
Lexmark International Inc.	100													
NCR Corp.	100													
Sun Microsystems Inc.	100					+								
Tech Data Corp.	100													
Xerox Corp.	100													
EMC Corp.	95													
CDW Corp.	88													
Imation Corp.	88													
Avaya Inc.	85					+								
Pitney Bowes Inc.	85													
IKON Office Solutions	65													
Seagate Technology LLC	60													
Acer Inc.	50													
Software House International	40													
Avnet Inc.	30													
COMPUTER SOFTWARE														
BMC Software Inc.	100													
Electronic Arts Inc.	100													
Intuit Inc.	100													
Microsoft Corp.	100					+								
Oracle Corp.	100													
Symantec Corp.	100													
Adobe Systems Inc.	95													
Compuware Corp.	93													
SAP America Inc.	90													
Cerner Corp.	65													
McAfee Inc.	53													
CONSULTING, BUSINESS SERVICES														
Accenture Ltd.	100													
Bain & Co. Inc. (& Bridgespan Group Inc.)	100													
Boston Consulting Group	100													
Deloitte LLP	100					+								
Ernst & Young LLP	100					+								
Hewitt Associates	100													

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
KPMG LLP	100					+										
Marsh & McLennan Companies Inc.	100															
McKinsey & Co. Inc.	100															
Nielsen Co., The	100															
PricewaterhouseCoopers LLP	100															
Harris Interactive Inc.	93															
Adecco North America LLC	85															
A.T. Kearney Inc.	80															
Booz Allen Hamilton Inc.	80															
Convergys Corp.	80															
EDUCATION, CHILD CARE																
Bright Horizons Family Solutions Inc.	100															
ENERGY AND UTILITIES																
Constellation Energy Group Inc.	100															
National Grid USA	100															
PG&E Corp.	100					+										
Sempra Energy	100															
Southern California Edison Co.	100															
Consolidated Edison Co.	95															
Entergy Corp.	95															
Exelon Corp.	95					+										
Dominion Resources Inc.	90															
Alliant Energy Corp.	85															
PacifiCorp	85															
DTE Energy Co.	75															
Duke Energy Corp.	75															
Reliant Energy Inc.	75															
Progress Energy Inc.	68															
Northeast Utilities	65															
Pepco Holdings Inc.	65															
PPL Corp.	65															
Severn Trent Services Inc.	65															
Xcel Energy	60															
Williams Companies Inc.	55															
Wisconsin Energy Corp.	55															
Calpine Corp.	48															
Southern Co.	48															
Allegheny Energy	45															
Ameren Corp.	45															
Mirant Corp.	45															
PNM Resources Inc.	43															
Aquila	35															
Edison International	35															

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Laclede Group Inc.	5														
ENGINEERING AND CONSTRUCTION															
CH2M HILL Companies Ltd.	80														
KB Home	75														
Perkins & Will Group, Ltd.,The	55														
Jacobs Engineering Group Inc.	40														
DPR Construction Inc.	30														
Ryland Group	30														
ENTERTAINMENT AND ELECTRONIC MEDIA															
Clear Channel Communications Inc.	100														
Cox Enterprises Inc./Cox Communications Inc.	100														
Time Warner Inc.	100														
Viacom Inc.	100														
Walt Disney Co.	100							+							
XM Satellite Radio Holdings Inc.	93														
Corbis Corp.	80														
Comcast Corp.	80														
Sirius Satellite Radio Inc.	80														
AMC Entertainment Inc.	63														
Vivendi	35														
FOOD, BEVERAGES AND GROCERIES															
Anheuser-Busch Companies Inc.	100														
Brinker International Inc.	100														
Campbell Soup Co.	100							+							
Cargill Inc.	100														
Coca-Cola Co., The	100							+							
Coca-Cola Enterprises Inc.	100														
Coors Brewing Co.	100														
Diageo North America	100														
Pepsi Bottling Group Inc., The	100														
PepsiCo Inc.	100														
Sodexo Inc.	100														
Starbucks Corp.	100														
Supervalu Inc.	100														
Food Lion LLC	95														
General Mills Inc.	95														
Kraft Foods Inc.	95														
PepsiAmericas Inc.	95														
ConAgra Foods Inc.	90														
Miller Brewing Co.	90														
Whole Foods Market Inc.	90														
McDonald's Corp.	85														
Hannaford Brothers	83														

