



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

CORPORATE EQUALITY INDEX

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

00

Human Rights Campaign Foundation

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

phone **202/628-4160** TTY **202/216-1572** fax **866/369-3348**

website **www.hrc.org/workplace** e-mail **workplace@hrc.org**

© 2007 by the Human Rights Campaign Foundation. The HRC Foundation grants permission for the reproduction and redistribution of this publication only when reproduced in its entirety and distributed free of charge. The Human Rights Campaign name and the Equality logo are trademarks of the Human Rights Campaign.

ISBN 10: 1-934765-00-7

ISBN 13: 978-1-934765-00-5

CONTENTS

LETTER FROM THE HRC FOUNDATION PRESIDENT | 1

OVERVIEW OF FINDINGS | 2

Performance by Geography | 4

Performance by Industry | 6

CORPORATE EQUALITY INDEX RATING SYSTEM AND METHODOLOGY | 8

Methodology | 10

FINDINGS | 12

Non-Discrimination Policies and Diversity Training/Awareness | 12

Sexual Orientation | 12

Gender Identity | 13

Health Insurance Benefits | 14

Transgender Wellness Benefits | 14

Domestic Partner Benefits | 16

GLBT Employee Resource Groups and Diversity Councils | 18

Marketing & Advertising / Philanthropy / Sponsorship | 19

Next Practices in GLBT Workplace Issues | 20

Supplier Diversity Programs | 20

Self-Identification | 20

Retirement Benefits | 20

APPENDICES | 21 - 65

Appendix A. 2008 Employers with Ratings of 100 Percent | 21

Appendix B. 2008 Corporate Equality Index Ratings and Breakdown | 27

Appendix C. 2008 Corporate Equality Index Ratings by Industry, Descending Score | 40

Appendix D. 2008 HRC Corporate Equality Index Survey | 54

ABOUT THE HRC FOUNDATION'S WORKPLACE PROJECT | 66

Project Staff | 66

ACKNOWLEDGMENTS | 67

HRC BUSINESS COUNCIL | 68

A NOTE ABOUT THIS YEAR'S RESULTS

In a departure from previous reports by the HRC Foundation, this year's Corporate Equality Index is referred to as the "Corporate Equality Index 2008" report, rather than "Corporate Equality Index 2007." This change was motivated by the fact that the HRC Foundation's Corporate Equality Index report and Best Places to Work awards, given to those employers that achieve a perfect rating, are generally released toward the end of the calendar year. Naming this year's report "Corporate Equality Index 2008" more accurately reflects the year in which the results of this report will be communicated to employees, job applicants and consumers.



LETTER

FROM THE HRC FOUNDATION PRESIDENT

In 2002, the year of the first Human Rights

Campaign Foundation Corporate Equality Index, employers were still beginning to work through the more or less uncharted waters of gay, lesbian, bisexual and transgender workplace inclusion. High-profile cases of discrimination against GLBT employees and consumers, as well as apparent connections between companies and anti-GLBT organizations, arguably led many employees to hide their sexual orientation or gender identity and discouraged them from asking for equal benefits and protections.

The CEI was devised with corporate diversity leaders, GLBT workplace advocates and employees to provide employers with a roadmap to creating fair workplaces. Each year, we have seen tremendous growth in both employer ratings and the interest of employers not yet rated.

In 2006, we took the leap of adjusting the rating criteria — in light of the realities of the workplace and the progress that had been made — to allow us to look at more specific issues of equality, from full domestic partner benefits programs to transgender inclusion and insurance coverage. And employers rose to the challenge, with a record 138 employers receiving top ratings, compared to 101 the year before.

The progress made this year — the sixth year of the CEI — proved no less remarkable. More employers than ever before participated in the CEI survey, and a total of 195 received perfect ratings — a 41 percent increase over the year before, and a tremendous leap ahead of the original 13 employers that received perfect ratings in 2002.

And, despite the addition to the mix this year of 101 new employers that hadn't been rated on the CEI before, each metric used in the rating of the CEI increased. Most notably, for the first time,

more than half of the rated employers offer employment protections

on the basis of sexual orientation and gender identity, covering more than 10 million employees.

Today, these employees don't have to ask for workplace protections. Instead, they can pick and choose from strong employers in nearly every major industry.

There is no doubt that governments will have to play catch-up with businesses that have raced to provide fair workplaces for their gay, lesbian, bisexual and transgender employees. The CEI provides the guideposts for equality to governments and other businesses in this country and around the world.

We hope you find this year's report useful, and that you continue working within your own workplaces and communities to make change. The movement for GLBT equality depends on the contributions from every one of us.

Thank you,

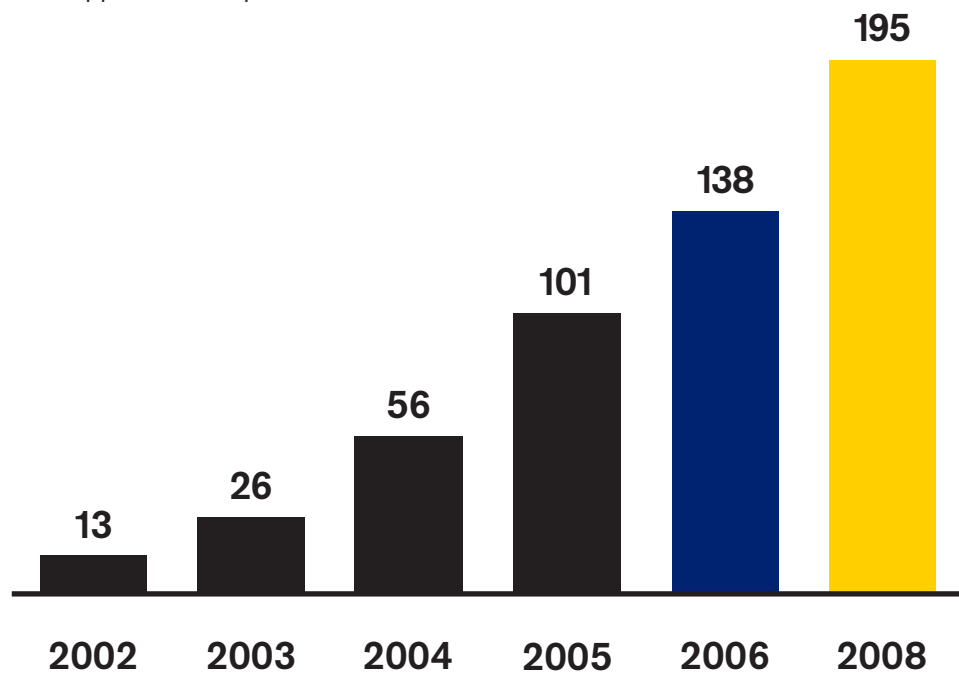


Joe Solmonese
President, Human Rights Campaign Foundation

OVERVIEW OF FINDINGS

195 employers achieved the top rating of 100 percent this year, compared to 138 employers that received perfect ratings in the previous year. Collectively, these businesses employ 8,318,000 full-time U.S. workers. When the Human Rights Campaign Foundation Corporate Equality Index was launched in 2002, only 13 companies received scores of 100 percent. Fifteen of this year's top ratings were achieved by employers appearing in the CEI for the first time.

A complete list of employers that achieved a perfect rating is available as Appendix A on p. 21.



Numbers of Employers with Perfect Ratings on the Corporate Equality Index



Among the 519 employers rated on this year's HRC Foundation Corporate Equality Index, **the average rating was 81 percent.**

Of the 101 newly rated businesses, 15 received 100 percent ratings, with an average rating of 81.

Once again, three employers received a 0 percent rating on the CEI: oil giant **ExxonMobil**, grocery chain **Meijer** and high-tech consulting firm **Perot Systems**. None of these employers have taken positive steps toward GLBT employees, and in two cases – ExxonMobil and Perot Systems – they have rescinded GLBT-inclusive policies.

This year, **Wal-Mart Stores** officially ended corporate-level funding for all GLBT groups, including those it donated to in 2006. Accordingly, the HRC Foundation did not give credit to Wal-Mart for Criterion 5 (see p. 9 for criteria). Also, clarification of their benefits policies led to an additional reduction

of 10 points, lowering their rating from 65 percent to 40 percent for 2008.

On the other end of the spectrum, this year's results show tremendous progress even among those businesses that did not reach 100 percent. **Entergy**, which had ended eligibility for domestic partner benefits at a nuclear power plant it acquired in New York in 2003, extended partner benefits company-wide this year and participated in the CEI survey for the first time. It showed the most improvement since last year, achieving a rating of 88 percent, compared to 13 percent last year.

Four other businesses showed improvement of at least 50 percentage points from last year: **ALL-TEL**, **Automatic Data Processing**, **J.C. Penney Co.** and **KB Home**. Each received ratings of 75 percent or better and protect their employees from discrimination on the basis of sexual orientation and gender identity.

Progress at the Fortune-Ranked Companies

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

Of the 255 Fortune 500-ranked businesses that the CEI rated, 104 received 100 percent ratings. The average CEI rating of Fortune 500 companies was 81. Of the 45 Fortune 1000-ranked businesses, excluding the Fortune 500, that were rated on this year's CEI, 12 received 100 percent ratings. The average rating of these companies was 71.

Including the results of this year's progress on the CEI, an additional 28 Fortune 500-ranked businesses prohibit discrimination on the basis of gender identity compared to last year, bringing the total to 152, or 30 percent of the Fortune 500 companies.

Eight of the top 20 Fortune-ranked companies received 100 percent ratings.

	2006 FORTUNE RANK	2008 CEI RATING
Exxon Mobil Corp.	1	0
Wal-Mart Stores Inc.	2	40
General Motors Corp.	3	100
Chevron Corp.	4	100
Ford Motor Co.	5	100
ConocoPhillips	6	63
General Electric Co.	7	75
Citigroup Inc.	8	100
American International Group Inc.	9	30
International Business Machines Corp.	10	100
Hewlett-Packard Co.	11	100
Bank of America Corp.	12	100
Berkshire Hathaway Inc.*	13	–
Home Depot Inc.	14	85
Valero Energy Corp.*	15	–
McKesson Corp.*	16	–
J.P. Morgan Chase & Co.	17	100
Verizon Communications Inc.	18	85
Cardinal Health*	19	–
Altria Group Inc.*	20	–

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

FINDINGS / PERFORMANCE BY GEOGRAPHY

Three states had an employer achieve a top rating for the first time this year – **Iowa, Maryland** and **Nevada**. Those employers were financial services firm **Principal Financial Group**, based in Des Moines, Iowa; food services and catering firm **Sodexo** of Gaithersburg, Md.; and hotel and casino giant **Harrah's Entertainment** of Las Vegas, Nev.

Meanwhile, **California, Illinois** and **New York** leaped even further ahead of other states, each adding at least seven new top-rated businesses to their lists. The location of top-rated Corporate Equality Index employers resembles the number of Fortune 500-ranked companies in each state.

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

Alabama*	–
Alaska*	–
Arizona	1
Arkansas	–
California	36
Colorado	1
Connecticut	5
Delaware*	1
District of Columbia	6
Florida	1
Georgia	8
Hawaii*	–
Idaho	–
Illinois	20
Indiana	2
Iowa*	1
Kansas*	–
Kentucky	1
Louisiana	–
Maine*	–
Maryland	1
Massachusetts	12
Michigan	8
Minnesota	10
Mississippi*	–
Missouri	2
Montana*	–
Nebraska	–
Nevada	1
New Hampshire*	–
New Jersey	10
New Mexico*	–
New York	38
North Carolina	4
North Dakota*	–
Ohio	5
Oklahoma	–
Oregon*	1
Pennsylvania	2
Rhode Island	–
South Carolina*	–
South Dakota*	–
Tennessee	–
Texas	9
Utah*	–
Vermont*	–
Virginia	2
Washington	5
West Virginia*	–
Wisconsin	2
Wyoming*	–

* State does not have more than one Fortune 500-ranked business.

Two industries – **mail and freight delivery** and **transportation and travel services** – had their first businesses reach 100 percent on the HRC CEI this year, while two others – **banking and financial services and law firms** – experienced tremendous growth in the number of top ratings.

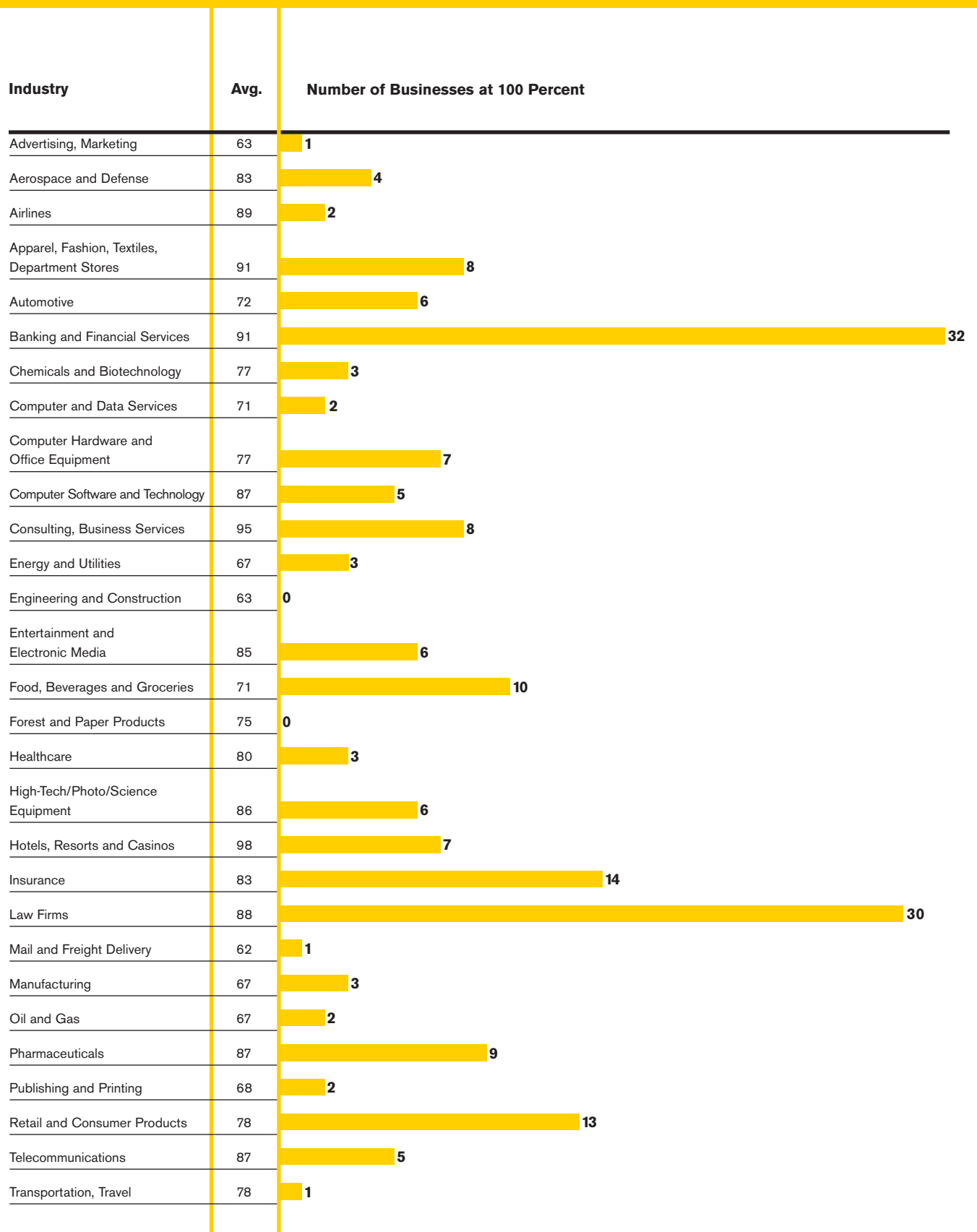
United Parcel Service added gender identity to its non-discrimination policy this year, placing it even further ahead of **FedEx**, which has yet to provide partner benefits across its U.S. operations. **YRC Worldwide**, which is new to the CEI this year, also does not offer equal workplace protections or domestic partner benefits.

