



HUMAN  
RIGHTS  
CAMPAIGN  
FOUNDATION®

# CORPORATE EQUALITY INDEX

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

# 2010

## **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 and Youth and Campus Outreach, 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/foundation](http://www.hrc.org/foundation)** for more.

The Human Rights Campaign Foundation encourages LGBT Americans to live their lives openly and seeks to change the hearts and minds of Americans to the side of equality. The HRC Foundation is a nonprofit, tax-exempt 501(c)(3) organization.

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# LETTER

## FROM THE HRC FOUNDATION PRESIDENT

**I am honored to share with you the Human Rights Campaign Foundation's Corporate Equality Index 2010 report – and the tremendous progress it demonstrates.**

In these challenging economic times, the Corporate Equality Index once again demonstrates that businesses recognize the importance of working with and providing for lesbian, gay, bisexual and transgender workers and consumers.

For every loss from bankruptcy or acquisition, several new businesses reached 100 percent. In addition, opposition from anti-LGBT organizations did not stem the tide of fairness. Major employers stepped forward in unprecedented ways, including steadfast support for marriage equality in California.

The number of top-rated businesses continues to climb, reaching an unprecedented 305 businesses – a net increase of 45 over last year – representing more than 9.3-million full-time employees.

And while the CEI continues to challenge employers to improve policies and practices, we embarked on intensive, groundbreaking research focusing on LGBT employees' actual working climate. The forthcoming results will show that the majority of LGBT employees – including the newest generation of workers –

still fear professional backlash from being open in the workplace.

Passing an inclusive federal Employment Non-Discrimination Act would unequivocally support employers' LGBT inclusion efforts. But we're finding that, even in states with supportive laws on the books, employees still report unnecessary challenges.

That's why, in March 2009, we announced new CEI criteria that will go into effect in 2011 (for the CEI 2012 report). They establish new standards for employers that get to the heart of organizational competence on LGBT inclusion and provides them with the tools to ensure that all employees are treated fairly and equally.

At a time when holding onto a job is so critical for so many of us, we must be on guard to ensure that we are judged on the quality of our work and not our sexual orientation or gender identity. It is our hope that the Corporate Equality Index will help establish a level of fairness that all employees expect and deserve.

Thank you,

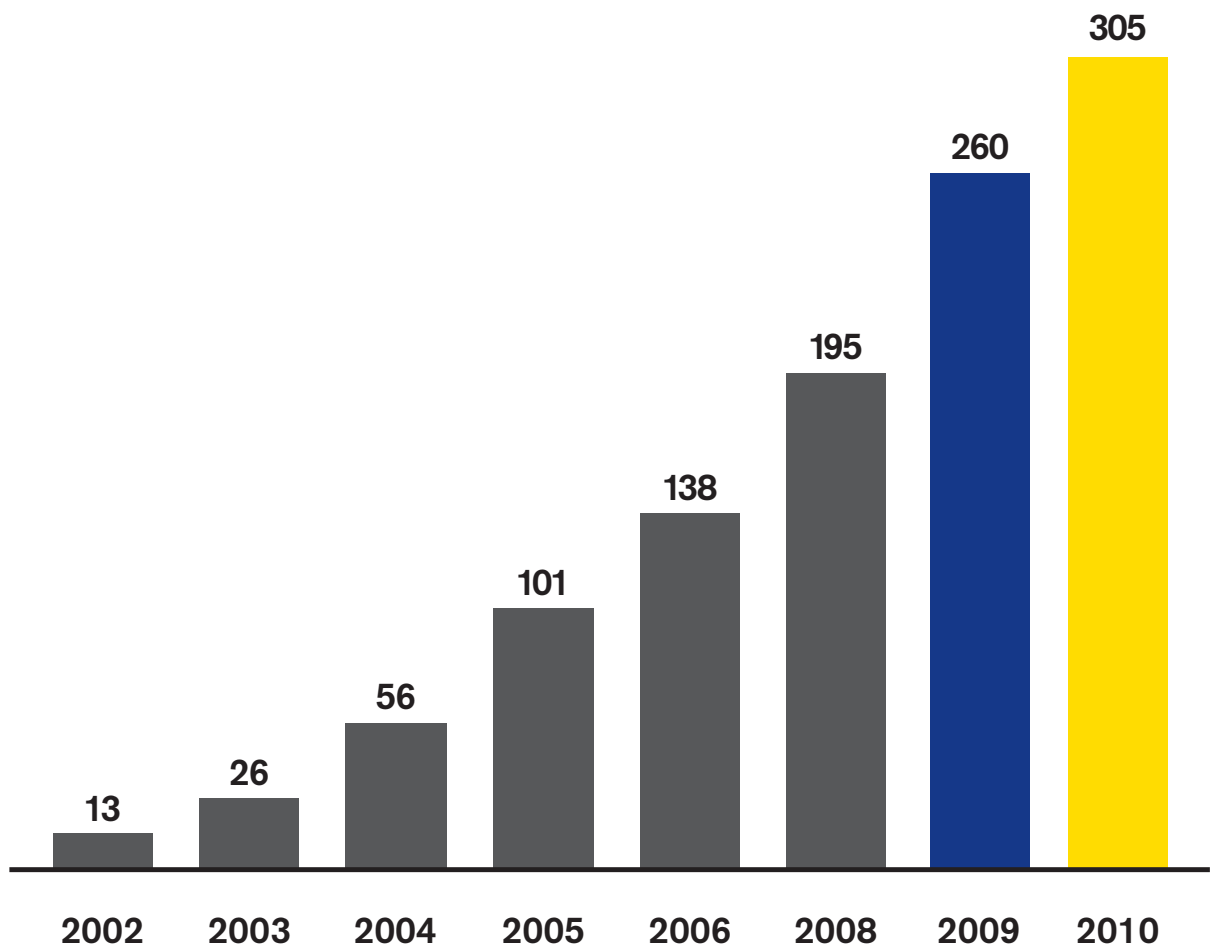


Joe Solmonese  
President, Human Rights Campaign Foundation

# OVERVIEW C

**305** **businesses** achieved the top rating of 100 percent this year, compared with 260 businesses in the previous year. This accounts for 58 businesses that reached 100 percent for the first time and 13 no longer on the list, for a net increase of 45 businesses. Collectively, these businesses employ 9,328,085 full-time U.S. workers. When the Corporate Equality Index was launched in 2002, only 13 businesses achieved 100 percent.

A complete list of ratings is available as Appendix A on p. 21.



\* Because the Corporate Equality Index is typically released in the fall, the HRC Foundation began naming reports using the subsequent calendar year in 2007. This change ensured that subsequent ratings will remain relevant for more than the final few months of the year in which each report is released. More information is available online at [www.hrc.org/issues/7582.htm](http://www.hrc.org/issues/7582.htm).

# OF FINDINGS

A total of 590 businesses were rated this year, including 40 businesses rated for the first time. **The average rating across the entire index was 86, compared to 83 percent last year.**

Ten businesses' ratings improved by at least 30 points: **AMC Entertainment Corp.; Baker, Donelson, Bearman, Caldwell & Berkowitz PC; Brown-Forman Corp.; Finnegan, Henderson, Farabow, Garrett & Dunner LLP; H.E. Butt Grocery Co.; Interpublic Group of Companies Inc.; Morningstar Inc.; Pacific Life Insurance Co.; Perot Systems Corp.** and **Xcel Energy Inc.** More than a decade after rescinding partner benefits in 1997, Perot Systems Corp. reinstated partner benefits in January 2009.

Two businesses received ratings of zero: energy companies **Exxon Mobil Corp.** and **The Laclede Group Inc.** ExxonMobil continues to lose points for resisting shareholder pressure to amend its non-discrimination policies. Similarly, two other companies continued to oppose shareholder resolutions to amend their non-discrimination policies to include gender identity and lost points on their overall rating: **Verizon Communications Inc.** and **Wal-Mart Stores Inc.**

Meanwhile, **Delta Air Lines Inc.**, which opposed a similar resolution in 2005, added gender identity to its non-discrimination policy and reached 100 percent this year.

## Progress at the Fortune-Ranked Businesses

This was the fourth year that the Fortune 1000 businesses 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 268 Fortune 500-ranked businesses that the CEI rated, 123 received 100 percent ratings, with an average CEI rating of 83. Of the 58 Fortune-ranked businesses between 500 and 1000, 15 received 100 percent ratings, with an average rating of 70.

Eleven of the Fortune top 20 received 100 percent ratings. **McKesson Corp.** added gender identity this year to reach 83 percent.

\* Based on historic data

	FORTUNE 2008 RANK	CEI 2010 RATING
Wal-Mart Stores Inc.	1	40
Exxon Mobil Corp.	2	0
General Motors Corp.	3	100
Chevron Corp.	4	100
ConocoPhillips	5	70
General Electric Co.	6	80
Ford Motor Co.	7	100
Citigroup Inc.	8	100
Bank of America Corp.	9	100
AT&T Inc.	10	100
J.P. Morgan Chase & Co.	11	100
American International Group	11	85*
Berkshire Hathaway Inc.	12	–
Verizon Communications Inc.	13	70
Hewlett-Packard Co.	14	100
International Business Machines Corp. (IBM)	15	100
Valero Energy Corp.	16	–
McKesson Corp.	18	83
Cardinal Health	19	100
Goldman Sachs Group Inc., The	20	100

# RATING SYSTEM

Since its beginning in 2002, the HRC Foundation's Corporate Equality Index has provided major U.S. businesses with a roadmap for establishing and maintaining inclusive workplaces for lesbian, gay, bisexual and transgender employees. The number of employers rated from the first CEI to the present has jumped from 319 to 590; it has quickly become the premier benchmark for businesses to gauge their success on LGBT inclusion against competitors.

## WHAT BUSINESSES ARE RATED

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

- *Fortune* magazine's 1,000 largest publicly traded businesses (2008 Fortune 1000) and
- *American Lawyer* magazine's top 200 revenue-grossing law firms (2008 AmLaw 200).

*Forbes* magazine's ranking of the 200 largest private businesses (2008 Forbes 200) is also included in our results, but we cannot guarantee that each was invited because contact information is not as easily accessible as for the Fortune and AmLaw lists.

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

More information about participation is available online – [www.hrc.org/issues/cei\\_participate.htm](http://www.hrc.org/issues/cei_participate.htm)

## HOW RATINGS ARE USED

The CEI is the primary source of data for two key HRC Foundation resources for LGBT and allied workers, consumers and shareholders.

- HRC Employer Search, a free online database of several thousand U.S. employers, available at [www.hrc.org/employersearch](http://www.hrc.org/employersearch).
- *Buying for Equality*, a consumer-oriented guide based on CEI ratings, available at [www.hrc.org/buyersguide](http://www.hrc.org/buyersguide). Distributed every November to coincide with the start of the winter holiday and shopping season, the guide offers LGBT consumers – with an estimated buying power of \$759 billion in 2009, according to Witeck-Combs market research – an accessible reference to the most recognizable consumer brands and their corresponding CEI rating.

Similarly, other organizations utilize CEI ratings to guide investment and purchasing decisions.



### 'BEST PLACES TO WORK'

Businesses that achieve a rating of 100 percent in this report are recognized as "Best Places to Work for LGBT Equality" and are welcome to use this distinction in their recruitment and marketing efforts. See [www.hrc.org/placestowork](http://www.hrc.org/placestowork).

These businesses are also invited to submit an entry for the annual Award for Workplace Equality Innovation. See [www.hrc.org/innovation](http://www.hrc.org/innovation).



# & METHODOLOGY ►

## THE CURRENT CRITERIA

The following rating system has been in effect since the 2006 report, and will remain effective through 2010 (for the CEI 2011 report).

	POINTS POSSIBLE
<b>1. Non-discrimination policy, diversity training – sexual orientation</b>	
a. Equal Employment Opportunity policy includes sexual orientation	15
b. Diversity training covers sexual orientation	5
<b>2. Non-discrimination policy, diversity training &amp; benefits – gender identity or expression</b>	
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
<b>3. Partner benefits</b>	
a. Domestic partner health insurance	15
b. Domestic partner COBRA, dental, vision and legal dependent coverage*	5
c. Other domestic 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
<b>4. LGBT employee resource group / diversity council, or (half credit) Would support an LGBT employee resource group with employer resources if employees expressed an interest</b>	15
<b>5. Engages in appropriate and respectful advertising and marketing or sponsors LGBT community events or organizations</b>	15
<b>6. Employer exhibits responsible behavior toward the LGBT community; does not engage in action that would undermine LGBT equality</b>	–**
	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 domestic partner.

## **THE EVOLUTION OF THE CRITERIA**

The HRC Foundation is committed to maintaining a rigorous, transparent and achievable CEI rating system and, just as importantly, providing the tools for employers to meet the criteria through online resources and direct consultation. Resources for each of the criteria are available at [www.hrc.org/workplace](http://www.hrc.org/workplace) and are specifically linked to from help text in the CEI survey.

The HRC Foundation continually examines the existing criteria and gathers input to guide their development. Criteria changes are necessary to account for:

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

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

**In 2002**, the first CEI rated employers strictly on seven criteria (CEI Criteria 1.0), which remain the basis for today's criteria. The original criteria were guided in part by the Equality Principles, 10 touch points for businesses demonstrating their commitment to equal treatment of employees, consumers and investors, irrespective of their sexual orientation and gender identity or expression. Just 13 businesses received perfect 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 domestic partner benefits and comprehensive insurance coverage for transgender employees.

**In 2004**, the HRC Foundation rolled out the second and current version of the criteria (CEI Criteria 2.0), with greater weight given to comprehensive domestic partner benefits and to transgender inclusion; these criteria went into effect in 2006 will remain in effect through 2010 (for the CEI 2011 report).

**In 2009**, the HRC Foundation rolled out the third version of the criteria (CEI Criteria 3.0), with comprehensive requirements for partner benefits, transgender-inclusive benefits, organizational competency on LGBT issues and external engagement with the LGBT community; these criteria will go into effect in 2011 (for the CEI 2012 report).

## NEW CRITERIA

There are four main objectives of the criteria changes set for calendar year 2011:

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

The underlined text below indicates new or revised criteria effective in 2011 (for the CEI 2012 report).