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Darden Restaurants	80															
Ahold USA Inc.	78															
Palm Management Corp.	78															
Aramark Corp.	75															
Kroger Co., The	75															
Nestle Purina PetCare Co.	75															
Safeway Inc.	75															
Sara Lee Corp.	75															
Dean Foods Co.	73															
Hershey Co., The	70															
H.J. Heinz Co.	68															
Compass Group USA Inc.	65															
Yum! Brands Inc.	65															
Domino's Pizza Inc.	60															
Kellogg Co.	60															
U.S. Foodservice Inc.	58															
Hain Celestial Group Inc.	55															
Land O'Lakes	53															
Pathmark Stores Inc.	53															
Mars Inc.	48															
Dole Food Co. Inc.	45															
C&S Wholesale Grocers Inc.	40															
H.E. Butt Grocery Co.	40															
Brown-Forman Corp.	20															
Archer Daniels Midland Co.	15															
CBRL Group Inc. (Cracker Barrel)	15															
Meijer Inc.	15															
FOREST AND PAPER PRODUCTS																
Weyerhaeuser Co.	75															
International Paper Co.	70															
HEALTHCARE																
Bausch & Lomb Inc.	100															
Cardinal Health	100															
Kaiser Permanente	100															
CIGNA Corp.	95															
Health Care Service Corp.	95															
UnitedHealth Group Inc.	95															
Health Net Inc.	93															
Sierra Health Services Inc.	88															
Quest Diagnostics Inc.	85															
Abbott Laboratories	80															
Baxter International Inc.	80															
Group Health Cooperative	78															

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
McKesson Corp.	68															
Vision Service Plan	65															
Owens & Minor Inc.	55															
Austin Radiological Assn.	53															
University Hospitals of Cleveland	50															
Humana Inc.	45															
Tenet Healthcare	35															
HIGH-TECH/PHOTO/SCIENCE EQUIP.																
Agilent Technologies Inc.	100															
Corning Inc.	100															
Eastman Kodak Co.	100															
Freescale Semiconductor Inc.	100															
Intel Corp.	100															
Texas Instruments Inc.	100															
Medtronic Inc.	95															
Applied Materials Inc.	88															
Advanced Micro Devices Inc.	80															
ITT Industries Inc.	75															
Polaroid Corp.	60															
KLA-Tencor Corp.	58															
Fisher Scientific International	40															
HOTELS, RESORTS AND CASINOS																
Carlson Companies Inc.	100															
Global Hyatt Corp.	100															
Harrah's Entertainment Inc.	100															
Kimpton Hotel & Restaurant Group Inc.	100															
Marriott International Inc.	100															
Starwood Hotels & Resorts Worldwide	100															
Wyndham Worldwide Corp.	100															
Hilton Hotels Corp.	90															
MGM Mirage	80															
Host Hotels & Resorts	45															
INSURANCE																
AAA Northern California, Nevada and Utah	100															
Aetna Inc.	100															
Allianz Life Insurance Co. of North America	100															
Allstate Corp., The	100															
Aon Corp.	100															
Chubb Corp.	100															
CNA Insurance	100															
Esurance Inc.	100															
Hartford Financial Services Co.	100															
Harvard Pilgrim Health Care Inc.	100															

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
ING North America Insurance Corp.	100														
Massachusetts Mutual Life Insurance Co.	100														
MetLife Inc.	100														
Nationwide	100														
New York Life Insurance Co.	100														
Progressive Corp., The	100														
Prudential Financial Inc.	100														
Sun Life Financial Inc. (U.S.)	100														
American Family Insurance Group	95														
Lincoln National Corp.	95														
Principal Financial Group	95														
WellPoint Inc.	95														
John Hancock Financial Services Inc.	88														
Unum Group	88														
American International Group Inc.	85														
Selective Insurance Group	85														
Mutual of Omaha Insurance	80														
State Farm Group	80														
Teachers Insurance and Annuity Association - College Retirement Equities Fund	78														
SAFECO Corp.	75														
CUNA Mutual Insurance Group	65														
Pacific Mutual Holding Co.	65														
Zurich North America	65														
Travelers Companies Inc., The	50														
AEGON USA Inc.	40														
INTERNET SERVICES AND RETAILING															
eBay Inc.	100														
Google Inc.	100														
Orbitz Worldwide Inc.	100														
Yahoo! Inc.	100														
Amazon.com Inc.	80														
Expedia Inc.	50														
LAW FIRMS															
Akin, Gump, Strauss, Hauer & Feld LLP	100														
Alston & Bird LLP	100														
Arent Fox LLP	100														
Arnold & Porter LLP	100														
Baker & Daniels LLP	100														
Bingham McCutchen LLP	100														
Brown Rudnick LLP	100														
Bryan Cave LLP	100														
Cleary, Gottlieb, Steen & Hamilton LLP	100														

