

G P G L C C

2011 | **B**usiness  
**E**quality  
**I**ndex



**PROJECT MANAGER**  
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 Diversity Advisor

**Kathy** is a seasoned diversity executive whose partnership with executive leadership has shaped strategic direction of diversity & inclusion. Drawing on nearly 30 years of corporate experience, Kathy utilizes her knowledge of diversity strategies to help organizations achieve optimal Talent Management and HR policies and practices. Her previous experience as the Chief Diversity Officer at the Chubb Group of Insurance Companies enables her to bring an analytical perspective to complex projects and a solution-oriented approach to learning & development programs.

Kathy has served on Catalyst’s Board of Advisors, and was a member of the National Council for Research on Women’s Global Leadership and Diversity Forum and the Conference Board’s Diversity Business Council. She currently serves on the Human Rights Campaign Arizona steering committee and the Greater Phoenix Gay & Lesbian Chamber of Commerce Business Equality Index task force. She also serves as a career coach and educator for Fresh Start Women’s Foundation.

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ABOUT THE

# Greater Phoenix Gay & Lesbian Chamber of Commerce

2011 marks the 31st year of the Greater Phoenix Gay & Lesbian Chamber of Commerce (GPGCLCC) and much has changed since 1980. The Chamber was formed in a time where the social climate was vastly different than the one in which we find ourselves today. Our visibility and our impact on the mainstream business community was limited. Since that time, the needs of the community have changed and the GPGCLCC has moved beyond our original mission, which was to provide a forum where gay people and their allies could network, learn and do business with each other. Today we also play a major role in establishing a legitimate presence of the lesbian, gay, bisexual and transgender (LGBT) business community and in providing opportunities and resources for organizations and business leaders to understand, value and protect their LGBT workers.

We celebrate the fact that the LGBT community has long been linked to economic development, urban revitalization and significant contribution to the growth of a region. Our contribution to economic development has never been more clearly articulated than by Dr. Richard Florida. In his book *The Rise of the Creative Class*, Dr. Florida's research bears out that "fostering a diverse community with a vibrant LGBT presence is good for economic development, a region's competitiveness and its ability to attract and retain high impact employers with knowledge workers who seek diverse and exciting cities in which to live." A significant marker of a city's ability to be competitive is directly linked to whether or not it has a vibrant and active gay community.

Further, with an aggregate buying power of about \$800 billion the LGBT community represents an alluring market segment. It makes good business sense to do business with the community and to foster a welcoming, safe working environment for all employees.

# RECENT ACCOMPLISHMENTS

**Formed alliances with the Greater Phoenix Chamber of Commerce, Local First Arizona and the Arizona Small Business Association (ASBA).**

Conducted the Business Equality Index measuring workplace diversity in the Greater Phoenix area (The survey was partially funded by the Phoenix Pride Community Foundation, a donor advised fund of the Arizona Community Foundation.)

**Established a workplace diversity and training education program**

Created the GPGCLC Business Expo in partnership with the W.P. Carey School of Business at Arizona State University.

**Created the W.P. Carey GPGCLC Scholarship fund for two students each year to study at Arizona State University.**

Any individual or business can join the GPGCLC in fact our straight "allied" members represent about 30% of our base. The GPGCLC has a reciprocal relationship with the Phoenix Chamber of Commerce and is allied with the Arizona Small Business Association and Local First Arizona.

## A Letter from **Tony Felice**, The Chair of the Greater Phoenix Gay & Lesbian Chamber of Commerce:

Phoenix must demonstrate to the world that it is more than the sum of outside perceptions. If we are ever to be considered a world-class city, we must embrace a more progressive attitude and set lofty goals that spring from ideas about what we can do.

The Greater Phoenix Gay & Lesbian Chamber of Commerce is bringing exactly that kind of leadership. In this document, we report on the first-ever Business Equality Index, a survey that measures how equitably local businesses (up to 500 employees) and government entities treat their lesbian, gay, bisexual & transgender (LGBT) employees.

It consists of four key questions and it is modeled after the Human Rights Campaign (HRC) Corporate Equality Index, a well-respected survey that is completed annually by large private-sector employers. This survey is a historic moment in the history of the LGBT community in Arizona. As one of just a few surveys to have been conducted at a local level within the United States, this project represents the first time in our State's history that workplace diversity regarding LGBT employees has been measured, promoted and nurtured.

Our motivation for conducting this survey is two fold: for economic development and for education. We wished to produce a written document that demonstrates (or not) the diversity of the Phoenix Metropolitan area. Our wish is that such a document can be used for economic development purposes, in attracting employers who seek a diverse region in which to establish their business. Typically, these employers bring a high knowledge workforce and high wage jobs, all of which can contribute to economic stability.