1. **Equal employment opportunity policy includes:**
  - a. Gender identity or expression
  - b. Sexual orientation
2. **Employment benefits**
  - a. Equivalent spousal and partner benefits –and– Spousal benefits encompass state-recognized same-sex spouses, partners and civil unions.
  - b. Transgender-inclusive health insurance coverage following WPATH Standards of Care
3. **Organizational LGBT competency**
  - a. Competency training, resources or accountability measures
  - b. Employee group –or– Diversity council
  - c. Engagement and diversity metrics
4. **Public commitment**

External LGBT-specific efforts, including at least three of the following: recruiting, supplier diversity, marketing or advertising, philanthropy or public support for legal LGBT equality
5. **Responsible citizenship**

No known activity that would undermine LGBT equality

Questions pertaining to these criteria were included in the CEI 2010 survey to help prepare participants for the changes. A point breakdown of the criteria will be provided to participants along with the CEI 2011 survey invitation, and participants will be able to calculate a preliminary rating using both the current CEI 2.0 and the future CEI 3.0 criteria as they participate in the CEI 2011 survey. The CEI 2012 survey and report will be the first to utilize the Criteria 3.0.

More information about the new criteria is available online at [www.hrc.org/newcei](http://www.hrc.org/newcei).

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

The primary source of information for the CEI rating is the CEI survey, available at [www.hrc.org/issues/cei\\_survey.htm](http://www.hrc.org/issues/cei_survey.htm). While many questions in the survey are required for participation in the CEI, others are informational questions that gauge trends and best practices among all businesses or particular industries.

Invitations for the CEI 2010 survey were mailed in April 2009. If a business had not previously participated in the CEI, surveys were sent to the chief executive officer or managing partner of the firm, as well as the highest-level executive responsible for human resources or diversity when it was possible to obtain their contact information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for previous submissions.

The web-based survey included links to sample policies and other guidance on the HRC Foundation 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 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 1,561 businesses received invitations to take part in the survey. Of that number, 461 submitted surveys and 590 were ultimately rated. Last year, a total of 1,567 businesses were sent invitations, 466 submitted surveys and 563 were rated. This is the first year that the response rate did not increase, reflecting the fact that several CEI-rated businesses either ceased operations or were acquired, and others indicated they would not submit a survey this year due to organizational restructuring. Nonetheless, 40 businesses participated for the first time this year, increasing the total number of rated businesses.

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

In total, the sources used include:

- The HRC Foundation 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.

Some businesses' ratings dropped from the previous year; many of these businesses lost points because reliable data were no longer available, because of fluctuations in external engagement or because the HRC Foundation determined that they were not sufficiently meeting the criteria as indicated.

### **EACH CEI RATING IS A SNAPSHOT**

Recognizing that many of the businesses rated in the CEI employ thousands of workers spanning most, if not all, of the 50 states, each business's rating should be viewed as a snapshot of its activity that year. A CEI rating cannot convey all the nuances of a business's particular approach to LGBT workplace inclusion, but can be a baseline reference for employers, as well as current and potential employees, consumers and investors.

# FINDINGS

## Non-Discrimination Policies and Diversity Training

In lieu of federal protections, hundreds of the nation's top businesses prohibit discrimination based on **sexual orientation** (a person's physical and/or emotional attraction to someone else) and **gender identity** or **expression** (a person's internal sense of gender, which may or may not align with the gender assigned at birth, as well as how a person behaves, appears or presents oneself with regard to societal expectations of gender). Federally protected classes include age, race, sex, religion, national origin, disability and genetic information.

Fully inclusive non-discrimination policies signal to the entire work force that an employer values the diversity of its employees. This foundational policy for LGBT inclusion has been rated on the Corporate Equality Index since the first report in 2002.

Resources to address these issues are available at [www.hrc.org/issues/equal\\_opportunity.asp](http://www.hrc.org/issues/equal_opportunity.asp).

### SEXUAL ORIENTATION

**99%** of CEI-rated employers provide employment protections on the basis of sexual orientation (criterion 1a).

#### Criterion 1a (See Appendix A. on p. 21 for individual employer ratings)

##### Businesses That Prohibit Discrimination Based on Sexual Orientation



#### Criterion 1b (See Appendix A. on p. 21 for individual employer ratings)

##### Businesses That Provide Diversity Training Covering Sexual Orientation



2010 2009

## GENDER IDENTITY

# 72%

of CEI-rated employers provide employment protections on the basis of gender identity or expression, the highest figure to date. Perhaps one of the biggest success stories of any single criterion, growth in gender identity protections has gone from just 5 percent of rated businesses in the CEI 2002 to nearly three-quarters of all rated businesses (criterion 2a).

**Seventy-six 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 72 percent last year (criterion 2b). A total of 141 employers have transition guidelines, up from 115 last year.

### Criterion 2a (See Appendix A. on p. 21 for individual employer ratings)

#### Businesses That Prohibit Discrimination Based on Gender Identity or Expression



### Criterion 2b (See Appendix A. on p. 21 for individual employer ratings)

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



2010 2009

## DIVERSITY TRAINING

Diversity training programs are important vehicles through which an employer elaborates on its expectations of fair treatment to its employees. Trainings may be in-person or web-based modules; credit is given to employers that include “sexual orientation” and “gender identity or expression” as discrete subjects within broader training or as standalone training (criterion 1b and 2b, respectively).

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

Employers can alternatively receive credit for criterion 2b for maintaining positive gender transition guidelines that help to ensure consistent and respectful treatment of an employee who transitions on the job.

# FINDINGS

## EMERGING PRACTICES

### ANTI-HARASSMENT POLICIES

Non-discrimination policies are considered the primary legal safeguards for workers, but anti-harassment policies can further elaborate on behavior that is unacceptable in the workplace. This year,

- **81 percent** of CEI-rated businesses include “sexual orientation” in their anti-harassment policies and
- **63 percent** include “gender identity or expression” or “gender identity” in their anti-harassment policies.

Inclusive anti-harassment policies and training help human resource professionals and managers identify and address harassing behavior.

### SELF-IDENTIFICATION OF LGBT EMPLOYEES

Unlike other diversity categories such as race and gender, employers are not required to collect statistics on the LGBT people they employ. But, as the business maxim states: “If you can’t measure it, you can’t manage it.” Some employers attempt to measure their LGBT employee base through employee group participation or domestic partner benefits enrollment, but these methods are inherently limited.

Adding LGBT demographic questions to HR surveys allows employers to more accurately understand where they have LGBT employees and to quantify the extent to which their efforts have yielded positive results in terms of recruiting and retaining LGBT employees. This is accomplished through anonymous employee engagement or satisfaction surveys and confidential HR demographic questionnaires tracked in restricted employee records.

More information about self-identification programs for LGBT employees is at [www.hrc.org/issues/8460.htm](http://www.hrc.org/issues/8460.htm)

**37%** of CEI-rated employers allow employees to voluntarily disclose their sexual orientation and gender identity on anonymous surveys or confidential HR records.



## Benefits

Aside from actual wages paid, health insurance benefits make up roughly 20 percent of employees' overall compensation. As such, equal benefits are an issue of equal pay for equal work; when denied equal coverage, the cost to LGBT workers and their families is profound. The HRC Foundation rates and gives guidance on two key concerns with benefits:

- Parity between benefits for different-sex spouses and same-sex partners and
- Health insurance coverage of medically necessary, transgender-related treatment and care.

Since the 1990s, partner benefits have become standard among top employers – the majority of Fortune 500 companies provide them, and they remain an overall low-cost, high-return benefit for businesses. More recently, large employers have started to address health insurance discrimination against transgender individuals, and most report insignificant premium and/or claim increases as a result.

### TRANSGENDER-INCLUSIVE HEALTH BENEFITS

Transgender-inclusive health benefits – insurance that covers sex-reassignment surgery and related treatment as defined by the World Professional Association for Transgender Health – are critically important for many transgender people and are historically of insignificant cost to an employer. But, because of pervasive “transgender exclusions,” many health insurance plans in the United States regularly deny transgender people coverage for even basic medical treatments unrelated to being transgender, or would only cover harmful, so-called “reparative therapy” and related treatments.

Since 2006, the HRC Foundation has made working with employers to end health insurance discrimination against transgender people a primary goal by requiring survey participants to examine their insurance policies for these transgender exclusions, and to ensure that at least one of five general categories of insurance coverage was available without exclusion for transgender-related treatment: short-term leave, counseling by a mental health professional, hormone therapy, medical visits to monitor hormone therapy and surgical procedures. Credit is not given for harmful “reparative therapy.”

Starting in 2008, participants were required to provide supporting documentation demonstrating coverage is available without exclusion, such as:

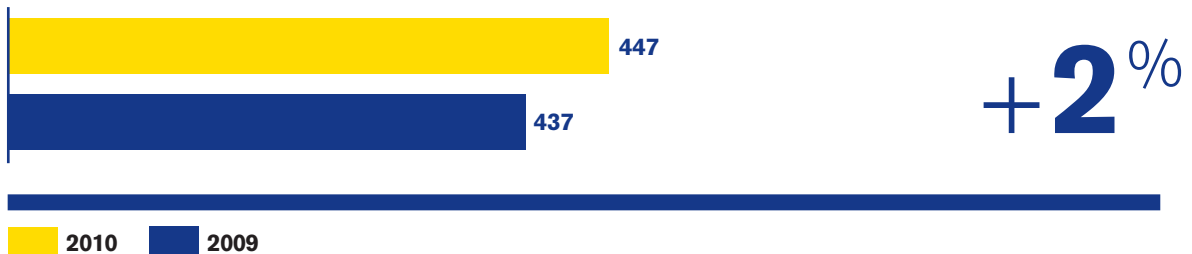
- a complete list of exclusions – typically found only in the plan contract itself – that does not indicate a transgender exclusion;
- clinical guidelines or other contract language indicating that treatment would be considered medically necessary, reconstructive and not cosmetic, as described in the WPATH Standards of Care; or
- other plan documents or employee communications indicating medically necessary treatments would be covered.

# FINDINGS

**76%** of this year's rated businesses have determined that coverage is available for at least one of five categories of transgender-related treatment (criterion 2c).

## Criterion 2c (See Appendix A. on p. 21 for individual employer ratings)

### Businesses That Offer at Least One Transgender-Inclusive Benefit



Of the employers that met this criterion:

- 59 percent provide short-term leave for surgical procedures;
- 55 percent provide mental health benefits for counseling by a mental health professional (not limited counseling provided by Employee Assistance Programs);
- 24 percent provide pharmacy benefits for hormone therapy;
- 20 percent provide health benefits for medical visits and lab procedures related to hormone therapy; and
- 12 percent provide health benefits for surgical procedures.

The majority of employers that obtain credit for criterion 2c 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.

## ENDING BENEFITS DISCRIMINATION AGAINST TRANSGENDER-RELATED CARE

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, the HRC Foundation has helped spotlight these discriminatory insurance exclusions, and we have seen tremendous progress. Further cost data, model language and best practices for working with health insurance providers and administrators to remove these discriminatory exclusions will be shared in a report in fall 2009.

Beginning in calendar year 2011, full credit will be given only to employers offering all benefits-eligible employees (and their dependents) at least one health insurance plan that:

1. **Covers transgender-related treatment without exclusion and**
2. **Reflects the WPATH Standards of Care to determine treatment coverage.**

See “Rating System & Methodology” on page 6 for more information about the new criteria.

In anticipation of the new criteria, the HRC Foundation has, for the second year, undertaken a more comprehensive review of insurance policies. While the HRC Foundation cannot attest that insurance coverage would ultimately be applied equally from business to business or among 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.

**66** **businesses** had insurance plans that indicated that most medically necessary treatments would be covered. **These businesses are highlighted in the appendices 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 66 businesses that could document that most medically necessary treatments would be covered, only 12 reported a financial cap, ranging from \$10,000 to \$150,000, with most reporting more than \$50,000. The HRC Foundation anticipates that businesses will eventually increase or eliminate these caps entirely.

# FINDINGS

## PARTNER BENEFITS

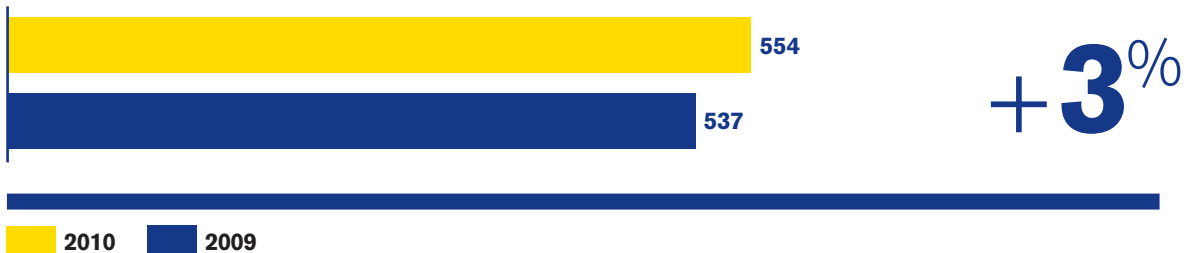
Offering partner benefits is a low-cost way for employers to remain competitive by attracting and retaining LGBT and other fair-minded employees – the majority of employers offering the benefits experience a total financial impact of less than one percent of total benefits cost.

The HRC Foundation provides extensive resources relating to domestic partner benefits on its website at [www.hrc.org/issues/domestic\\_partner\\_benefits.htm](http://www.hrc.org/issues/domestic_partner_benefits.htm).

**94%** of CEI-rated employers provide partner health coverage to employees (criterion 3a), up 3 percent from the previous year. Of these employers, 70 percent provide them to both same and different-sex partners of employees, a three percentage point increase from last year.

### Criterion 3a (See Appendix A. on p. 21 for individual employer ratings)

#### Businesses That Offer Partner Health Insurance



#### COBRA/COBRA-equivalent Continuation Coverage

Job loss is devastating for all employees and their families. For LGBT employees and their families, the loss of a job can have a doubly devastating impact since the federal mandates under the Consolidated Omnibus Budget Reconciliation Act (COBRA) do not cover same-sex partners and their dependents. However, many employers have implemented COBRA-equivalent coverage to ensure that LGBT workers and their families can still access continued healthcare coverage. Eighty-six percent of CEI-rated businesses offer this benefit.