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)												
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6		
Clifford Chance US LLP	100					+								
Covington & Burling LLP	100					+								
Cravath, Swaine & Moore LLP	100													
Debevoise & Plimpton LLP	100													
Dewey & LeBoeuf LLP	100													
Dickstein Shapiro LLP	100													
DLA Piper	100													
Dorsey & Whitney LLP	100													
Edwards Angell Palmer & Dodge LLP	100													
Faegre & Benson LLP	100					+								
Foley & Lardner LLP	100													
Foley Hoag LLP	100													
Fried, Frank, Haris, Shriver & Jacobson LLP	100					+								
Gibson, Dunn & Crutcher LLP	100													
Haynes and Boone LLP	100													
Heller Ehrman LLP	100													
Holland & Knight LLP	100													
Howrey LLP	100													
Husch Blackwell Sanders LLP	100													
Jenner & Block LLP	100													
Kirkland & Ellis LLP	100					+								
Kramer Levin Naftalis & Frankel LLP	100													
Latham & Watkins LLP	100					+								
Little Mendelson PC	100													
Manatt, Phelps & Phillips LLP	100													
McDermott Will & Emery LLP	100													
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	100													
Morrison & Foerster LLP	100					+								
Nixon Peabody LLP	100													
O'Melveny & Myers LLP	100													
Orrick, Herrington & Sutcliffe LLP	100													
Patterson Belknap Webb & Tyler LLP	100													
Paul, Hastings, Janofsky & Walker LLP	100													
Perkins Coie	100													
Pillsbury Winthrop Shaw Pittman LLP	100													
Powell Goldstein LLP	100													
Proskauer Rose LLP	100													
Robins, Kaplan, Miller & Ciresi LLP	100					+								
Ropes & Gray LLP	100													
Sedgwick, Detert, Moran & Arnold LLP	100													
Seyfarth Shaw LLP	100													
Sidley Austin LLP	100													
Skadden, Arps, Slate, Meagher & Flom LLP	100													

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Sonnenschein, Nath & Rosenthal LLP	100					+										
Squire, Sanders & Dempsey LLP	100															
Sullivan & Cromwell LLP	100															
Thompson Coburn LLP	100															
Troutman Sanders LLP	100															
Vinson & Elkins LLP	100															
Wachtell, Lipton, Rosen & Katz LLP	100															
Weil, Gotshal & Manges LLP	100															
White & Case LLP	100															
Wilmer Cutler Pickering Hale & Dorr LLP	100															
Wilson Sonsini Goodrich & Rosati PC	100															
Winston & Strawn LLP	100															
Cadwalader, Wickersham & Taft LLP	95															
Crowell & Moring LLP	95															
Davis, Polk & Wardwell	95															
Drinker Biddle & Reath LLP	95															
Duane Morris LLP	95															
Fenwick & West LLP	95															
Gordon & Rees LLP	95															
Hogan & Hartson LLP	95															
Kelley Drye & Warren LLP	95															
Kilpatrick Stockton LLP	95															
King & Spalding LLP	95															
Mayer Brown LLP	95															
McGuireWoods LLP	95															
Sheppard, Mullin, Richter & Hampton LLP	95															
Stinson Morrison Hecker LLP	95															
Stoel Rives LLP	95															
Sutherland Asbill & Brennan LLP	95															
Thelen Reid Brown Raysman & Steiner LLP	95															
Carlton Fields	90															
Chadbourne & Parke LLP	90															
McCarter & English LLP	90															
McKenna, Long & Aldridge LLP	90															
Pepper Hamilton LLP	90															
Davis Wright Tremaine LLP	85															
Frost Brown Todd LLC	85															
Fulbright & Jaworski LLP	85															
Katten Muchin Rosenman LLP	85					+										
Milbank, Tweed, Hadley & McCloy LLP	85															
Shook, Hardy & Bacon LLP	85															
Step toe & Johnson LLP	85															
Baker & Botts LLP	80															

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Ballard, Spahr, Andrews & Ingersoll LLP	80														
Dykema Gossett P, LLC	80														
Fish & Richardson PC	80														
Kaye Scholer LLP	80														
Lord, Bissell & Brook	80														
Luce Forward Hamilton & Scripps LLP	80														
Morgan Lewis & Bockius LLP	80														
Paul, Weiss, Rifkind, Wharton & Garrison LLP	80														
Polsinelli Shalton Welte Suelthaus PC	80														
Quarles & Brady LLP	80														
Schiff Hardin LLP	80														
Schulte, Roth & Zabel LLP	80														
Vorys, Sater, Seymour & Pease LLP	80														
Wildman, Harrold, Allen & Dixon LLP	80														
Baker & McKenzie	75														
Goodwin Procter LLP	75														
Hunton & Williams LLP	75														
Reed Smith LLP	75														
Andrews Kurth LLP	70														
Saul Ewing LLP	68														
Womble Carlyle Sandridge & Rice LLC	65														
Holme Roberts & Owen LLP	60														
Howard & Howard Attorneys PC	48														
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	40														
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	35														
MAIL AND FREIGHT DELIVERY															
United Parcel Service Inc. (UPS)	100														
CSX Corp.	75														
Union Pacific Corp.	58														
FedEx Corp.	55														
BNSF Railway Co.	30														
YRC Worldwide Inc.	30														
MANUFACTURING															
Cummins Inc.	100														
Owens Corning	100														
Whirlpool Corp.	100														
Illinois Tool Works Inc.	68														
United Technologies Corp.	65														
American Power Conversion Corp.	63														
MeadWestvaco Corp.	60														
Steelcase Inc.	60														
Caterpillar Inc.	55														
Emerson Electric Co.	45														