In the travel services industry, **Travelport**, known for its travel sites such as Orbitz.com, became the first company to reach a top CEI rating.

The banking and financial services sector jumped from 19 to 32 firms with top ratings, largely due to longtime survey participants that increased their scores.

This year marked the second time the AmLaw 100 list of top law firms was invited to take part in the CEI survey, and, for the first time, the AmLaw 200 was invited to take part as well. And this year, law firms also experienced tremendous growth in their CEI scores – jumping from a total of 13 firms with perfect ratings to 30. Law firms are intensely competitive in their recruitment efforts for top law school graduates, and are also held to increasing standards of diversity by their corporate clients. The competitive nature and focus on diversity within these firms has motivated substantial improvements in GLBT workplace equality.

Of the 33 industries represented on the HRC Foundation Corporate Equality Index, only three have no top-rated companies: **engineering and construction**, **forest and paper products** and **tobacco**.



2008 CORPORATE EQUALITY

Since 2002, the Human Rights Campaign Foundation Corporate Equality Index has helped gay, lesbian, bisexual and transgender employees and consumers by providing businesses with a clear roadmap to inclusive workplaces, as well as the resources to successfully achieve them. At the same time, the index provides a benchmark for both businesses and employees to gauge their relative success against their competitors.

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

THE EVOLUTION OF THE CRITERIA

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

In 2002, the first CEI rated employers strictly on seven criteria, which remain the basis for today's rating system. The original criteria were guided in part by the Equality Principles, 10 touch points for businesses demonstrating their commitment to equal treatment of employees, consumers and investors, irrespective of their sexual orientation or gender identity and expression. For more information, visit the Equality Project website at www.equalityproject.org/principles/en.html.

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

Recognizing that many of the businesses rated in the CEI employ thousands of employees that span most, if not all, of the 50 states, each business's rating should be viewed as a snapshot of its activity. A CEI rating cannot convey all the nuances of a business's particular approach to GLBT workplace issues.

THE 'BEST PLACES TO WORK' DISTINCTION

Employers that are recognized in this report with a rating of 100 percent are further recognized as "Best Places to Work for GLBT Equality." Employers are encouraged to use this distinction in their recruitment and advertising efforts.

THE CURRENT CRITERIA

The following rating system has been in effect since 2006. ►

CORPORATE EQUALITY INDEX RATING SYSTEM

& METHODOLOGY ►

	POINTS POSSIBLE
1. Non-discrimination policy, diversity training – sexual orientation	
a. Equal Employment Opportunity policy includes sexual orientation	15
b. Diversity training covers sexual orientation	5
2. Non-discrimination policy, diversity training & benefits – gender identity	
a. Equal Employment Opportunity policy includes gender identity and/or expression	15
b. Gender identity diversity training offered OR supportive gender transition guidelines in place*	5
c. Insurance includes access for transitioning individuals for at least one category* At least one: Counseling by a mental health professional; pharmacy benefits covering hormone therapy; medical visits to monitor the effects of hormone therapy and other associated lab procedures; medically necessary surgical procedures such as hysterectomy; or short-term disability leave for surgical procedures	5
3. Domestic partner benefits	
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 domestic partners; qualified pre-retirement survivor annuity for domestic partners; retiree healthcare benefits; or employee discounts	5
4. GLBT employee resource group / diversity council, or (half credit) Would support a GLBT employee resource group with employer resources if employees expressed an interest	15
5. Engages in appropriate and respectful advertising and marketing or sponsors GLBT community events or organizations	15
6. Employer exhibits responsible behavior toward the GLBT community; does not engage in action that would undermine GLBT equality	–**
	100

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

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

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

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

WHAT BUSINESSES ARE RATED

The Human Rights Campaign Foundation uses lists of the largest and most successful U.S. employers as a basis for inviting businesses to participate in the Corporate Equality Index, including *Fortune* magazine's 1,000 largest publicly traded businesses (the 2006 Fortune 1000), *Forbes* magazine's 200 largest privately owned firms and *American Lawyer* magazine's top 200 revenue-grossing law firms (the 2006 AmLaw 200). Additionally, any private-sector, for-profit employer with 500 or more full-time employees can request to participate. Businesses interested in participating in the Corporate Equality Index are encouraged to contact the HRC Workplace Project at workplace@hrc.org.

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

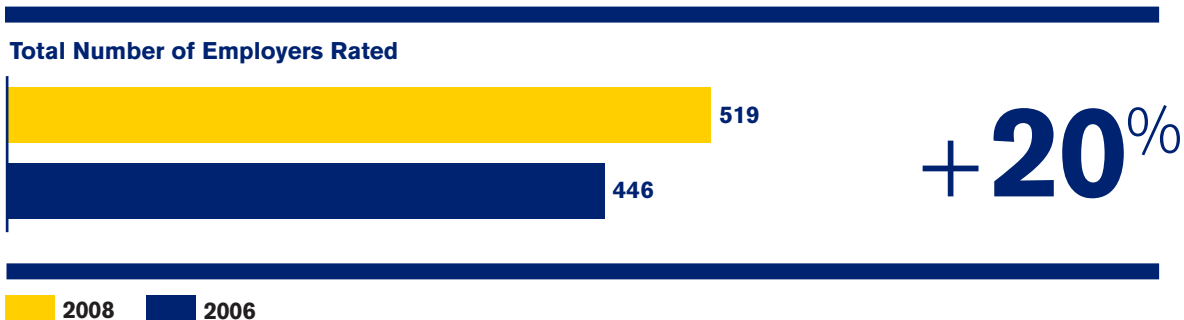
The CEI survey (see Appendix D) is the primary source of information for the CEI rating. The survey also helps gauge trends and best practices among all businesses or, in particular, industries. Many questions on the survey relate directly to the ratings and are required for participation in the CEI, while others are informational questions only.

Surveys for the 2008 CEI were mailed in March 2007. 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 head of human resources and diversity managers or chairs when it was possible to obtain their information. If a business had previously participated in the CEI, surveys were first sent to the individuals responsible for the previous submissions.

Participating businesses submitted their answers through a web-based survey which included links to sample policies and other guidance on the HRC Foundation Workplace Project website. HRC Foundation staff and HRC Business Council members provided additional assistance and advice throughout the process. Businesses were able to check their preliminary ratings through the online survey and were invited to provide HRC with any additional information or updates before this report went to print.

If a business did not submit a survey, the HRC Foundation may still rate that business if it has obtained sufficient information to do so, or if the employer had submitted a survey in previous years and the information is still accurate. In these cases, the HRC Foundation notifies that employer of the rating and asks for any updates.

A total of 1,806 businesses received invitations to take part in the survey. Of that number, 416 submitted surveys and 519 were ultimately rated. Last year, a total of 1,520 businesses were sent invitations, 318 submitted surveys and 446 were rated.



The information required to generate ratings for businesses in the CEI is largely considered proprietary and is difficult to ascertain from public records alone. In addition to the self-reporting provided through the CEI survey, the HRC Foundation employs several methods to rate businesses. A team of researchers investigates and cross-checks the policies and practices of the rated businesses and the implications of those policies and practices for gay, lesbian, bisexual and transgender workers, including any connections with organizations that engage in anti-GLBT 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-GLBT 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-GLBT 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;
- News accounts, employee resource groups and individuals 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 policies regarding the GLBT community.

FINDINGS

Non-Discrimination Policies and Diversity Training/Awareness

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

Diversity awareness or employee training programs are important vehicles through which an employer communicates its values, engaging employees at all levels of the organization. Each employer handles diversity training differently; some require all employees to attend, while others might only require managers or supervisors to attend.

SEXUAL ORIENTATION

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

98% of CEI-rated employers provide employment protections on the basis of sexual orientation (criterion 1a). A total of **90 percent** of rated employers cover “sexual orientation” as a topic of diversity training, though not all employees may be required to attend (criterion 1b).

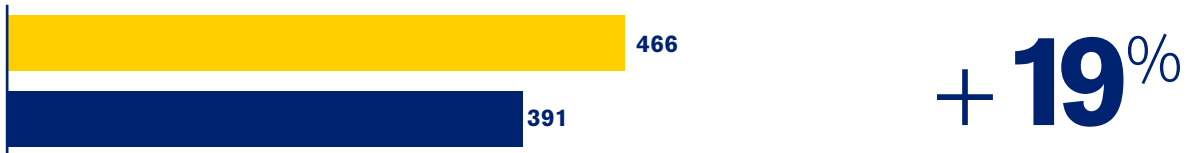
Criterion 1a (See Appendix B. on p. 27 for individual employer ratings)

Businesses That Prohibit Discrimination Based on Sexual Orientation



Criterion 1b (See Appendix B. on p. 27 for individual employer ratings)

Businesses That Provide Diversity Training Covering Sexual Orientation



2008 2006

GENDER IDENTITY

Gender identity is generally defined as an individual's internal, personal sense of being a man or a woman. For transsexual people, their birth-assigned sex and their own internal sense of gender identity do not match. Gender identity and sexual orientation are not the same. Transgender people may be heterosexual, lesbian, gay or bisexual.

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

58% of CEI-rated employers provide employment protections on the basis of gender identity, compared to just 29 percent in 2005 and 46 percent in 2006 (criterion 2a). This year marks the first time that more than half of all rated employers included such protections.

Sixty-eight percent of this year's rated businesses have written gender transition guidelines or cover "gender identity" as a topic of diversity training, up from 59 percent last year (criterion 2b). A total of 90 employers have transition guidelines, up from 65 last year.

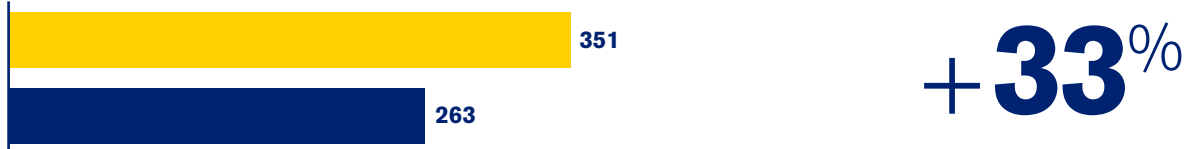
Criterion 2a (See Appendix B. on p. 27 for individual employer ratings)

Businesses That Prohibit Discrimination Based on Gender Identity and/or Expression



Criterion 2b (See Appendix B. on p. 27 for individual employer ratings)

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



2008 2006

FINDINGS

Health Insurance Benefits

On average, roughly 20 percent of employees' overall compensation is provided by their employers in the form of health insurance benefits, for themselves and/or their families. For employees with partners and/or children not eligible for those benefits, this disparity in compensation is profound. Domestic partner benefits are now, more than ever, the norm – the majority of Fortune 500 companies now provide them. More recently, employers have started to address health insurance coverage for individuals transitioning genders.

TRANSGENDER WELLNESS BENEFITS

Most transgender people are categorically denied health insurance coverage for their medical needs, often irrespective of whether those medical needs are related to a gender transition. Virtually all commercial health insurance plans in the United States specifically exclude coverage for treatment related to gender transitions, and sometimes that exclusion language is sufficiently broad to exclude non-transition related coverage. While not all transgender employees have the same needs – they may have transitioned previously, or they may choose not to transition at all – removing transgender access exclusions from employee health plans is a critical goal that the Human Rights Campaign Foundation is working with employers to achieve.

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

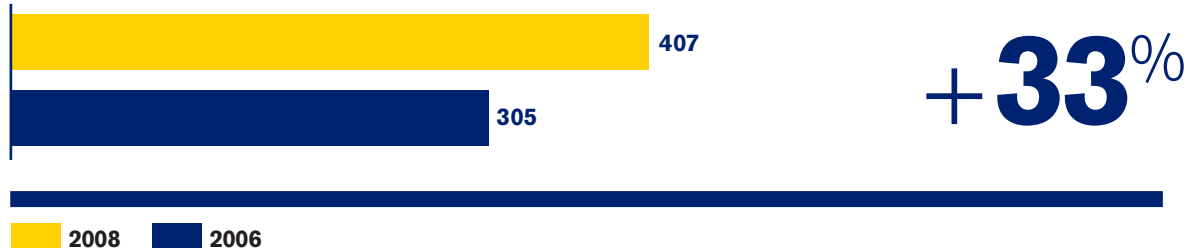
HRC Foundation Corporate Equality Index participants were asked to examine their insurance policies' exclusions for such limitations, and to ensure that at least one of the five general types of treatment was available to transitioning employees.

Some major insurers now provide limited options for employers to provide inclusive coverage. Nonetheless, based on feedback given to the HRC Foundation, employers that do not self-fund for insurance are at a disadvantage in being able to obtain comprehensive coverage. In self-funded plans, the employer assumes the risk of providing the benefits and paying all the claims. These plans often involve a health insurance company or other third party to administer the plan according to the employer's guidelines. Smaller employers are much less likely to self-fund, and are thus limited to commercial health insurance options.

78% of this year's rated businesses provide at least one of five categories of treatment to their transgender employees (criterion 2c). A total of 80 employers indicated that they provided insurance coverage without exclusion to their transgender employees for the purposes of medically supervised gender transitions; these employers had an average of 40,000 employees. Smaller employers that provide comprehensive coverage may do so to a limited extent, such as through a cap on the total benefit provided.

Criterion 2c (See Appendix B. on p. 27 for individual employer ratings)

Businesses That Offer at Least One Transgender Wellness Benefit



Of the employers that met this criterion:

- 73 percent provide mental health benefits for counseling by a mental health professional.
- 35 percent provide pharmacy benefits for hormone therapy.
- 32 percent cover medical visits and lab procedures related to hormone therapy.
- 27 percent provide health benefits for surgical procedures.
- 74 percent provide short-term leave for surgical procedures.

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

FINDINGS

DOMESTIC PARTNER BENEFITS

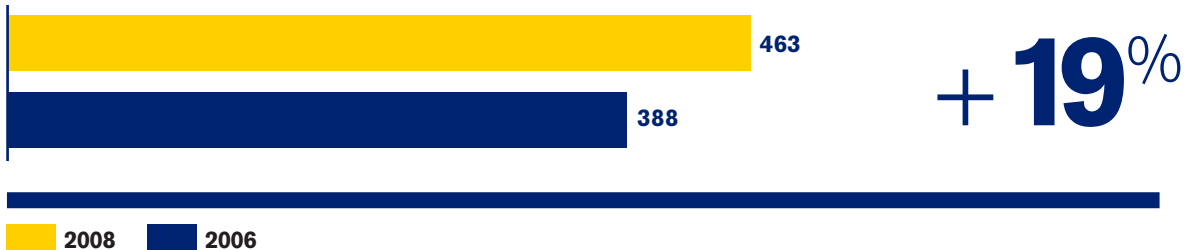
Domestic partner benefits are a low-cost, high-value employment benefit and are now the norm among employers committed to their GLBT employees. The HRC Foundation Corporate Equality Index looks to employers to provide equal benefits to GLBT employees and their families and does not penalize an employer if a particular benefit is not offered to any employees.