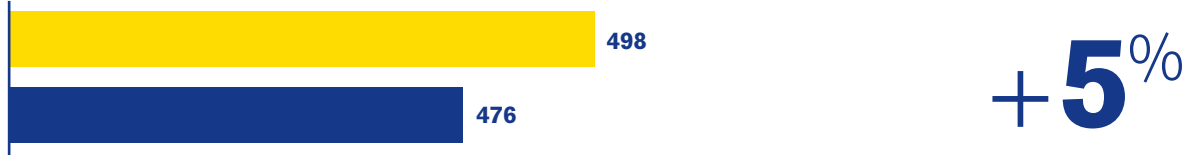
The HRC Foundation looks to employers to provide equal benefits to LGBT employees and their families across the complete package of benefits offered, not just basic healthcare coverage. The HRC Foundation does not penalize an employer if a particular benefit is not offered to any employees, but rather if a benefit is offered to different-sex spouses and not same-sex partners.

The percent of companies providing comprehensive health benefits (criterion 3b) such as dental, vision, dependent medical and Consolidated Omnibus Budget Reconciliation Act (COBRA)-equivalent continuation coverage, increased to 84 percent this year.

Similarly, the extension of other “soft” benefits (criterion 3c) such as Family and Medical Leave Act (FMLA)-equivalent leave benefits, bereavement leave, retirement benefits and employee discounts, increased to 91 percent this year. The CEI requires that at least three benefits be offered equally to partners as they are to different-sex spouses. Those “soft” benefits most often extended to partners include bereavement leave (87 percent of rated employers), employee assistance programs (74 percent), relocation assistance (71 percent) and FMLA-like leave (78 percent).

### Criterion 3b (See Appendix A. on p. 21 for individual employer ratings)

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



### Criterion 3c (See Appendix A. on p. 21 for individual employer ratings)

#### Businesses That Offer at Least Three Other “Soft” Benefits for Partners



2010 2009

### RETIREMENT BENEFITS

The Pension Protection Act of 2006 changed the way that retirement plan benefits may be paid after a participant passes away. The PPA allows non-spouse beneficiaries, including employees' partners, to roll their inherited retirement benefits directly to an individual retirement account or annuity. The Worker, Retiree and Employer Recovery Act of 2008 contained technical corrections to the PPA – as a result, all qualifying retirement plans must implement the non-spouse rollover provision as of Jan. 1, 2010. More information about implementing the PPA and WRERA is available at [www.hrc.org/issues/8606.htm](http://www.hrc.org/issues/8606.htm).

Businesses were asked about their retirement plan distribution options for informational purposes this year. Seventy-eight percent of those employers providing data indicated that they have made their rollover provision available 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 61 percent of participating employers indicated that they offer defined benefits to their employees; 56 percent of those with pensions offer QJSAs to their employees' domestic partners, while 45 percent offer QPSAs.

# FINDINGS

## Employee Groups & Diversity Councils

With the support of the business, LGBT employee groups – also known as employee resource groups, affinity groups or business networks – provide visibility to the business goal of LGBT inclusion. At the most basic level, such groups focus on retention of LGBT and allied employees, but can also support business opportunities with LGBT consumers and other initiatives.

These groups are usually given a budget and access to organizational resources such as an e-mail address, a presence on internal employee-only websites, meeting space and focused opportunities to communicate the business value of LGBT inclusion with the broader organization. Most employee groups include an executive champion – a senior manager who helps hone and identify the business goals for the employee group and ensures visibility of these issues with other executives. Generally, groups also have a liaison to human resources to ensure that regular workplace concerns can be quickly and effectively addressed.

LGBT employee groups span organizational structures and provide a clear line of communication between employees and management, working to ensure that policies and practices have their intended effect. In addition to giving guidance and input on workplace policies and practices, LGBT groups also help provide a sense of safety and acceptance for LGBT employees within the workplace by maintaining a visible presence and establishing that LGBT employees are respected and have a voice within the organization.

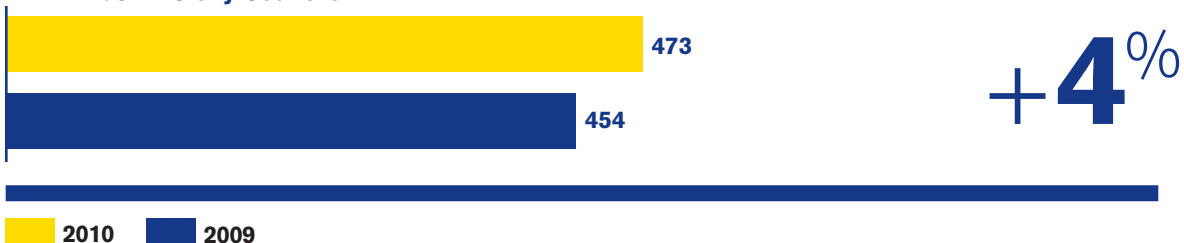
Similarly, businesses may create a diversity council of individuals representing different aspects of the organization's business – by functional, geographic or other distribution – tasked with specific short- and long-term goals surrounding LGBT diversity.

**78%** of CEI-rated employers have an employee resource group or diversity council that includes LGBT issues (criterion 4). Sixty percent have employee groups, 40 percent have diversity councils and 22 percent have both. Ninety-two percent of employee groups are sponsored by an executive champion.

More information on LGBT employee groups can be found at [www.hrc.org/issues/employee\\_groups.htm](http://www.hrc.org/issues/employee_groups.htm)

### Criterion 4 (See Appendix A. on p. 21 for individual employer ratings)

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



## External Engagement

Employers can “come out” and demonstrate their commitment to LGBT inclusion by publicly engaging with the broader LGBT community. This sends a clear message to current and prospective LGBT employees that their gender identity and sexual orientation are not merely accepted by that organization, but valued.

Businesses can engage LGBT consumers directly through marketing or advertising in LGBT media or through LGBT-targeted messages in general media, as well as through sponsorships of LGBT organizations and events. For example, businesses can support Pride celebrations to connect with LGBT consumers in targeted geographic markets.

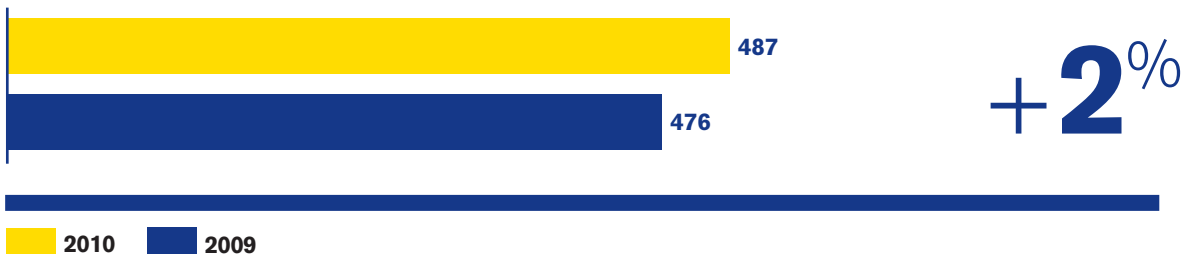
Through philanthropic financial support or donations of products or services, businesses can support LGBT health, education or political efforts. Typically, these have a strategic connection to the core business of an organization, such as law firm pro bono legal support for organizations that provide direct legal support for LGBT individuals, and travel and entertainment organizations supporting LGBT tourism efforts. In 2008, many CEI-rated employers opposed Proposition 8 in California, recognizing that legal relationship recognition helps attract and retain qualified LGBT employees.

**83%** of CEI-rated businesses report some form of external engagement with the LGBT community, through marketing, advertising and recruitment efforts or philanthropic contributions to LGBT organizations (criterion 5).

The HRC Foundation provides extensive resources on external engagement on its website at [www.hrc.org/issues/12195.htm](http://www.hrc.org/issues/12195.htm).

### Criterion 5 (See Appendix A. on p. 21 for individual employer ratings)

#### Businesses That Positively Engage the External LGBT Community



# FINDINGS

## LGBT Recruiting Efforts

Professional recruiting events provide employers the opportunity to engage LGBT and allied employees in bringing new talent to the organization, and provide attendees the opportunity to speak directly to LGBT and allied employees about their workplace environment and prospects as an LGBT professional and other insider tips.

## LGBT Professional Recruitment Events

[www.hrc.org/issues/8954.htm](http://www.hrc.org/issues/8954.htm)

Businesses have also set up targeted recruiting pages on their websites – these likely provide metrics for the business to track the number of hits the page gets.

- **Google:** [www.google.com/jobs/gayglers](http://www.google.com/jobs/gayglers)
- **A.T. Kearney** [www.gala.atkearney.com](http://www.gala.atkearney.com)

Equally if not more important, an employer's general career web pages can prominently display its inclusive non-discrimination policy and/ or its "Best Places to Work" LGBT inclusion distinction.

- **eBay:** [www.ebaycareers.com/culture.html](http://www.ebaycareers.com/culture.html)
- **Nixon Peabody:** [www.nixonpeabody.com/careers\\_diversity\\_EEO.asp](http://www.nixonpeabody.com/careers_diversity_EEO.asp)

Law firm Kirkland & Ellis won the HRC Award for Workplace Equality Innovation 2009 for its pioneering efforts to recruit diverse law students throughout the country. Find out more about the winning program at [www.hrc.org/issues/12366.htm](http://www.hrc.org/issues/12366.htm).



# APPENDIX A

## CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN | 22 – 37 ►

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- 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. (0 points)



## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Aon Corp.	Chicago, IL	263			100	100														
Apple Inc.	Cupertino, CA	103			100	100														
Applied Materials Inc.	Santa Clara, CA	270			100	88														
Aramark Corp.	Philadelphia, PA	216	20		75	75														
Archer Daniels Midland Co.	Decatur, IL	52			40	15														
Arent Fox LLP	Washington, DC			127	100	100														
Arnold & Porter LLP	Washington, DC			55	100	100														
AstraZeneca PLC	Wilmington, DE				80	80														
AT&T Inc.	Dallas, TX	10			100	100							+							
Austin Radiological Assn.	Austin, TX				53	53														
Automatic Data Processing Inc.	Roseland, NJ	281			100	95														
AutoZone Inc.	Memphis, TN	394			25	25														
Avaya Inc.	Basking Ridge, NJ		65		85	85							+							
Avis Budget Group Inc.	Parsippany, NJ	411			80	80														
Avnet Inc.	Phoenix, AZ	163			30	30														
Avon Products Inc.	New York, NY	265			90	60														
Bain & Co. Inc. (& Bridgespan Group Inc.)	Boston, MA				100	100														
Baker Botts LLP	Houston, TX			49	100	80														
Baker & Daniels LLP	Indianapolis, IN			174	100	100														
Baker & McKenzie	Chicago, IL			3	95	75														
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN			124	70	35														
Baldor Electric Co.	Fort Smith, AR	935			20	20														
Ball Corp.	Broomfield, CO	336			43	58														
Ballard Spahr LLP	Philadelphia, PA			98	100	80														
Bank of America Corp.	Charlotte, NC	9			100	100							+							
Bank of New York Mellon Corp., The	New York, NY	172			100	100														
Barclays Capital	New York, NY				95	90							+							
Barnes & Noble Inc.	New York, NY	446			100	100														
BASF Corp.	Florham Park, NJ				100	100														
Bausch & Lomb Inc.	Rochester, NY		167		100	100														
Baxter International Inc.	Deerfield, IL	236			80	80														
Bayer Corp.	Pittsburgh, PA				80	80														
BB&T Corp.	Winston-Salem, NC	250			73	48														
Best Buy Co. Inc.	Richfield, MN	66			100	100														
Bingham McCutchen LLP	Boston, MA			30	100	100							+							
Black & Decker Corp., The	Towson, MD	372			50	55														
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL				100															

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Blue Cross Blue Shield of North Carolina	Durham, NC				90															
BMC Software Inc.	Houston, TX				100	100														
BNSF Railway Co.	Fort Worth, TX	160			20	30														
Boehringer Ingelheim USA Corp.	Ridgefield, CT				100	100														
Boeing Co.	Chicago, IL	27			100	100														
Booz Allen Hamilton Inc.	McLean, VA		107		100	80														
Borders Group Inc.	Ann Arbor, MI	549			100	100														
Boston Consulting Group	Boston, MA		194		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	519			100	100														
Bristol-Myers Squibb Co.	New York, NY	125			100	100														
Brown Rudnick LLP	Boston, MA			161	100	100														
Brown-Forman Corp.	Louisville, KY	823			85	20														
Bryan Cave LLP	St. Louis, MO			60	100	100														
Burger King Corp.	Miami, FL	829			68															
C&S Wholesale Grocers Inc.	Keene, NH		12		40	40														
Cadwalader, Wickersham & Taft LLP	New York, NY			47	95	95														
Calpine Corp.	San Jose, CA	318			48	48														
Campbell Soup Co.	Camden, NJ	320			100	100														
Canadian Imperial Bank of Commerce	New York, NY				95	95														
Capgemini U.S.	New York, NY				60															
Capital One Financial Corp.	McLean, VA	130			100	100														
Cardinal Health Inc.	Dublin, OH	19			100	100														
Cargill Inc.	Wayzata, MN		1		100	100														
Carlson Companies Inc.	Minnetonka, MN		87		100	100														
Carlton Fields PA	Tampa, FL			179	100	90														
Carmax Inc.	Richmond, VA	333			100	100														
Caterpillar Inc.	Peoria, IL	50			75	55														
CDW Corp.	Vernon Hills, IL		34		88	88														
Cerner Corp.	Kansas City, MO				73	65														
CH2M HILL Companies Ltd.	Englewood, CO	520	85		80	80														
Chadbourne & Parke LLP	New York, NY			97	90	90														
Chamberlin Edmonds & Associates Inc.	Atlanta, GA				53	68														
Chapman & Cutler LLP	Chicago, IL			171	100															
Charles Schwab Corp., The	San Francisco, CA	402			100	100														
Chartis	New York, NY				85															

