

**Dave Thomas Foundation for Adoption
2009 Best Adoption-Friendly Workplaces
America's Top 100**

Rank	Employer	Maximum Financial Assistance	Maximum Weeks Paid Leave	Headquarters	Industry	Employees
1	Wendy's International, Inc.	\$24,300	6	Dublin, OH	Food, Beverage and Restaurants	38,500
2	Citizens Financial Group, Inc. / RBS Americas	\$22,150	1	Providence, RI	Financial Services	25,000
3	LSI Corporation	\$15,000	2	Milpitas, CA	Industrial and Manufacturing	4,300
3	United Business Media LLC (UBM)	\$15,000	2	Manhasset, NY	Entertainment, Media and Publishing	1,000
3	Liquidnet	\$15,000	2	New York, NY	Financial Services	335
6	Subaru of America, Inc.	\$12,150	2	Cherry Hill, NJ	Transportation and Automotive	800
7	Bowen Engineering Corporation	\$12,000	13	Fishers, IN	Architecture, Engineering and Construction	340
8	Timberland	\$12,000	2	Stratham, NH	Consumer Products	5,400
9	Barilla America, Inc.	\$12,000	1	Bannockburn, IL	Food, Beverage and Restaurants	394
10	Time Inc.	\$11,000	1	New York, NY	Entertainment, Media and Publishing	5,700
11	Putnam Investments	\$10,960	4	Boston, MA	Financial Services	2,500
12	Deutsche Bank	\$10,000	16	New York, NY	Financial Services	11,700
13	JPMorgan Chase	\$10,000	12	New York, NY	Financial Services	183,000
14	Avon Products, Inc.	\$10,000	8	New York, NY	Consumer Products	6,100
15	Robins & Morton	\$10,000	8	Birmingham, AL	Architecture, Engineering and Construction	842
16	Turner Broadcasting System, Inc.	\$10,000	8	Atlanta, GA	Entertainment, Media and Publishing	10,000
17	Franklin International	\$10,000	6	Columbus, OH	Industrial and Manufacturing	350
18	QuikTrip Corporation	\$10,000	6	Tulsa, OK	Retail	10,000
19	American Century Investments	\$10,000	4	Kansas City, MO	Financial Services	1,324
20	Fannie Mae	\$10,000	4	Washington, DC	Financial Services	5,893
21	MTV Networks (Viacom)	\$10,000	4	New York, NY	Entertainment, Media and Publishing	5,500
22	Rodale Inc.	\$10,000	4	Emmaus, PA	Entertainment, Media and Publishing	999
23	SAP Americas	\$10,000	4	Philadelphia, PA	Technology, Information and Research	11,000
24	SAVVIS, Inc.	\$10,000	4	Town & Country, MO	Technology, Information and Research	1,831
25	McGraw-Hill Companies, The	\$10,000	3	New York, NY	Entertainment, Media and Publishing	12,926
26	Phoenix Companies, Inc., The	\$10,000	3	Hartford, CT	Insurance	1,139
27	Abbott	\$10,000	2	Abbott Park, IL	Healthcare	68,000
28	C&S Wholesale Grocers, Inc.	\$10,000	2	Keene, NH	Other	16,000
29	General Mills	\$10,000	2	Minneapolis, MN	Consumer Products	29,576
30	Leo Burnett & Arc USA	\$10,000	2	Chicago, IL	Advertising, Marketing and Public Relations	1,483
31	MetLife	\$10,000	2	New York, NY	Insurance	32,000
32	Prudential Financial, Inc.	\$10,000	2	Newark, NJ	Financial Services	41,100
33	Eli Lilly and Company	\$10,000	1	Indianapolis, IN	Pharmaceutical	40,000
34	Freddie Mac	\$8,300	6	McLean, VA	Financial Services	5,046
35	Bank of America	\$8,000	12	Charlotte, NC	Financial Services	247,000