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Baldor Electric Co.	20															
Deere & Co.	33															
Lauren Manufacturing Co.	5															
MINING & METALS																
Alcoa Inc.	85															
MISCELLANEOUS																
General Electric Co.	80															
Mohawk Industries Inc.	65															
Ball Corp.	58															
Fisher Scientific International	40															
OIL AND GAS																
BP America Inc.	100															
Chevron Corp.	100															
Shell Oil Co.	100															
ConocoPhillips	60															
Exxon Mobil Corp.	0															
PHARMACEUTICALS																
Boehringer Ingelheim Pharmaceuticals Inc.	100															
Bristol-Myers Squibb Co.	100															
Eli Lilly & Co.	100															
GlaxoSmithKline plc	100															
Hoffmann-La Roche Inc.	100															
Hospira Inc.	100															
Johnson & Johnson	100															
Merck & Co. Inc.	100															
Novartis Pharmaceutical Corp.	100															
Pfizer Inc.	100															
Schering-Plough Corp.	100															
CVS Corp.	90															
AstraZeneca PLC	80															
Wyeth	80															
Amgen Inc.	70															
Sanofi-Aventis U.S. LLC	65															
PUBLISHING AND PRINTING																
New York Times Co.	100															
United Business Media LLC	100															
West	95															
McGraw-Hill Companies Inc., The	80															
Gannett Co. Inc.	65															
R.R. Donnelley & Sons Co.	55															
Scholastic Corp.	50															
Dow Jones & Co. Inc.	30															

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
REAL ESTATE, RESIDENTIAL												
Realogy Corp.	80											
RETAIL AND CONSUMER PRODUCTS												
Barnes & Noble Inc.	100											
Best Buy Co. Inc.	100											
Borders Group Inc.	100											
Clorox Co.	100											
Estee Lauder Companies	100					+						
GameStop Corp.	100											
Kimberly-Clark Corp.	100											
Mitchell Gold + Bob Williams	100											
Newell Rubbermaid Inc.	100											
Recreational Equipment Inc.	100											
Replacements Ltd.	100					+						
Sears Holdings Corp.	100											
Target Corp.	100											
Unilever	100											
Walgreen Co.	100											
Mattel Inc.	93										/	
Staples Inc.	93									/		
Hallmark Cards Inc.	90											
Home Depot Inc.	85											
Procter & Gamble Co.	85											
Rite Aid Corp.	85											
Harry & David Holdings Inc.	83									/		
Limited Brands Inc.	80											
OfficeMax Inc.	80											
Colgate-Palmolive Co.	73									/		
Toys 'R' Us Inc.	65											
Avon Products Inc.	60											
Office Depot Inc.	60											
Black & Decker Corp., The	55											
Circuit City Stores Inc.	55											
Hasbro Inc.	50											
RadioShack Corp.	40											
Wal-Mart Stores Inc.	40											
AutoZone Inc.	25											
TELECOMMUNICATIONS												
Alcatel-Lucent	100					+						
AT&T Inc.	100					+						
Motorola Inc.	100											
Sprint Nextel Corp.	100											

APPENDIX C. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2009 CEI Rating	Criterion (see page 44)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
QUALCOMM Inc.	95															
EarthLink Inc.	88															
Nortel Networks Corp.	85															
ALLTEL Corp.	80															
Qwest Communications International Inc.	80															
Verizon Communications Inc.	70															
Nokia	50															
TOBACCO																
Reynolds American Inc.	100															
TRANSPORTATION, TRAVEL																
Sabre Holdings Inc.	100															
Travelport Inc.	100															
Ryder System Inc.	93															
Travel Impressions, Ltd.	93															
Hotels.com LP	85															
Dollar Thrifty Automotive Group Inc.	83															
Avis Budget Group Inc.	80															
Enterprise Rent-A-Car Co.	80															
Royal Caribbean Cruises Ltd.	55															
WASTE MANAGEMENT																
Waste Management Inc.	85															

APPENDIX D

2009 HRC FOUNDATION CORPORATE EQUALITY INDEX SURVEY | 66 – 80 ▶

Questions marked with **2009** were used in part or in their entirety for scoring purposes this year. All other questions were for informational purposes only.

APPENDIX D. 2009 CORPORATE EQUALITY INDEX SURVEY

Use this document for your information only – surveys must be submitted online. Up-to-date help and additional information specific to each survey question is available online. The online survey is pre-populated with previous survey answers and/or information gathered by the Human Rights Campaign Foundation, and can be printed for your use in preparing your answers.

Questions marked with **2009** will be used in part or in their entirety for scoring purposes this year. All other questions are for informational purposes only. http://www.hrc.org/issues/workplace/cei_criteria.htm

RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

BASIC COMPANY AND CONTACT INFORMATION

HRC will not publish or distribute contact information externally.