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Chevron Corp.	San Ramon, CA	3			100	100														
Choice Hotels International Inc.	Silver Spring, MD				90															
Chrysler LLC	Auburn Hills, MI		3		100	100								+						
Chubb Corp.	Warren, NJ	180			100	100														
CIGNA Corp.	Philadelphia, PA	141			95	95														
Cisco Systems Inc.	San Jose, CA	71			100	100								+						
Citigroup Inc.	New York, NY	8			100	100														
Clear Channel Communications Inc.	San Antonio, TX	339			100	100														
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY			21	100	100														
Clifford Chance US LLP	New York, NY				100	100								+						
Clorox Co.	Oakland, CA	474			100	100														
CNA Insurance	Chicago, IL				100	100														
Coca-Cola Co., The	Atlanta, GA	83			100	100								+						
Coca-Cola Enterprises Inc.	Atlanta, GA	118			100	100														
Colgate-Palmolive Co.	New York, NY	186			95	73														
Comcast Corp.	Philadelphia, PA	79			95	80														
Comerica Inc.	Dallas, TX	501			80	80														
Compass Group USA Inc.	Charlotte, NC				50	65														
Computer Sciences Corp.	Falls Church, VA	170			85															
Compuware Corp.	Detroit, MI				93	93														
ConAgra Foods Inc.	Omaha, NE	210			90	90														
ConocoPhillips	Houston, TX	5			70	60														
Consolidated Edison Co.	New York, NY	195			95	95														
Constellation Energy Group Inc.	Baltimore, MD	117			100	100														
Continental Airlines Inc.	Houston, TX	178			100	100														
Convergys Corp.	Cincinnati, OH	703			80	80														
Cooper Tire & Rubber Co.	Findlay, OH	674			33	33														
Corbis Corp.	Seattle, WA				80	80														
Corning Inc.	Corning, NY	417			100	100														
Costco Wholesale Corp.	Issaquah, WA	29			100	93														
Covington & Burling LLP	Washington, DC			61	100	100								+						
Cox Enterprises Inc.	Atlanta, GA		15		100	100														
Cracker Barrel Old Country Store Inc.	Lebanon, TN	772			15	15														
Cravath, Swaine & Moore LLP	New York, NY			43	100	100														
Credit Suisse USA Inc.	New York, NY				100	100														
Crowell & Moring LLP	Washington, DC			113	95	95														
CSX Corp.	Jacksonville, FL	261			75	75														
Cummins Inc.	Columbus, IN	206			100	100								+						

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
CUNA Mutual Insurance Group	Madison, WI	566			65	65														
CVS Caremark Corp.	Woonsocket, RI	24			90	90														
Dana Holding Corp.	Toledo, OH	283			20	20														
Darden Restaurants Inc.	Orlando, FL	415			80	80														
Davis Wright Tremaine LLP	Seattle, WA			117	95	85														
Davis, Polk & Wardwell LLP	New York, NY			26	100	95														
Dean Foods Co.	Dallas, TX	224			73	73														
Debevoise & Plimpton LLP	New York, NY			33	100	100														
Deere & Co.	Moline, IL	102			33	33														
Dell Inc.	Round Rock, TX	34			100	100														
Deloitte LLP	New York, NY				100	100							+							
Delphi Corp.	Troy, MI	92			45	45														
Delta Air Lines Inc.	Atlanta, GA	129			100	85														
Deutsche Bank	New York, NY				100	100							+							
Dewey & LeBoeuf LLP	New York, NY			49	100	100														
Diageo North America	Norwalk, CT				100	100							+							
Dickstein Shapiro LLP	Washington, DC			91	100	100														
Discover Financial Services	Riverwoods, IL				58	58														
DLA Piper	Baltimore, MD			11	100	100							+							
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	956			93	83														
Dominion Resources Inc.	Richmond, VA	161			95	90														
Domino's Pizza Inc.	Ann Arbor, MI				60	60														
Dorsey & Whitney LLP	Minneapolis, MN			73	100	100														
Dow Chemical Co., The	Midland, MI	42			100	100														
Drinker Biddle & Reath LLP	Philadelphia, PA			74	95	95														
DTE Energy Co.	Detroit, MI	273			75	75														
Duane Morris LLP	Philadelphia, PA			71	100	95														
Duke Energy Corp.	Charlotte, NC	204			80	75														
Dun & Bradstreet Corp., The	Short Hills, NJ	987			35	35														
Dykema Gossett PLLC	Detroit, MI			151	80	80														
E*TRADE Financial Corp.	New York, NY	833			93	93														
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	81			100	100							+							
EarthLink Inc.	Atlanta, GA				88	88														
Eastman Kodak Co.	Rochester, NY	238			100	100							+							
eBay Inc.	San Jose, CA	326			100	100														
Ecolab Inc.	St. Paul, MN	438			100															
Edison International	Rosemead, CA	205			35	35														
Edwards Angell Palmer & Dodge LLP	Boston, MA			81	100	100														

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Electronic Arts Inc.	Redwood City, CA	660			100	100														
Eli Lilly & Co.	Indianapolis, IN	133			100	100														
EMC Corp.	Hopkinton, MA	201			95	95														
Emerson Electric Co.	St. Louis, MO	111			45	45														
Entergy Corp.	New Orleans, LA	231			95	95														
Enterprise Rent-A-Car Co.	St. Louis, MO		21		80	80														
Epstein Becker & Green PC	New York, NY			126	80															
Ernst & Young LLP	New York, NY		9		100	100							+							
Estee Lauder Companies	New York, NY	349			100	100														
Esurance Inc.	San Francisco, CA				100	100														
Exelon Corp.	Chicago, IL	131			95	95							+							
Expedia Inc.	Bellevue, WA	737			65	50														
Exxon Mobil Corp.	Irving, TX	2			0	0														
Faegre & Benson LLP	Minneapolis, MN			94	100	100							+							
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	54			100	85														
Federal National Mortgage Association (Fannie Mae)	Washington, DC	53			100	100														
FedEx Corp.	Memphis, TN	68			70	55														
Fenwick & West LLP	Mountain View, CA			141	100	95														
Fifth Third Bancorp	Cincinnati, OH	307			80	75														
Finnegan, Henderson, Farabow, Garret & Dunner LLP	Washington, DC			86	100	40														
Fish & Richardson PC	Boston, MA			72	95	80														
Foley & Lardner LLP	Milwaukee, WI			32	100	100														
Foley Hoag LLP	Boston, MA			158	100	100														
Food Lion LLC	Salisbury, NC				100	95							+							
Ford Motor Co.	Dearborn, MI	7			100	100							+							
Franklin Resources Inc.	San Mateo, CA	389			50	50														
Freescale Semiconductor Inc.	Austin, TX		52		100	100														
Fried, Frank, Haris, Shriver & Jacobson LLP	New York, NY			51	100	100							+							
Frost Brown Todd LLC	Cincinnati, OH			169	85	85														
Fulbright & Jaworski LLP	Houston, TX			37	100	85														
GameStop Corp.	Grapevine, TX	348			100	100														
Gannett Co. Inc.	McLean, VA	332			65	65														
Gap Inc.	San Francisco, CA	162			100	100														
Gastronomy Inc.	Salt Lake City, UT				63															
Genentech Inc.	South San Francisco, CA				100	100							+							
General Dynamics Corp.	Falls Church, VA	87			40	40														

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
General Electric Co.	Fairfield, CT	6			80	80														
General Mills Inc.	Minneapolis, MN	214			100	95														
General Motors Corp.	Detroit, MI	4			100	100							+							
Gibson, Dunn & Crutcher LLP	Los Angeles, CA			20	100	100														
GlaxoSmithKline plc	Research Triangle Park, NC				100	100														
Goldman Sachs Group Inc., The	New York, NY	20			100	100							+							
Goodwin Procter LLP	Boston, MA			42	100	75														
Google Inc.	Mountain View, CA	150			100	100							+							
Gordon & Rees LLP	San Francisco, CA			164	95	95														
Greenberg Traurig LLP	Miami, FL			8	83															
Group Health Cooperative	Seattle, WA				88	78														
Group Health Permanente	Seattle, WA				85															
H&R Block Inc.	Kansas City, MO	544			65	65														
H.E. Butt Grocery Co.	San Antonio, TX		13		75	40														
H.J. Heinz Co.	Pittsburgh, PA	293			68	68														
Hain Celestial Group Inc.	Melville, NY				70	55														
Hallmark Cards Inc.	Kansas City, MO		93		100	90														
Hannaford Brothers	Portland, ME				83	83														
Hanover Direct Inc.	Weehawken, NJ				75															
Harrah's Entertainment Inc.	Las Vegas, NV	244	27		100	100														
Harris Bankcorp Inc.	Chicago, IL				100	90														
Harris Interactive Inc.	Rochester, NY				93	93														
Harry & David Holdings Inc.	Medford, OR				83	83														
Hartford Financial Services Group Inc., The	Hartford, CT	95			100	100														
Harvard Pilgrim Health Care Inc.	Wellesley, MA				93	100														
Hasbro Inc.	Pawtucket, RI	567			50	50														
Haynes and Boone LLP	Dallas, TX			101	100	100														
Health Care Service Corp.	Chicago, IL				100	95														
Health Net Inc.	Woodland Hills, CA	179			93	93														
Herman Miller Inc.	Zeeland, MI	914			100	100							+							
Herrick Feinstein LLP	New York, NY			170	95															
Hershey Co., The	Hershey, PA	471			70	70														
Hertz Global Holdings Inc.	Park Ridge, NJ	304			70															
Hewitt Associates	Lincolnshire, IL	677			100	100														
Hewlett-Packard Co.	Palo Alto, CA	14			100	100														
Hilton Hotels Corp.	Beverly Hills, CA		36		90	90														
Hinshaw & Culbertson LLP	Chicago, IL			143	100															



## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Hogan & Hartson LLP	Washington, DC			24	100	95														
Holland & Hart LLP	Denver, CO			153	75															
Holland & Knight LLP	Washington, DC			41	100	100														
Holme Roberts & Owen LLP	Denver, CO			189	60	60														
Home Depot Inc., The	Atlanta, GA	22			85	85														
Honeywell International Inc.	Morristown, NJ	73			100	100														
Hospira Inc.	Lake Forest, IL	608			100	100														
Host Hotels & Resorts Inc.	Bethesda, MD	440			45	45														
Howard & Howard Attorneys PLLC	Kalamazoo, MI				48	48														
Howrey LLP	Washington, DC			59	100	100														
HSBC - North America	Mettawa, IL				100	100														
Humana Inc.	Louisville, KY	98			45	45														
Huntington Bancshares Inc.	Columbus, OH	610			75	75														
Hunton & Williams LLP	Richmond, VA			35	100	75														
Husch Blackwell Sanders LLP	Kansas City, MO			173	100	100														
Hyatt Hotels Corp.	Chicago, IL		96		100	100														
Illinois Tool Works Inc.	Glenview, IL	155			73	68														
Imation Corp.	Oakdale, MN	877			88	88														
ING North America Insurance Corp.	Atlanta, GA				100	100														
Intel Corp.	Santa Clara, CA	60			100	100														
InterContinental Hotels Group Americas	Atlanta, GA				85															
International Business Machines Corp. (IBM)	Armonk, NY	15			100	100														
International Paper Co.	Memphis, TN	114			65	70														
Interpublic Group of Companies Inc.	New York, NY	373			100	60														
Intuit Inc.	Mountain View, CA	724			100	100														
ITT Industries Inc.	White Plains, NY	285			60	75														
J.C. Penney Co. Inc.	Plano, TX	126			95	100														
J.P. Morgan Chase & Co.	New York, NY	12			100	100														
Jacobs Engineering Group Inc.	Pasadena, CA	308			35	40														
Jenner & Block LLP	Chicago, IL			79	100	100														
JetBlue Airways Corp.	Forest Hills, NY	705			100	80														
John Hancock Financial Services Inc.	Boston, MA				73	88														
Johnson & Johnson	New Brunswick, NJ	35			100	100														
Jones Apparel Group Inc.	New York, NY	526			45	45														
Kaiser Permanente	Oakland, CA				100	100														
Katten Muchin Rosenman LLP	Chicago, IL			63	100	85														
Kaye Scholer LLP	New York, NY			62	100	80														
KB Home	Los Angeles, CA	340			70	75														

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Keane Inc.	Boston, MA				50	50														
Kelley Drye & Warren LLP	New York, NY			103	95	95														
Kellogg Co.	Battle Creek, MI	227			65	60														
Kenneth Cole Productions Inc.	New York, NY				95	95														
KeyCorp	Cleveland, OH	321			100	100														
Kilpatrick Stockton LLP	Atlanta, GA			100	95	95														
Kimberly-Clark Corp.	Irving, TX	136			100	100														
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA				100	100							+							
King & Spalding LLP	Atlanta, GA			40	95	95														
Kirkland & Ellis LLP	Chicago, IL			7	100	100							+							
KLA-Tencor Corp.	Milpitas, CA	721			58	58														
KPMG LLP	New York, NY				100	100							+							
Kraft Foods Inc.	Northfield, IL	63			95	95							+							
Kramer Levin Naftalis & Frankel LLP	New York, NY			90	100	100														
Kroger Co., The	Cincinnati, OH	26			75	75														
Kutak Rock LLP	Omaha, NE			148	70															
L.L. Bean Inc.	Freeport, ME				78	73														
Laclede Group Inc., The	St. Louis, MO	892			0	5														
Land O'Lakes Inc.	Arden Hills, MN	294			53	53														
Latham & Watkins LLP	New York, NY			2	100	100							+							
Lear Corp.	Southfield, MI	157			20	20														
Levi Strauss & Co.	San Francisco, CA	522	86		100	100														
LexisNexis Group	Miamisburg, OH				100															
Lexmark International Inc.	Lexington, KY	470			100	100														
Limited Brands Inc.	Columbus, OH	257			95	80														
Lincoln National Corp.	Radnor, PA	246			95	95														
Littler Mendelson PC	San Francisco, CA			87	100	100							+							
Live Nation Inc.	Beverly Hills, CA	539			80															
Liz Claiborne Inc.	New York, NY	479			100	100														
Locke Lord Bissell & Liddell LLP	Chicago, IL			155	75	80														
Lockheed Martin Corp.	Bethesda, MD	57			100	100														
Loews Corp.	New York, NY	139			45															
Luce Forward Hamilton & Scripps LLP	San Diego, CA			191	85	80														
Macy's Inc.	Cincinnati, OH	91			100	100														
Manatt, Phelps & Phillips LLP	Los Angeles, CA			111	100	100														
Marriott International Inc.	Bethesda, MD	197			100	100														
Mars Inc.	Mt. Olive, NJ		6		73	48														
Marsh & McLennan Companies Inc.	New York, NY	220			100	100							+							