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36	Cephalon	\$8,000	6	Frazer, PA	Pharmaceutical	2,895
37	Johnson Financial Group	\$8,000	6	Racine, WI	Financial Services	1,280
38	Kao Brands Company	\$8,000	5	Cincinnati, OH	Consumer Products	550
39	Sullivan & Cromwell LLP	\$7,500	18	New York, NY	Consulting, Accounting, Legal and Business Services	2,010
40	Hershey Company, The	\$7,500	varies	Hershey, PA	Food, Beverage and Restaurants	14,000
41	Missouri Employers Mutual Insurance	\$7,500	4	Columbia, MO	Insurance	220
42	Quality Custom Cabinetry, Inc.	\$7,500	4	New Holland, PA	Industrial and Manufacturing	275
43	American International Group, Inc. (AIG)	\$7,500	2	New York, NY	Insurance	48,448
44	Duke Realty Corporation	\$7,500	2	Indianapolis, IN	Real Estate	1,220
45	Alston & Bird, LLP	\$7,000	12	Atlanta, GA	Consulting, Accounting, Legal and Business Services	1,900
46	DigitalGlobe, Inc.	\$7,000	4	Longmont, CO	Technology, Information and Research	460
47	First Sun Management Corporation	\$7,000	3	Clemson, SC	Food, Beverage and Restaurants	1,500
48	Sears Holdings Corporation	\$7,000	1	Hoffman Estates, IL	Retail	31,500
49	Exceptional Software Strategies	\$6,500	1	Linthicum, MD	Technology, Information and Research	120
50	PricewaterhouseCoopers LLP	\$6,000	12	New York, NY	Consulting, Accounting, Legal and Business Services	30,000
51	National Futures Association	\$6,000	8	Chicago, IL	Non-profit	259
52	Cornell University	\$6,000	6	Ithaca, NY	Education	14,140
53	Dow Corning Corporation	\$6,000	6	Midland, MI	Industrial and Manufacturing	10,643
54	Ernst & Young LLP	\$6,000	6	New York, NY	Consulting, Accounting, Legal and Business Services	103,000
55	Hasbro, Inc.	\$6,000	6	Pawtucket, RI	Consumer Products	3,562
56	New York University	\$6,000	6	New York, NY	Education	10,000
57	WendPartners	\$6,000	6	Cortland, NY	Food, Beverage and Restaurants	10,500
58	Domino's Pizza LLC	\$6,000	4	Ann Arbor, MI	Food, Beverage and Restaurants	13,500
59	National City Corporation	\$6,000	4	Cleveland, OH	Financial Services	32,000
60	Willis North America Inc.	\$6,000	4	New York, NY	Insurance	3,800
61	ConAgra Foods, Inc.	\$6,000	2	Omaha, NE	Consumer Products	24,500
62	Nestle USA, Inc.	\$6,000	1	Glendale, CA	Food, Beverage and Restaurants	32,000
63	First Tennessee Bank, a subsidiary of First Horizon National Corporation	\$5,000	varies	Memphis, TN	Financial Services	6,234
64	Affinity Health System	\$5,000	12	Menasha, WI	Healthcare	3,944
65	Cape Fear Valley Health System	\$5,000	12	Fayetteville, NC	Healthcare	4,900
66	Credit Suisse	\$5,000	12	New York, NY	Financial Services	60,000
67	First Reliance Bank	\$5,000	8	Florence, SC	Financial Services	145
68	Goldman, Sachs & Co.	\$5,000	8	Jersey City, NJ	Financial Services	14,525
69	KPMG	\$5,000	8	Montvale, NJ	Consulting, Accounting, Legal and Business Services	23,000
70	OSI Pharmaceuticals, Inc.	\$5,000	8	Melville, NY	Pharmaceutical	540