89% of CEI-rated employers provide domestic partner health coverage to employees (criterion 3a), up 19 percent from the previous year. Of those employers that do offer domestic partner health coverage, 66 percent provide them to both same- and opposite-sex partners of employees.

Although the CEI does not rate businesses on whether they incorporate state-based recognition of same-sex relationships, including civil unions or domestic partner benefits, roughly 20 percent of employers accept state or local domestic partnership or civil union registrations for the purposes of enrollment in their employee domestic partnership benefits programs.

Criterion 3a (See Appendix B. on p. 27 for individual employer ratings)

Businesses That Offer Domestic Partner Health Insurance



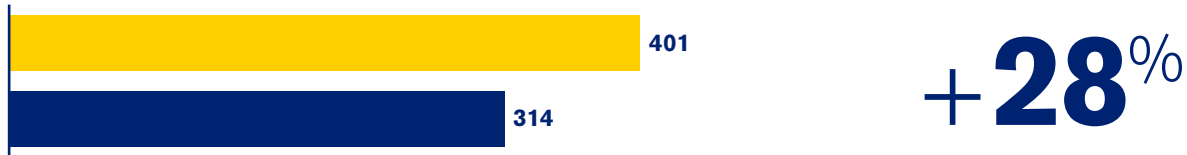
The Human Rights Campaign Foundation provides resources relating to domestic partner benefits on its website at www.hrc.org/workplace/dpb.

But an even larger number of employers added comprehensive health benefits (criterion 3b), with 78 percent of rated employers providing equal dental, vision, dependent medical and Consolidated Budget and Reconciliation Act (COBRA)-like continuation coverage, up 28 percent from the previous year. COBRA-like benefits continuation is the area that prevents many employers from obtaining credit on this criterion, which requires that all health benefits be offered equally between opposite-sex spouses and domestic partners of current employees.

Among other soft benefits (criterion 3c), such as Family and Medical Leave Act (FMLA)-like leave benefits, bereavement leave, retirement benefits and employee discounts, the CEI requires that at least three benefits be offered equally between opposite-sex spouses and domestic partners. An additional 29 percent of rated companies met this criterion as compared to the previous year for a total of 86 percent in 2008. Those soft benefits most often extended to domestic partners include bereavement leave (71 percent of rated employers), relocation assistance (63 percent) and FMLA-like leave (60 percent).

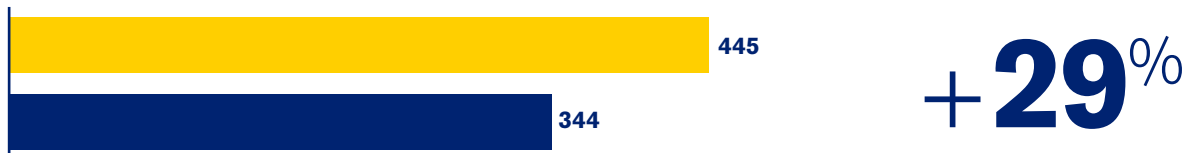
Criterion 3b (See Appendix B. on p. 27 for individual employer ratings)

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



Criterion 3c (See Appendix B. on p. 27 for individual employer ratings)

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



2008 2006

FINDINGS

GLBT Employee Resource Groups and Diversity Councils

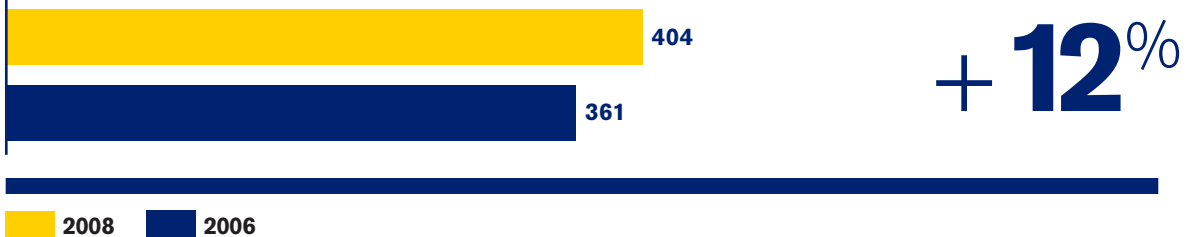
The support of a gay, lesbian, bisexual and transgender employee resource group (also known as an ERG, employee network group or affinity group) is a crucial step toward workplace equality. Businesses usually provide these groups with a small budget and access to amenities such as meeting rooms and e-mail networks. The groups provide a clear line of communication between employees and management, ensuring that policies and practices have their intended effect. GLBT ERGs have been involved in policy-making, providing input on marketing and workplace protection policies, attracting and retaining talented individuals, leadership development, cultural change and representation at external events. In addition to giving guidance and input on GLBT-specific workplace policies and practices, GLBT ERGs also help foster a sense of safety and acceptance for GLBT employees within the workplace. Similarly, a diversity council generally engages a business' senior leadership around specific diversity goals.

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

78% of CEI-rated employers have an employee resource group or diversity council that includes GLBT issues (criterion 4). Of those businesses that have an employee resource group, 85 percent of the groups are sponsored by an executive champion – someone in upper management who connects the group to the senior decision makers of the company.

Criterion 4 (See Appendix B. on p. 27 for individual employer ratings)

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



Marketing & Advertising / Philanthropy / Sponsorship

The HRC Foundation Corporate Equality Index requires employers to demonstrate their commitment to gay, lesbian, bisexual and transgender employees and consumers through activities that go beyond the office walls. Such efforts include appropriate marketing and advertising, philanthropic activities and event sponsorships.

Many employers engage GLBT consumers directly through marketing or advertising in GLBT media at the local or national levels. Consumer-facing employers are vying to capture a portion of the ever-growing GLBT market, estimated by Witeck-Combs Communications and Harris Interactive to grow to \$831 billion by 2011.

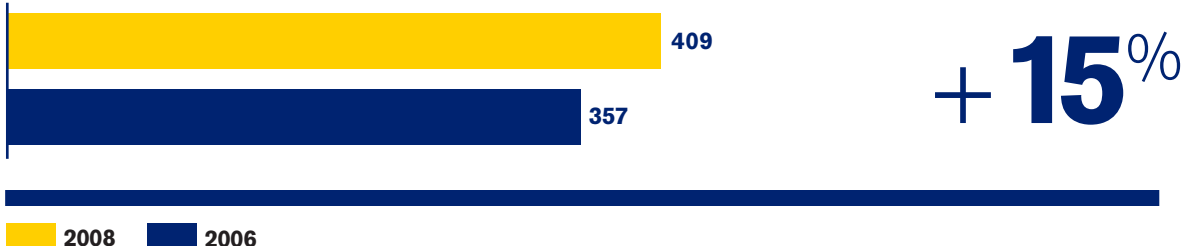
Philanthropic activities in the form of cash grants or in-kind donations of products or services may include contributions to such causes as GLBT health, education or political organizations or projects. These gifts often have a strategic long-term approach to a business's bottom line. Outside of traditional philanthropic activities, many employers provide such support to national GLBT organizations that relate to their business; for example, official sponsors of the International Gay and Lesbian Travel Association include a wide array of airlines, travel and car rental operators, hotels and tourism associations.

Similarly, event and conference sponsorships can provide businesses with targeted audiences that can assist their bottom line. For example, businesses that support GLBT pride celebrations in particular cities can establish local connections with GLBT consumers. Meanwhile, many law firms attend and recruit from the annual Lavender Law conference, which provides attendees the opportunity to interact with firms that are very clearly interested in hiring GLBT lawyers.

79% of CEI-rated employers report some form of public engagement with the GLBT community, through marketing efforts, advertisements in GLBT media, sponsorship of GLBT events or financial or in-kind contributions to GLBT organizations (criterion 5).

Criterion 5 (See Appendix B. on p. 27 for individual employer ratings)

Businesses That Engage in Appropriate and Respectful Advertising, Marketing or Philanthropy



FINDINGS

Next Practices in GLBT Workplace Issues

Each year, the Human Rights Campaign Foundation's Corporate Equality Index surveys employers on a variety of issues that are not included in the CEI rating, to keep a pulse on the issues that employers are tackling.

SUPPLIER DIVERSITY PROGRAMS

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

12% of CEI-rated employers use GLBT-owned suppliers. Of the 519 rated employers, 304 have supplier diversity programs, of which 20 percent include GLBT-owned suppliers – up 12 percent from two years ago.

SELF-IDENTIFICATION

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

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

27% of CEI-rated employers, 141 of all rated employers, use surveys or other tools that allow employees to voluntarily disclose their sexual orientation or gender identity, compared with just 17 percent in the previous year.

RETIREMENT BENEFITS

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

Nonetheless, 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 48 percent of participating employers indicated that they offer QJSAs to their employees' domestic partners, while 26 percent offer QPSAs.

APPENDIX A

2008 EMPLOYERS WITH RATINGS OF 100 PERCENT | 22 – 26 ►

APPENDIX A. 2008 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent					
		1	2	3	4	5	6
AAA Northern California, Nevada and Utah	San Francisco, CA			3			
Abercrombie & Fitch Co.	New Albany, OH		2				
Accenture Ltd.	New York, NY	1					
Adobe Systems Inc.	San Jose, CA		2				
Aetna Inc.	Hartford, CT						6
Agilent Technologies Inc.	Santa Clara , CA				4		
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC	1					
Alcatel-Lucent	Murray Hill, NJ						6
Allianz Life Insurance Co. of North America	Minneapolis, MN		2				
Allstate Corp., The	Northbrook, IL	1					
Alston & Bird LLP	Atlanta, GA			3			
American Express Co.	New York, NY				4		
Ameriprise Financial Inc.	Minneapolis, MN		2				
AMR Corp. (American Airlines)	Fort Worth, TX						6
Anheuser-Busch Companies Inc.	St. Louis, MO		2				
Aon Corp.	Chicago, IL	1					
Apple Inc.	Cupertino, CA						6
Arnold & Porter LLP	Washington, DC		2				
AT&T Inc.	San Antonio, TX			3			
Bain & Co. Inc.	Boston, MA		2				
Bank of America Corp.	Charlotte, NC		2				
Bausch & Lomb Inc.	Rochester, NY						5
Bear Stearns Companies Inc., The	New York, NY	1					
Best Buy Co. Inc.	Richfield, MN				4		
Bingham McCutchen	Boston, MA	1					
Boehringer Ingelheim Pharmaceuticals Inc.	Ridgefield, CT	1					
Boeing Co.	Chicago, IL		2				
Borders Group Inc.	Ann Arbor, MI			3			
Boston Consulting Group	Boston, MA	1					
BP America Inc.	Warrenville, IL			3			
Bright Horizons Family Solutions Inc.	Watertown, MA		2				
Brinker International Inc.	Dallas, TX		2				
Bristol-Myers Squibb Co.	New York, NY		2				
Bryan Cave LLP	St. Louis, MO	1					
Capital One Financial Corp.	McLean, VA						5
Cargill Inc.	Wayzata, MN				4		
Carlson Companies Inc.	Minnetonka, MN		2				
Charles Schwab Corp., The	San Francisco, CA				4		
Chevron Corp.	San Ramon, CA			3			
ChoicePoint Inc.	Alpharetta, GA				4		
Chrysler LLC	Auburn Hills, MI			3			
Chubb Corp.	Warren, NJ				4		
Cisco Systems Inc.	San Jose, CA				4		
Citigroup Inc.	New York, NY				4		
Clear Channel Communications Inc.	San Antonio, TX		2				
Cleary, Gottlieb, Steen & Hamilton	New York, NY	1					

APPENDIX A. 2008 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent					
		1	2	3	4	5	6
Clorox Co.	Oakland, CA		2				
CMP Media LLC	Manhasset, NY			3			
CNA Insurance	Chicago, IL		2				
Coca-Cola Co., The	Atlanta, GA		2				
Coors Brewing Co.	Denver, CO				4		
Corning Inc.	Corning, NY			3			
Countrywide Financial Corp.	Calabasas, CA	1					
Credit Suisse	New York, NY			3			
Crowell & Moring LLP	Washington, DC	1					
Cummins Inc.	Columbus, IN			3			
Dell Inc.	Round Rock, TX				4		
Deloitte & Touche USA LLP	New York, NY		2				
Deutsche Bank	New York, NY					5	
Dewey Ballantine LLP	New York, NY	1					
Dickstein Shapiro LLP	Washington, DC	1					
Dorsey & Whitney LLP	Minneapolis, MN		2				
Dow Chemical Co.	Midland, MI			3			
DuPont (E.I. du Pont de Nemours)	Wilmington, DE		2				
Eastman Kodak Co.	Rochester, NY						6
Electronic Arts Inc.	Redwood City, CA	1					
Eli Lilly & Co.	Indianapolis, IN		2				
Ernst & Young LLP	New York, NY			3			
Estee Lauder Companies	New York, NY			3			
Esurance Inc.	San Francisco, CA	1					
Faegre & Benson	Minneapolis, MN				4		
Fannie Mae	Washington, DC		2				
Foley & Lardner	Milwaukee, WI	1					
Foley Hoag LLP	Boston, MA	1					
Ford Motor Co.	Dearborn, MI				4		
Freescale Semiconductor Inc.	Austin, TX			3			
GameStop Corp.	Grapevine, TX	1					
Gap Inc.	San Francisco, CA			3			
Genentech Inc.	South San Francisco, CA	1					
General Mills Inc.	Minneapolis, MN			3			
General Motors Corp.	Detroit, MI		2				
GlaxoSmithKline plc	Philadelphia, PA			3			
Global Hyatt Corp.	Chicago, IL			3			
Goldman Sachs Group Inc., The	New York, NY				4		
Google Inc.	Mountain View, CA		2				
Harrah's Entertainment Inc.	Las Vegas, NV	1					
Hartford Financial Services Co.	Hartford, CT	1					
Harvard Pilgrim Health Care Inc.	Wellesley, MA		2				
Heller Ehrman LLP	San Francisco, CA		2				
Herman Miller Inc.	Zeeland, MI	1					
Hewitt Associates	Lincolnshire, IL		2				
Hewlett-Packard Co.	Palo Alto, CA					5	

APPENDIX A. 2008 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent					
		1	2	3	4	5	6
Holland & Knight LLP	New York, NY	1					
Honeywell International Inc.	Morristown, NJ		2				
Hospira Inc.	Lake Forest, IL		2				
HSBC USA Inc.	Prospect Heights, IL	1					
IndyMac Bancorp Inc.	Pasadena, CA	1					
ING North America Insurance Corp.	Atlanta, GA		2				
Intel Corp.	Santa Clara, CA						6
International Business Machines Corp. (IBM)	Armonk, NY					5	
Intuit Inc.	Mountain View, CA			3			
J.C. Penney Co. Inc.	Plano, TX	1					
J.P. Morgan Chase & Co.	New York, NY						6
Jenner & Block LLP	Chicago, IL			3			
Johnson & Johnson	New Brunswick, NJ			3			
Kaiser Permanente	Oakland, CA			3			
KeyCorp	Cleveland, OH	1					
Keyspan Corp	Brooklyn, NY				4		
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA				4		
Kirkland & Ellis	Chicago, IL	1					
KPMG LLP	New York, NY			3			
Kraft Foods Inc.	Northfield, IL				4		
Kramer Levin Naftalis & Frankel LLP	New York, NY	1					
Latham & Watkins LLP	New York, NY	1					
Lehman Brothers Holdings	New York, NY					5	
Levi Strauss & Co.	San Francisco, CA					5	
Lexmark International Inc.	Lexington, KY			3			
Liz Claiborne Inc.	New York, NY		2				
Macy's Inc.	Cincinnati, OH	1					
Marriott International Inc.	Washington, DC	1					
Massachusetts Mutual Life Insurance Co.	Springfield, MA	1					
MasterCard Inc.	Purchase, NY	1					
McDermott Will & Emery LLP	Chicago, IL		2				
McKinsey & Co. Inc.	New York, MA		2				
Mellon Financial Corp.	Pittsburgh, PA			3			
Merck & Co. Inc.	Whitehouse Station, NJ		2				
Merrill Lynch & Co.	New York, NY			3			
MetLife Inc.	New York, NY					5	
Microsoft Corp.	Redmond, WA			3			
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo	Boston, MA	1					
Mitchell Gold + Bob Williams	Taylorsville, NC					5	
Morgan Stanley	New York, NY		2				
Morrison & Foerster LLP	San Francisco, CA					5	
Motorola Inc.	Schaumburg, IL				4		
National Grid USA	Westborough, MA	1					