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Massachusetts Mutual Life Insurance Co.	Springfield, MA	99			100	100														
MasterCard Inc.	Purchase, NY	548			100	100														
Mattel Inc.	El Segundo, CA	413			95	93														
Mayer Brown LLP	Chicago, IL			9	100	95														
McAfee Inc.	Santa Clara, CA				53	53														
McCarter & English LLP	Newark, NJ			123	90	90														
McDermott Will & Emery LLP	Chicago, IL			14	100	100														
McDonald's Corp.	Oak Brook, IL	106			85	85														
McGraw-Hill Companies Inc., The	New York, NY	362			80	80														
McGuireWoods LLP	Richmond, VA			68	95	95														
McKenna, Long & Aldridge LLP	Atlanta, GA			105	80	90														
McKesson Corp.	San Francisco, CA	18			83	68														
McKinsey & Co. Inc.	New York, NY		60		100	100														
MeadWestvaco Corp.	Glen Allen, VA	356			60	60														
Medtronic Inc.	Minneapolis, MN	217			100	95														
Meijer Inc.	Grand Rapids, MI		18		20	15														
Men's Wearhouse Inc., The	Houston, TX	865			50	50														
Merck & Co. Inc.	Whitehouse Station, NJ	101			100	100														
MetLife Inc.	New York, NY	43			100	100														
MGM Mirage	Las Vegas, NV	323			85	85														
Microsoft Corp.	Redmond, WA	44			100	100														
Milbank, Tweed, Hadley & McCloy LLP	New York, NY			38	100	85														
MillerCoors LLC	Chicago, IL	392			100	100														
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA			92	100	100														
Mirant Corp.	Atlanta, GA	708			45	45														
Mitchell Gold + Bob Williams	Taylorsville, NC				100	100														
Mohawk Industries Inc.	Calhoun, GA	328			50	65														
Monsanto Co.	St. Louis, MO	305			100	85														
Moody's Corp.	New York, NY	824			90	83														
Morgan Lewis & Bockius LLP	Philadelphia, PA			12	100	80														
Morgan Stanley	New York, NY	21			100	100														
Morningstar Inc.	Chicago, IL				95	58														
Morrison & Foerster LLP	San Francisco, CA			21	100	100														
Motorola Inc.	Schaumburg, IL	65			100	100														
Mutual of Omaha Insurance	Omaha, NE	525			80	80														
National Grid USA	Brooklyn, NY				100	100														
Nationwide	Columbus, OH	108			100	100														

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Navigant Consulting Inc.	Chicago, IL				100															
NCR Corp.	Dayton, OH	391			100	100														
Nelson Mullins Riley & Scarborough LLP	Columbia, SC			139	70															
Nestle Purina PetCare Co.	St. Louis, MO				75	75														
NetApp Inc.	Sunnyvale, CA	709			100															
New York Life Insurance Co.	New York, NY	82			100	100														
New York Times Co.	New York, NY	637			100	100														
Newell Rubbermaid Inc.	Atlanta, GA	378			100	100														
Nielsen Co., The	Schaumburg, IL				100	100														
Nike Inc.	Beaverton, OR	153			100	100														
Nissan North America Inc.	Franklin, TN				50	50														
Nixon Peabody LLP	New York, NY			64	100	100														
Nokia Corp.	Irving, TX				50	50														
Nordstrom Inc.	Seattle, WA	299			100	100														
Norfolk Southern Corp.	Norfolk, VA	276			58															
Nortel Networks Corp.	Richardson, TX				85	85														
Northeast Utilities	Berlin, CT	419			65	65														
Northern Trust Corp.	Chicago, IL	447			100	100														
Northrop Grumman Corp.	Los Angeles, CA	76			100	100														
Novartis Pharmaceuticals Corp.	East Hanover, NJ				100	100														
NV Energy Inc.	Las Vegas, NV	592			70															
Office Depot Inc.	Boca Raton, FL	164			45	60														
OfficeMax Inc.	Naperville, IL	288			90	80														
O'Melveny & Myers LLP	Washington, DC			18	100	100														
Omnicom Group	New York, NY	211			95	80														
Oracle Corp.	Redwood City, CA	137			100	100														
Orbitz Worldwide Inc.	Chicago, IL				100	100														
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA			27	100	100														
Owens & Minor Inc.	Mechanicsville, VA	360			50	55														
Owens Corning	Toledo, OH	431			100	100														
Pacific Life Insurance Co.	Newport Beach, CA	452			100	65														
PacifiCorp	Portland, OR				93	85														
Palm Management Corp.	Washington, DC				78	78														
Patterson Belknap Webb & Tyler LLP	New York, NY			160	100	100														
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA			15	100	100														
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY			36	80	80														
Pearson Inc.	New York, NY				75															

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Pepco Holdings Inc.	Washington, DC	279			80	65														
Pepper Hamilton LLP	Philadelphia, PA			88	100	90														
Pepsi Bottling Group Inc., The	Somers, NY	190			100	100														
PepsiAmericas Inc.	Minneapolis, MN	508			95	95														
PepsiCo Inc.	Purchase, NY	59			100	100														
Perkins + Will Inc.	Chicago, IL				55	55														
Perkins Coie LLP	Seattle, WA			69	100	100														
Perot Systems Corp.	Plano, TX	752			53	0														
Pfizer Inc.	New York, NY	47			100	100														
PG&E Corp.	San Francisco, CA	200			100	100														
Pillsbury Winthrop Shaw Pittman LLP	New York, NY			46	100	100														
Pinnacle West Capital	Phoenix, AZ	597			45															
Pitney Bowes Inc.	Stamford, CT	399			70	85														
PNC Financial Services Group Inc., The	Pittsburgh, PA	264			85	80														
PNM Resources Inc.	Albuquerque, NM	788			43	43														
Polaroid Corp.	Waltham, MA				60	60														
Polsinelli Shughart PC	Kansas City, MO			190	95	80														
PPG Industries Inc.	Pittsburgh, PA	218			45	45														
PPL Corp.	Allentown, PA	346			55	65														
Praxair Inc.	Danbury, CT	278			45	25														
PricewaterhouseCoopers LLP	New York, NY		5		100	100														
Principal Financial Group	Des Moines, IA	242			95	95														
Procter & Gamble Co.	Cincinnati, OH	23			100	85														
Progress Energy Inc.	Raleigh, NC	248			68	68														
Progressive Corp., The	Mayfield Village, OH	175			100	100														
Proskauer Rose LLP	New York, NY			39	100	100														
Prudential Financial Inc.	Newark, NJ	74			100	100														
Public Service Enterprise Group	Newark, NJ	198			100															
QUALCOMM Inc.	San Diego, CA	297			95	95														
Quarles & Brady LLP	Milwaukee, WI			127	100	80														
Quest Diagnostics Inc.	Madison, NJ	365			85	85														
Qwest Communications International Inc.	Denver, CO	187			85	80														
R.R. Donnelley & Sons Co.	Chicago, IL	229			55	55														
RadioShack Corp.	Fort Worth, TX	531			40	40														
Raymond James Financial Inc.	St. Petersburg, FL	658			100	100														
Raytheon Co.	Waltham, MA	112			100	100														
RBC Wealth Management	Minneapolis, MN				100															

# APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Realogy Corp.	Parsippany, NJ	414			80	80														
Recreational Equipment Inc.	Kent, WA				100	100														
Reed Smith LLP	Pittsburgh, PA			23	75	75														
Regis Corp.	Edina, MN	747			68															
Replacements Ltd.	McLeansville, NC				100	100														
Reynolds American Inc.	Winston-Salem, NC	290			88	100														
Rite Aid Corp.	Camp Hill, PA	142			85	85														
Robert Half International Inc.	Menlo Park, CA	497			93															
Robert W. Baird & Co. Incorporated	Milwaukee, WI				90															
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN			135	100	100														
Rockwell Collins Inc.	Cedar Rapids, IA	514			75	75														
Ropes & Gray LLP	Boston, MA			31	100	100														
Royal Caribbean Cruises Ltd.	Miami, FL				70	55														
RRI Energy Inc.	Houston, TX	237			75	75														
Ryder System Inc.	Miami, FL	371			93	93														
Ryland Group Inc., The	Calabasas, CA	670			30	30														
S.C. Johnson & Son Inc.	Racine, WI			31	100	100														
Sabre Holdings Inc.	Southlake, TX			138	100	100														
Safeway Inc.	Pleasanton, CA	55			75	75														
Sanofi-Aventis U.S. LLC	Bridgewater, NJ				65	65														
SAP America Inc.	Newtown Square, PA				100	90														
Sara Lee Corp.	Downers Grove, IL	203			75	75														
Saul Ewing LLP	Philadelphia, PA			181	68	68														
Schering-Plough Corp.	Kenilworth, NJ	212			100	100														
Schiff Hardin LLP	Chicago, IL			114	80	80														
Scholastic Corp.	New York, NY	841			50	50														
Schulte, Roth & Zabel LLP	New York, NY			67	80	80														
Seagate Technology LLC	Scotts Valley, CA				60	60														
Sears Holdings Corp.	Hoffman Estates, IL	45			100	100														
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA			136	100	100														
Selective Insurance Group	Branchville, NJ	929			85	85														
Sempra Energy	San Diego, CA	232			100	100														
Severn Trent Services Inc.	Fort Washington, PA				65	65														
Seyfarth Shaw LLP	Chicago, IL			65	100	100														
Shearman & Sterling LLP	New York, NY			19	100															
Shell Oil Co.	Houston, TX				100	100														
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA			78	95	95														
Shook, Hardy & Bacon LLP	Kansas City, MO			82	100	85														

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 Amlaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Sidley Austin LLP	Chicago, IL			5	100	100														
SIRIUS XM Radio Inc.	New York, NY				80	80														
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY			1	100	100														
SLM Corp. (Sallie Mae)	Reston, VA	286			60	60														
Sodexo Inc.	Gaithersburg, MD				100	100														
Software House International	Somerset, NJ		191		40	40														
Sonnenschein, Nath & Rosenthal LLP	Chicago, IL			58	100	100														
Southern California Edison Co.	Rosemead, CA				100	100														
Southern Co.	Atlanta, GA	166			48	48														
Southwest Airlines Co.	Dallas, TX	267			95	90														
Spectra Energy Corp.	Houston, TX	487			80															
Sprint Nextel Corp.	Overland Park, KS	58			100	100														
Squire, Sanders & Dempsey LLP	Cleveland, OH			53	100	100														
SRA International Inc.	Fairfax, VA				75	75														
Staples Inc.	Framingham, MA	128			93	93														
Starbucks Corp.	Seattle, WA	277			100	100														
Starcom MediaVest Group	Chicago, IL				100	100														
Starwood Hotels & Resorts Worldwide	White Plains, NY	396			100	100														
State Farm Group	Bloomington, IL	32			80	80														
State Street Corp.	Boston, MA	225			100	100														
Steelcase Inc.	Grand Rapids, MI	659			60	60														
Step toe & Johnson LLP	Washington, DC			77	85	85														
Stinson Morrison Hecker LLP	Kansas City, MO			168	100	95														
Stoel Rives LLP	Portland, OR			146	100	95														
Subaru of America Inc.	Cherry Hill, NJ				100	100														
Sullivan & Cromwell LLP	New York, NY			13	100	100														
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA				100	100														
Sun Microsystems Inc.	Santa Clara, CA	184			100	100														
SunTrust Banks Inc.	Atlanta, GA	193			100	100														
Supervalu Inc.	Eden Prairie, MN	62			100	100														
Sutherland Asbill & Brennan LLP	Atlanta, GA			93	100	95														
Symantec Corp.	Mountain View, CA	461			100	100														
T-Mobile USA Inc.	Bellevue, WA				50															
Target Corp.	Minneapolis, MN	31			100	100														
TD Bank N.A.	Wilmington, DE				100															
Teachers Insurance and Annuity Association - College Retirement Equities Fund (TIAA-CREF)	New York, NY	86			100	78														
Tech Data Corp.	Clearwater, FL	105			100	100														

## APPENDIX A. CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 21)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Tenet Healthcare	Dallas, TX	280			40	35														
Texas Instruments Inc.	Dallas, TX	185			100	100														
Thompson Coburn LLP	St. Louis, MO			167	100	100														
Thomson Reuters	New York, NY				75	95														
Tiffany & Co.	New York, NY	676			73	68														
Time Warner Inc.	New York, NY	49			100	100														
TJX Companies, Inc., The	Framingham, MA	132			100	100														
Toyota Financial Services Corp.	Torrance, CA				100	100														
Toyota Motor Sales USA Inc.	Torrance, CA				100	100														
Toys 'R' Us Inc.	Wayne, NJ	189	17		70	65														
Travel Impressions Ltd.	Farmingdale, NY				88	93														
Travelers Companies Inc., The	St. Paul, MN	93			50	50														
Travelport Ltd.	Parsippany, NJ		176		100	100														
Troutman Sanders LLP	Atlanta, GA			75	100	100														
U.S. Bancorp	Minneapolis, MN	122			100	100														
U.S. Foodservice Inc.	Rosemont, IL		11		58	58														
UAL Corp. (United Airlines)	Chicago, IL	124			88	88														
UBS AG	Stamford, CT				100	100														
Unilever	Englewood Cliffs, NJ				100	100														
Union Pacific Corp.	Omaha, NE	154			43	58														
Unisys Corp.	Blue Bell, PA	429			70	70														
United Business Media LLC	Manhasset, NY				100	100														
United Parcel Service Inc. (UPS)	Atlanta, GA	46			100	100														
United Technologies Corp.	Hartford, CT	39			80	65														
UnitedHealth Group Inc.	Minnetonka, MN	25			100	95														
Unum Group	Chattanooga, TN	251			88	88														
US Airways Group Inc.	Tempe, AZ	228			100	100														
Verizon Communications Inc.	New York, NY	17			70	70														
Vertis Inc.	Baltimore, MD				30	30														
Viacom Inc.	New York, NY	191			100	100														
Vinson & Elkins LLP	Houston, TX			45	100	100														
Virgin America	Burlingame, CA				80															
Visa	San Francisco, CA				100	100														
Vision Service Plan	Rancho Cordova, CA				65	65														
Visteon Corp.	Van Buren Township, MI	234			100	100														
Volkswagen of America Inc.	Herndon, VA				100	100														
Vorys, Sater, Seymour & Pease LLP	Columbus, OH			154	80	80														
Wachtell, Lipton, Rosen & Katz LLP	New York, NY			48	100	100														