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Rank	Employer	Maximum Financial Assistance	Maximum Weeks Paid Leave	Headquarters	Industry	Employees
71	Patagonia, Inc.	\$5,000	8	Ventura, CA	Retail	1,300
72	Thomson Reuters	\$5,000	8	New York, NY	Technology, Information and Research	50,000
73	AstraZeneca PLC	\$5,000	7	Wilmington, DE	Pharmaceutical	12,472
74	Google, Inc.	\$5,000	7	Mountain View, CA	Technology, Information and Research	16,200
75	Advent Software, Inc.	\$5,000	6	San Francisco, CA	Technology, Information and Research	1,100
76	American Express Company	\$5,000	6	New York, NY	Financial Services	29,997
77	BNP Paribas	\$5,000	6	New York, NY	Financial Services	2,600
78	Brasfield & Gorrie	\$5,000	6	Birmingham, AL	Architecture, Engineering and Construction	3,300
79	Brooks Brothers	\$5,000	6	Enfield, CT	Retail	4,500
80	Capital One	\$5,000	6	McLean, VA	Financial Services	27,000
81	Carlson	\$5,000	6	Minnetonka, MN	Hotel and Travel	42,500
82	Children's Mercy Hospitals & Clinics	\$5,000	6	Kansas City, MO	Healthcare	5,100
83	E.W. Scripps Company, The	\$5,000	6	Cincinnati, OH	Entertainment, Media and Publishing	10,000
84	Elderhostel	\$5,000	6	Boston, MA	Non-profit	248
85	Gallup	\$5,000	6	Omaha, NE	Consulting, Accounting, Legal and Business Services	1,300
86	Giant Eagle, Inc.	\$5,000	6	Pittsburgh, PA	Retail	35,000
87	NCB (National Cooperative Bank)	\$5,000	6	Arlington, VA	Financial Services	300
88	Nippon Life Insurance Company of America	\$5,000	6	New York, NY	Insurance	80
89	Novo Nordisk Inc.	\$5,000	6	Princeton, NJ	Pharmaceutical	3,100
90	RSM McGladrey	\$5,000	6	Bloomington, MN	Consulting, Accounting, Legal and Business Services	8,000
91	SC Johnson & Son, Inc.	\$5,000	6	Racine, WI	Consumer Products	3,300
92	Scripps Networks Interactive	\$5,000	6	Cincinnati, OH	Entertainment, Media and Publishing	2,100
93	ChoicePoint Inc.	\$5,000	4	Alpharetta, GA	Financial Services	4,500
94	Educational Commission for Foreign Medical Graduates	\$5,000	4	Philadelphia, PA	Non-profit	250
95	Electronic Data Systems Corporation (EDS)	\$5,000	4	Plano, TX	Technology, Information and Research	140,000
96	Fellowes, Inc.	\$5,000	4	Itasca, IL	Consumer Products	3,000
97	Harvard University	\$5,000	4	Cambridge, MA	Education	16,000
98	Microsoft Corporation	\$5,000	4	Redmond, WA	Technology, Information and Research	55,791
99	Millennium Pharmaceuticals	\$5,000	4	Cambridge, MA	Pharmaceutical	1,100
100	SAS Institute Inc.	\$5,000	4	Cary, NC	Technology, Information and Research	11,000
100	New York Life Insurance Company	\$5,000	4	New York, NY	Insurance	18,827
100	National Basketball Association (NBA)	\$5,000	4	New York, NY	Sports and Recreation	1,000

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2009 Best Adoption-Friendly Workplaces**

Top Ten by Size Category

	SMALL 1-100 Employees	MEDIUM 101-1,000 Employees	LARGE More than 1,000 Employees
1	Nippon Life Insurance Company of America New York, NY	#1 TIE: Liquidnet New York, NY	Wendy's International, Inc. Dublin, OH
2	Granite State Credit Union Manchester, NH	#1 TIE: United Business Media LLC (UBM) Manhasset, NY	Citizens Financial Group, Inc/RBS Americas Providence, RI
3	Municipal Securities Rulemaking Board (MSRB) Alexandria, VA	Subaru of America, Inc. Cherry Hill, NJ	LSI Corporation Milpitas, CA
4	Wilske Law Firm PLC Manchester, IA	Bowen Engineering Corporation Fishers, IN	Timberland Stratham, NH
5	Oklahoma State Chamber of Commerce and Industry Oklahoma City, OK	Barilla America, Inc. Bannockburn, IL	Time Inc. New York, NY
6	Community Based Care of Brevard Melbourne, FL	Robins & Morton Birmingham, AL	Putnam Investments Boston, MA
7	Continental Grain Company New York, NY	Franklin International Columbus, OH	Deutsche Bank New York, NY
8	National CASA Association Seattle, WA	Rodale Inc. Emmaus, PA	JPMorgan Chase New York, NY
9	The Waterworks Columbus, OH	Kao Brands Company Cincinnati, OH	Avon Products, Inc. New York, NY
10	ELK Promotions Worthington, OH	#10 TIE: Quality Custom Cabinetry New Holland, PA	Turner Broadcasting System, Inc. Atlanta, GA
		#10 TIE: Missouri Employers Mutual Insurance Columbia, MO	