Secondly, we wished to provide an opportunity for education concerning LGBT workplace diversity and to provide a resource for employers who wish to pursue the steps necessary to create those workplaces.

In this report we celebrate the most LGBT-inclusive companies in the Valley of the Sun and recognize the forward thinking companies who participated in the survey. We also set our sights on the future.

Through these efforts, we strive for a day where all people are considered equal, every contribution is valued and all employees feel safe and included. We envision a future where Arizona can compete on the national stage as a diverse and multicultural environment worthy of the serious consideration by the best companies in America as a place to do business, to relocate their workforces and to buy our goods and services.

On behalf of the Board of Directors and the entire GPGCLC membership I congratulate those businesses that scored high and thank those businesses that participated in this survey.



Sincerely,

A handwritten signature in black ink that reads "Tony Felice". The signature is fluid and cursive.

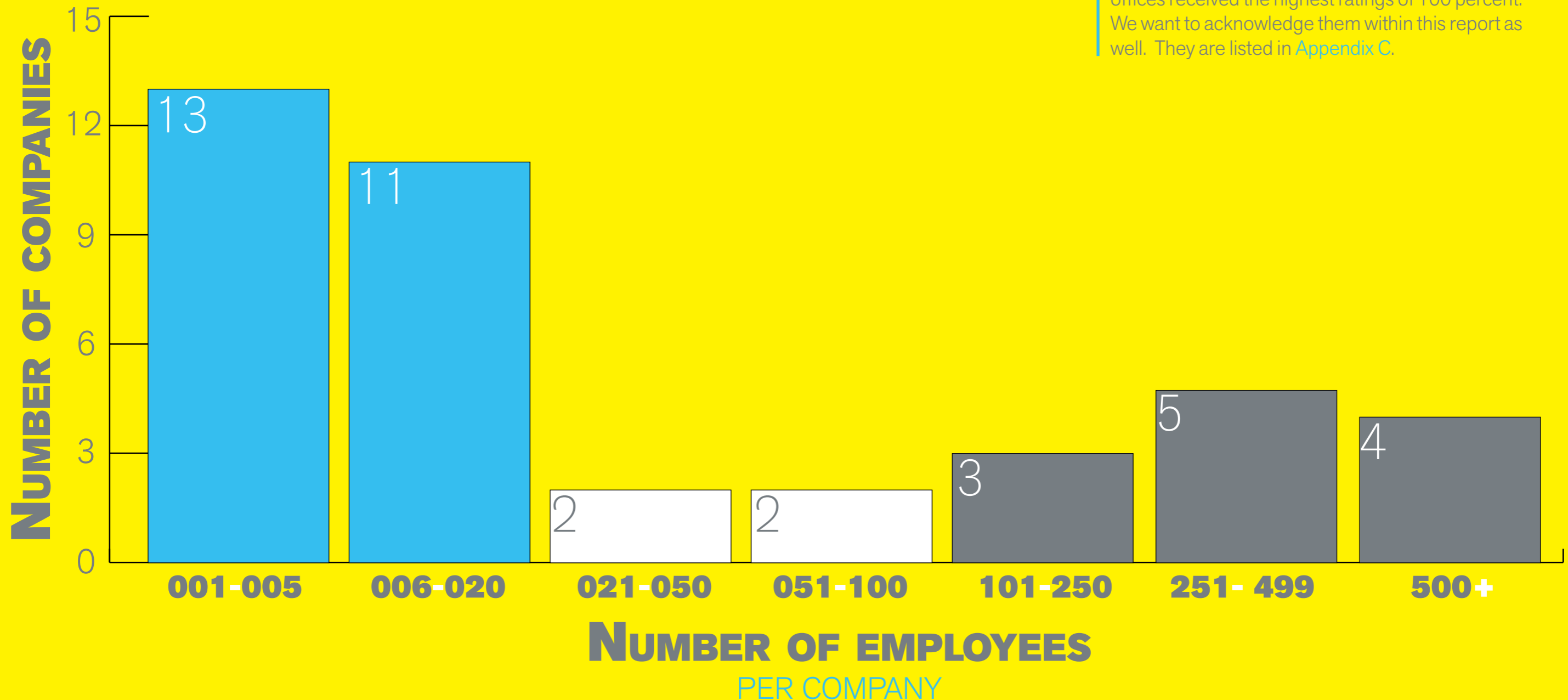
**Tony Felice, President & Chair  
GPGCLC**

# Overview of Findings

A total of **57** local employers responded to the Business Equality Index invitation. Validation of policies & practices was required in order to be included in the results, and only 40 employers submitted their policy documentation. Our findings are therefore based on just those 40 employers.