# APPENDIX B

## CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY | 40 – 54 ▶

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- 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. (0 points)

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
<b>ADVERTISING AND MARKETING</b>		<b>AVERAGE</b>			<b>84</b>	<b>100% TOTAL 2</b>														
Interpublic Group of Companies Inc.	New York, NY	373			100	60														
Starcom MediaVest Group	Chicago, IL				100	100														
Omnicom Group	New York, NY	211			95	80														
WPP Group USA	New York, NY				93	93														
Vertis Inc.	Baltimore, MD				30	30														
<b>AEROSPACE AND DEFENSE</b>		<b>AVERAGE</b>			<b>85</b>	<b>100% TOTAL 5</b>														
Boeing Co.	Chicago, IL	27			100	100														
Honeywell International Inc.	Morristown, NJ	73			100	100														
Lockheed Martin Corp.	Bethesda, MD	57			100	100														
Northrop Grumman Corp.	Los Angeles, CA	76			100	100														
Raytheon Co.	Waltham, MA	112			100	100														
Rockwell Collins Inc.	Cedar Rapids, IA	514			75	75														
Alliant Techsystems Inc.	Edina, MN	594			65	65														
General Dynamics Corp.	Falls Church, VA	87			40	40														
<b>AIRLINES</b>		<b>AVERAGE</b>			<b>96</b>	<b>100% TOTAL 6</b>														
Alaska Air Group Inc.	Seattle, WA	599			100	100														
AMR Corp. (American Airlines)	Fort Worth, TX	109			100	100														
Continental Airlines Inc.	Houston, TX	178			100	100														
Delta Air Lines Inc.	Atlanta, GA	129			100	85														
JetBlue Airways Corp.	Forest Hills, NY	705			100	80														
US Airways Group Inc.	Tempe, AZ	228			100	100														
Southwest Airlines Co.	Dallas, TX	267			95	90														
UAL Corp. (United Airlines)	Chicago, IL	124			88	88														
Virgin America	Burlingame, CA				80															
<b>APPAREL, FASHION, TEXTILES, DEPT. STORES</b>		<b>AVERAGE</b>			<b>88</b>	<b>100% TOTAL 4</b>														
Levi Strauss & Co.	San Francisco, CA	522	86		100	100														
Liz Claiborne Inc.	New York, NY	479			100	100														
Nike Inc.	Beaverton, OR	153			100	100														
TJX Companies, Inc., The	Framingham, MA	132			100	100														
Kenneth Cole Productions Inc.	New York, NY				95	95														
L.L. Bean Inc.	Freeport, ME				78	73														
Jones Apparel Group Inc.	New York, NY	526			45	45														
<b>AUTOMOTIVE</b>		<b>AVERAGE</b>			<b>73</b>	<b>100% TOTAL 7</b>														
Chrysler LLC	Auburn Hills, MI		3		100	100														
Ford Motor Co.	Dearborn, MI	7			100	100														
General Motors Corp.	Detroit, MI	4			100	100														
Subaru of America Inc.	Cherry Hill, NJ				100	100														
Toyota Motor Sales USA Inc.	Torrance, CA				100	100														
Visteon Corp.	Van Buren Township, MI	234			100	100														
Volkswagen of America Inc.	Herndon, VA				100	100														
Bridgestone Americas Holding Inc.	Nashville, TN				80	80														
Hertz Global Holdings Inc.	Park Ridge, NJ	304			70															

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Nissan North America Inc.	Franklin, TN				50	50														
Delphi Corp.	Troy, MI	92			45	45														
Cooper Tire & Rubber Co.	Findlay, OH	674			33	33														
Dana Holding Corp.	Toledo, OH	283			20	20														
Lear Corp.	Southfield, MI	157			20	20														
<b>BANKING AND FINANCIAL SERVICES</b>		<b>AVERAGE</b>			<b>91</b>	<b>100% TOTAL 30</b>														
American Express Co.	New York, NY	75			100	100														
Ameriprise Financial Inc.	Minneapolis, MN	296			100	100														
Aon Corp.	Chicago, IL	263			100	100														
Bank of America Corp.	Charlotte, NC	9			100	100														
Bank of New York Mellon Corp., The	New York, NY	172			100	100														
Capital One Financial Corp.	McLean, VA	130			100	100														
Charles Schwab Corp., The	San Francisco, CA	402			100	100														
Citigroup Inc.	New York, NY	8			100	100														
Credit Suisse USA Inc.	New York, NY				100	100														
Deutsche Bank	New York, NY				100	100														
Federal Home Loan Mortgage Corp. (Freddie Mac)	McLean, VA	54			100	85														
Federal National Mortgage Association (Fannie Mae)	Washington, DC	53			100	100														
Goldman Sachs Group Inc., The	New York, NY	20			100	100														
Harris Bankcorp Inc.	Chicago, IL				100	90														
HSBC - North America	Mettawa, IL				100	100														
J.P. Morgan Chase & Co.	New York, NY	12			100	100														
KeyCorp	Cleveland, OH	321			100	100														
MasterCard Inc.	Purchase, NY	548			100	100														
Morgan Stanley	New York, NY	21			100	100														
Northern Trust Corp.	Chicago, IL	447			100	100														
Raymond James Financial Inc.	St. Petersburg, FL	658			100	100														
RBC Wealth Management	Minneapolis, MN				100															
State Street Corp.	Boston, MA	225			100	100														
SunTrust Banks Inc.	Atlanta, GA	193			100	100														
TD Bank N.A.	Wilmington, DE				100															
Toyota Financial Services Corp.	Torrance, CA				100	100														
U.S. Bancorp	Minneapolis, MN	122			100	100														
UBS AG	Stamford, CT				100	100														
Visa	San Francisco, CA				100	100														
Wells Fargo & Co.	San Francisco, CA	41			100	100														
Barclays Capital	New York, NY				95	90														
Canadian Imperial Bank of Commerce	New York, NY				95	95														
Morningstar Inc.	Chicago, IL				95	58														
E*TRADE Financial Corp.	New York, NY	833			93	93														
Moody's Corp.	New York, NY	824			90	83														
Robert W. Baird & Co. Incorporated	Milwaukee, WI				90															

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
PNC Financial Services Group Inc., The	Pittsburgh, PA	264			85	80														
AmTrust Bank	Cleveland, OH				83	83														
Comerica Inc.	Dallas, TX	501			80	80														
Fifth Third Bancorp	Cincinnati, OH	307			80	75														
Huntington Bancshares Inc.	Columbus, OH	610			75	75														
BB&T Corp.	Winston-Salem, NC	250			73	48														
H&R Block Inc.	Kansas City, MO	544			65	65														
SLM Corp. (Sallie Mae)	Reston, VA	286			60	60														
Discover Financial Services	Riverwoods, IL				58	58														
Chamberlin Edmonds & Associates Inc.	Atlanta, GA				53	68														
Franklin Resources Inc.	San Mateo, CA	389			50	50														
Dun & Bradstreet Corp., The	Short Hills, NJ	987			35	35														
<b>CHEMICALS AND BIOTECHNOLOGY</b>		<b>AVERAGE</b>			<b>85</b>	<b>100% TOTAL 6</b>														
BASF Corp.	Florham Park, NJ				100	100														
Dow Chemical Co., The	Midland, MI	42			100	100														
E. I. du Pont de Nemours and Co. (DuPont)	Wilmington, DE	81			100	100														
Ecolab Inc.	St. Paul, MN	438			100															
Genentech Inc.	South San Francisco, CA				100	100														
Monsanto Co.	St. Louis, MO	305			100	85														
Bayer Corp.	Pittsburgh, PA				80	80														
Air Products & Chemicals Inc.	Allentown, PA	258			75	75														
PPG Industries Inc.	Pittsburgh, PA	218			45	45														
Praxair Inc.	Danbury, CT	278			45	25														
<b>COMPUTER AND DATA SERVICES</b>		<b>AVERAGE</b>			<b>74</b>	<b>100% TOTAL 2</b>														
Automatic Data Processing Inc.	Roseland, NJ	281			100	95														
LexisNexis Group	Miamisburg, OH				100															
Computer Sciences Corp.	Falls Church, VA	170			85															
SRA International Inc.	Fairfax, VA				75	75														
Unisys Corp.	Blue Bell, PA	429			70	70														
Affiliated Computer Services	Dallas, TX	423			60	60														
Perot Systems Corp.	Plano, TX	752			53	0														
Keane Inc.	Boston, MA				50	50														
<b>COMPUTER HARDWARE AND OFFICE EQUIPMENT</b>		<b>AVERAGE</b>			<b>84</b>	<b>100% TOTAL 10</b>														
Apple Inc.	Cupertino, CA	103			100	100														
Cisco Systems Inc.	San Jose, CA	71			100	100														
Dell Inc.	Round Rock, TX	34			100	100														
Hewlett-Packard Co.	Palo Alto, CA	14			100	100														
Lexmark International Inc.	Lexington, KY	470			100	100														
NCR Corp.	Dayton, OH	391			100	100														
NetApp Inc.	Sunnyvale, CA	709			100															
Sun Microsystems Inc.	Santa Clara, CA	184			100	100														
Tech Data Corp.	Clearwater, FL	105			100	100														

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Xerox Corp.	Norwalk, CT	144			100	100														
EMC Corp.	Hopkinton, MA	201			95	95														
CDW Corp.	Vernon Hills, IL		34		88	88														
Avaya Inc.	Basking Ridge, NJ		65		85	85														
Pitney Bowes Inc.	Stamford, CT	399			70	85														
Seagate Technology LLC	Scotts Valley, CA				60	60														
Acer Inc.	Irvine, CA				50	50														
Software House International	Somerset, NJ		191		40	40														
Avnet Inc.	Phoenix, AZ	163			30	30														
<b>COMPUTER SOFTWARE</b>		<b>AVERAGE</b>			<b>92</b>		<b>100% TOTAL</b>										<b>7</b>			
BMC Software Inc.	Houston, TX				100	100														
Electronic Arts Inc.	Redwood City, CA	660			100	100														
Intuit Inc.	Mountain View, CA	724			100	100														
Microsoft Corp.	Redmond, WA	44			100	100														
Oracle Corp.	Redwood City, CA	137			100	100														
SAP America Inc.	Newtown Square, PA				100	90														
Symantec Corp.	Mountain View, CA	461			100	100														
Adobe Systems Inc.	San Jose, CA	651			95	95														
Compuware Corp.	Detroit, MI				93	93														
Cerner Corp.	Kansas City, MO				73	65														
McAfee Inc.	Santa Clara, CA				53	53														
<b>CONSULTING AND BUSINESS SERVICES</b>		<b>AVERAGE</b>			<b>95</b>		<b>100% TOTAL</b>										<b>15</b>			
A.T. Kearney Inc.	Chicago, IL				100	80														
Accenture Ltd.	New York, NY				100	100														
Bain & Co. Inc. (& Bridgespan Group Inc.)	Boston, MA				100	100														
Booz Allen Hamilton Inc.	McLean, VA		107		100	80														
Boston Consulting Group	Boston, MA		194		100	100														
Deloitte LLP	New York, NY				100	100														
Ernst & Young LLP	New York, NY		9		100	100														
Hewitt Associates	Lincolnshire, IL	677			100	100														
International Business Machines Corp. (IBM)	Armonk, NY	15			100	100														
KPMG LLP	New York, NY				100	100														
Marsh & McLennan Companies Inc.	New York, NY	220			100	100														
McKinsey & Co. Inc.	New York, NY		60		100	100														
Navigant Consulting Inc.	Chicago, IL				100															
Nielsen Co., The	Schaumburg, IL				100	100														
PricewaterhouseCoopers LLP	New York, NY		5		100	100														
Harris Interactive Inc.	Rochester, NY				93	93														
Robert Half International Inc.	Menlo Park, CA	497			93															
Adecco North America LLC	Melville, NY				85	85														
Convergys Corp.	Cincinnati, OH	703			80	80														
Aramark Corp.	Philadelphia, PA	216	20		75	75														
Capgemini U.S.	New York, NY				60															





## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)												
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6		
<b>ENTERTAINMENT AND ELECTRONIC MEDIA</b>							<b>AVERAGE 92</b>						<b>100% TOTAL 6</b>						
AMC Entertainment Inc.	Kansas City, MO	783	166		100	63													
Clear Channel Communications Inc.	San Antonio, TX	339			100	100													
Cox Enterprises Inc.	Atlanta, GA		15		100	100													
Time Warner Inc.	New York, NY	49			100	100													
Viacom Inc.	New York, NY	191			100	100													
Walt Disney Co.	Burbank, CA	67			100	100							+						
Comcast Corp.	Philadelphia, PA	79			95	80													
Corbis Corp.	Seattle, WA				80	80													
Live Nation Inc.	Beverly Hills, CA	539			80														
SIRIUS XM Radio Inc.	New York, NY				80	80													
Thomson Reuters	New York, NY				75	95													
<b>FOOD, BEVERAGES AND GROCERIES</b>							<b>AVERAGE 80</b>						<b>100% TOTAL 15</b>						
Anheuser-Busch Companies Inc.	St. Louis, MO	149			100	100													
Brinker International Inc.	Dallas, TX	519			100	100													
Campbell Soup Co.	Camden, NJ	320			100	100							+						
Cargill Inc.	Wayzata, MN		1		100	100													
Coca-Cola Co., The	Atlanta, GA	83			100	100							+						
Coca-Cola Enterprises Inc.	Atlanta, GA	118			100	100													
Diageo North America	Norwalk, CT				100	100							+						
Food Lion LLC	Salisbury, NC				100	95							+						
General Mills Inc.	Minneapolis, MN	214			100	95													
MillerCoors LLC	Chicago, IL	392			100	100													
Pepsi Bottling Group Inc., The	Somers, NY	190			100	100													
PepsiCo Inc.	Purchase, NY	59			100	100													
Sodexo Inc.	Gaithersburg, MD				100	100													
Starbucks Corp.	Seattle, WA	277			100	100													
Supervalu Inc.	Eden Prairie, MN	62			100	100													
Kraft Foods Inc.	Northfield, IL	63			95	95							+						
PepsiAmericas Inc.	Minneapolis, MN	508			95	95													
ConAgra Foods Inc.	Omaha, NE	210			90	90													
Brown-Forman Corp.	Louisville, KY	823			85	20													
McDonald's Corp.	Oak Brook, IL	106			85	85													
Rite Aid Corp.	Camp Hill, PA	142			85	85													
Whole Foods Market Inc.	Austin, TX	369			85	90													
Hannaford Brothers	Portland, ME				83	83													
Darden Restaurants Inc.	Orlando, FL	415			80	80													
Ahold USA Inc.	Quincy, MA				78	78													
Palm Management Corp.	Washington, DC				78	78													
H.E. Butt Grocery Co.	San Antonio, TX		13		75	40													
Kroger Co., The	Cincinnati, OH	26			75	75													
Nestle Purina PetCare Co.	St. Louis, MO				75	75													

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Safeway Inc.	Pleasanton, CA	55			75	75														
Sara Lee Corp.	Downers Grove, IL	203			75	75														
Dean Foods Co.	Dallas, TX	224			73	73														
Mars Inc.	Mt. Olive, NJ		6		73	48														
Hain Celestial Group Inc.	Melville, NY				70	55														
Hershey Co., The	Hershey, PA	471			70	70														
Burger King Corp.	Miami, FL	829			68															
H.J. Heinz Co.	Pittsburgh, PA	293			68	68														
Kellogg Co.	Battle Creek, MI	227			65	60														
Yum! Brands Inc.	Louisville, KY	253			65	65														
Gastronomy Inc.	Salt Lake City, UT				63															
Domino's Pizza Inc.	Ann Arbor, MI				60	60														
U.S. Foodservice Inc.	Rosemont, IL		11		58	58														
Land O'Lakes Inc.	Arden Hills, MN	294			53	53														
Compass Group USA Inc.	Charlotte, NC				50	65														
Archer Daniels Midland Co.	Decatur, IL	52			40	15														
C&S Wholesale Grocers Inc.	Keene, NH		12		40	40														
Cracker Barrel Old Country Store Inc.	Lebanon, TN	772			15	15														
<b>FOREST AND PAPER PRODUCTS</b>		<b>AVERAGE</b>			<b>68</b>		<b>100% TOTAL -</b>													
Weyerhaeuser Co.	Federal Way, WA	147			70	75														
International Paper Co.	Memphis, TN	114			65	70														
<b>HEALTHCARE/HEALTH INSURANCE</b>		<b>AVERAGE</b>			<b>83</b>		<b>100% TOTAL 7</b>													
Aetna Inc.	Hartford, CT	85			100	100														
Bausch & Lomb Inc.	Rochester, NY		167		100	100														
Blue Cross Blue Shield of Florida Inc.	Jacksonville, FL				100															
Cardinal Health Inc.	Dublin, OH	19			100	100														
Health Care Service Corp.	Chicago, IL				100	95														
Kaiser Permanente	Oakland, CA				100	100														
UnitedHealth Group Inc.	Minnetonka, MN	25			100	95														
CIGNA Corp.	Philadelphia, PA	141			95	95														
WellPoint Inc.	Indianapolis, IN	33			95	95														
Harvard Pilgrim Health Care Inc.	Wellesley, MA				93	100														
Health Net Inc.	Woodland Hills, CA	179			93	93														
Blue Cross Blue Shield of North Carolina	Durham, NC				90															
Group Health Cooperative	Seattle, WA				88	78														
Group Health Permanente	Seattle, WA				85															
Quest Diagnostics Inc.	Madison, NJ	365			85	85														
McKesson Corp.	San Francisco, CA	18			83	68														
Abbott Laboratories	Abbott Park, IL	96			80	80														
Baxter International Inc.	Deerfield, IL	236			80	80														
Vision Service Plan	Rancho Cordova, CA				65	65														
Austin Radiological Assn.	Austin, TX				53	53														
Owens & Minor Inc.	Mechanicsville, VA	360			50	55														

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Humana Inc.	Louisville, KY	98			45	45														
Tenet Healthcare	Dallas, TX	280			40	35														
<b>HIGH-TECH/PHOTO/SCIENCE EQUIP.</b>		<b>AVERAGE</b>			<b>85</b>	<b>100% TOTAL 8</b>														
Agilent Technologies Inc.	Santa Clara, CA	443			100	100														
Applied Materials Inc.	Santa Clara, CA	270			100	88														
Corning Inc.	Corning, NY	417			100	100														
Eastman Kodak Co.	Rochester, NY	238			100	100														
Freescale Semiconductor Inc.	Austin, TX		52		100	100														
Intel Corp.	Santa Clara, CA	60			100	100														
Medtronic Inc.	Minneapolis, MN	217			100	95														
Texas Instruments Inc.	Dallas, TX	185			100	100														
Advanced Micro Devices Inc.	Sunnyvale, CA	406			75	80														
ITT Industries Inc.	White Plains, NY	285			60	75														
Polaroid Corp.	Waltham, MA				60	60														
KLA-Tencor Corp.	Milpitas, CA	721			58	58														
Nokia Corp.	Irving, TX				50	50														
<b>HOME FURNISHING</b>		<b>AVERAGE</b>			<b>100</b>	<b>100% TOTAL 1</b>														
Mitchell Gold + Bob Williams	Taylorsville, NC				100	100														
<b>HOTELS, RESORTS AND CASINOS</b>		<b>AVERAGE</b>			<b>92</b>	<b>100% TOTAL 7</b>														
Carlson Companies Inc.	Minnetonka, MN		87		100	100														
Harrah's Entertainment Inc.	Las Vegas, NV	244	27		100	100														
Hyatt Hotels Corp.	Chicago, IL		96		100	100														
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA				100	100														
Marriott International Inc.	Bethesda, MD	197			100	100														
Starwood Hotels & Resorts Worldwide	White Plains, NY	396			100	100														
Wynn Resorts Ltd.	Las Vegas, NV	731			100															
Wyndham Worldwide Corp.	Parsippany, NJ	523			95	100														
Choice Hotels International Inc.	Silver Spring, MD				90															
Hilton Hotels Corp.	Beverly Hills, CA		36		90	90														
InterContinental Hotels Group Americas	Atlanta, GA				85															
MGM Mirage	Las Vegas, NV	323			85	85														
Host Hotels & Resorts Inc.	Bethesda, MD	440			45	45														
<b>INSURANCE</b>		<b>AVERAGE</b>			<b>88</b>	<b>100% TOTAL 17</b>														
AAA Northern California, Nevada and Utah	San Francisco, CA				100	100														
Allianz Life Insurance Co. of North America	Minneapolis, MN				100	100														
Allstate Corp., The	Northbrook, IL	64			100	100														
Chubb Corp.	Warren, NJ	180			100	100														
CNA Insurance	Chicago, IL				100	100														
Esurance Inc.	San Francisco, CA				100	100														
Hartford Financial Services Group Inc., The	Hartford, CT	95			100	100														
ING North America Insurance Corp.	Atlanta, GA				100	100														

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Massachusetts Mutual Life Insurance Co.	Springfield, MA	99			100	100														
MetLife Inc.	New York, NY	43			100	100														
Nationwide	Columbus, OH	108			100	100														
New York Life Insurance Co.	New York, NY	82			100	100														
Pacific Life Insurance Co.	Newport Beach, CA	452			100	65														
Progressive Corp., The	Mayfield Village, OH	175			100	100														
Prudential Financial Inc.	Newark, NJ	74			100	100														
Sun Life Financial Inc. (U.S.)	Wellesley Hills, MA				100	100														
Teachers Insurance and Annuity Association - College Retirement Equities Fund	New York, NY	86			100	78														
Lincoln National Corp.	Radnor, PA	246			95	95														
Principal Financial Group	Des Moines, IA	242			95	95														
American Family Insurance Group	Madison, WI	352			88	95														
Unum Group	Chattanooga, TN	251			88	88														
Chartis	New York, NY				85															
Selective Insurance Group	Branchville, NJ	929			85	85														
Mutual of Omaha Insurance	Omaha, NE	525			80	80														
State Farm Group	Bloomington, IL	32			80	80														
John Hancock Financial Services Inc.	Boston, MA				73	88														
CUNA Mutual Insurance Group	Madison, WI	566			65	65														
Zurich North America	Schaumburg, IL				65	65														
Travelers Companies Inc., The	St. Paul, MN	93			50	50														
Loews Corp.	New York, NY	139			45															
AEGON USA Inc.	Cedar Rapids, IA				40	40														
<b>INTERNET SERVICES AND RETAILING</b>		<b>AVERAGE</b>			<b>89</b>	<b>100% TOTAL 3</b>														
eBay Inc.	San Jose, CA	326			100	100														
Google Inc.	Mountain View, CA	150			100	100														
Yahoo! Inc.	Sunnyvale, CA	353			100	100														
Amazon.com Inc.	Seattle, WA	171			95	80														
Hanover Direct Inc.	Weehawken, NJ				75															
Expedia Inc.	Bellevue, WA	737			65	50														
<b>LAW FIRMS</b>		<b>AVERAGE</b>			<b>95</b>	<b>100% TOTAL 88</b>														
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC			29	100	100														
Alston & Bird LLP	Atlanta, GA			54	100	100														
Arent Fox LLP	Washington, DC			127	100	100														
Arnold & Porter LLP	Washington, DC			55	100	100														
Baker Botts LLP	Houston, TX			49	100	80														
Baker & Daniels LLP	Indianapolis, IN			174	100	100														
Ballard Spahr LLP	Philadelphia, PA			98	100	80														
Bingham McCutchen LLP	Boston, MA			30	100	100														
Brown Rudnick LLP	Boston, MA			161	100	100														
Bryan Cave LLP	St. Louis, MO			60	100	100														

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Carlton Fields PA	Tampa, FL			179	100	90														
Chapman & Cutler LLP	Chicago, IL			171	100															
Cleary, Gottlieb, Steen & Hamilton LLP	New York, NY			21	100	100														
Clifford Chance US LLP	New York, NY				100	100							+							
Covington & Burling LLP	Washington, DC			61	100	100							+							
Cravath, Swaine & Moore LLP	New York, NY			43	100	100														
Davis, Polk & Wardwell LLP	New York, NY			26	100	95														
Debevoise & Plimpton LLP	New York, NY			33	100	100														
Dewey & LeBoeuf LLP	New York, NY			49	100	100														
Dickstein Shapiro LLP	Washington, DC			91	100	100														
DLA Piper	Baltimore, MD			11	100	100							+							
Dorsey & Whitney LLP	Minneapolis, MN			73	100	100														
Duane Morris LLP	Philadelphia, PA			71	100	95														
Edwards Angell Palmer & Dodge LLP	Boston, MA			81	100	100														
Faegre & Benson LLP	Minneapolis, MN			94	100	100							+							
Fenwick & West LLP	Mountain View, CA			141	100	95														
Finnegan, Henderson, Farabow, Garrett & Dunner LLP	Washington, DC			86	100	40														
Foley & Lardner LLP	Milwaukee, WI			32	100	100														
Foley Hoag LLP	Boston, MA			158	100	100														
Fried, Frank, Haris, Shriver & Jacobson LLP	New York, NY			51	100	100							+							
Fulbright & Jaworski LLP	Houston, TX			37	100	85														
Gibson, Dunn & Crutcher LLP	Los Angeles, CA			20	100	100														
Goodwin Procter LLP	Boston, MA			42	100	75														
Haynes and Boone LLP	Dallas, TX			101	100	100														
Hinshaw & Culbertson LLP	Chicago, IL			143	100															
Hogan & Hartson LLP	Washington, DC			24	100	95														
Holland & Knight LLP	Washington, DC			41	100	100														
Howrey LLP	Washington, DC			59	100	100														
Hunton & Williams LLP	Richmond, VA			35	100	75														
Husch Blackwell Sanders LLP	Kansas City, MO			173	100	100														
Jenner & Block LLP	Chicago, IL			79	100	100														
Katten Muchin Rosenman LLP	Chicago, IL			63	100	85							+							
Kaye Scholer LLP	New York, NY			62	100	80														
Kirkland & Ellis LLP	Chicago, IL			7	100	100							+							
Kramer Levin Naftalis & Frankel LLP	New York, NY			90	100	100														
Latham & Watkins LLP	New York, NY			2	100	100							+							
Littler Mendelson PC	San Francisco, CA			87	100	100							+							
Manatt, Phelps & Phillips LLP	Los Angeles, CA			111	100	100														
Mayer Brown LLP	Chicago, IL			9	100	95														
McDermott Will & Emery LLP	Chicago, IL			14	100	100														
Milbank, Tweed, Hadley & McCloy LLP	New York, NY			38	100	85														