**Dave Thomas Foundation for Adoption
2009 Best Adoption-Friendly Workplaces
Industry Leaders**

Industry	Industry Rank	Employer	Maximum Financial Assistance	Maximum Weeks Paid Leave	Headquarters	Employees
Advertising, Marketing and Public Relations	1	Leo Burnett & Arc USA	\$10,000	2	Chicago, IL	1,483
	2	Valassis	\$5,000	2	Livonia, MI	7,000
	3	Everglades Direct	\$5,000	1	Sunrise, FL	300
	4	ELK Promotions	\$1,500		Worthington, OH	30
Architecture, Engineering and Construction	1	Bowen Engineering Corporation	\$12,000	13	Fishers, IN	340
	2	Robins & Morton	\$10,000	8	Birmingham, AL	842
	3	Brasfield & Gorrie	\$5,000	6	Birmingham, AL	3,300
	4	Ulteig Engineers Inc.	\$4,000	12	Fargo, ND	410
	5	Fishbeck, Thompson, Carr & Huber Inc.	\$4,000	3	Grand Rapids, MI	356
Communications and Telecommunications	1-tie	Comcast Corporation	\$10,000		Philadelphia, PA	100,000
	1-tie	Global Crossing	\$10,000		Florham Park, NJ	5,000
	1-tie	Verizon Communications	\$10,000		New York, NY	232,891
	4	Motorola, Inc.	\$8,000		Schaumburg, IL	24,000
	5	ADC Telecommunications, Inc.	\$5,000		Eden Prairie, MN	2,200
Consulting, Accounting, Legal and Business Services	1	Sullivan & Cromwell LLP	\$7,500	18	New York, NY	2,010
	2	Alston & Bird, LLP	\$7,000	12	Atlanta, GA	1,900
	3	PricewaterhouseCoopers LLP	\$6,000	12	New York, NY	30,000
	4	Ernst & Young LLP	\$6,000	6	New York, NY	103,000
	5	KPMG	\$5,000	8	Montvale, NJ	23,000
Consumer Products	1	Timberland	\$12,000	2	Stratham, NH	5,400
	2	Avon Products, Inc.	\$10,000	8	New York, NY	6,100
	3	General Mills	\$10,000	2	Minneapolis, MN	29,576
	4	Kao Brands Company	\$8,000	5	Cincinnati, OH	550
	5	Hasbro, Inc.	\$6,000	6	Pawtucket, RI	3,562
Education	1	Cornell University	\$6,000	6	Ithaca, NY	14,140
	1	New York University	\$6,000	6	New York, NY	10,000
	3	Harvard University	\$5,000	4	Cambridge, MA	16,000
	4	Ohio State University, The	\$5,000	3	Columbus, OH	26,155
	5	Northwestern College	\$3,000	1	Orange City, IA	304
Energy and Utilities	1	American Electric Power	\$3,000	6	Columbus, OH	20,861
	2	El Paso Corporation	\$25,000		Houston, TX	5,200
	3	BHP Billiton	\$10,000		Houston, TX	850
	4	PJM Interconnection	\$10,000		Norristown, PA	600
	5	Marathon Oil	\$7,500		Findlay, OH	3,000