APPENDIX A. 2008 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent					
		1	2	3	4	5	6
Nationwide	Columbus, OH				4		
NCR Corp.	Dayton, OH						6
New York Times Co.	New York, NY				4		
Newell Rubbermaid Inc.	Atlanta, GA	1					
Nike Inc.	Beaverton, OR						6
Nixon Peabody LLP	Rochester, NY		2				
Nordstrom Inc.	Seattle, WA			3			
Northern Trust Corp.	Chicago, IL		2				
Northrop Grumman Corp.	Los Angeles, CA		2				
O'Melveny & Myers LLP	Los Angeles, CA	1					
Oracle Corp.	Redwood Shores, CA	1					
Orrick, Herrington & Sutcliffe	San Francisco, CA		2				
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA	1					
PepsiCo Inc.	Purchase, NY				4		
Pfizer Inc.	New York, NY				4		
PG&E Corp.	San Francisco, CA					5	
Pillsbury Winthrop Shaw Pittman LLP	San Francisco, CA		2				
Powell Goldstein LLP	Atlanta, GA		2				
PricewaterhouseCoopers LLP	New York, NY		2				
Principal Financial Group	Des Moines, IA	1					
Prudential Financial Inc.	Newark, NJ					5	
Raytheon Co.	Waltham, MA			3			
Recreational Equipment Inc.	Kent, WA	1					
Replacements Ltd.	McLeansville, NC						6
S.C. Johnson & Son Inc.	Racine, WI					5	
Schering-Plough Corp.	Kenilworth, NJ		2				
Sears Holdings Corp.	Hoffman Estates, IL			3			
Sidley Austin LLP	Chicago, IL	1					
Sodexo Inc.	Gaithersburg, MD	1					
Sonnenschein, Nath & Rosenthal	Chicago, IL	1					
Sprint Nextel Corp	Reston, VA			3			
Starbucks Corp.	Seattle, WA	1					
Starcom MediaVest Group	Chicago, IL		2				
Starwood Hotels & Resorts Worldwide	White Plains, NY		2				
State Street Corp.	Boston, MA		2				
Subaru of America Inc.	Cherry Hill, NJ	1					
Sun Microsystems Inc.	Santa Clara, CA			3			
SunTrust Banks Inc.	Atlanta, GA			3			
Supervalu Inc.	Eden Prairie, MN	1					
Tech Data Corp.	Clearwater, FL			3			
Time Warner Inc.	New York, NY	1					
Toyota Motor Sales USA Inc.	Torrance, CA		2				
Travelport Inc.	Parsippany, NJ	1					

APPENDIX A. 2008 EMPLOYERS WITH RATINGS OF 100 PERCENT

Employer	Headquarters Location	No. of Years at 100 Percent					
		1	2	3	4	5	6
U.S. Bancorp	Minneapolis, MN	1					
UBS AG	Stamford, CT			3			
United Parcel Service Inc. (UPS)	Atlanta, GA	1					
US Airways Group Inc.	Tempe, AZ			3			
Viacom Inc.	New York, NY			3			
Visa	Foster City, CA		2				
Volkswagen of America Inc.	Auburn Hills, MI		2				
Wachovia Corp.	Charlotte, NC		2				
Walgreens Co.	Deerfield, IL			3			
Walt Disney Co.	Burbank, CA		2				
Washington Mutual Inc.	Seattle, WA		2				
Waste Management Inc.	Houston, TX	1					
Wells Fargo & Co.	San Francisco, CA				4		
Whirlpool Corp.	Benton Harbor, MI				4		
Wyndham Worldwide Corp.	Parsippany, NJ		2				
Xerox Corp.	Stamford, CT						6
Yahoo! Inc.	Sunnyvale, CA	1					

APPENDIX B

2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWN | 28 – 39 ►

- 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 and/or Expression (15 points)
- Criterion 2b** Provides Diversity Training Covering Gender Identity OR Has Supportive Gender Transition Guidelines (5 points)
- Criterion 2c** Offers at Least One Transgender Wellness Benefit (5 points)
- Criterion 3a** Offers Domestic Partner Health Insurance (15 points)
- Criterion 3b** Offers Domestic Partners Dental, Vision, COBRA and Dependent Coverage Benefits (5 points)
- Criterion 3c** Offers at Least Three Other 'Soft' Benefits for Domestic Partners (5 points)
- Criterion 4** Has Employer-Supported Employee Resource Group OR Firm-Wide Diversity Council (15 points)
- Criterion 5** Engages in Appropriate and Respectful Advertising, Marketing or Philanthropy (15 points)
- Criterion 6** Exhibits Responsible Behavior Toward the GLBT Community; Does Not Engage in Action That Would Undermine GLBT Equality. Employers Found Engaging in Such Activities Will Have 15 Points Removed From Their Scores. (-)

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
3M Co.	St. Paul, MN	101			85	85														
A.G. Edwards Inc.	St. Louis, MO	665			85	85														
AAA Northern California, Nevada and Utah	San Francisco, CA				100	100														
Abbott Laboratories	Abbott Park, IL	93			75	50														
Abercrombie & Fitch Co.	New Albany, OH	639			100	100														
Accenture Ltd.	New York, NY				100	95														
Adobe Systems Inc.	San Jose, CA	817			100	100														
Advanced Micro Devices Inc.	Sunnyvale, CA	367			80	80														
AEGON Insurance Group	Cedar Rapids, IA				40	35														
Aetna Inc.	Hartford, CT	91			100	100														
Affiliated Computer Services	Dallas, TX	471			80	75														
Agilent Technologies Inc.	Santa Clara , CA	319			100	100														
Air Products & Chemicals Inc.	Allentown, PA	282			75	75														
Akin, Gump, Strauss, Hauer & Feld LLP	Washington, DC			24	100															
Alaska Airlines	Seattle, WA	621			95															
Alcatel-Lucent	Murray Hill, NJ	255			100	100														
Allegheny Energy	Greensburg, PA	572			30	50														
Alliant Energy Corp.	Madison, WI	549			80	60														
Alliant Techsystems	Edina, MN	638			65	65														
Allianz Life Insurance Co. of North America	Minneapolis, MN				100	100														
Allstate Corp., The	Northbrook, IL	58			100	85														
ALLTEL Corp.	Little Rock, AR	251			80	30														
Alston & Bird LLP	Atlanta, GA			57	100	100														
Amazon.com Inc.	Seattle, WA	272			80	65														
American Express Co.	New York, NY	69			100	100														
American Family Insurance Group	Madison, WI	323			90	75														
American International Group Inc.	New York, NY	9			30	30														
American Power Conversion Corp.	West Kingston, RI	815			58	58														
Ameriprise Financial Inc.	Minneapolis, MN				100	100														
Amgen Inc.	Thousand Oaks, CA	181			85	85														
AMR Corp. (American Airlines)	Fort Worth, TX	105			100	100														
AmTrust Bank	Cleveland, OH				75															
Andrews & Kurth LLP	Houston, TX			95	65															
Anheuser-Busch Companies Inc.	St. Louis, MO	146			100	100														
Aon Corp.	Chicago, IL	237			100	95														
Apple Inc.	Cupertino, CA	159			100	100														
Applebee's International Inc.	Overland Park, KS				80	80														
Applied Materials Inc.	Santa Clara, CA	317			93	73														
Aquila	Kansas City, MO	760			35	35														
Aramark Corp.	Philadelphia, PA	215			80	80														
Archer Daniels Midland Co.	Decatur, IL	56			15	15														
Arent, Fox, Kintner, Plotkin & Kahn	Washington, DC			137	75															
Arnold & Porter LLP	Washington, DC			46	100	100														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
AstraZeneca PLC	Wilmington, DE				85															
AT&T Inc.	San Antonio, TX	39			100	100														
Austin Radiological Association	Austin, TX				53															
Automatic Data Processing Inc.	Roseland, NJ	271			95	30														
AutoZone Inc.	Memphis, TN	378			25	25														
Avaya Inc.	Basking Ridge, NJ	434			85	100														
Aventis Pharmaceuticals Inc.	Bridgewater, NJ				80	80														
Avis Budget Group Inc.	Parsippany, NJ	114			60	75														
Avnet Inc.	Phoenix, AZ	212			30	30														
Avon Products Inc.	New York, NY	281			60	30														
Bain & Co. Inc.	Boston, MA				100	100														
Baker & Botts	Houston, TX			52	85															
Baker & Daniels	Indianapolis, IN			176	95															
Baldor Electric Co.	Fort Smith, AR				25	15														
Ball Corp.	Broomfield, CO	374			58	58														
Ballard, Spahr, Andrews & Ingersoll	Philadelphia, PA			102	80															
Bank of America Corp.	Charlotte, NC	12			100	100														
Bank of New York Co.	New York, NY	278			85	85														
Barclays Capital	New York, NY				90	90														
Barnes & Noble Inc.	New York, NY	422			63	60														
BASF Corp.	Florham Park, NJ				95															
Bausch & Lomb Inc.	Rochester, NY				100	100														
Baxter International Inc.	Deerfield, IL	240			73	73														
Bayer Corp.	Pittsburgh, PA				15	15														
BB&T Corp.	Winston-Salem, NC	292			25	25														
Bear Stearns Companies Inc., The	New York, NY	202			100															
Best Buy Co. Inc.	Richfield, MN	76			100	100														
Bingham McCutchen	Boston, MA			27	100	80														
Blackwell Sanders Peper Martin LLP	Kansas City, MO			183	80															
BMC Software Inc.	Houston, TX	984			70															
BNSF Railway Co.	Fort Worth, TX	171			30															
Boehringer Ingelheim Pharmaceuticals Inc.	Ridgefield, CT				100															
Boeing Co.	Chicago, IL	26			100	100														
Booz Allen Hamilton Inc.	McLean, VA		67		80	80														
Borders Group Inc.	Ann Arbor, MI	490			100	95														
Boston Consulting Group	Boston, MA				100															
BP America Inc.	Warrenville, IL				100	100														
Bridgestone Americas Holding Inc.	Nashville, TN				80	45														
Bright Horizons Family Solutions Inc.	Watertown, MA				100	100														
Brinker International Inc.	Dallas, TX	504			100	100														
Bristol-Myers Squibb Co.	New York, NY	110			100	100														
Bryan Cave LLP	St. Louis, MO			56	100	75														
C&S Wholesale Grocers Inc.	Keene, NH		7		40	40														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Cadwalader, Wickersham & Taft	New York, NY			42	95	95														
Calpine Corp.	San Jose, CA	275			48	63														
Campbell Soup Co.	Camden, NJ	302			95	80														
Canadian Imperial Bank of Commerce	New York, NY				95															
Capital One Financial Corp.	McLean, VA	187			100	100														
Cargill Inc.	Wayzata, MN		2		100	100														
Carlson Companies Inc.	Minnetonka, MN		44		100	100														
Caterpillar Inc.	Peoria, IL	55			45	35														
CBRL Group Inc.	Lebanon, TN	676			15	15														
Cerner Corp.	Kansas City, MO				65	45														
CH2M HILL Companies Ltd.	Englewood, CO	591	90		80	80														
Chadbourne & Parke	New York, NY			92	70															
Chamberlin Edmonds & Associates Inc.	Atlanta, GA				68	68														
Charles Schwab Corp., The	San Francisco, CA	418			100	100														
Chevron Corp.	San Ramon, CA	4			100	100														
ChoicePoint Inc.	Alpharetta, GA				100	100														
Chrysler LLC	Auburn Hills, MI				100	100														
Chubb Corp.	Warren, NJ	156			100	100														
CIGNA Corp.	Philadelphia, PA	130			85	100														
Circuit City Stores Inc.	Richmond, VA	226			55	55														
Cisco Systems Inc.	San Jose, CA	83			100	100														
Citigroup Inc.	New York, NY	8			100	100														
Clear Channel Communications Inc.	San Antonio, TX	252			100	100														
Cleary, Gottlieb, Steen & Hamilton	New York, NY			18	100															
Clorox Co.	Oakland, CA	460			100	100														
CMP Media LLC	Manhasset, NY				100	100														
CNA Insurance	Chicago, IL				100	100														
Coca-Cola Co., The	Atlanta, GA	89			100	100														
Coca-Cola Enterprises	Atlanta, GA	120			70	65														
Colgate-Palmolive Co.	New York, NY	204			58	78														
Comcast Corp.	Philadelphia, PA	94			80	85														
Comerica Inc.	Detroit, MI	524			80	80														
Compass Group North America	Charlotte, NC				65	65														
ConocoPhillips	Houston, TX	6			63	78														
Consolidated Edison Co.	New York, NY	199			80	100														
Constellation Energy Group Inc.	Baltimore, MD	125			73															
Continental Airlines Inc.	Houston, TX	207			80	75														
Cooper Tire & Rubber	Findlay, OH	770			33	33														
Coors Brewing Co.	Denver, CO	373			100	100														
Corbis Corp.	Seattle, WA				80	65														
Corning Inc.	Corning, NY	456			100	100														
Costco Wholesale Corp.	Issaquah, WA	28			93	93														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Countrywide Financial Corp.	Calabasas, CA	122			100	80														
Covington & Burling	Washington, DC			63	80															
Cox Communications Inc.	Atlanta, GA	316			95	95														
Cravath, Swaine & Moore LLP	New York, NY			40	95															
Credit Suisse	New York, NY				100	100														
Crowell & Moring LLP	Washington, DC			112	100															
CSX Corp.	Jacksonville, FL	266			85	40														
Cummins Inc.	Columbus, IN	238			100	100														
CUNA Mutual Insurance Group	Madison, WI	644			65	65														
Dana Corp.	Toledo, OH	234			20	35														
Darden Restaurants	Orlando, FL	409			80	80														
Dean Foods Co.	Dallas, TX	216			73	73														
Debevoise & Plimpton	New York, NY			37	90															
Deere & Co.	Moline, IL	96			33	48														
Dell Inc.	Round Rock, TX	25			100	100														
Deloitte & Touche USA LLP	New York, NY				100	100														
Delphi Corp.	Troy, MI	77			45	60														
Delta Air Lines Inc.	Atlanta, GA	135			85	85														
Deutsche Bank	New York, NY				100	100														
Dewey Ballantine LLP	New York, NY			58	100															
Diageo North America	Norwalk, CT				95															
Dickstein Shapiro LLP	Washington, DC			80	100															
Dole Food Co. Inc.	Westlake Village, CA	365			45	60														
Dominion Resources Inc.	Richmond, VA	123			95	95														
Domino's Pizza Inc.	Ann Arbor, MI	966			60	45														
Dorsey & Whitney LLP	Minneapolis, MN			68	100	100														
Dow Chemical Co.	Midland, MI	36			100	100														
Dow Jones & Co. Inc.	New York, NY	867			30	30														
DPR Construction	Redwood City, CA				30	50														
Drinker Biddle & Reath LLP	Philadelphia, PA			96	95															
DTE Energy Co.	Detroit, MI	259			75	80														
Duane Morris	Philadelphia, PA			71	80															
Duke Energy Corp.	Charlotte, NC	117			60	65														
Dun & Bradstreet Corp., The	Short Hills, NJ	993			35	35														
DuPont (E.I. du Pont de Nemours)	Wilmington, DE	73			100	100														
Dykema Gossett	Detroit, MI			143	80															
E*TRADE Financial Corp.	New York, NY	679			93	73														
EarthLink Inc.	Atlanta, GA				88	63														
Eastman Kodak Co.	Rochester, NY	155			100	100														
Edison International	Rosemead, CA	194			35	35														
Edwards Angell Palmer & Dodge LLP	Boston, MA			74	90															
Electronic Arts Inc.	Redwood City, CA	594			100	88														
Electronic Data Systems Corp.	Plano, TX	108			90	70														
Eli Lilly & Co.	Indianapolis, IN	148			100	100														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
EMC Corp.	Hopkinton, MA	249			45	45														
Emerson Electric Co.	St. Louis, MO	126			45	45														
Entergy Corp.	New Orleans, LA	218			88	13														
Enterprise Rent-A-Car Co.	St. Louis, MO		21		85															
Ernst & Young LLP	New York, NY		8		100	100														
Estee Lauder Companies	New York, NY	340			100	100														
Esurance Inc.	San Francisco, CA				100															
Exelon Corp.	Chicago, IL	144			95	80														
Exxon Mobil Corp.	Irving, TX	1			0	0														
Faegre & Benson	Minneapolis, MN			93	100	100														
Fannie Mae	Washington, DC				100	100														
FedEx Corp.	Memphis, TN	70			55	55														
Fenwick & West LLP	Mountain View, CA			132	90															
Fifth Third Bancorp	Cincinnati, OH	308			60	65														
Finnegan, Henderson, Farabow, Garrett & Dunner	Washington, DC			88	40															
Fish & Richardson	Boston, MA			84	75	75														
Foley & Lardner LLP	Milwaukee, WI			25	100	95														
Foley Hoag LLP	Boston, MA			159	100	80														
Food Lion LLC	Salisbury, NC				80	75														
Ford Motor Co.	Dearborn, MI	5			100	100														
Franklin Templeton Investments	San Mateo, CA				50	60														
Freddie Mac	McLean, VA				85	85														
Freescale Semiconductor Inc.	Austin, TX	368			100	100														
Fulbright & Jaworski LLP	Houston, TX			36	80	85														
GameStop Corp.	Grapevine, TX	601			100	63														
Gannett Co. Inc.	McLean, VA	296			65	80														
Gap Inc.	San Francisco, CA	139			100	100														
Gateway Inc.	Irvine, CA	508			65	65														
Genentech Inc.	South San Francisco, CA				100	80														
General Dynamics Corp.	Falls Church, VA	100			40	55														
General Electric Co.	Fairfield, CT	7			75	75														
General Mills Inc.	Minneapolis, MN	206			100	100														
General Motors Corp.	Detroit, MI	3			100	100														
Giant Food LLC	Quincy, MA				78	78														
Gibson, Dunn & Crutcher LLP	Los Angeles, CA			19	80															
GlaxoSmithKline plc	Philadelphia, PA				100	100														
Global Hyatt Corp.	Chicago, IL		87		100	100														
Goldman Sachs Group Inc., The	New York, NY	41			100	100														
Google Inc.	Mountain View, CA	353			100	100														
Gordon & Rees	San Francisco, CA			177	85															
Guidant Corp.	Indianapolis, IN	535			80	80														
H.E. Butt Grocery Co.	San Antonio, TX		11		40	40														
H.J. Heinz Co.	Pittsburgh, PA	262			48	15														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Hain Celestial Group Inc.	Melville, NY				30	30														
Hallmark Cards Inc.	Kansas City, MO		56		90	75														
Hannaford Brothers	Portland, ME				93	65														
Harrah's Entertainment Inc.	Las Vegas, NV	309			100	95														
Harris Bankcorp Inc.	Chicago, IL				95	75														
Harris Interactive Inc.	Rochester, NY				93															
Harry & David Holdings Inc.	Medford, OR				43	58														
Hartford Financial Services Co.	Hartford, CT	78			100	75														
Harvard Pilgrim Health Care Inc.	Wellesley, MA				100	100														
Hasbro Inc.	Pawtucket, RI	602			50	65														
Haynes and Boone	Dallas, TX			101	75															
Health Net Inc.	Woodland Hills, CA	191			93	93														
Heller Ehrman LLP	San Francisco, CA			43	100	100														
Herman Miller Inc.	Zeeland, MI	964			100															
Hershey Co., The	Hershey, PA	442			70	50														
Hewitt Associates	Lincolnshire, IL	633			100	100														
Hewlett-Packard Co.	Palo Alto, CA	11			100	100														
Hilton Hotels Corp.	Beverly Hills, CA	464			95	95														
Hoffmann-La Roche Inc.	Nutley, NJ				80	80														
Hogan & Hartson	Washington, DC			21	80															
Holland & Knight LLP	New York, NY			28	100	75														
Home Depot Inc.	Atlanta, GA	14			85	85														
Honeywell International Inc.	Morristown, NJ	71			100	100														
Hospira Inc.	Lake Forest, IL	660			100	100														
Hotels.com LP	Dallas, TX				85	85														
Howard & Howard Attorneys PC	Kalamazoo, MI				48	48														
Howrey Simon Arnold & White LLP	Washington, DC			61	85															
HSBC USA Inc	Prospect Heights, IL				100	95														
Humana Inc.	Louisville, KY	150			40	40														
Hunton & Williams	Richmond, VA			44	75															
Illinois Tool Works Inc.	Glenview, IL	173			68	53														
Imation Corp.	Oakdale, MN				93	93														
IndyMac Bancorp Inc.	Pasadena, CA	869			100															
ING North America Insurance Corp.	Atlanta, GA				100	100														
Intel Corp.	Santa Clara, CA	49			100	100														
International Business Machines Corp. (IBM)	Armonk, NY	10			100	100														
International Paper Co.	Stamford, CT	82			70	85														
Interpublic Group of Companies Inc.	New York, NY	348			60	75														
Intuit Inc.	Mountain View, CA	779			100	100														
ITT Industries Inc.	White Plains, NY	291			90	95														
J.C. Penney Co. Inc.	Plano, TX	118			100	50														
J.P. Morgan Chase & Co.	New York, NY	17			100	100														
Jenner & Block LLP	Chicago, IL			72	100	100														
JetBlue Airways Corp.	Forest Hills, NY	896			80															