Headquarters Information:

Street Address Line 1:

Street Address Line 2:

City:

State:

Zip Code:

Main Phone #:

Main Fax #:

Web Address:

Full Time U.S. Employees:

Ten Major Brands:

Stock Ticker Symbol:

Primary Industry:

NON-DISCRIMINATION / EQUAL EMPLOYMENT OPPORTUNITY POLICY

- 2009** 1. Does your primary non-discrimination or equal employment opportunity policy statement include the term “sexual orientation”?
- Yes, we have this policy firm-wide
 - No, but we have this policy in one or more subsidiaries or labor agreements
 - No, we do not have this policy, but plan to enact in the next one year
 - No, we do not have this policy
 - Do not know
- 1a. If YES to Q1, does the policy apply to all global operations, including non-U.S. citizens based abroad?
- Yes, we have this policy in all global operations
 - No, but we have this policy in one or more offices outside the U.S.
 - No, we do not have this policy in any global operations
 - No, we do not have this policy, but plan to enact in the next one year
 - Do not know
 - Not applicable, we have no employees based outside the U.S.

APPENDIX D. 2009 CORPORATE EQUALITY INDEX SURVEY

Use this document for your information only – surveys must be submitted online. Up-to-date help and additional information specific to each survey question is available online. The online survey is pre-populated with previous survey answers and/or information gathered by the Human Rights Campaign Foundation, and can be printed for your use in preparing your answers.

Questions marked with **2009** will be used in part or in their entirety for scoring purposes this year. All other questions are for informational purposes only. http://www.hrc.org/issues/workplace/cei_criteria.htm

RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

- 2009**
2. Does your primary non-discrimination or equal employment opportunity policy statement include the terms “gender identity or expression” or “gender identity”?
- Yes, we have this policy firm-wide
 - No, but we have this policy in one or more subsidiaries or labor agreements
 - No, we do not have this policy, but plan to enact in the next one year
 - No, we do not have this policy
 - Do not know
- 2a. If YES to Q2, does the policy apply to all global operations including non-U.S. citizens based abroad?
- Yes, we have this policy in all global operations
 - No, but we have this policy in one or more offices outside the U.S.
 - No, we do not have this policy in any global operations
 - No, we do not have this policy, but plan to enact in the next one year
 - Do not know
 - Not applicable, we have no employees based outside the U.S.
3. Please attach a copy of your employee and job applicant non-discrimination or equal employment opportunity policy.
4. Please provide the public web address where your non-discrimination or equal employment opportunity policy is posted.
- http:// _____
5. Do you have a primary anti-harassment policy that names protected categories of workers (i.e. explicitly prohibits harassment based on race, religion, disability, etc)?
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable
- 5a. If YES to Q5, does the policy include the term “sexual orientation”?
- Yes, we have this policy firm-wide
 - No, but we have this policy in one or more subsidiaries or labor agreements
 - No, we do not have this policy, but plan to enact in the next one year
 - No, we do not have this policy
 - Do not know
- 5b. If YES to Q5, does the policy include the terms “gender identity or expression” or “gender identity”?
- Yes, we have this policy firm-wide
 - No, but we have this policy in one or more subsidiaries or labor agreements
 - No, we do not have this policy, but plan to enact in the next one year
 - No, we do not have this policy
 - Do not know

APPENDIX D. 2009 CORPORATE EQUALITY INDEX SURVEY

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RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

Additional Notes to HRC: _____

BENEFITS

- 2009** 6. Does your business offer same-sex (or same- and opposite- sex) domestic partner health insurance coverage to your benefits-eligible U.S. employees?
- Yes, we have this policy firm-wide
 - No, but we have this policy in one or more subsidiaries or labor agreements
 - No, we do not have this policy, but plan to enact in the next one year
 - No, we do not have this policy
 - Do not know
- 6a. If YES to Q6, in what year did partner health insurance benefits become available?
Year _____
- 6b. If YES to Q6, are partner benefits offered to employees in your global operations?
- Yes, we have this policy in all global operations
 - No, but we have this policy in one or more offices outside the U.S.
 - No, we do not have this policy in any global operations
 - No, we do not have this policy, but plan to enact in the next one year
 - Do not know
 - Not applicable, we have no employees based outside the U.S.
- 6c. If YES to Q6, do you “gross up” wages for employees who receive domestic partner health benefits to offset the additional, imputed income tax?
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable
7. Do you require employees to provide documentation for enrolling opposite-sex spouses, children and other dependents in your benefits plan?
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable

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7a. If you require documentation for the purpose of enrolling an employee's partner in your benefits plan, which of the following forms of documentation are independently sufficient for enrollment purposes? Select all that apply.

- We do not require documentation for the purpose of partner benefits
- We accept a domestic partnership affidavit
- We accept a local or state domestic partnership registration
- We accept a state-issued civil union or marriage certificate
- We accept a marriage certificate issued in another country

2009 8. Are the following health benefits offered to same-sex partners of benefits-eligible U.S. employees?