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Entertainment, Media and Publishing	1	United Business Media LLC (UBM)	\$15,000	2	Manhasset, NY	1,000
	2	Time Inc.	\$11,000	1	New York, NY	5,700
	3	Turner Broadcasting System, Inc.	\$10,000	8	Atlanta, GA	10,000
	4	MTV Networks (Viacom)	\$10,000	4	New York, NY	5,500
	5	Rodale Inc.	\$10,000	4	Emmaus, PA	999
Financial Services	1	Citizens Financial Group, Inc. / RBS Americas	\$22,150	1	Providence, RI	25,000
	2	Liquidnet	\$15,000	2	New York, NY	335
	3	Putnam Investments	\$10,960	4	Boston, MA	2,500
	4	Deutsche Bank	\$10,000	16	New York, NY	11,700
	5	JPMorgan Chase	\$10,000	12	New York, NY	183,000
Food, Beverage and Restaurants	1	Wendy's International, Inc.	\$24,300	6	Dublin, OH	38,500
	2	Barilla America, Inc.	\$12,000	1	Bannockburn, IL	394
	3	Hershey Company, The	\$7,500	varies	Hershey, PA	14,000
	4	First Sun Management Corporation	\$7,000	3	Clemson, SC	1,500
	5	WendPartners	\$6,000	6	Cortland, NY	10,500
Government	1	State of Florida	\$10,000		Tallahassee, FL	186,500
	2	City of Richardson, Texas	\$6,000		Richardson, TX	956
	3-tie	State of Kentucky	\$5,000		Frankfort, KY	33,000
	3-tie	City of Carmel, Indiana	\$5,000		Carmel, IN	530
Healthcare	1	Abbott	\$10,000	2	Abbott Park, IL	68,000
	2	Affinity Health System	\$5,000	12	Menasha, WI	3,944
	3	Cape Fear Valley Health System	\$5,000	12	Fayetteville, NC	4,900
	4	Children's Mercy Hospitals & Clinics	\$5,000	6	Kansas City, MO	5,100
	5	McGohan Brabender, Inc.	\$5,000	4	Dayton, OH	138
Hotel and Travel	1	Carlson	\$5,000	6	Minnetonka, MN	42,500
Industrial and Manufacturing	1	LSI Corporation	\$15,000	2	Milpitas, CA	4,300
	2	Franklin International	\$10,000	6	Columbus, OH	350
	3	Quality Custom Cabinetry, Inc.	\$7,500	4	New Holland, PA	275
	4	Dow Corning Corporation	\$6,000	6	Midland, MI	10,643
	5	Hypertherm, Inc.	\$5,000	1	Hanover, NH	1,100
Insurance	1	Phoenix Companies, Inc., The	\$10,000	3	Hartford, CT	1,139
	2	MetLife	\$10,000	2	New York, NY	32,000
	3	Missouri Employers Mutual Insurance	\$7,500	4	Columbia, MO	220
	4	American International Group, Inc. (AIG)	\$7,500	2	New York, NY	48,448
	5	Willis North America Inc.	\$6,000	4	New York, NY	3,800