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
John Hancock Financial Services Inc.	Boston, MA				93	93														
Johnson & Johnson	New Brunswick, NJ	32			100	100														
Kaiser Permanente	Oakland, CA				100	100														
Katten Muchin Zavis	Chicago, IL			60	85															
Kaye Scholer LLP	New York, NY			62	80															
KB Home	Los Angeles, CA	254			75	15														
Keane Inc.	Boston, MA				50	50														
Kelley Drye & Warren LLP	New York, NY			122	85															
Kellogg Co.	Battle Creek, MI	233			35	50														
KeyCorp	Cleveland, OH	325			100	75														
Keyspan Corp	Brooklyn, NY	295			100	100														
Kilpatrick Stockton LLP	Atlanta, GA			82	90	63														
Kimberly-Clark Corp.	Irving, TX	140			85	85														
Kimpton Hotel & Restaurant Group Inc.	San Francisco, CA				100	100														
King & Spalding	Atlanta, GA			38	95															
Kirkland & Ellis	Chicago, IL			9	100															
KLA-Tencor	San Jose, CA	780			73	73														
KPMG LLP	New York, NY				100	100														
Kraft Foods Inc.	Northfield, IL				100	100														
Kramer Levin Naftalis & Frankel LLP	New York, NY			89	100															
Kroger Co., The	Cincinnati, OH	21			75	35														
L.L. Bean Inc.	Freeport, ME				73	73														
Laclede Group Inc.	St. Louis, MO	930			5															
Land O'Lakes	Arden Hills, MN	301			53	53														
LaSalle Bank Corp.	Chicago, IL				95	65														
Latham & Watkins LLP	New York, NY			2	100															
Lear Corp.	Southfield, MI	127			20	20														
LeBoeuf, Lamb, Greene & MacRae	New York, NY			51	80															
Lehman Brothers Holdings	New York, NY	62			100	100														
Levi Strauss & Co.	San Francisco, CA	484	53		100	100														
Lexmark International Inc.	Lexington, KY	415			100	100														
Lillian Vernon Corp.	White Plains, NY				55	55														
Lincoln National Corp.	Philadelphia, PA	396			95	95														
Littler Mendelson PC	San Francisco, CA			105	95															
Liz Claiborne Inc.	New York, NY	440			100	100														
Lockheed Martin Corp.	Bethesda, MD	52			85	80														
Lord, Bissell & Brook	Chicago, IL			136	80															
Luce Forward Hamilton & Scripps LLP	San Diego, CA			200	70															
Macy's Inc.	Cincinnati, OH	87			100	80														
Manatt, Phelps & Phillips LLP	Los Angeles, CA			106	93															
Marriott International Inc.	Washington, DC	203			100	75														
Marsh & McLennan Companies Inc.	New York, NY	186			78	30														
Massachusetts Mutual Life Insurance Co.	Springfield, MA	92			100	93														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)									
							1a	1b	2a	2b	2c	3a	3b	3c	4	5
MasterCard Inc.	Purchase, NY	627			100	80										
Mattel Inc.	El Segundo, CA	416			88	88										
McAfee Inc.	Santa Clara, CA				53											
McCarter & English	Newark, NJ			126	90											
McDermott Will & Emery LLP	Chicago, IL			17	100	100										
McDonald's Corp.	Oak Brook, IL	109			85	85										
McGraw-Hill Companies Inc., The	New York, NY	359			80	75										
McKinsey & Co. Inc.	New York, MA		65		100	100										
MeadWestvaco Corp.	Glen Allen, VA	322			80	80										
Medtronic Inc.	Minneapolis, MN	235			85	75										
Meijer	Grand Rapids, MI		10		0	0										
Mellon Financial Corp.	Pittsburgh, PA	377			100	100										
Merck & Co. Inc.	Whitehouse Station, NJ	95			100	100										
Merrill Lynch & Co.	New York, NY	34			100	100										
MetLife Inc.	New York, NY	35			100	100										
MGM Mirage	Las Vegas, NV	334			85	85										
Microsoft Corp.	Redmond, WA	48			100	100										
Miller Brewing Co.	Milwaukee, WI				90	90										
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo	Boston, MA			91	100	95										
Mirant Corp.	Atlanta, GA	479			45	45										
Mitchell Gold + Bob Williams	Taylorsville, NC				100	100										
Morgan Stanley	New York, NY	30			100	100										
Morningstar Inc.	Chicago, IL				65	40										
Morrison & Foerster LLP	San Francisco, CA			22	100	100										
Motorola Inc.	Schaumburg, IL	54			100	100										
Mutual of Omaha Insurance	Omaha, NE	491			75	75										
National City Corp.	Cleveland, OH	213			58	58										
National Grid USA	Westborough, MA				100	75										
Nationwide	Columbus, OH	98			100	100										
Navistar International Corp.	Warrenville, IL	201			30	30										
NCR Corp.	Dayton, OH	357			100	100										
Nestle Purina PetCare Co.	St. Louis, MO				15	15										
New York Life Insurance Co.	New York, NY	74			85	78										
New York Times Co.	New York, NY	557			100	100										
Newell Rubbermaid Inc.	Atlanta, GA	332			100	55										
Nielsen Co., The	Schaumburg, IL				85	50										
Nike Inc.	Beaverton, OR	163			100	100										
Nissan North America Inc.	Nashville, TN				50	15										
Nixon Peabody LLP	Rochester, NY			64	100	100										
Nokia	Irving, TX				50	50										
Nordstrom Inc.	Seattle, WA	293			100	100										
Nortel Networks Corp.	Richardson, TX				85											
Northeast Utilities System	Berlin, CT	304			80	80										
Northern Trust Corp.	Chicago, IL	533			100	95										