Businesses were identified by size, from as small as **1** employee to as large as **500** with the exception of government employers who have more than 500 employees.

Many local employers are branches of larger organizations that are eligible to participate in the broader, more stringent Corporate Equality Index conducted by Human Rights Campaign. In their 2011 report, the parent companies of 206 local offices received the highest ratings of 100 percent. We want to acknowledge them within this report as well. They are listed in [Appendix C](#).



# 5

## EMPLOYERS ACHIEVED THE HIGHEST RATING



**ARIZONA STATE  
UNIVERSITY**



**CITY OF  
TEMPE**



**CITY OF  
SCOTTSDALE**

LARGE ENTITY CATEGORY



**CAMPBELL &  
MAHONEY**



**LAND OF AHHS  
CONSIGNMENT**

SMALL BUSINESS CATEGORY

# BUSINESSES

THAT PARTICIPATED IN THE SURVEY  
**AND ASKED TO BE IDENTIFIED AS**  
PARTICIPATING INCLUDE:

Accurate Placement, Adreima, American Way Education, Association for Supportive Child Care, B&A Home Inspection Company, Casco Financial Group, Classic Legal Help, Dream Home Catchers, EmbroidMe, Firedrum Internet Marketing, Fresh from the Kitchen, Frontier Financial of Arizona, Jones, Skelton & Hochuli, PLC, Kaco Warehouse Outfitters, Media Out Loud LLC, Mrs. Tinkler's Evening Wear, NV Construction LLC, OneNeck IT Services, Phoenix Bookkeeping Specialists LLC, PostalMax, RNB Flooring Inc, 'N Touch Magazine, Communtiy Tire Pros, Schuster Company and Tony Felice PR.

# Rating System & METHODOLOGY

The Business Equality Index is modeled after the Human Rights Campaign (HRC) Corporate Equality Index. Whereas the Corporate Equality Index rates Fortune 500 employers and includes 40 questions, our Business Equality Index rates only those employers who are not eligible for the Corporate Equality Index (employers with fewer than 500 employees and local government entities) and includes just **4 key questions**.

## CRITERIA

The questions were formulated by identifying the workplace policies and practices that have the most impact on fair and equitable treatment of lesbian, gay, bisexual & transgender (LGBT) employees. We measured policies and practices only, as we are unable to measure the actual workplace environment. The Human Rights Campaign Workplace Project team provided input into the abbreviated list of questions. We conducted a pilot program and received and incorporated feedback from a dozen employers of varying sizes.

## QUESTIONS AND THEIR RESPECTIVE POINT VALUES

Point values were assigned to the 4 questions according to the impact each has on the work environment and fair treatment of all employees as established by corporate best practices and standards. Points were deducted from employers that engaged in actions that were in conflict with their stated policies or undermined lesbian, gay, bisexual & transgender equality or safe workplace environments.

## How we distributed the survey

WE PARTNERED WITH LOCAL MEMBERSHIP ORGANIZATIONS TO DISTRIBUTE THE SURVEY THROUGH THEIR PRE-EXISTING CHANNELS. THOSE ORGANIZATIONS INCLUDED:

LOCAL FIRST ARIZONA, JOBING.COM, ARIZONA CHAMBER EXECUTIVES ASSOCIATION, ARIZONA SMALL BUSINESS ASSOCIATION, DOWNTOWN PHOENIX PARTNERSHIP, GREATER PHOENIX CHAMBER OF COMMERCE, TEMPE CHAMBER OF COMMERCE, SCOTTSDALE CHAMBER OF COMMERCE, NORTH SCOTTSDALE CHAMBER OF COMMERCE, HISPANIC CHAMBER OF COMMERCE, BLACK CHAMBER OF COMMERCE THE NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS.