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Industry Leaders**

Industry	Industry Rank	Employer	Maximum Financial Assistance	Maximum Weeks Paid Leave	Headquarters	Employees
Non-profit	1	National Futures Association	\$6,000	8	Chicago, IL	259
	2	Elderhostel	\$5,000	6	Boston, MA	248
	3	Educational Commission for Foreign Medical Graduates	\$5,000	4	Philadelphia, PA	250
	4	Municipal Securities Rulemaking Board (MSRB)	\$5,000	2	Alexandria, VA	66
	5	National Geographic Society	\$5,000	2	Washington, DC	1,800
Other	1	C&S Wholesale Grocers, Inc.	\$10,000	2	Keene, NH	16,000
	2	Johnson & Johnson	\$5,000	2	New Brunswick, NJ	40,799
	3	Continental Grain Company	\$6,000		New York, NY	60
	4	Waterworks, The	\$3,000		Columbus, OH	95
	5	Pitney Bowes	\$2,000		Stamford, CT	22,000
Pharmaceutical	1	Eli Lilly and Company	\$10,000	1	Indianapolis, IN	40,000
	2	Cephalon	\$8,000	6	Frazer, PA	2,895
	3	OSI Pharmaceuticals, Inc.	\$5,000	8	Melville, NY	540
	4	AstraZeneca PLC	\$5,000	7	Wilmington, DE	12,472
	5	Novo Nordisk Inc.	\$5,000	6	Princeton, NJ	3,100
Real Estate	1	Duke Realty Corporation	\$7,500	2	Indianapolis, IN	1,220
	2	Crosland, Inc.	\$3,500	6	Charlotte, NC	300
Retail	1	QuikTrip Corporation	\$10,000	6	Tulsa, OK	10,000
	2	Sears Holdings Corporation	\$7,000	1	Hoffman Estates, IL	31,500
	3	Patagonia, Inc.	\$5,000	8	Ventura, CA	1,300
	4	Brooks Brothers	\$5,000	6	Enfield, CT	4,500
	5	Giant Eagle, Inc.	\$5,000	6	Pittsburgh, PA	35,000
Sports and Recreation	1	National Basketball Association (NBA)	\$5,000	4	New York, NY	1,000
	2	Vetta Sports	\$3,000		St. Louis, MO	200
Technology, Information and Research	1-tie	SAP Americas	\$10,000	4	Philadelphia, PA	11,000
	1-tie	SAVVIS, Inc.	\$10,000	4	Town & Country, MO	1,831
	3	DigitalGlobe, Inc.	\$7,000	4	Longmont, CO	460
	4	Exceptional Software Strategies	\$6,500	1	Linthicum, MD	120
	5	Thomson Reuters	\$5,000	8	New York, NY	50,000
Transportation and Automotive	1	Subaru of America, Inc.	\$12,150	2	Cherry Hill, NJ	800
	2	Enterprise Rent-A-Car	\$4,000	9	Saint Louis, MO	66,000
	3	United Parcel Service (UPS)	\$5,000		Atlanta, GA	400,000

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Ohio's Top Ten**

Ohio Rank	Employer	Maximum Financial Assistance	Maximum Weeks Paid Leave	Headquarters	Industry	Employees
1	Wendy's International, Inc.	\$24,300	6	Dublin, OH	Food, Beverage and Restaurants	38,500
2	Franklin International	\$10,000	6	Columbus, OH	Industrial and Manufacturing	350
3	Kao Brands Company	\$8,000	5	Cincinnati, OH	Consumer Products	550
4	National City Corporation	\$6,000	4	Cleveland, OH	Financial Services	32,000
5	The E.W. Scripps Company	\$5,000	6	Cincinnati, OH	Entertainment, Media and Publishing	10,000
6	Scripps Networks Interactive	\$5,000	6	Cincinnati, OH	Entertainment, Media and Publishing	2,100
7	McGohan Brabender, Inc.	\$5,000	4	Dayton, OH	Healthcare	138
8	The Ohio State University	\$5,000	3	Columbus, OH	Education	26,155
9	Fifth Third Bank	\$5,000	1	Cincinnati, OH	Financial Services	22,000
10	American Electric Power	\$3,000	6	Columbus, OH	Energy and Utilities	20,861

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COLUMBUS WINNERS

Columbus Rank	Employer	Maximum Financial Assistance	Maximum Weeks Paid Leave	Headquarters	Industry	Employees
1	Wendy's International, Inc.	\$24,300	6	Dublin, OH	Food, Beverage and Restaurants	38,500
2	Franklin International	\$10,000	6	Columbus, OH	Industrial and Manufacturing	350
3	Ohio State University, The	\$5,000	3	Columbus, OH	Education	26,155
4	American Electric Power	\$3,000	6	Columbus, OH	Energy and Utilities	20,861
5	OhioHealth	\$3,000	2	Columbus, OH	Healthcare	16,000
6	BMW Financial Services	\$5,000		Hilliard, OH	Financial Services	702
7	Limited Brands	\$5,000		Columbus, OH	Retail	16,000
8	Scotts Miracle Gro Company, The	\$5,000		Marysville, OH	Industrial and Manufacturing	6,000
9	Waterworks, The	\$3,000		Columbus, OH	Other	95
10	ELK Promotions	\$1,500		Worthington, OH	Advertising, Marketing and Public Relations	30
11	Strip, Hoppers, Leithart, McGrath & Terlecky Co.	\$1,200		Columbus, OH	Consulting, Accounting, Legal and Business Services	25