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Northrop Grumman Corp.	Los Angeles, CA	67			100	100														
Northwest Airlines Corp.	Eagan, MN	182			85	65														
Novartis Pharmaceutical Corp.	East Hanover, NJ				95	95														
Office Depot Inc.	Delray Beach, FL	154			60	60														
OfficeMax Inc.	Naperville, IL	258			75															
Olivia Companies LLC, The	San Francisco, CA				95	100														
O'Melveny & Myers LLP	Los Angeles, CA			15	100															
Omnicom Group	New York, NY	225			30	30														
Oracle Corp.	Redwood Shores, CA	196			100	80														
Orrick, Herrington & Sutcliffe	San Francisco, CA			35	100	100														
Owens & Minor	Mechanicsville, VA	443			85	70														
Owens Corning	Toledo, OH	341			95	100														
PacifiCare Health Systems	Cypress, CA				68	68														
PacifiCorp	Portland, OR				85	85														
Palm Management Corp.	Washington, DC				40															
Pathmark Stores Inc.	Carteret, NJ	497			53	53														
Paul, Hastings, Janofsky & Walker LLP	Los Angeles, CA			23	100	75														
Pepsi Bottling Group Inc., The	Somers, NY	192			80															
PepsiAmericas Inc.	Schaumburg, IL	520			80															
PepsiCo Inc.	Purchase, NY	61			100	100														
Perkins & Will	Chicago, IL				55	70														
Perkins Coie	Seattle, WA			69	85															
Perot Systems Corp.	Plano, TX	807			0	0														
Pfizer Inc.	New York, NY	31			100	100														
PG&E Corp.	San Francisco, CA	200			100	100														
Pillsbury Winthrop Shaw Pittman LLP	San Francisco, CA			30	100	100														
Pitney Bowes Inc.	Stamford, CT	394			85	93														
PNC Financial Services Group Inc.	Pittsburgh, PA	290			80	73														
PNM Resources Inc.	Albuquerque, NM	785			43	43														
Polaroid Corp.	Waltham, MA				60	60														
Powell Goldstein LLP	Atlanta, GA			171	100	100														
PPG Industries	Pittsburgh, PA	232			60	60														
PPL Corp.	Allentown, PA	350			60	55														
Praxair Inc.	Danbury, CT	297			25	25														
PricewaterhouseCoopers LLP	New York, NY		3		100	100														
Principal Financial Group	Des Moines, IA	261			100	85														
Procter & Gamble Co.	Cincinnati, OH	24			85	65														
Progress Energy Inc.	Raleigh, NC	222			68	53														
Progressive Corp., The	Mayfield Village, OH	153			65	50														
Proskauer Rose LLP	New York, NY			47	85															
Prudential Financial Inc.	Newark, NJ	64			100	100														
QUALCOMM Inc.	San Diego, CA	381			95	95														
Quarles & Brady	Milwaukee, WI			116	80															
Quest Diagnostics Inc.	Lyndhurst, NJ	392			80	80														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Qwest Communications International Inc.	Denver, CO	160			55	70														
R.R. Donnelley & Sons Co.	Chicago, IL	265			20	20														
RadioShack Corp.	Fort Worth, TX	423			40	40														
Raytheon Co.	Waltham, MA	97			100	100														
Recreational Equipment Inc.	Kent, WA				100	85														
Reebok International	Canton, MA				68	68														
Reliant Energy Inc.	Houston, TX	220			50	50														
Replacements Ltd.	McLeansville, NC				100	100														
Reuters America Holdings Inc.	New York, NY				80	80														
Reynolds American Inc.	Winston-Salem, NC	280			80	90														
Rite Aid Corp.	Camp Hill, PA	129			85	70														
Robins, Kaplan, Miller & Ciresi	Minneapolis, MN			120	93															
Rockwell Collins Inc.	Cedar Rapids, IA	550			73	78														
Rohm and Haas Co.	Philadelphia, PA	286			60	53														
Royal Caribbean Cruises Ltd	Miami, FL				55	55														
Ryder System Inc.	Miami, FL	375			93	93														
Ryland Group	Calabasas, CA	444			30															
S.C. Johnson & Son Inc.	Racine, WI		29		100	100														
SAFECO Corp.	Seattle, WA	339			75	75														
Safeway Inc.	Pleasanton, CA	50			75	70														
SAP America Inc.	Newton Square, PA				90	68														
Sara Lee Corp.	Chicago, IL	111			70	70														
Schering-Plough Corp.	Kenilworth, NJ	250			100	100														
Scholastic Corp.	New York, NY	782			50	50														
Schulte, Roth & Zabel LLP	New York, NY			67	80															
Seagate Technology Inc.	Scotts Valley, CA				75	75														
Sears Holdings Corp.	Hoffman Estates, IL	33			100	100														
Sempra Energy	San Diego, CA	197			80	100														
Severn Trent Services Inc.	Fort Washington, PA				65	65														
Seyfarth Shaw LLP	Chicago, IL			66	95															
Shell Oil Co.	Houston, TX				85	85														
Sheppard Mullin Richter & Hampton	Los Angeles, CA			77	75															
Shook, Hardy & Bacon LLP	Kansas City, MO			85	85															
Sidley Austin LLP	Chicago, IL			5	100	75														
Sierra Health Services Inc.	Las Vegas, NV				88	88														
Silicon Graphics Inc.	Mountain View, CA				50	65														
Sirius Satellite Radio Inc.	New York, NY				58															
Skadden, Arps, Slate, Meagher & Flom LLP	New York, NY			1	95															
SLM Corp. (Sallie Mae)	Reston, VA	331			60	75														
Sodexo Inc.	Gaithersburg, MD				100	95														
Software House International	Somerset, NJ		167		40	55														
Sonnenschein, Nath & Rosenthal	Chicago, IL			48	100	75														
Southern California Edison Co.	Rosemead, CA				95	95														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Southern Co.	Atlanta, GA	165			48															
Southwest Airlines Co.	Dallas, TX	300			90	83														
Sprint Nextel Corp	Reston, VA	59			100	100														
SRA International Inc.	Fairfax, VA				75	75														
Staples Inc.	Framingham, MA	137			93	93														
Starbucks Corp.	Seattle, WA	338			100	85														
Starcom MediaVest Group	Chicago, IL				100	100														
Starwood Hotels & Resorts Worldwide	White Plains, NY	360			100	100														
State Farm Group	Bloomington, IL	22			65	60														
State Street Corp.	Boston, MA	307			100	100														
Step toe & Johnson	Washington, DC			78	85	85														
Stinson Morrison Hecker	Kansas City, MO			174	80															
Stoel Rives LLP	Portland, OR			128	95															
Subaru of America Inc.	Cherry Hill, NJ				100	85														
Sullivan & Cromwell LLP	New York, NY			11	90															
Sun Microsystems Inc.	Santa Clara, CA	211			100	100														
SunTrust Banks Inc.	Atlanta, GA	217			100	100														
Supervalu Inc.	Eden Prairie, MN	113			100	85														
Sutherland Asbill & Brennan LLP	Atlanta, GA			98	85															
Symantec Corp.	Cupertino, CA	672			85															
Target Corp.	Minneapolis, MN	29			80	80														
Tech Data Corp.	Clearwater, FL	107			100	100														
Texas Instruments Inc.	Dallas, TX	167			75	80														
Thelen Reid Brown Raysman & Steiner LLP	San Francisco, CA			75	70															
Thompson Coburn	St. Louis, MO			172	85															
Thomson West	Eagan, MN				95															
Tiffany & Co.	New York, NY	727			73															
Time Warner Inc.	New York, NY	40			100	85														
T-Mobile USA Inc.	Bellevue, WA				50															
Toyota Motor Sales USA Inc.	Torrance, CA				100	90														
Toys 'R' Us Inc.	Wayne, NJ	208	13		45	45														
Travelers Companies Inc., The	St. Paul, MN	85			50	65														
Travelport Inc.	Parsippany, NJ		133		100	95														
Troutman Sanders LLP	Atlanta, GA			83	90															
U.S. Bancorp	Minneapolis, MN	131			100	85														
U.S. Foodservice Inc.	Columbia, MD				50	50														
UAL Corp. (United Airlines)	Elk Grove Township, IL	124			88	73														
UBS AG	Stamford, CT				100	95														
Unilever	Englewood Cliffs, NJ				85															
Unisys Corp.	Blue Bell, PA	372			70	90														
United Parcel Service Inc. (UPS)	Atlanta, GA	44			100	80														
United Technologies Corp.	Hartford, CT	43			40	40														
Unum Group	Chattanooga, TN	229			73	78														

APPENDIX B. 2008 CORPORATE EQUALITY INDEX RATINGS AND BREAKDOWNS

Employer	Headquarters Location	2006 Fortune 1000	2006 Forbes 200	2006 AmLaw 200	2008 CEI Rating	2006 CEI Rating	Criterion (see page 27)													
							1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
US Airways Group Inc.	Tempe, AZ	424			100	100														
Verizon Communications Inc.	New York, NY	18			85	85														
Vertis Inc.	Baltimore, MD	926			30	35														
Viacom Inc.	New York, NY	241			100	100														
Vinson & Elkins LLP	Houston, TX			39	80	73														
Visa	Foster City, CA				100	100														
Vision Service Plan	Rancho Cordova, CA				65	80														
Visteon Corp.	Van Buren Township, MI	128			95	95														
Vivendi	New York, NY				35	50														
Volkswagen of America Inc.	Auburn Hills, MI				100	100														
Wachovia Corp.	Charlotte, NC	57			100	100														
Wachtell, Lipton, Rosen & Katz	New York, NY			49	75															
Walgreens Co.	Deerfield, IL	45			100	100														
Wal-Mart Stores Inc.	Bentonville, AR	2			40	65														
Walt Disney Co.	Burbank, CA	63			100	100														
Washington Mutual Inc.	Seattle, WA	99			100	90														
Waste Management Inc.	Houston, TX	170			100	85														
Weil, Gotshal & Manges	New York, NY			7	95															
WellPoint Inc.	Indianapolis, IN	38			85	80														
Wells Fargo & Co.	San Francisco, CA	46			100	100														
Weyerhaeuser Co.	Federal Way, WA	90			75	60														
Whirlpool Corp.	Benton Harbor, MI	152			100	100														
White & Case LLP	New York, NY			6	80															
Whole Foods Market Inc.	Austin, TX	449			90	95														
Wildman Harrold Allen & Dixon	Chicago, IL			193	80															
Williams Companies Inc.	Tulsa, OK	180			55	65														
Willkie Farr & Gallagher	New York, NY			50	85	85														
Wilson, Sonsini, Goodrich & Rosati	Palo Alto, CA			54	85															
Winston & Strawn	Chicago, IL			31	85															
Wisconsin Energy Corp.	Milwaukee, WI	510			55	55														
Womble Carlyle Sandridge & Rice	Winston-Salem, NC			87	65															
Worldspan Technologies Inc.	Atlanta, GA				90	90														
WPP Group USA	New York, NY				93	78														
Wyeth	Madison, NJ	119			80	65														
Wyndham Worldwide Corp.	Parsippany, NJ				100	90														
Xcel Energy	Minneapolis, MN	247			60	75														
Xerox Corp.	Stamford, CT	142			100	100														
XM Satellite Radio Holdings Inc.	Washington, DC				88	88														
Yahoo! Inc.	Sunnyvale, CA	412			100	90														
YRC Worldwide Inc.	Overland Park, KS	263			30															
Zurich North America	Schaumburg, IL				50	50														

APPENDIX C

2008 CORPORATE EQUALITY INDEX RATINGS | 41 – 52 ► BY INDUSTRY, DESCENDING SCORE

- Criterion 1a** Prohibits Discrimination Based on Sexual Orientation (15 points)
- Criterion 1b** Provides Diversity Training Covering Sexual Orientation (5 points)
- Criterion 2a** Prohibits Discrimination Based on Gender Identity and/or Expression (15 points)
- Criterion 2b** Provides Diversity Training Covering Gender Identity OR Has Supportive Gender Transition Guidelines (5 points)
- Criterion 2c** Offers at Least One Transgender Wellness Benefit (5 points)
- Criterion 3a** Offers Domestic Partner Health Insurance (15 points)
- Criterion 3b** Offers Domestic Partners Dental, Vision, COBRA and Dependent Coverage Benefits (5 points)
- Criterion 3c** Offers at Least Three Other 'Soft' Benefits for Domestic Partners (5 points)
- Criterion 4** Has Employer-Supported Employee Resource Group OR Firm-Wide Diversity Council (15 points)
- Criterion 5** Engages in Appropriate and Respectful Advertising, Marketing or Philanthropy (15 points)
- Criterion 6** Exhibits Responsible Behavior Toward the GLBT Community; Does Not Engage in Action That Would Undermine GLBT Equality. Employers Found Engaging in Such Activities Will Have 15 Points Removed From Their Scores. (-)

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)										
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6
ADVERTISING AND MARKETING												
Starcom MediaVest Group	100											
WPP Group USA	93											
Interpublic Group of Companies Inc.	60											
Omnicom Group	30											
Vertis Inc.	30											
AEROSPACE AND DEFENSE												
Boeing Co.	100											
Honeywell International Inc.	100											
Northrop Grumman Corp.	100											
Raytheon Co.	100											
Lockheed Martin Corp.	85											
Rockwell Collins Inc.	73											
Alliant Techsystems	65											
General Dynamics Corp.	40											
AIRLINES												
AMR Corp. (American Airlines)	100											
US Airways Group Inc.	100											
Alaska Airlines	95											
Southwest Airlines Co.	90											
UAL Corp. (United Airlines)	88											
Delta Air Lines Inc.	85											
Northwest Airlines Corp.	85											
Continental Airlines Inc.	80											
JetBlue Airways Corp.	80											
APPAREL, FASHION, TEXTILES, DEPT. STORES												
Abercrombie & Fitch Co.	100											
Gap Inc.	100											
J.C. Penney Co. Inc.	100											
Levi Strauss & Co.	100											
Liz Claiborne Inc.	100											
Macy's Inc.	100											
Nike Inc.	100											
Nordstrom Inc.	100											
L.L. Bean Inc.	73											
Reebok International	68											
Lillian Vernon Corp.	55											
AUTOMOTIVE												
Chrysler LLC	100											
Ford Motor Co.	100											
General Motors Corp.	100											
Subaru of America Inc.	100											
Toyota Motor Sales USA Inc.	100											
Volkswagen of America Inc.	100											