<b>1. Non-Discrimination/ Equal Employment Opportunity Policy</b>	
Written Equal Employment Opportunity policy includes sexual orientation	20
Written Equal Employment Opportunity policy includes gender identity	20
<b>2. Diversity Management &amp; Training</b>	
Diversity/professional training covers sexual orientation	15
Diversity/professional training covers gender identity	15
<b>3. Partner Benefits</b>	
Spousal and same-sex partner benefits provided	20
Spousal benefits provided but same-sex partner benefits not provided	-10
No benefits provided	0
No benefits provided but plan to provide spousal and same-sex partner benefits within one year	5
<b>4. Community Support provided to the lesbian, gay, bisexual &amp; transgender (LGBT) community or to LGBT employees</b> (ie. monetary donations, in-kind support, advertising, events support, employee resource group, etc.)	5 or 10
<b>**Employer engages in actions that undermine LGBT equality or are in conflict with their stated policies</b>	-10
<b>.....</b>	<b>.....</b>
<b>Total points possible</b>	<b>100</b>

## Rating system & Methodology

**I**N JANUARY OF **2011** INVITATIONS TO PARTICIPATE IN THE BUSINESS EQUALITY INDEX SURVEY WERE SENT TO THOSE ORGANIZATIONS AND THEY DISTRIBUTED THE INVITATIONS OR ANNOUNCED THE SURVEY IN THEIR NEWSLETTERS.

When those distribution channels failed to produce enough interest, we asked the Greater Phoenix Chamber of Commerce to distribute the invitation directly to each of its member organizations. We followed up with postcard reminders to **1700** of those employers.

### HOW WE OBTAINED THE INFORMATION

The survey was filled out primarily online, through the GPGCLCC website. Hard-copy versions were also available at specific events and were utilized on a limited basis.

We requested that the survey be completed by someone authorized to represent the business and its policies, such as the Human Resources manager, senior administrator or business owner.

Employers were required to submit documentation regarding the inclusion of sexual orientation and gender identity in written non-discrimination policies and diversity training materials.

We provided a sample resolution (for small businesses) as well as a written non-discrimination policy that employers could download and insert into their workplace policies or in their corporate documents if passed by resolution.

In order to verify that an employer did not engage in actions that contradicted their stated policies or undermined LGBT equality, extensive web searches were performed on every employer.

### HOW WE COMMUNICATED RESULTS

We provided each participating employer with their scores via email, highlighting any information that was missing that might allow us to verify their policies and include them in the survey results. Employers were also given the chance to update us regarding any policy or practice changes they may have made since the time they completed the survey.

# FINDINGS



# FINDINGS

## Non-Discrimination Policies

Despite the fact that no federal protections exist regarding sexual orientation (a person's core sense of attraction to another person) or gender identity (a person's core sense of gender, which may not match the one assigned at birth), many employers prohibit discrimination based on these classes. Fully inclusive, written non-discrimination policies indicate that an employer fully values its ENTIRE WORKFORCE.

Through the survey process, we discovered that some employers were unaware that inclusive non-discrimination policies also cover heterosexual employees. Any employee may be singled out for harassment or discrimination based on their perceived sexual orientation or gender expression.

EEO Policies include **Sexual Orientation**



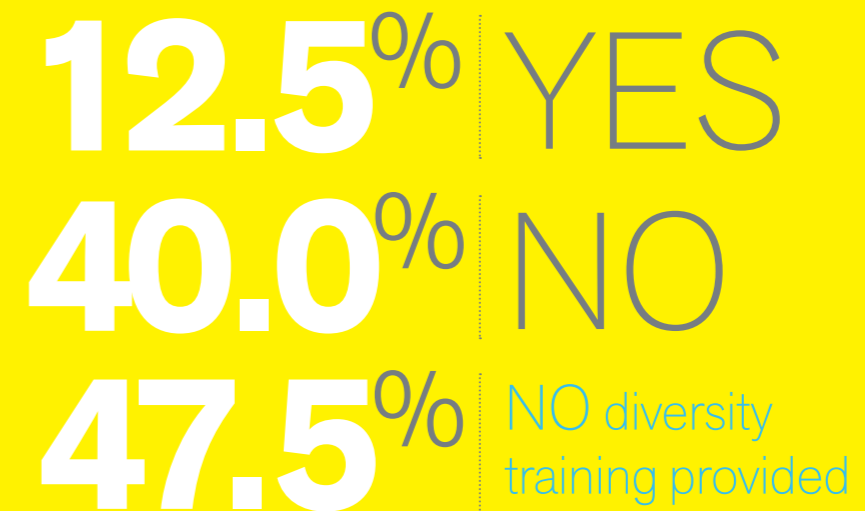
EEO Policies include **Gender Identity**