Health/Medical

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Dental

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Vision

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Spouse/partner's dependent medical coverage

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

COBRA/COBRA-like benefits²

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

² These benefits are federally mandated for opposite-sex spouses, but may be extended to same-sex partners.

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9. Are the following soft benefits offered to same-sex partners of benefits-eligible U.S. employees?

FMLA/FMLA-like benefits³

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Bereavement leave⁴

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Employer-provided supplemental life insurance for the spouse/partner

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Relocation/travel assistance

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Adoption assistance⁵

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Employee discounts

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

3 FMLA leave provided to employee on behalf of same-sex partner (equivalent treatment as compared to an employee's opposite-sex spouse) or partner's dependents.

4 Bereavement leave taken in the event of a spouse or partner's death or, if applicable, the death of a spouse or partner's dependents/ children.

5 Offered if spouse or partner adopts a child or if employee adopts spouse or partner's children.

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RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

Employee assistance program

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

2009 10. Are the following *retirement* benefits offered to same-sex partners of benefits-eligible U.S. employees?

Retiree health care benefits

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Defined benefit plan: Qualified joint and survivor annuity (QJSA) for spouse/partner⁶

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Defined benefit plan: Qualified pre-retirement survivor annuity (QPSA) for spouse/partner⁷

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

11. Are the following *retirement* benefits offered to same-sex partners of benefits-eligible U.S. employees?

Rollover distribution option

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

Hardship distribution option

- Yes, benefit offered to Opposite-sex spouses, Same & Opposite-sex partners
- Yes, benefit offered to Opposite-sex spouses, Same-sex partners
- No, benefit offered to Opposite-sex spouses only
- No, benefit not offered

⁶ A QJSA relates to a defined benefit/pension plan. Typically, an employer can create a contingent survivor annuity for which the employee can designate the individual of his/her choice in the event of the employee's death.

⁷ A QPSA relates to a defined benefit/pension plan. Typically, an employer can create a contingent survivor annuity for which the employee can designate the individual of his/her choice in the event of the employee's death.

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RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

12. Please describe any other benefits offered to an employee's same-sex partner: _____

Additional Notes to HRC: _____

TRANSGENDER BENEFITS

- 2009** 13. Most health insurance policies – through what is referred to as a “transgender exclusion” clause – deny or exclude coverage for commonplace treatments and procedures for transgender employees that are otherwise covered for most employees.

Do insurance plans available to your work force generally cover the following treatments (benefit offered)?

If so, is there at least one firm-sponsored insurance plan that does not exclude coverage (transgender treatment covered) for medically-necessary treatment related to gender dysphoria or gender reassignment?⁸

➤ *This question requires examining your insurance policy's list of coverage exclusions. Answering “Yes, benefit offered, transgender treatment covered” for the following benefits indicates that medically necessary care for gender reassignment would be covered under one or more insurance plans available to your employees, or through some form of self-insurance.*

Paid short-term leave for surgical procedures⁹

- Yes, benefit offered, transgender treatment covered
- No, benefit offered, but transgender treatment excluded
- No, benefit not offered

⁸ Answering “Benefit offered, transgender treatment covered” for surgical procedures indicates that surgical procedures as related to medically necessary care for gender reassignment would not be excluded and would apply for standard coverage under one or more insurance plans available to your employees

⁹ Paid short-term leave

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RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

Mental health counseling¹⁰

- Yes, benefit offered, transgender treatment covered
- No, benefit offered, but transgender treatment excluded
- No, benefit not offered

Pharmacy benefits

- Yes, benefit offered, transgender treatment covered
- No, benefit offered, but transgender treatment excluded
- No, benefit not offered

Medical visits

- Yes, benefit offered, transgender treatment covered
- No, benefit offered, but transgender treatment excluded
- No, benefit not offered

Surgical procedures

- Yes, benefit offered, transgender treatment covered
- No, benefit offered, but transgender treatment excluded
- No, benefit not offered

14. YES for any of the answers in Q13:

14a. Is coverage for any of the benefit(s) self-insured?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

14b. If coverage for any of the benefit(s) is capped at a maximum lifetime dollar amount specific to transgender treatments, please indicate that cap amount.

\$ _____

14c. What insurance carrier manages or administers the plan?

14d. Please attach documentation that indicates that coverage is available.

¹⁰ Employee Assistance Program coverage is not sufficient coverage

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RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

15. Please describe any other benefits or limitations to benefits available to transgender employees: _____

DIVERSITY MANAGEMENT AND TRAINING

2009 16. Does your business have written gender transition guidelines documenting supportive policy or practice on issues pertinent to a workplace gender transition?

>> Guidelines submitted to the HRC Foundation will be for internal use only and will be evaluated for scoring purposes.

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

16a. If YES to Q16, please attach a copy of the policy as a Microsoft Word (.doc) or Adobe Acrobat (.pdf) file.

