

THE AMERICAN OPPORTUNITY INDEX

A PROJECT IN THE PUBLIC INTEREST

NEW RANKINGS REVEAL THE COMPANIES THAT HAVE SURGED AHEAD IN CREATING OPPORTUNITY FOR THEIR EMPLOYEES



As economic uncertainties lead many employers to pull back on hiring and reduce chances for promotions, the 2024 American Opportunity Index reveals the large U.S. companies across multiple sectors that are still opening their doors to new workers and advancing the careers of their employees.

The Index is fundamentally different from every other measure of employer quality. It is not based on corporate or worker surveys but on an independent, big-data analysis of the career trajectories of more than 5 million employees at 395 of America's largest companies. The Index measures how well firms promote, pay, hire and retain their employees based

on what really happened to them over a five-year period. Companies cannot opt in or out of the assessment, nor do companies pay to be part of the Index.

All measured firms are rated across multiple metrics and ranked by sector. The highest-scoring 100 firms overall are recognized as top employers.

We specifically designed the Index to fill a key void in the marketplace: to equip employers with new data to help them benchmark their success and flag areas for improvement. The Index is rooted in a fundamental belief that employees are a company's most valuable asset, when employers invest in unlocking the full potential of their people — by providing good jobs and ample opportunities for advancement — their businesses do better.

WHAT THE INDEX TELLS US

- 1** **Where you work matters**
- Employees at the 100-best firms on the Index’s pay metric earn, on average, 130% more for the same job than those who work for bottom-100 pay firms.
 - Those at top-100 firms for the internal promotion metric are 150% more likely to be promoted than their counterparts at bottom-100 firms.
 - Top 100 employers in hiring are 180% more likely to hire workers without a college degree, creating greater opportunity for entry level workers.

- 2** **Sector isn’t destiny**
- Companies from more than 30 sectors are represented on the Index’s Top 100 Employers of Choice list.
 - Firms in the energy and resource-related sectors—oil and gas, utilities, and metals and materials—had the largest average gains in the Index this year, proving resilience even as more prominent sectors like technology and retail slipped.

- 3** **Year-over-year performance slipped for many**
- A new measure of how well firms did compared to their own prior-year performance finds that only 80 of 395 firms increased promotion opportunities, while 240 firms had some level of decrease.
 - The same measure finds that a plurality of companies—174—decreased their hiring of people who either lack college degrees or meaningful previous work experience.

- 4** **Several sectors buck broader trends in offering opportunity**
- Building and Construction, Auto Manufacturing, Chemicals, and Freight and Logistics companies offered the best chances of a promotion.
 - Workers in the Metals and Materials, Technology, Pharmaceuticals and Utilities sectors who moved to new employers did better than those in other sectors.

What does the Index measure?

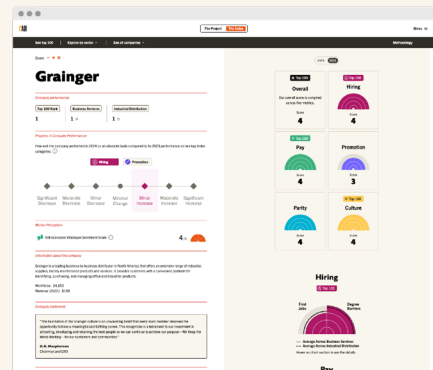
<p>Hiring</p> <p>How well do companies hire people without degrees and those with little experience?</p> <p>Hiring is comprised of:</p> <ul style="list-style-type: none"> ○ First jobs, which assesses the percentage of starting jobs at a company with less than three years of prior experience. ○ Degree barriers, which measures the percentage of people starting a job within a given occupation at a company who do not have a bachelor’s degree. 	<p>Pay</p> <p>How well do companies pay their employees and increase their compensation over time?</p> <p>Pay is comprised of:</p> <ul style="list-style-type: none"> ○ Wage, which measures how well workers in the same occupation are paid at different employers. ○ Wage growth, which evaluates the degree of wage growth for workers who stayed at a given employer for three or more years. 	<p>Promotion</p> <p>How well do companies move people up and prepare them for better jobs elsewhere?</p> <p>Promotion is comprised of:</p> <ul style="list-style-type: none"> ○ Promotion probability, which measures how likely employees are to be promoted. ○ Continued promotion, which measures how many further promotions they can expect over time. ○ Promotion quality, which measures how big of a salary bump they can expect to receive at each promotion. ○ Advancement beyond, which measures how likely workers are to land a better role when they move on to a new employer. 	<p>Parity</p> <p>How well do companies move all people up equally, regardless of race or gender?</p> <p>Parity is comprised of:</p> <ul style="list-style-type: none"> ○ Gender equality, which measures the disparities, if any, in the promotion rates of male employees and female employees. ○ Racial equality, which measures the disparities, if any, in the promotion rates of Black and Hispanic employees to all other employees. 	<p>Culture</p> <p>How well do companies retain their employees and build their careers?</p> <p>Culture is comprised of:</p> <ul style="list-style-type: none"> ○ Retention, which measures how long employees stay with an employer. ○ Leaders from within, which measures the share of leadership-level employees who have climbed the ranks internally within the company.
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TOP 100 EMPLOYERS OF CHOICE