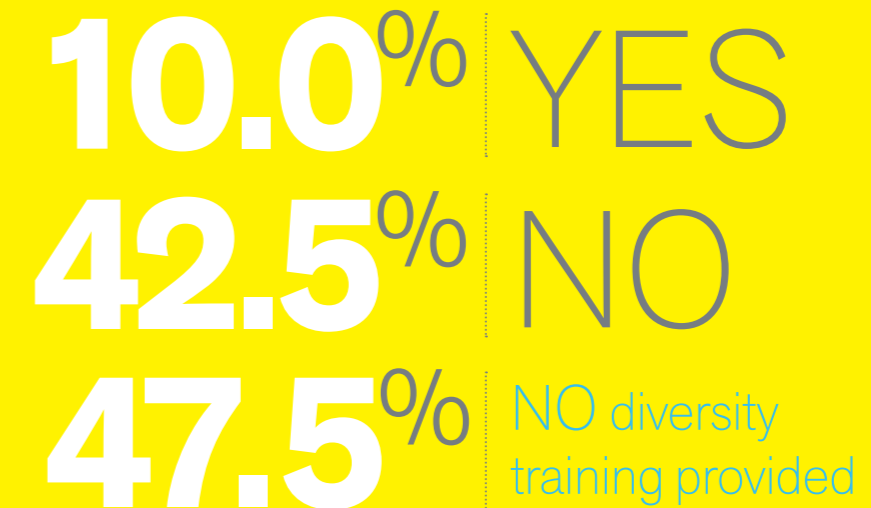
## Diversity Training

Diversity training is the most effective way for an employer to communicate its expectations of fair treatment to its employees. Limited resources may not allow small businesses (under 20 employees) to provide formal diversity training. We took this into account when identifying the highest scoring employers and offer suggestions for alternative plans in the Recommendations Section. The statistics below, however, represent actual responses, and are indeed DISAPPOINTING.