2009 17. Does your business have an officially recognized GLBT employee resource group?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

2009 17a. If NO to Q17, would your business allow GLBT employees to use its facilities, electronic and other resources to form an officially recognized group, if one expressed interest?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

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17b. If YES to Q10, please provide contact information for the group:

Name of Group: _____

Primary Contact Name: _____

Primary Contact ERG Title: _____

Phone: _____

E-mail: _____

Website: _____

17c. If YES to Q17, does the group have a senior executive champion or sponsor (e.g.: Vice President or higher)?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

17d. If YES to Q17, are there established chapters of the group in your global operations?

- Yes, we have this policy in all global operations
- No, but we have this policy in one or more offices outside the U.S.
- No, we do not have this policy in any global operations
- No, we do not have this policy, but plan to enact in the next one year
- Do not know
- Not applicable, we have no employees based outside the U.S.

2009 18. Does your business have a firm-wide diversity council or working group with a mission that specifically includes GLBT diversity?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

18a. If NO to Q18, does your business have another, non-GLBT specific, company-wide diversity council or working group?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

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RESPONSE DEADLINE: JUNE 30, 2008. SURVEY MUST BE SUBMITTED ONLINE: <http://cei.hrc.org>

19. Can employees voluntarily disclose their sexual orientation and/or gender identity through human resource surveys or other data collection systems? Please select “Do not know/ not applicable” if you do not survey or otherwise collect employee information in aggregate form.

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

20. If you provide diversity awareness or employee training, what topics are covered and who is required to attend? (The topics may be covered as part of a general overview of diversity, or in topic-specific sessions.)

2009

Sexual Orientation

>> *Credit on this question is provided for any training that is offered, irrespective of attendance requirements.*

- Yes, all employees required to attend
- Yes, all managers/supervisors required to attend
- Yes, some employees required to attend
- Yes, no employees required to attend
- No, not offered

2009

Gender identity and expression

>> *Credit on this question is provided for any training that is offered, irrespective of attendance requirements or, alternatively written gender transition guidelines.*

- Yes, all employees required to attend
- Yes, all managers/supervisors required to attend
- Yes, some employees required to attend
- Yes, no employees required to attend
- No, not offered

SUPPLY-CHAIN MANAGEMENT

21. Does your business have a supplier diversity program?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

14a. If YES to Q21, does your business seek to include GLBT-owned companies in your supplier diversity program?

>> *GLBT Supplier Diversity Programs: <http://www.hrc.org/issues/workplace/diversity/7012.htm>*

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

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21b. If YES to Q21, what dollar amount did you spend with GLBT-owned businesses in your last fiscal year ?

\$: _____

Do not know

22. Does your business require suppliers to prohibit discrimination consistent with the protections provided by your EEO or non-discrimination policy?

- Yes, we do
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

Additional Notes to HRC: _____

EXTERNAL ENGAGEMENT

23. Please provide the public web address for your business that is devoted to GLBT recruitment (if applicable).

http:// _____

2008 24. During the past year, has your business engaged in
- marketing or advertising to the GLBT community
- providing financial or in-kind support to GLBT health, educational, political or community-related organizations or events, or
- targeted recruiting efforts to the GLBT community such as GLBT career fairs?

- Yes
- No
- Do not know / Info not available

24a. If YES to Q24, please describe a maximum of three such efforts.

#1 First Effort

Primary purpose of efforts

- Marketing and advertising to the GLBT community
- Financial or in-kind support to GLBT organizations or events
- Recruitment targeting the GLBT community

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Name of Campaign

Type of organization or event (if applicable)

- Political
- Education
- Health
- Community

Location of effort (leave state blank, if national):

_____, United States

Duration of campaign in years

- # Years: _____
- Do not know/ info not available

Creative content: if the effort involved any promotional media referencing your business, did such media use imagery, language or people to indicate GLBT content?

- General Audience, no specific GLBT content
- GLBT content
- Not applicable

Recruitment: if this was a recruiting effort, or if this effort had a tracked recruiting component, how many candidates were formally interviewed as a result?

- # : _____
- Do not know/ info not available

#2 Second Effort

Primary purpose of efforts

- Marketing and advertising to the GLBT community
- Financial or in-kind support to GLBT organizations or events
- Recruitment targeting the GLBT community

Name of Campaign

Type of organization or event (if applicable)

- Political
- Education
- Health
- Community

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Location of effort (leave state blank, if national):

_____, United States

Duration of campaign in years

Years: _____

Do not know/ info not available

Creative content: if the effort involved any promotional media referencing your business, did such media use imagery, language or people to indicate GLBT content?

General Audience, no specific GLBT content

GLBT content

Not applicable

Recruitment: if this was a recruiting effort, or if this effort had a tracked recruiting component, how many candidates were formally interviewed as a result?