#1-25	#26-50	#51-75	#76-100				
1	W.W. Grainger	26	AbbVie	51	Dell Technologies	76	Johnson & Johnson
2	Costco Wholesale	27	Best Buy	52	Ecolab	77	Applied Materials
3	Capital One Financial	28	Parker-Hannifin	53	Oracle	78	Chewy
4	Meta Platforms	29	First American Financial	54	Advanced Micro Devices	79	XPO
5	ServiceNow	30	Walgreens Boots Alliance	55	Progressive	80	Citigroup
6	J.B. Hunt Transport Services	31	Home Depot	56	Universal Health Services	81	Tesla
7	Coca-Cola	32	Exelon	57	Sherwin-Williams	82	Wells Fargo
8	PepsiCo	33	Skechers U.S.A.	58	Charter Communications	83	Travelers
9	MetLife	34	Marriott International	59	J.M. Smucker	84	Motorola Solutions
10	Bank of America	35	Mastercard	60	ConocoPhillips	85	BlackRock
11	KeyCorp	36	Hershey	61	M&T Bank	86	Morgan Stanley
12	Equinix	37	Southwest Airlines	62	Uber Technologies	87	NVR
13	Starbucks	38	Pfizer	63	American Express	88	Mondelez International
14	Lumen Technologies	39	Amazon	64	Laboratory Corp. of America	89	VF
15	Lowe's	40	Nike	65	Charles Schwab	90	New York Life Insurance
16	Truist Financial	41	Cognizant Technology Solutions	66	Nationwide	91	Cigna
17	JPMorgan Chase	42	ExxonMobil	67	Gap Inc.	92	Foot Locker
18	PNC Financial Services Group	43	Microsoft	68	DaVita	93	Penske Automotive Group
19	Salesforce	44	Jones Lang LaSalle	69	Keurig Dr Pepper	94	United Rentals
20	Target	45	CBRE Group	70	Ulta Beauty	95	Western & Southern Financial Group
21	Wayfair	46	The Hartford	71	Delta Air Lines	96	Molson Coors Beverage
22	Hilton Worldwide Holdings	47	AT&T	72	Northrop Grumman	97	Intel
23	Goldman Sachs Group	48	CDW	73	Kellogg	98	CarMax
24	Verizon Communications	49	Taylor Morrison Home	74	Equitable Holdings	99	Farmers Insurance Exchange
25	Adobe	50	Intuit	75	Chipotle Mexican Grill	100	PayPal Holdings

DIVE DEEPER ONLINE

To view detailed results for every company, including rankings by sector and the overall top-100 list, visit www.AmericanOpportunityIndex.org



How is the Index assembled?

To calculate the Index, we use a range of labor-market data sources to assess the progress of a company's employees over five years, from 2018 through 2022. **We assembled career histories of individual workers based on profiles and resumes they uploaded to career sites such as LinkedIn, pay data from sites such as Glassdoor, and numerous other proprietary career databases** compiled by Burning Glass. Unlike most other measures that seek to identify good jobs and places to work, the Index does not rely upon data provided or self-reported by companies. Firms cannot choose to opt out of the Index.

Which companies does the Index include?

The Index measures **395 of America's largest employers**. We studied the 500 largest publicly traded companies headquartered in the United States, but we removed 104 firms because we did not have enough data to measure them accurately or those firms went out of business in 2024.

How many workers does the Index assess?

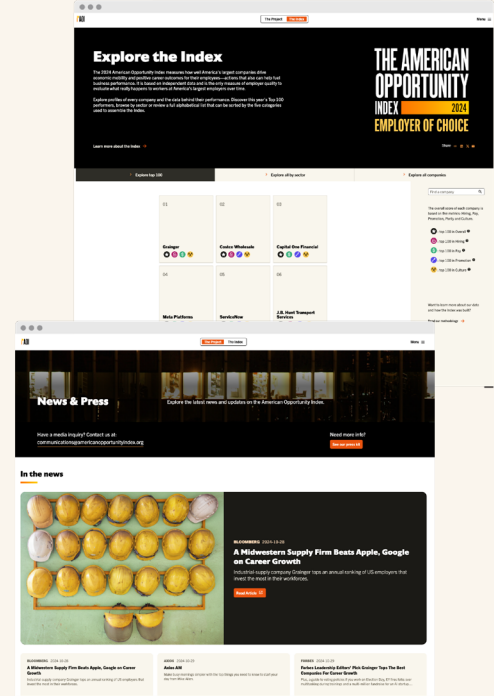
The Index tracks the experience of **5.39 million U.S. workers** at the firms we measured. We only include employees in roles open to people without a college degree. We define that as jobs in which at least 30 percent of workers nationally do not have four-year college degrees.

How are companies ranked?

For each metric, we start by calculating a score for each of the 10 metrics at each occupation at a company, such as the retention rate for customer-service representatives. We then compare that score to the same metric-occupation scores at other companies. That allows us to assign a 1-to-4 quartile score to every metric by occupation at each company, with 4 highest and 1 lowest.

We then weight those quartile scores based on the prevalence of certain occupations at a company. Each metric accounts for half of its relevant category score.

To calculate a company's overall score, we have weighted the relative importance of each of the five categories based on a survey of workers at large firms and input from an expert panel of economists and human-resources leaders.



THERE'S MORE

We designed the Index as a tool for companies to benchmark and improve how they manage their most important resource—their people. We invite you to learn more about the American Opportunity Index at:

AmericanOpportunityIndex.org

- View detailed results for each Top 100 company
- Delve into the data
- Learn about practices fueling results at leading companies'
- Access other resources.

We invite you to contribute to our employer spotlights that illuminate successful actions to grow and retain talent.

Contact us with questions or to learn more about the Index at info@americanopportunityindex.org



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