Training covers **Sexual Orientation**



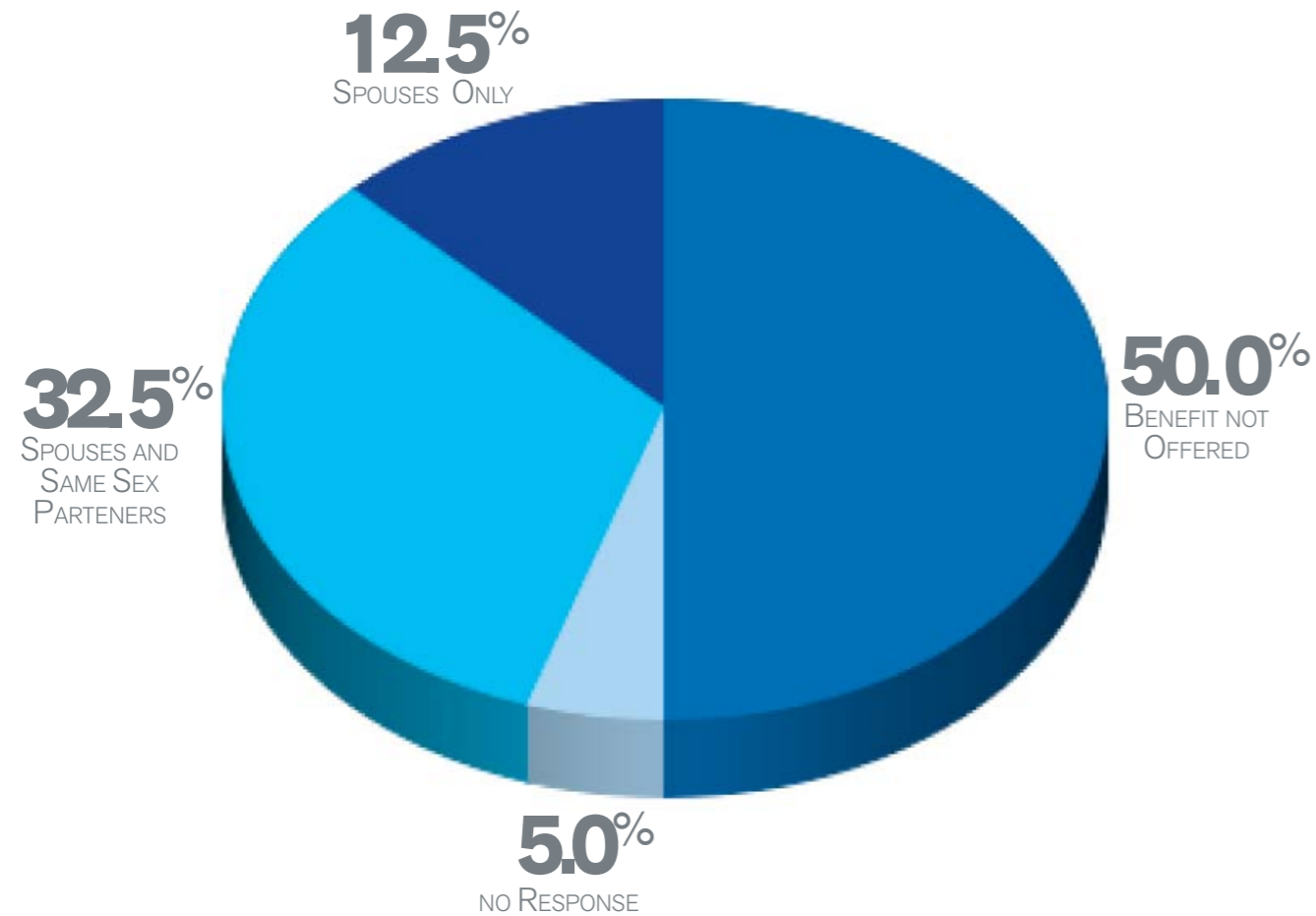
Training covers **Gender Identity**



# FINDINGS

## Benefits

Health insurance benefits make up about one-fifth of an employee's total compensation. As such, equal benefits are an issue of **equal pay for equal work**.



Small businesses are significantly less likely to offer health benefits to employees and their spouses and partners. According to a 2006 Kaiser Family Foundation study, only 59% of businesses with fewer than 200 employees offered employee health benefits (compared with 98% of large businesses). Whereas the barriers for small employers to offer health insurance are significant, they are not insurmountable, as evidenced by the statistics below. Alternative strategies for companies with small employee bases are included in the Recommendations Section.

**21%** of the small employers (under 50 employees) who responded to the Business Equality Index offered health insurance benefits to their employees. Of the employers that offered spouses and same-sex partners health insurance, 23 percent had fewer than 50 employees. Disappointingly, of the employers that offered only spouses health insurance, 40 percent had fewer than 50 employees.

## COMMUNITY SUPPORT

Employers can demonstrate their commitment to inclusion by publicly engaging with and supporting the lesbian, gay, bisexual & transgender community. This sends a clear message to current and prospective lesbian, gay, bisexual & transgender employees, as well as to all fair-minded employees, that the employer welcomes and values all of its employees. Additionally, they can support their employees with resource groups and inclusive internal practices. Fifty-five percent of the employers that responded to the Business Equality Index provided some sort of community support to the lesbian, gay, bisexual & transgender community. Supportive practices are included in the Recommendations Section.

# Recommendations

## Best Practice: Inclusive policies

- Implement an inclusive written non-discrimination policy that guarantees equal treatment and opportunity regardless of real or perceived sexual orientation and gender identity. See Appendix A for sample wording.
- Include sexual orientation and gender identity in harassment policy.

## Diversity Training

- Implement diversity training program that covers the topics of sexual orientation and gender identity. See Appendix B for sample learning objectives.
- Send employees to free training provided by GPGLCC on a quarterly basis for Chamber members. Contact Mary Berry at [exec@phoenixgaychamber.com](mailto:exec@phoenixgaychamber.com) for more information and to enroll.
- Train employees by purchasing, renting or borrowing diversity training DVDs and books that cover sexual orientation and gender identity. Recommended materials include "Gay Issues in the Workplace" by Brian McNaught. Contact Mary Berry at [exec@phoenixgaychamber.com](mailto:exec@phoenixgaychamber.com) for more information from GPGLCC.
- Consider bringing in members of local lesbian, gay, bisexual & transgender organizations to talk about issues facing the community.

## Strategies for benefits

- Include same-sex partners if you currently offer health benefits to employees and spouses.
- Enlist a broker's help to find health coverage if you do not currently offer it.
- Consider using a Professional Employer Organization to administer health benefits rather than keeping it in-house. See <http://www.napeo.org/> for more information.
- Offer other types of leave benefits (bereavement, adoption, family) and apply equally regarding spousal & same sex partners

## Community support

- Join Greater Phoenix Gay & Lesbian Chamber of Commerce (GPGLCC) and attend meetings and networking opportunities.
- Become a member of other local lesbian, gay, bisexual & transgender organizations.  
(for example: HRC Arizona, Equality Arizona, PFLAG, GLSEN, ONE Community, 1 in 10)
- Participate in local events sponsored by the lesbian, gay, bisexual & transgender community.
- Contribute monetary donations or in-kind services to local lesbian, gay, bisexual & transgender organizations.
- Partner with local lesbian, gay, bisexual & transgender organizations to explore marketing to the community.
- Publicize your inclusive policies and practices.

Sources: The preceding suggestions include recommendations from "Small Business Basics: How Small Businesses Can Create Fair Workplaces for Gay, Lesbian, Bisexual and Transgender Employees" by Human Rights Campaign and National Gay & Lesbian Chamber of Commerce, 2007

# ACKNOWLEDGEMENTS

We wish to offer special thanks to the following individuals and organizations. Without their support and commitment we would not have been able to launch and complete the Business Equality Index.