: _____

Do not know/ info not available

#3 Third Effort

Primary purpose of efforts

Marketing and advertising to the GLBT community

Financial or in-kind support to GLBT organizations or events

Recruitment targeting the GLBT community

Name of Campaign

Type of organization or event (if applicable)

Political

Education

Health

Community

Location of effort (leave state blank, if national):

_____, United States

Duration of campaign in years

Years: _____

Do not know/ info not available

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Creative content: if the effort involved any promotional media referencing your business, did such media use imagery, language or people to indicate GLBT content?

- General Audience, no specific GLBT content
- GLBT content
- Not applicable

Recruitment: if this was a recruiting effort, or if this effort had a tracked recruiting component, how many candidates were formally interviewed as a result?

- # : _____
- Do not know/ info not available

24b. If YES to Q24, attach an example of creative content.

24c. If YES to Q24, please provide any additional information about your business's advertising campaigns.

25. Please include any other information that would illustrate how your business views gay, lesbian, bisexual or transgender employees, consumers or investors.

26. If you have any additional information or supporting documents you would like to submit, please include it in a Microsoft Word (.doc) or Adobe Acrobat (.pdf) file and attach a copy of the file here.

**CORPORATE EQUALITY INDEX 2009:
A Report Card on Lesbian, Gay, Bisexual and Transgender Equality in Corporate America**

Daryl Herrschaft, Editor
Samir Luther & Deena Fidas, Authors

ABOUT THE HRC FOUNDATION'S WORKPLACE PROJECT

The Human Rights Campaign Foundation's Workplace Project 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. Project staff serves 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 Project also makes available the expertise of the HRC Business Council for invaluable peer-to-peer advice.

PROJECT STAFF

Daryl Herrschaft
Director, HRC Workplace Project

Since 1998, Daryl Herrschaft has overseen the Workplace Project of the Human Rights Campaign Foundation. In this capacity, he monitors and evaluates corporate policies surrounding lesbian, gay, bisexual and transgender employees, consumers and investors. He is the editor of the HRC Foundation's annual Corporate Equality Index and The State of the Workplace for Lesbian, Gay, Bisexual and Transgender Americans.

Herrschaft has consulted with dozens of major corporations on the full range of LGBT-related workplace policies. He has presented HRC findings to diverse audiences, including the Conference Board, the Society for Human Resource Management and the New York City Council. He is frequently called upon by national and local media, including *Time* and *The Wall Street Journal* as well as on CNN, National Public Radio and Voice of America. Before joining HRC, Herrschaft was a research associate at the Urban Institute. He holds a bachelor's degree from the George Washington University.

Eric Bloem
Deputy Director, HRC Workplace Project

Eric Bloem has directly consulted with dozens of major corporations on lesbian, gay, bisexual and transgender-related workplace policies. Before joining the Human Rights Campaign Foundation's Workplace Project in 2005, he spent six years as a manager with Accenture, where he provided change management consulting services to many Fortune 500 companies, including Best Buy, Fidelity, Walgreens and Citigroup. Bloem brings with him notable experience helping companies adapt to strategic change. Bloem developed the HRC Foundation Corporate Equality Series, a group of workshops designed to help human resources and diversity professionals better understand LGBT workplace issues. He conducts these workshops in strategic locations across the country. Bloem holds a bachelor's degree in business administration from Bucknell University.

Samir Luther
Senior Manager, HRC Workplace Project

Samir Luther is a trusted expert on employment non-discrimination policies and workplace benefits in the United States and works with employers to develop model practices and replicate those with other businesses. Luther co-authored the Human Rights Campaign Foundation's 2009 Corporate Equality Index report and has authored previous CEI reports, authors *The State of the Workplace for Lesbian, Gay, Bisexual and Transgender Americans*, as well as special reports including *Transgender Inclusion in the Workplace, 2nd Edition*. Luther holds a bachelor's degree in business administration from Washington University in St. Louis, and he joined the Workplace Project of the HRC Foundation in 2004 as research coordinator.

Deena Fidas
Coordinator, HRC Workplace Project

Formerly working in political fundraising, Deena Fidas joined the Workplace Project staff in September 2007. Fidas took over the day-to-day management of the Corporate Equality Index survey administration, co-authorship of the Human Rights Campaign Foundation's 2009 Corporate Equality Index report as well as leading forthcoming published research on the workplace climate for LGBT employees in large businesses. Over the spring of 2008, Fidas engaged new businesses to take part in the survey and educated already participating businesses on the importance of expanding LGBT workplace protections, equal benefits and robust diversity and inclusion efforts. Fidas holds a master's degree in sociology from American University in Washington, D.C.

Alison Delpercio
Assistant, HRC Workplace & Family Projects

Alison Delpercio works with employers, healthcare institutions and employees to address workplace and healthcare concerns for gay, lesbian, bisexual and transgender individuals. Before joining the Human Rights Campaign Foundation in 2007, she advocated for GLBT issues in healthcare and higher education at and around the University of Rochester. She holds a bachelor's degree in health and society as well as a Certificate of Management Studies from the university.

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HRC BUSINESS COUNCIL

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

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