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Visteon Corp.	95														
Bridgestone Americas Holding Inc.	80														
Nissan North America Inc.	50														
Delphi Corp.	45														
Navistar International Corp.	30														
Dana Corp.	20														
Lear Corp.	20														
BANKING AND FINANCIAL SERVICES															
American Express Co.	100														
Ameriprise Financial Inc.	100														
Bank of America Corp.	100														
Bear Stearns Companies Inc., The	100														
Capital One Financial Corp.	100														
Charles Schwab Corp., The	100														
Citigroup Inc.	100														
Countrywide Financial Corp.	100														
Credit Suisse	100														
Deutsche Bank	100														
Fannie Mae	100														
Goldman Sachs Group Inc., The	100														
HSBC North America Holdings Inc.	100														
IndyMac Bancorp Inc.	100														
J.P. Morgan Chase & Co.	100														
KeyCorp	100														
KPMG LLP	100														
Lehman Brothers Holdings	100														
MasterCard Inc.	100														
Mellon Financial Corp.	100														
Merrill Lynch & Co.	100														
Morgan Stanley	100														
Northern Trust Corp.	100														
Principal Financial Group	100														
State Street Corp.	100														
SunTrust Banks Inc.	100														
U.S. Bancorp	100														
UBS AG	100														
Visa	100														
Wachovia Corp.	100														
Washington Mutual Inc.	100														
Wells Fargo & Co.	100														
Canadian Imperial Bank of Commerce	95														
Harris Bankcorp Inc.	95														
LaSalle Bank Corp.	95														
E*TRADE Financial Corp.	93														
Barclays Capital	90														
A.G. Edwards Inc.	85														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Bank of New York Co.	85														
Freddie Mac	85														
Comerica Inc.	80														
PNC Financial Services Group Inc.	80														
AmTrust Bank	75														
General Electric Co.	75														
Chamberlin Edmonds & Associates Inc.	68														
Morningstar Inc.	65														
Fifth Third Bancorp	60														
SLM Corp. (Sallie Mae)	60														
National City Corp.	58														
Franklin Templeton Investments	50														
BB&T Corp.	25														
CHEMICALS AND BIOTECHNOLOGY															
Dow Chemical Co.	100														
DuPont (E.I. du Pont de Nemours)	100														
Genentech Inc.	100														
BASF Corp.	95														
PPG Industries	60														
Rohm and Haas Co.	60														
Praxair Inc.	25														
COMPUTER AND DATA SERVICES															
ChoicePoint Inc.	100														
International Business Machines Corp. (IBM)	100														
Automatic Data Processing Inc.	95														
Imation Corp.	93														
Electronic Data Systems Corp.	90														
Affiliated Computer Services	80														
SRA International Inc.	75														
Unisys Corp.	70														
American Power Conversion Corp.	58														
Keane Inc.	50														
Dun & Bradstreet Corp., The	35														
Perot Systems Corp.	0														
COMPUTER HARDWARE AND OFFICE EQUIPMENT															
Apple Inc.	100														
Dell Inc.	100														
Lexmark International Inc.	100														
NCR Corp.	100														
Sun Microsystems Inc.	100														
Tech Data Corp.	100														
Xerox Corp.	100														
Seagate Technology Inc.	75														
Gateway Inc.	65														
Silicon Graphics Inc.	50														
EMC Corp.	45														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Software House International	40														
Avnet Inc.	30														
COMPUTER SOFTWARE AND TECHNOLOGY															
Adobe Systems Inc.	100														
Google Inc.	100														
Intuit Inc.	100														
Microsoft Corp.	100														
Oracle Corp.	100														
SAP America Inc.	90														
Symantec Corp.	85														
BMC Software Inc.	70														
Cerner Corp.	65														
McAfee Inc.	53														
CONSULTING, BUSINESS SERVICES															
Accenture Ltd.	100														
Bain & Co. Inc.	100														
Boston Consulting Group	100														
Deloitte & Touche USA LLP	100														
Ernst & Young LLP	100														
Hewitt Associates	100														
McKinsey & Co. Inc.	100														
PricewaterhouseCoopers LLP	100														
Harris Interactive Inc.	93														
Nielsen Co., The	85														
Booz Allen Hamilton Inc.	80														
Marsh & McLennan Companies Inc.	78														
EDUCATION, CHILD CARE															
Bright Horizons Family Solutions Inc.	100														
ENERGY AND UTILITIES															
Keyspan Corp	100														
National Grid USA	100														
PG&E Corp.	100														
Dominion Resources Inc.	95														
Exelon Corp.	95														
Southern California Edison Co.	95														
Entergy Corp.	88														
PacifiCorp	85														
Alliant Energy Corp.	80														
Consolidated Edison Co.	80														
Northeast Utilities System	80														
Sempra Energy	80														
DTE Energy Co.	75														
Constellation Energy Group Inc.	73														
Progress Energy Inc.	68														
Severn Trent Services Inc.	65														
Duke Energy Corp.	60														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
PPL Corp.	60														
Xcel Energy	60														
Wisconsin Energy Corp.	55														
Reliant Energy Inc.	50														
Calpine Corp.	48														
Southern Co.	48														
Mirant Corp.	45														
PNM Resources Inc.	43														
Aquila	35														
Edison International	35														
Allegheny Energy	30														
Laclede Group Inc.	5														
ENGINEERING AND CONSTRUCTION															
CH2M HILL Companies Ltd.	80														
Air Products & Chemicals Inc.	75														
KB Home	75														
Perkins & Will	55														
DPR Construction	30														
ENTERTAINMENT AND ELECTRONIC MEDIA															
Clear Channel Communications Inc.	100														
Electronic Arts Inc.	100														
Time Warner Inc.	100														
Viacom Inc.	100														
Walt Disney Co.	100														
Yahoo! Inc.	100														
XM Satellite Radio Holdings Inc.	88														
Comcast Corp.	80														
Corbis Corp.	80														
Reuters America Holdings Inc.	80														
Sirius Satellite Radio Inc.	58														
Vivendi	35														
FOOD, BEVERAGES AND GROCERIES															
Anheuser-Busch Companies Inc.	100														
Brinker International Inc.	100														
Cargill Inc.	100														
Coca-Cola Co., The	100														
Coors Brewing Co.	100														
General Mills Inc.	100														
Kraft Foods Inc.	100														
PepsiCo Inc.	100														
Sodexo Inc.	100														
Supervalu Inc.	100														
Campbell Soup Co.	95														
Diageo North America	95														
Hannaford Brothers	93														
Miller Brewing Co.	90														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Whole Foods Market Inc.	90														
McDonald's Corp.	85														
Applebee's International Inc.	80														
Aramark Corp.	80														
Darden Restaurants	80														
Food Lion LLC	80														
Pepsi Bottling Group Inc., The	80														
PepsiAmericas Inc.	80														
Giant Food LLC	78														
Kroger Co., The	75														
Safeway Inc.	75														
Dean Foods Co.	73														
Coca-Cola Enterprises	70														
Hershey Co., The	70														
Sara Lee Corp.	70														
Compass Group North America	65														
Domino's Pizza Inc.	60														
Land O'Lakes	53														
Pathmark Stores Inc.	53														
U.S. Foodservice Inc.	50														
H.J. Heinz Co.	48														
Dole Food Co. Inc.	45														
C&S Wholesale Grocers Inc.	40														
H.E. Butt Grocery Co.	40														
Palm Management Corp.	40														
Kellogg Co.	35														
Hain Celestial Group Inc.	30														
Archer Daniels Midland Co.	15														
CBRL Group Inc.	15														
Nestle Purina PetCare Co.	15														
FOREST AND PAPER PRODUCTS															
MeadWestvaco Corp.	80														
Weyerhaeuser Co.	75														
International Paper Co.	70														
HEALTHCARE															
Aetna Inc.	100														
Bausch & Lomb Inc.	100														
Kaiser Permanente	100														
Health Net Inc.	93														
Sierra Health Services Inc.	88														
CIGNA Corp.	85														
Medtronic Inc.	85														
Owens & Minor	85														
Guidant Corp.	80														
Quest Diagnostics Inc.	80														
PacifiCare Health Systems	68														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Vision Service Plan	65														
Austin Radiological Association	53														
Humana Inc.	40														
HIGH-TECH/PHOTO/SCIENCE EQUIP.															
Agilent Technologies Inc.	100														
Corning Inc.	100														
Eastman Kodak Co.	100														
Freescale Semiconductor Inc.	100														
Hewlett-Packard Co.	100														
Intel Corp.	100														
Applied Materials Inc.	93														
Advanced Micro Devices Inc.	80														
Texas Instruments Inc.	75														
KLA-Tencor	73														
Polaroid Corp.	60														
Nokia	50														
HOTELS, RESORTS AND CASINOS															
Carlson Companies Inc.	100														
Global Hyatt Corp.	100														
Harrah's Entertainment Inc.	100														
Kimpton Hotel & Restaurant Group Inc.	100														
Marriott International Inc.	100														
Starwood Hotels & Resorts Worldwide	100														
Wyndham Worldwide Corp.	100														
Hilton Hotels Corp.	95														
MGM Mirage	85														
INSURANCE															
AAA Northern California, Nevada and Utah	100														
Allianz Life Insurance Co. of North America	100														
Allstate Corp., The	100														
Aon Corp.	100														
Chubb Corp.	100														
CNA Insurance	100														
Esurance Inc.	100														
Hartford Financial Services Co.	100														
Harvard Pilgrim Health Care Inc.	100														
ING North America Insurance Corp.	100														
Massachusetts Mutual Life Insurance Co.	100														
MetLife Inc.	100														
Nationwide	100														
Prudential Financial Inc.	100														
Lincoln National Corp.	95														
John Hancock Financial Services Inc.	93														
American Family Insurance Group	90														
New York Life Insurance Co.	85														
WellPoint Inc.	85														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Mutual of Omaha Insurance	75														
SAFECO Corp.	75														
Unum Group	73														
CUNA Mutual Insurance Group	65														
Progressive Corp., The	65														
State Farm Group	65														
Travelers Companies Inc., The	50														
Zurich North America	50														
AEGON Insurance Group	40														
American International Group Inc.	30														
LAW FIRMS															
Akin, Gump, Strauss, Hauer & Feld LLP	100														
Alston & Bird LLP	100														
Arnold & Porter LLP	100														
Bingham McCutchen	100														
Bryan Cave LLP	100														
Cleary, Gottlieb, Steen & Hamilton LLP	100														
Crowell & Moring LLP	100														
Dewey Ballantine LLP	100														
Dickstein Shapiro LLP	100														
Dorsey & Whitney LLP	100														
Faegre & Benson	100														
Foley & Lardner LLP	100														
Foley Hoag LLP	100														
Heller Ehrman LLP	100														
Holland & Knight LLP	100														
Jenner & Block LLP	100														
Kirkland & Ellis	100														
Kramer Levin Naftalis & Frankel LLP	100														
Latham & Watkins LLP	100														
McDermott Will & Emery LLP	100														
Mintz, Levin, Cohn, Ferris, Glovsky & Popeo	100														
Morrison & Foerster LLP	100														
Nixon Peabody LLP	100														
O'Melveny & Myers LLP	100														
Orrick, Herrington & Sutcliffe	100														
Paul, Hastings, Janofsky & Walker LLP	100														
Pillsbury Winthrop Shaw Pittman LLP	100														
Powell Goldstein LLP	100														
Sidley Austin LLP	100														
Sonnenschein, Nath & Rosenthal	100														
Baker & Daniels	95														
Cadwalader, Wickersham & Taft	95														
Cravath, Swaine & Moore LLP	95														
Drinker Biddle & Reath LLP	95														
King & Spalding	95														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)														
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6				
Littler Mendelson PC	95															
Seyfarth Shaw LLP	95															
Skadden, Arps, Slate, Meagher & Flom LLP	95															
Stoel Rives LLP	95															
Weil, Gotshal & Manges	95															
Manatt, Phelps & Phillips LLP	93															
Robins, Kaplan, Miller & Ciresi	93															
Debevoise & Plimpton	90															
Edwards Angell Palmer & Dodge LLP	90															
Fenwick & West LLP	90															
Kilpatrick Stockton LLP	90															
McCarter & English	90															
Sullivan & Cromwell LLP	90															
Troutman Sanders LLP	90															
Baker & Botts	85															
Gordon & Rees	85															
Howrey Simon Arnold & White LLP	85															
Katten Muchin Zavis	85															
Kelley Drye & Warren LLP	85															
Perkins Coie	85															
Proskauer Rose LLP	85															
Shook, Hardy & Bacon LLP	85															
Step toe & Johnson	85															
Sutherland Asbill & Brennan LLP	85															
Thompson Coburn	85															
Willkie Farr & Gallagher	85															
Wilson, Sonsini, Goodrich & Rosati	85															
Winston & Strawn	85															
Ballard, Spahr, Andrews & Ingersoll	80															
Blackwell Sanders Peper Martin LLP	80															
Covington & Burling	80															
Duane Morris	80															
Dykema Gossett	80															
Fulbright & Jaworski LLP	80															
Gibson, Dunn & Crutcher LLP	80															
Hogan & Hartson	80															
Kaye Scholer LLP	80															
LeBoeuf, Lamb, Greene & MacRae	80															
Lord, Bissell & Brook	80															
Quarles & Brady	80															
Schulte, Roth & Zabel LLP	80															
Stinson Morrison Hecker	80															
Vinson & Elkins LLP	80															
White & Case LLP	80															
Wildman Harrold Allen & Dixon	80															
Arent, Fox, Kintner, Plotkin & Kahn	75															

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Fish & Richardson	75														
Haynes and Boone	75														
Hunton & Williams	75														
Sheppard Mullin Richter & Hampton	75														
Wachtell, Lipton, Rosen & Katz	75														
Chadbourne & Parke	70														
Luce Forward Hamilton & Scripps LLP	70														
Thelen Reid Brown Raysman & Steiner LLP	70														
Andrews & Kurth LLP	65														
Womble Carlyle Sandridge & Rice	65														
Howard & Howard Attorneys PC	48														
Finnegan, Henderson, Farabow, Garrett & Dunner	40														
MAIL AND FREIGHT DELIVERY															
United Parcel Service Inc. (UPS)	100														
FedEx Corp.	55														
YRC Worldwide Inc.	30														
MANUFACTURING															
Cummins Inc.	100														
Herman Miller Inc.	100														
Whirlpool Corp.	100														
Owens Corning	95														
ITT Industries Inc.	90														
3M Co.	85														
Pitney Bowes Inc.	85														
Illinois Tool Works Inc.	68														
Ball Corp.	58														
Caterpillar Inc.	45														
Emerson Electric Co.	45														
United Technologies Corp.	40														
Cooper Tire & Rubber	33														
Deere & Co.	33														
Baldor Electric Co.	25														
MISCELLANEOUS															
Waste Management Inc.	100														
OIL AND GAS															
BP America Inc.	100														
Chevron Corp.	100														
Shell Oil Co.	85														
ConocoPhillips	63														
Williams Companies Inc.	55														
Exxon Mobil Corp.	0														
PHARMACEUTICALS															
Boehringer Ingelheim Pharmaceuticals Inc.	100														
Bristol-Myers Squibb Co.	100														
Eli Lilly & Co.	100														
GlaxoSmithKline plc	100														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Hospira Inc.	100														
Johnson & Johnson	100														
Merck & Co. Inc.	100														
Pfizer Inc.	100														
Schering-Plough Corp.	100														
Novartis Pharmaceutical Corp.	95														
Amgen Inc.	85														
AstraZeneca PLC	85														
Aventis Pharmaceuticals Inc.	80														
Hoffmann-La Roche Inc.	80														
Wyeth	80														
Abbott Laboratories	75														
Baxter International Inc.	73														
Bayer Corp.	15														
PUBLISHING AND PRINTING															
CMP Media LLC	100														
New York Times Co.	100														
Thomson West	95														
McGraw-Hill Companies Inc., The	80														
Gannett Co. Inc.	65														
Scholastic Corp.	50														
Dow Jones & Co. Inc.	30														
R.R. Donnelley & Sons Co.	20														
REAL ESTATE, RESIDENTIAL															
Ryland Group	30														
RETAIL AND CONSUMER PRODUCTS															
Best Buy Co. Inc.	100														
Borders Group Inc.	100														
Clorox Co.	100														
Estee Lauder Companies	100														
GameStop Corp.	100														
Mitchell Gold + Bob Williams	100														
Newell Rubbermaid Inc.	100														
Recreational Equipment Inc.	100														
Replacements Ltd.	100														
S.C. Johnson & Son Inc.	100														
Sears Holdings Corp.	100														
Starbucks Corp.	100														
Walgreens Co.	100														
Costco Wholesale Corp.	93														
Staples Inc.	93														
Hallmark Cards Inc.	90														
Mattel Inc.	88														
Home Depot Inc.	85														
Kimberly-Clark Corp.	85														
Procter & Gamble Co.	85														

APPENDIX C. 2008 CORPORATE EQUALITY INDEX RATINGS BY INDUSTRY, DESCENDING SCORE

Employer	2008 CEI Rating	Criterion (see page 40)													
		1a	1b	2a	2b	2c	3a	3b	3c	4	5	6			
Rite Aid Corp.	85														
Unilever	85														
Amazon.com Inc.	80														
Target Corp.	80														
OfficeMax Inc.	75														
Tiffany & Co.	73														
Barnes & Noble Inc.	63														
Avon Products Inc.	60														
Office Depot Inc.	60														
Colgate-Palmolive Co.	58														
Circuit City Stores Inc.	55														
Hasbro Inc.	50														
Toys 'R' Us Inc.	45														
Harry & David Holdings Inc.	43														
RadioShack Corp.	40														
Wal-Mart Stores Inc.	40														
AutoZone Inc.	25														
Meijer	0														
TELECOMMUNICATIONS															
Alcatel-Lucent	100														
AT&T Inc.	100														
Cisco Systems Inc.	100														
Motorola Inc.	100														
Sprint Nextel Corp	100														
Cox Communications Inc.	95														
QUALCOMM Inc.	95														
EarthLink Inc.	88														
Avaya Inc.	85														
Nortel Networks Corp.	85														
Verizon Communications Inc.	85														
ALLTEL Corp.	80														
Qwest Communications International Inc.	55														
T-Mobile USA Inc.	50														
TOBACCO															
Reynolds American Inc.	80														
TRANSPORTATION, TRAVEL															
Travelport Inc.	100														
Olivia Companies LLC, The	95														
Ryder System Inc.	93														
Worldspan Technologies Inc.	90														
CSX Corp.	85														
Enterprise Rent-A-Car Co.	85														
Hotels.com LP	85														
Avis Budget Group Inc.	60														
Royal Caribbean Cruises Ltd	55														
BNSF Railway Co.	30														

APPENDIX D

2008 HRC FOUNDATION CORPORATE EQUALITY INDEX SURVEY | 54 – 65 ►

The following survey is for informational purposes only. If you are interested in submitting a CEI survey, go to www.hrc.org/ceisurvey.

Questions marked with **2008** were used in part or in their entirety for scoring purposes this year. All other questions were for informational purposes only.

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

BASIC COMPANY AND CONTACT INFORMATION

HRC will not publish or distribute contact information externally.

Company Name / Contact Information: _____

Full Time U.S. Employees: _____

Major Brands: _____

Stock Ticker Symbol: _____

Primary Industry: _____

NON-DISCRIMINATION / EQUAL EMPLOYMENT OPPORTUNITY POLICY

2008 1. Does your company bar employment discrimination based on sexual orientation by including the words “sexual orientation” in its primary non-discrimination or EEO policy¹?

- Yes, we have this policy company-wide
- Yes, but only in one or more subsidiaries or labor agreements
- No, we do not have this policy, but plan to enact in the next one year
- No, we do not have this policy
- Do not know

1a. If YES to Q1, does the policy apply to all global operations, including non-U.S. citizens based abroad?