## Funding

Phoenix Pride Community Foundation, a donor advised fund of the Arizona Community Foundation

## Distribution Partners

Greater Phoenix Chamber of Commerce, Local First Arizona, Jobing.com, Arizona Chamber Executives Association, Arizona Small Business Association, Downtown Phoenix Partnership, Tempe Chamber of Commerce, Scottsdale Chamber of Commerce, North Scottsdale Chamber of Commerce, Hispanic Chamber of Commerce, Black Chamber of Commerce the National Association of Women Business Owners, Valley of the Sun Human Resources Association.

## Media Partners

Phoenix Business Journal, Arizona Republic, InBusiness Magazine, AZ Business Magazine, Echo Magazine, N-Touch News

## In-kind service providers

Schuster Company, Janey Pearl of Mayor Phil Gordon's office

## Community partners

Human Rights Campaign, Equality Arizona

## Business Equality Index team

Dave Connell, Tony Felice, Jennifer Huskisson, Matthew Hoedt, Kathy Marvel, Denise Meridith, Barry Uhrman

**Sample Inclusive EEO Polices**

For businesses with policies and handbooks

**Sample One:**

At \_\_\_\_\_ we are totally committed to providing equal employment opportunities to all employees and applicants. It is our policy to provide equal employment opportunities to employees and applicants based on job-related qualifications and ability to perform a job without regard to race, sex, color, religion, age, national origin, disability, sexual orientation, or gender identity.

**Sample Two:**

\_\_\_\_\_ is an equal employment opportunity employer. We treat all employees and job applicants fairly and equitably without regard to race, color, religion, sex, national origin, age, disability, marital status, sexual orientation, gender identity or gender expression. Employment decisions are made based on merit and qualifications.

**Sample Three:**

It is the policy of \_\_\_\_\_ to ensure equal employment opportunity to all qualified persons based solely on an individual's ability to perform the essential functions of a job without regard to race, sex, color, religion, national origin, age, sexual orientation, gender identity or disability.

**For small businesses without policies and handbooks****CORPORATE RESOLUTION FOR \_\_\_\_\_**

Resolution Number: \_\_\_\_\_

Resolution of the Members of \_\_\_\_\_ through unanimous consent

Pursuant to the operating agreement of \_\_\_\_\_, an LLC organized under the laws of the State of Arizona, the undersigned, constituting all the members of \_\_\_\_\_, do hereby unanimously resolve and consent in lieu of formal meeting to the following actions:

Establish workplace anti-discrimination, anti-harassment policies in its corporate documents as follows:

Non-Discrimination:

\_\_\_\_\_ (hereinafter "employer") is an "equal opportunity employer." The employer will not discriminate in employment, recruitment, advertisements for employment, compensation, termination, promotions, and other conditions of employment against any employee or job applicant on the basis of disability, race, religion, color, national origin, sex, age, sexual orientation, gender expression or gender identity.

**Sample LGBT Training Learning Objectives****Learning Objectives**

1. Why creating a safe and productive work environment is essential to competition and productivity.
2. The distinction between personal values and mutual respect toward others.
3. Why gay and transgender people generally want and need to come out at work but often do not feel safe doing so.
4. How we each have an impact on, and a role in creating, a safe and productive work environment.
5. Terminology relevant to gay and transgender people.
6. Actions that attendees can take after the training to create a more welcoming environment for gay and transgender employees.

**Learning Objectives**

1. Define the term LGBT and demographics.
2. Describe the Federal laws and local rules and regulations that explain the levels of protection.
3. Recognize the business advantages of diversity.
4. Demonstrate inclusive & appropriate behavior in all situations.
5. Understand the history and mission of gay/straight alliances and employee resource groups associated with improving and maintaining an inclusive workforce.