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)														
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo PC	Boston, MA			92	100	100															
Morgan Lewis & Bockius LLP	Philadelphia, PA			12	100	80															
Morrison & Foerster LLP	San Francisco, CA			21	100	100							+								
Nixon Peabody LLP	New York, NY			64	100	100															
O'Melveny & Myers LLP	Washington, DC			18	100	100															
Orrick, Herrington & Sutcliffe LLP	San Francisco, CA			27	100	100															
Patterson Belknap Webb & Tyler LLP	New York, NY			160	100	100															
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA			15	100	100															
Pepper Hamilton LLP	Philadelphia, PA			88	100	90															
Perkins Coie LLP	Seattle, WA			69	100	100															
Pillsbury Winthrop Shaw Pittman LLP	New York, NY			46	100	100							+								
Proskauer Rose LLP	New York, NY			39	100	100															
Quarles & Brady LLP	Milwaukee, WI			127	100	80															
Robins, Kaplan, Miller & Ciresi LLP	Minneapolis, MN			135	100	100							+								
Ropes & Gray LLP	Boston, MA			31	100	100															
Sedgwick, Detert, Moran & Arnold LLP	San Francisco, CA			136	100	100															
Seyfarth Shaw LLP	Chicago, IL			65	100	100															
Shearman & Sterling LLP	New York, NY			19	100								+								
Shook, Hardy & Bacon LLP	Kansas City, MO			82	100	85															
Sidley Austin LLP	Chicago, IL			5	100	100															
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY			1	100	100															
Sonnenschein, Nath & Rosenthal LLP	Chicago, IL			58	100	100							+								
Squire, Sanders & Dempsey LLP	Cleveland, OH			53	100	100															
Stinson Morrison Hecker LLP	Kansas City, MO			168	100	95															
Stoel Rives LLP	Portland, OR			146	100	95															
Sullivan & Cromwell LLP	New York, NY			13	100	100															
Sutherland Asbill & Brennan LLP	Atlanta, GA			93	100	95							+								
Thompson Coburn LLP	St. Louis, MO			167	100	100															
Troutman Sanders LLP	Atlanta, GA			75	100	100															
Vinson & Elkins LLP	Houston, TX			45	100	100															
Wachtell, Lipton, Rosen & Katz LLP	New York, NY			48	100	100															
Weil, Gotshal & Manges LLP	New York, NY			10	100	100															
White & Case LLP	New York, NY			6	100	100							+								
Willkie Farr & Gallagher LLP	New York, NY			44	100	85															
Wilmer Cutler Pickering Hale & Dorr LLP	Washington, DC			17	100	100															
Wilson Sonsini Goodrich & Rosati PC	Palo Alto, CA			52	100	100															
Winston & Strawn LLP	Chicago, IL			34	100	100															
Baker & McKenzie	Chicago, IL			3	95	75															
Cadwalader, Wickersham & Taft LLP	New York, NY			47	95	95															
Crowell & Moring LLP	Washington, DC			113	95	95															
Davis Wright Tremaine LLP	Seattle, WA			117	95	85															

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Drinker Biddle & Reath LLP	Philadelphia, PA			74	95	95														
Fish & Richardson PC	Boston, MA			72	95	80														
Gordon & Rees LLP	San Francisco, CA			164	95	95														
Herrick Feinstein LLP	New York, NY			170	95															
Kelley Drye & Warren LLP	New York, NY			103	95	95														
Kilpatrick Stockton LLP	Atlanta, GA			100	95	95														
King & Spalding LLP	Atlanta, GA			40	95	95														
McGuireWoods LLP	Richmond, VA			68	95	95														
Polsinelli Shughart PC	Kansas City, MO			190	95	80														
Sheppard, Mullin, Richter & Hampton LLP	Los Angeles, CA			78	95	95														
Chadbourne & Parke LLP	New York, NY			97	90	90														
McCarter & English LLP	Newark, NJ			123	90	90														
Frost Brown Todd LLC	Cincinnati, OH			169	85	85														
Luce Forward Hamilton & Scripps LLP	San Diego, CA			191	85	80														
Step toe & Johnson LLP	Washington, DC			77	85	85														
Greenberg Traurig LLP	Miami, FL			8	83															
Dykema Gossett PLLC	Detroit, MI			151	80	80														
Epstein Becker & Green PC	New York, NY			126	80															
McKenna, Long & Aldridge LLP	Atlanta, GA			105	80	90														
Paul, Weiss, Rifkind, Wharton & Garrison LLP	New York, NY			36	80	80														
Schiff Hardin LLP	Chicago, IL			114	80	80														
Schulte, Roth & Zabel LLP	New York, NY			67	80	80														
Vorys, Sater, Seymour & Pease LLP	Columbus, OH			154	80	80														
Wildman, Harrold, Allen & Dixon LLP	Chicago, IL				80	80														
Holland & Hart LLP	Denver, CO			153	75															
Locke Lord Bissell & Liddell LLP	Chicago, IL			155	75	80														
Reed Smith LLP	Pittsburgh, PA			23	75	75														
Andrews Kurth LLP	Houston, TX			107	70	70														
Baker, Donelson, Bearman, Caldwell & Berkowitz PC	Memphis, TN			124	70	35														
Kutak Rock LLP	Omaha, NE			148	70															
Nelson Mullins Riley & Scarborough LLP	Columbia, SC			139	70															
Saul Ewing LLP	Philadelphia, PA			181	68	68														
Womble Carlyle Sandridge & Rice PLLC	Winston-Salem, NC			94	65	65														
Holme Roberts & Owen LLP	Denver, CO			189	60	60														
Howard & Howard Attorneys PLLC	Kalamazoo, MI				48	48														
<b>MAIL AND FREIGHT DELIVERY</b>		<b>AVERAGE</b>			<b>52</b>	<b>100% TOTAL</b>										<b>1</b>				
United Parcel Service Inc. (UPS)	Atlanta, GA	46			100	100														
CSX Corp.	Jacksonville, FL	261			75	75														
FedEx Corp.	Memphis, TN	68			70	55														
Norfolk Southern Corp.	Norfolk, VA	276			58															





## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Pfizer Inc.	New York, NY	47			100	100														
Schering-Plough Corp.	Kenilworth, NJ	212			100	100														
CVS Caremark Corp.	Woonsocket, RI	24			90	90														
AstraZeneca PLC	Wilmington, DE				80	80														
Wyeth	Madison, NJ	113			80	80														
Amgen Inc.	Thousand Oaks, CA	173			70	70														
Sanofi-Aventis U.S. LLC	Bridgewater, NJ				65	65														
<b>PUBLISHING AND PRINTING AVERAGE</b>		<b>AVERAGE</b>			<b>78</b>	<b>100% TOTAL</b>										<b>2</b>				
New York Times Co.	New York, NY	637			100	100														
United Business Media LLC	Manhasset, NY				100	100														
McGraw-Hill Companies Inc., The	New York, NY	362			80	80														
Pearson Inc.	New York, NY				75															
Gannett Co. Inc.	McLean, VA	332			65	65														
Scholastic Corp.	New York, NY	841			50	50														
<b>REAL ESTATE, RESIDENTIAL AVERAGE</b>		<b>AVERAGE</b>			<b>80</b>	<b>100% TOTAL</b>										<b>-</b>				
Realty Corp.	Parsippany, NJ	414			80	80														
<b>RETAIL AND CONSUMER PRODUCTS AVERAGE</b>		<b>AVERAGE</b>			<b>85</b>	<b>100% TOTAL</b>										<b>23</b>				
Abercrombie & Fitch Co.	New Albany, OH	578			100	100														
Barnes & Noble Inc.	New York, NY	446			100	100														
Best Buy Co. Inc.	Richfield, MN	66			100	100														
Borders Group Inc.	Ann Arbor, MI	549			100	100														
Carmax Inc.	Richmond, VA	333			100	100														
Clorox Co.	Oakland, CA	474			100	100														
Costco Wholesale Corp.	Issaquah, WA	29			100	93														
Estee Lauder Companies	New York, NY	349			100	100														
GameStop Corp.	Grapevine, TX	348			100	100														
Gap Inc.	San Francisco, CA	162			100	100														
Hallmark Cards Inc.	Kansas City, MO		93		100	90														
Kimberly-Clark Corp.	Irving, TX	136			100	100														
Macy's Inc.	Cincinnati, OH	91			100	100														
Newell Rubbermaid Inc.	Atlanta, GA	378			100	100														
Nordstrom Inc.	Seattle, WA	299			100	100														
Procter & Gamble Co.	Cincinnati, OH	23			100	85														
Recreational Equipment Inc.	Kent, WA				100	100														
Replacements Ltd.	McLeansville, NC				100	100														
S.C. Johnson & Son Inc.	Racine, WI		31		100	100														
Sears Holdings Corp.	Hoffman Estates, IL	45			100	100														
Target Corp.	Minneapolis, MN	31			100	100														
Unilever	Englewood Cliffs, NJ				100	100														
Walgreen Co.	Deerfield, IL	40			100	100														
Colgate-Palmolive Co.	New York, NY	186			95	73														
J.C. Penney Co. Inc.	Plano, TX	126			95	100														

## APPENDIX B. CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	Headquarters Location	2008 Fortune 1000	2008 Forbes 200	2008 AmLaw 200	2010 CEI Rating	2009 CEI Rating	Criterion (see page 39)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Limited Brands Inc.	Columbus, OH	257			95	80														
Mattel Inc.	El Segundo, CA	413			95	93														
Staples Inc.	Framingham, MA	128			93	93														
Avon Products Inc.	New York, NY	265			90	60														
OfficeMax Inc.	Naperville, IL	288			90	80														
Home Depot Inc., The	Atlanta, GA	22			85	85														
Harry & David Holdings Inc.	Medford, OR				83	83														
Tiffany & Co.	New York, NY	676			73	68														
Toys 'R' Us Inc.	Wayne, NJ	189	17		70	65														
Regis Corp.	Edina, MN	747			68															
Black & Decker Corp., The	Towson, MD	372			50	55														
Hasbro Inc.	Pawtucket, RI	567			50	50														
Men's Wearhouse Inc., The	Houston, TX	865			50	50														
Office Depot Inc.	Boca Raton, FL	164			45	60														
RadioShack Corp.	Fort Worth, TX	531			40	40														
Wal-Mart Stores Inc.	Bentonville, AR	1			40	40														
AutoZone Inc.	Memphis, TN	394			25	25														
Meijer Inc.	Grand Rapids, MI		18		20	15														
<b>TELECOMMUNICATIONS</b>		<b>AVERAGE</b>				<b>87</b>	<b>100% TOTAL</b>										<b>4</b>			
Alcatel-Lucent	Murray Hill, NJ				100	100														
AT&T Inc.	Dallas, TX	10			100	100														
Motorola Inc.	Schaumburg, IL	65			100	100														
Sprint Nextel Corp.	Overland Park, KS	58			100	100														
QUALCOMM Inc.	San Diego, CA	297			95	95														
EarthLink Inc.	Atlanta, GA				88	88														
Nortel Networks Corp.	Richardson, TX				85	85														
Qwest Communications International Inc.	Denver, CO	187			85	80														
Verizon Communications Inc.	New York, NY	17			70	70														
T-Mobile USA Inc.	Bellevue, WA				50	1														
<b>TOBACCO</b>		<b>AVERAGE</b>				<b>88</b>	<b>100% TOTAL</b>										<b>-</b>			
Reynolds American Inc.	Winston-Salem, NC	290			88	100														
<b>TRANSPORTATION AND TRAVEL</b>		<b>AVERAGE</b>				<b>89</b>	<b>100% TOTAL</b>										<b>3</b>			
Orbitz Worldwide Inc.	Chicago, IL				100	100														
Sabre Holdings Inc.	Southlake, TX		138		100	100														
Travelport Ltd.	Parsippany, NJ		176		100	100														
Dollar Thrifty Automotive Group Inc.	Tulsa, OK	956			93	83														
Ryder System Inc.	Miami, FL	371			93	93														
Travel Impressions Ltd.	Farmingdale, NY				88	93														
Avis Budget Group Inc.	Parsippany, NJ	411			80	80														
Enterprise Rent-A-Car Co.	St. Louis, MO		21		80	80														
Royal Caribbean Cruises Ltd.	Miami, FL				70	55														
<b>WASTE MANAGEMENT</b>		<b>AVERAGE</b>				<b>85</b>	<b>100% TOTAL</b>										<b>-</b>			
Waste Management Inc.	Houston, TX	199			85	85														

## **CORPORATE EQUALITY INDEX 2010: A Report Card on Lesbian, Gay, Bisexual and Transgender Equality in Corporate America**

**Daryl Herrschaft**, Editor  
**Deena Fidas & Samir Luther**, 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 Fortune company executives, 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 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**  
**Associate Director, HRC Workplace Project**

Samir Luther is a trusted expert on employment non-discrimination policies and benefits for lesbian, gay, bisexual and transgender workers in the United States. In his capacity with the Workplace Project, he works with employers to develop and implement model practices as well as set standards and benchmarks for the project's annual Corporate Equality Index report. In addition, he authors several of the project's reports including *The State of the Workplace for Lesbian, Gay, Bisexual and Transgender Americans* and *Transgender Inclusion in the Workplace*, 2nd Edition.

Since joining the Workplace Project in 2004, Luther has consulted with dozens of human resources, benefits, and work force management professionals from major U.S. corporations, as well as state and federal congressional staff. He holds a bachelor's degree in business administration from Washington University in St. Louis.

**Deena Fidas**  
**Manager, HRC Workplace Project**

Deena Fidas works with employers to implement inclusive policies and benefits related to lesbian, gay, bisexual and transgender employees. She works one-on-one with company representatives to help them identify areas of potential improvement and how to work with their key stakeholders to effect change within their organization. Fidas manages the Corporate Equality Index survey administration and is co-author of the 2009 and 2010 Corporate Equality Index reports. In addition, Fidas has been one of the leaders of a recent multi-year research project on defining and assessing an organization's workplace climate with respect to LGBT inclusion. She has led forthcoming published research on the workplace climate for LGBT employees in large businesses. Formerly working in political fundraising, she joined the Workplace Project staff in 2007. Fidas holds a master's degree in sociology from American University in Washington, D.C.

**Alison Delpercio**  
**Coordinator, HRC Workplace & Family Projects**

Alison Delpercio works with employers and healthcare institutions to address workplace and healthcare concerns for lesbian, gay, bisexual and transgender individuals. Delpercio authors the Human Rights Campaign Foundation's annual Healthcare Equality Index report. She also supports two other HRC Family Project initiatives, All Children – All Families and Welcoming Schools. Before joining the HRC Foundation in 2007, she advocated for LGBT 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 lesbian, gay, bisexual and transgender workplace issues based on their business experience and knowledge.

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