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

2008 2. Does your company bar employment discrimination based on gender identity or gender expression by including the words “gender identity” or “gender identity or expression” in its primary non-discrimination or EEO policy?

- Yes, we have this policy company-wide
- Yes, but only in one or more subsidiaries or labor agreements
- No, we do not have this policy, but plan to enact in the next one year
- No, we do not have this policy
- Do not know

2a. If YES to Q2, does the policy apply to all global operations including non-U.S. citizens based abroad?

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

¹ Including “sexual orientation” in an EEO policy is designed to protect any employee or applicant regardless of sexual orientation, be it gay, lesbian, bisexual or heterosexual.

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

3. Please attach a copy of your employee and job applicant non-discrimination or equal employment opportunity policy.

Additional Notes to HRC: _____

DOMESTIC PARTNER BENEFITS

- 2008** 4. Does your company offer health insurance coverage to your U.S. employees' unmarried same-sex domestic partners?

- Yes, we have this policy company-wide
- Yes, but only in one or more subsidiaries or labor agreements
- No, we do not have this policy, but plan to enact in the next one year
- No, we do not have this policy
- Do not know

- 4a. If YES to Q4, in what year did partner health insurance benefits become available at your company?

Year: _____

- 4b. If YES to Q4, are partner benefits offered to employees in your global operations where not prohibited by law?

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

- 4c. If YES to Q4, what documentation, if any, does your company accept for the purpose of providing benefits to an employee's partner? Select all that apply.

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

- 4d. If YES to Q4, does your company "gross up" wages for employees who enroll for partner health benefits to cover the added tax burden from the imputed value of the benefit that appears as income for the employee?

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

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

- 4e. If YES to Q4, does your company allow employees to certify their domestic partner qualifies as a tax dependent, as defined by federal tax code? Domestic partners that are qualifying dependents do not require imputed income be reported for employer payroll and employee income taxes, and any health coverage premiums paid by the employee may be deducted on a pre-tax basis.
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable

- 2008** 5. Please indicate below what health benefits are offered company-wide and to whom the benefit is offered. (If benefit is not offered, please leave the question blank)
>>Credit on this question is dependent solely on whether the benefits are offered to same-sex partners.

Medical/health

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Dental

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Vision

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Spouse/partner's dependent medical coverage

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not covered

COBRA/COBRA-like benefits continuation²

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit Not Offered

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

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

- 2008** 6. Please indicate below what other benefits are offered company-wide and to whom the benefit is offered. (If benefit is not offered, please leave the question blank)

>>>Credit on this question is dependent solely on whether the benefits are offered to same-sex partners.

FMLA/FMLA-like benefits³

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only[†]
- Benefit not offered

Bereavement leave⁴

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Employer-provided supplemental life insurance for the spouse/partner

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Relocation/travel assistance

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Adoption assistance⁵

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Qualified joint and survivor annuity for spouse/partner (for defined benefit plans)⁶

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

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

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

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

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

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

Qualified pre-retirement survivor annuity for spouse/partner (for defined benefit plans)⁷

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Retiree health care benefits

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Employee discounts

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

Employee assistance program

- Opposite-sex spouses, Same & Opposite-sex partners
- Opposite-sex spouses, Same-sex partners
- Opposite-sex spouses only
- Benefit not offered

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

Additional Notes to HRC: _____

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

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

TRANSGENDER BENEFITS & GUIDELINES

- 2008** 7. Does your company have written gender transition guidelines documenting supportive company policy on issues pertinent to a workplace gender transition?
>> Guidelines submitted to the HRC Foundation will be for internal use only and will be evaluated for scoring purposes.

- Yes, we do please attach a copy of the guidelines
- No, we do not, but plan to in the next one year
- No, we do not
- Do not know / not applicable

- 2008** 8. Do insurance plans available to your general work force cover the following treatments and, if so, is there at least one company-sponsored insurance plan that does not exclude coverage for medically-necessary treatment related to gender dysphoria or gender reassignment?⁸ Please include any exclusionary or inclusive insurance policy language in the additional notes below.
>> This question requires examining your insurance policy's list of coverage exclusions. Policy language submitted to the HRC Foundation will be used for informational purposes only.

Counseling by a mental health professional (e.g.: gender dysphoria diagnosis)⁹

- Benefit offered, transgender treatment excluded
- Benefit offered, transgender treatment covered
- Benefit not offered

Pharmacy benefits (e.g.: hormone therapy)

- Benefit offered, transgender treatment excluded
- Benefit offered, transgender treatment covered
- Benefit not offered

Medical visits (e.g.: to monitor the effects of hormone therapy and associated lab procedures)

- Benefit offered, transgender treatment excluded
- Benefit offered, transgender treatment covered
- Benefit not offered

Medically necessary surgical procedures (e.g.: hysterectomy, as part of gender-reassignment)

- Benefit offered, transgender treatment excluded
- Benefit offered, transgender treatment covered
- Benefit not offered

Short-term leave for surgical procedures¹⁰

- Benefit offered, transgender treatment excluded
- Benefit offered, transgender treatment covered
- Benefit not offered

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

9 Employee Assistance Program coverage is not sufficient coverage

10 Paid short-term leave

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

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

DIVERSITY MANAGEMENT AND TRAINING

- 2008** 9. Does your company have an officially recognized company-wide GLBT employee affinity group?
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable

- 2008** 9a. If NO to Q10, would your company allow GLBT employees to use its facilities, electronic and other resources to form a group if one expressed interest?
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable

- 9b. If YES to Q10, please provide contact information for the group:
*>>Information provided on this question will be available on our website:
www.hrc.org/employersearch*

Name of Group: _____

Primary Contact Name: _____

Primary Contact ERG Title: _____

Phone: _____

E-mail: _____

Website: _____

- 9c. If YES to Q9, does the group have a senior executive champion or sponsor (e.g.: Vice President or higher)?
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

- 9d. If YES to Q9, are there established chapters of the group in your global operations?**
- Yes, we have this policy in all global operations
 - Yes, we have this policy in one or more offices outside the U.S.
 - No, we do not have this policy in any global operations
 - No, we do not have this policy, but plan to enact in the next one year
 - Do not know
 - Not applicable, we have no employees based outside the U.S.
- 10. Does your company have a company-wide diversity council or working group with a mission that specifically includes GLBT diversity?**
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable
- 10a. If NO to Q11, does your company have another, non-GLBT specific, company-wide diversity council or working group?**
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable
- 11. How many reporting levels exist between your company's CEO and the individual whose primary job function is work force diversity that includes gay, lesbian, bisexual or transgender diversity (0= direct report)? If there is no individual whose primary job function is work for diversity, please leave the answer blank.**
- # Levels: _____
- Do not know
- 12. Can employees voluntarily disclose their sexual orientation and/or gender identity through human resource surveys or other data collection systems? Please select "Do not know/ not applicable" if you do not survey or otherwise collect employee information in aggregate form.**
- Yes, we do
 - No, we do not, but plan to in the next one year
 - No, we do not
 - Do not know / not applicable
- 13. If your company provides diversity awareness or employee training, what topics are covered and who is required to attend? (The topics covered may be included as part of a general overview of diversity, or in topic-specific sessions.)**

2008

Sexual Orientation

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

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

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

2008

Gender identity and expression

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

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

Disability

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

Race/ethnicity

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

Gender

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

Other (describe below)

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

Please describe the other training employees receive: _____

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

14. Does your company have a supplier diversity program?

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

14a. If YES to Q14, does your company seek to include GLBT-owned companies in your supplier diversity program?

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

14b. If YES to Q14, what percentage of your current supply chain is GLBT-owned?

%: _____

- Do not know

Additional Notes to HRC: _____

MARKETING AND ADVERTISING / PHILANTHROPY / SPONSORSHIP

2008 15. During the past year, has your company engaged in marketing or advertising to the GLBT community? This can include company-sponsored events marketed to the GLBT community, but does not include closed (i.e.: employee-only) events.

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

15a. If YES, please describe a maximum of three such advertising or marketing campaigns.

Name of Campaign

Number of outlets utilized (include total number of TV, online, print and other outlets)

Outlets: _____

- Do not know/ info not available

Scope of media

- National
- Across entire operating area
- GLBT-only
- Local
- State
- Other

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

Duration of campaign in years

Years: _____

- Do not know/ info not available

Creative content

- Gay-themed
 General audience

15b. Please provide any additional information about your company's advertising campaigns.

2008 16. During the past year, has your company sponsored a GLBT health, educational, political or community event?

- Yes
 No
 Do not know / info not available

16a. If YES, please describe a maximum of three events that your company has sponsored.

Name of event sponsored

Number of events sponsored

Events: _____

- Do not know/ info not available

Scope of event

- National
 Across entire operating area
 Local
 State
 Other

How many years have you sponsored this event?

Years: _____

- Do not know/ info not available

Type of organization sponsored

- Political Organization
 Education Organization
 Health Organization
 Community Organization

16b. Please provide any additional information about your company's event sponsorships.

APPENDIX D. 2008 CORPORATE EQUALITY INDEX SURVEY

Please use the following document to prepare your answers prior to entering your information online at www.hrc.org/ceisurvey

Questions marked with **2008** will be used in part or in their entirety for scoring purposes in 2008 and beyond. All other questions are for informational purposes only and will not be used to calculate a score this year.

- 2008** 17. During the past year, has your company provided financial support – either directly or through your corporate foundation, in-kind donations or otherwise – to GLBT health, educational, political or community-related organizations?

- Yes
 No
 Do not know / info not available

17a. If YES, please describe a maximum of three such activities.

Name of organization

Type of support

- Cash grant
 In-kind
 Other

Average annual amount or percent of total giving (do not include "\$" or "%" symbols in answer)

How many years have you supported this organization?

Years: _____

- Do not know/ info not available

Type of organization sponsored

- Political Organization
 Education Organization
 Health Organization
 Community Organization

17b. Please provide any additional information about your company's philanthropic activities. Please use an extra sheet if necessary.

18. Please include any other information that would illustrate how your company views gay, lesbian, bisexual and transgender employees, consumers or investors. (This could include information on innovative business practices that affect the gay community, further description of employee benefits, innovative products or services adapted for the gay community, etc.)

19. If you have any additional information or supporting documents you would like to submit, please attach.

Corporate Equality Index 2008:

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

Daryl Herrschaft, Editor

Samir Luther, Author

ABOUT THE HRC FOUNDATION'S WORKPLACE PROJECT

The Human Rights Campaign Foundation's Workplace Project is a national source of information and guidance on gay, lesbian, bisexual and transgender issues in the workplace. The project produces timely and accurate research on issues confronting employers on GLBT diversity initiatives. It provides decision makers with cutting-edge research, expert counsel, online resources, best practices information and on-site training and education. Project staff act as business consultants for diversity professionals seeking to position their companies as employers of choice. Staff serve as trusted allies to hundreds of executives in corporate America. The project also makes available the expertise of the HRC Business Council for trusted 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 gay, lesbian, 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 Gay, Lesbian, Bisexual and Transgender Americans*.

Herrschaft has consulted with dozens of major corporations on the full range of GLBT-related workplace policies. He has presented HRC findings to diverse audiences, including the Conference Board, the Society for Human Resource Management and the New York City Council. He is frequently called upon by national and local media.

Herrschaft has been featured on washingtonpost.com and has appeared in *Time* and *The Wall Street Journal* as well as on CNN, National Public Radio and Voice of America. Before joining HRC, Herrschaft was a research associate at the Urban Institute. He holds a bachelor's degree from the George Washington University.

Eric Bloem

Deputy Director, HRC Workplace Project

Eric Bloem has directly consulted with dozens of major corporations on gay, lesbian, 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 Co. and Citigroup. Bloem brings with him notable experience helping companies adapt to strategic change. He holds a bachelor's degree in business administration from Bucknell University.

Samir Luther
Manager, HRC Workplace Project

Samir Luther works with employers to implement inclusive non-discrimination and benefits policies for gay, lesbian, bisexual and transgender employees. He leads the project's research efforts and authors the Human Rights Campaign Foundation's annual *Corporate Equality Index* and *The State of the Workplace for Gay, Lesbian, Bisexual and Transgender Americans*, as well as several papers, including "Domestic Partner Benefits: Employer Trends and Benefits Equivalency for the GLBT Family" and "Workplace Gender Transition Guidelines for Transgender Employees, Managers and Human Resource Professionals."

Luther has briefed human resources professionals, benefits administrators and congressional staff on the best practices and industry trends for inclusive workplaces. He holds a bachelor's degree in business administration from Washington University in St. Louis, and he joined the Workplace Project of the HRC Foundation in 2004 as research coordinator.

Alison Delpercio
Assistant, HRC Workplace & Family Projects

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

ACKNOWLEDGMENTS

Special thanks to Jonah Pozen, former HRC Workplace Project assistant, and HRC Workplace Project interns Aaron Teskey and Crosby Burns for their crucial assistance to survey participants, meticulous data collection and research. Additional thanks to Aaron Teskey for his invaluable guidance and thorough testing of this year's web-based survey.

Special thanks also to Darrin Hurwitz, HRC staff counsel, and Rob Falk, HRC general counsel, for their invaluable outreach to law firms on the AmLaw 200. Their work was responsible for the increased participation from AmLaw firms in the 2008 Corporate Equality Index survey.

Many thanks to Paul Hastings LLP for its research on employment litigation involving gay, lesbian, bisexual and transgender workers.

Finally, thanks to the countless HRC volunteers and members who connect the Human Rights Campaign Foundation to those businesses that need assistance, and ask the questions that have made all this progress possible.

A special thanks to Tony Frye for design and to HRC's Janice Hughes and Robin Reed for editorial guidance.

HRC BUSINESS COUNCIL

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

John K. Barry

J.P. Morgan Chase & Co.

Charles Berardesco

Constellation Energy Group Inc.

Richard P. Clark

Accenture Ltd.

Wes Combs

Witeck-Combs Communications

Scott Coors

Werth Advanced Packaging Innovations Ltd

Elaine DeCanio

Shell Oil Co.

Charlie Frew

Jamison Green

Jamison Green & Associates

Troy Greenstreet

PepsiCo Inc.

J. Robby Gregg Jr.

AOL LLC

John D. Hassell

The United Nations Joint Programme on HIV/AIDS

John P. Isa

Paul, Hastings, Janofsky & Walker LLP

Emily Jones

Eastman Kodak Co. (retired)

J. Kevin Jones Jr.

Citigroup Inc.

Trish Jones

Turner Broadcasting System Inc.

Grant Lukenbill

Global Consumer Index

Punam Mathur

MGM MIRAGE

Mark McLane

Whirlpool Corp.

Susan McManus

Nationwide

Marc Nichols

Copper Irle LLC

Bryan M. Parsons

Ernst & Young LLP

Keith Powell

Eastman Kodak Co.

Donna Rose

Rob Shook

International Business Machines Corp.

Chuck Stephens

Deloitte & Touche USA LLP

David A. Wilson

Verizon Communications Inc. (retired)

Helga Ying

Levi Strauss & Co.

Louise Young

Raytheon Co.

NOTES

NOTES



HUMAN
RIGHTS
CAMPAIGN
FOUNDATION

Human Rights Campaign Foundation
1640 Rhode Island Avenue, N.W.
Washington, D.C. 20036

phone 202/628-4160
TTY 202/216-1572 fax 866/369-3348
website hrc.org/workplace e-mail workplace@hrc.org

ISBN 10: 1-934765-00-7
ISBN 13: 978-1-934765-00-5