## PHOENIX AREA EMPLOYERS Whose Parent Companies Received a 100% Rating on the HRC Corporate Equality Index.

Abercrombie & Fitch Co.	Bristol-Myers Squibb Co.	Federal Home Loan Mortgage Corp	Kaiser Permanente	Nordstrom Inc.	Staples Inc.
Accenture Ltd	Brown-Forman Corp	Food Lion LLC	Kellogg Co	Northern Trust Corp	Starbucks Corp
Aetna Inc	Bryan Cave LLP	Ford Motor Co	KeyCorp	Northrop Grumman Corp	Starwood Hotels & Resorts Worldwide
Agilent Technologies Inc	Campbell Soup Co	Freescale Semiconductor Inc	Kimberly-Clark Corp.	Novartis Pharmaceuticals Corp.	Steelcase Inc.
Air Products & Chemicals Inc	Capital One Financial Corp	GameStop Corp.	Kimpton Hotel & Restaurant Group Inc	NY Life Insurance Co	Subaru of America Inc
Alaska Air Group Inc	Cardinal Health Inc	Gap Inc.	KPMG LLP	Oracle Corp	Sun Life Financial Inc
Alcatel-Lucent	Cargill Inc	General Mills Inc	Land O'Lakes Inc	Orbitz Worldwide Inc.	SunTrust Banks Inc
Alcoa Inc	Carlson Companies Inc	Genetech Inc	Lexmark International Inc	Owens Corning	Supervalu Inc
Allianz Life Insurance Co of North America	Carmax Inc.	GlaxoSmithKline plc	Liz Claiborne Inc.	Pacific Life Insurance Co	Symantec Corp
Allstate Corp	CC Media Holdings Inc	General Motors Co	Lockheed Martin Corp	Pearson Inc.	TD Bank, NA
AMC Entertainment Inc	CDW Corp	Google Inc	Macy's Inc	Pepsico Inc	Teachers Insurance & Annuity Assoc
American Airlines	Charles Schwab Corp	Hallmark Cards Inc.	Marriott International Inc	Perkins Coie LLP	Tech Data Corp
American Express Co	Chevron Corp.	Harrar's Entertainment Inc	Marsh & McLennan Companies Inc	Pfizer Inc.	Texas Instruments Inc
Ameriprise Financial Inc	Chrysler Group LLC	Harris Bankcorp Inc	Massachusetts Mutual Life Insurance Co	PNC Financial Services Group Inc	Time Warner Inc
Anheuser-Busch Companies Inc	Chubb Corp	Hartford Financial Services Group Inc	Mastercard Inc	PricewaterhouseCoopers LLP	TJX Companies Inc.,
Aon Corp	Cisco Systems Inc	Health Care Service Corp	Mattel Inc.	Proctor & Gamble Co	Toyota Motor Sales USA
Apple Inc	Citigroup Inc	Herman Miller Inc.	McGraw-Hill Companies Inc.,	Progressive Corp	Travelport Ltd.
Applied Materials Inc	Coca-Cola Co	Hewitt Associates	Meditronic Inc	Prudential Financial Inc	UBS AG
AT&T Inc.	Continental Airlines Inc	Honeywell International Inc	Merck & Co. Inc.	QUALCOMM Inc.	Unilever
Automatic Data Processing Inc	Corelogic	Hospira Inc.	Metlife Inc	Quarles & Brady LLP	UnitedHealth Group Inc
Bank of America Corp	Corning Inc.	Hewlett-Packard Co	Microsoft Corp	Raymond James Financial Inc	United Technologies Corp.
Barclays Capital	Costco Wholesale Corp.	HSBC - North America Holdings Inc	MillerCoors LLC	Raytheon Co	UPS
Barnes & Noble Inc.	Cummins Inc.	Hyatt Hotels Corp	Mitchell Gold + Bob Williams	RBC Wealth Management	US Airways Group Inc
BASF Corp	Dell Inc	IBM	Monsanto Co	Recreational Equipment Inc.	US Bancorp
Bausch & Lomb Inc	Deloitte LLP	ING North America Insurance Group	Morgan Stanley	Sabre Holdings Inc.	Virgin America
BMC Software Inc	Delta Air Lines Inc	Intel Corp	Motorola Inc.	SAP America Inc	Visa
Boeing Co	Deutsche Bank	Intuit Inc	Nationwide	Sara Lee Corp	Viacom Inc
Booz Allen Hamilton Inc	Diageo North America	J.C. Penney Co. Inc.	Navigant Consulting Inc	Schering-Plough Corp.	Visteon Corp
Borders Group Inc.	Dow Chemical Co	JetBlue Airways Corp	NCR Corp	Sears Holdings Corp.	Volkswagen of America Inc
Boston Consulting Group	eBay Inc	John Hancock Financial Services Inc	NetApp Inc	Sempra Energy	Walgreen Co.
BP America Inc.	Ecobay Inc	Johnson & Johnson	Newell Rubbermaid Inc.	Shell Oil Co.	Walt Disney Co
Bright Horizons Family Solutions Inc	Esurance Inc	JP Morgan Chase & Co	Nielsen Co	Spectra Energy Corp.	Waste Management
Brinker International Inc	Exelon Corp		Nike Inc	Sprint Nextel Corp.	Wells Fargo & Co



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