

THE AMERICAN OPPORTUNITY INDEX

OCTOBER 2022

Results from the 2022 Edition of the Index



Harvard
Business
School
Managing the
Future of Work



The American Opportunity Index:

A Corporate Scorecard of Worker Advancement

A Joint Project of the Burning Glass Institute, the Harvard Business School Project on Managing the Future of Work, and the Schultz Family Foundation

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Suggested citation: Sigelman, M., Fuller, J., Dawson, N., Levanon, G. (October 2022). The American Opportunity Index. Published by Burning Glass Institute, Harvard Business School Project on Managing the Future of Work and Schultz Family Foundation.



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TOP 50 OVERALL

Weighted average of the American Opportunity Index's nine underlying measures, as weighted **based on input from a panel of experts and a survey of 500 workers**. This metric provides overall **insight into the impact of corporate practice**, as borne out in access to opportunity, upward mobility, and pay.

EMPLOYER	INDUSTRY	OVERALL WEIGHTED RANK
AT&T	Telecommunications	1
American Express	Payments, Banks & Lenders	2
Cisco Systems	Technology manufacturing	3
PG&E	Utilities	4
Microsoft	Technology	5
Fiserv	Business Services, Technology	6
HF Sinclair	Oil, Gas & Mining	7
Liberty Mutual Insurance Group	Insurance Carriers and Related Activities	8
International Paper	Materials and Chemicals manufacturing	9
Southwest Airlines	Transportation	10
Kinder Morgan	Oil, Gas & Mining	11
WESCO International	Wholesale & Distribution, Business services	12
Fannie Mae	Banks & Lenders	13
Hartford Financial Services Group	Insurance Carriers and Related Activities	14
Cigna	Health Insurance	15
TD Synnex	Wholesale & Distribution, Business services	16
Wells Fargo	Banks & Lenders	17
Mastercard	Payments	18
Capital One Financial	Banks & Lenders	19
Intel	Technology manufacturing	20
Nucor	Materials and Chemicals manufacturing	21
Salesforce	Technology	22
Costco Wholesale	Retail, Food & Health Retail	23
Estée Lauder	Consumer Goods	24
Paccar	Motor Vehicles	25
Adobe	Technology	26
Oracle	Technology	27
Hewlett Packard Enterprise	Technology, Business services	28
Kimberly-Clark	Consumer Goods	29
Expeditors Intl. of Washington	Transportation	30
TIAA	Investments, Insurance Carriers and Related Activities	31
US Foods Holding	Wholesale & Distribution	32
CDW	Wholesale & Distribution	33
Sherwin-Williams	Materials and Chemicals manufacturing	34
Stryker	Technology manufacturing	35
IBM	Technology, Business services	36
Applied Materials	Technology manufacturing	37
Visa	Payments	38
AutoZone	Motor Vehicles Parts, Retail	39
Cognizant Technology Solutions	Technology, Business services	40
Qualcomm	Technology manufacturing	41
Prudential Financial	Insurance Carriers and Related Activities	42
Travelers	Insurance Carriers and Related Activities	43
PPG Industries	Materials and Chemicals manufacturing	44
Occidental Petroleum	Oil, Gas & Mining	45
Honeywell International	Machinery and equipment manufacturing, Aerospace & Defense	46
U.S. Bancorp	Banks & Lenders	47
Verizon Communications	Telecommunications	48
Arrow Electronics	Wholesale & Distribution	49
Goldman Sachs Group	Banks & Lenders, Investments	50

CAREER GROWTH

Companies that open their doors the widest to those without experience and then give them quick pathways for advancement within the firm. Combines the **entry-level percentage, velocity of growth, and job level measures.**

EMPLOYER	INDUSTRY
Amazon	Technology, Retail
AmerisourceBergen	Wholesale & Distribution
AT&T	Telecommunications
Automatic Data Processing	Business Services
AutoZone	Motor Vehicles Parts, Retail
Bank of America	Banks & Lenders, Investments
Best Buy	Retail
BJ's Wholesale Club	Retail, Food & Health Retail
C.H. Robinson Worldwide	Transportation
CarMax	Motor Vehicles dealers and services
Coca-Cola	Consumer Goods
Costco Wholesale	Retail, Food & Health Retail
CVS Health	Health Insurance, Food & Health Retail, Healthcare Providers
Dollar General	Retail
Estée Lauder	Consumer Goods
Gap Inc.	Retail
General Mills	Consumer Goods
Genuine Parts	Motor Vehicles Parts
Goodyear Tire & Rubber	Motor Vehicles Parts
Kohl's	Retail
Kraft Heinz	Consumer Goods
Kroger	Food & Health Retail
Lithia Motors	Motor Vehicles dealers and services
Loews	Insurance Carriers and Related Activities, Oil, Gas & Mining
Lowe's	Retail
Macy's	Retail
McDonald's	Food & Health Retail
McKesson	Wholesale & Distribution
Molina Healthcare	Health Insurance
Mondelez International	Consumer Goods
Murphy USA	Retail
Nike	Consumer Goods
Nordstrom	Retail
Oracle	Technology
PepsiCo	Consumer Goods
PPG Industries	Materials and Chemicals manufacturing
Rite Aid	Food & Health Retail
Ross Stores	Retail
Salesforce	Technology
Sherwin-Williams	Materials and Chemicals manufacturing
Southwest Airlines	Transportation
Starbucks	Food & Health Retail
State Farm Insurance	Insurance Carriers and Related Activities
TJX	Retail
UPS	Transportation, Business services
Verizon Communications	Telecommunications
Walgreens Boots Alliance	Food & Health Retail
Walmart	Retail, Food & Health Retail
Wells Fargo	Banks & Lenders
WESCO International	Wholesale & Distribution, Business services

CAREER LAUNCHPAD

Companies that have the best track record of **hiring workers without experience, training them, and enabling them to move on to better positions elsewhere.** Combines the entry-level percentage and promoting out measures.

EMPLOYER	INDUSTRY
Adobe	Technology
American Airlines Group	Transportation
Apple	Technology manufacturing, Technology
Arrow Electronics	Wholesale & Distribution
AT&T	Telecommunications
AutoZone	Motor Vehicles Parts, Retail
Avnet	Wholesale & Distribution
BJ's Wholesale Club	Retail, Food & Health Retail
Builders FirstSource	Materials and Chemicals manufacturing
C.H. Robinson Worldwide	Transportation
CDW	Wholesale & Distribution
Cisco Systems	Technology manufacturing
CVS Health	Health Insurance, Food & Health Retail, Healthcare Providers
Eli Lilly	Pharmaceutical
Energy Transfer	Oil, Gas & Mining
Expeditors Intl. of Washington	Transportation
Fannie Mae	Banks & Lenders
FedEx	Transportation, Business services
Fidelity National Financial	Insurance Carriers and Related Activities
Fiserv	Business Services, Technology
Halliburton	Oil, Gas & Mining
Hartford Financial Services Group	Insurance Carriers and Related Activities
IBM	Technology, Business Services
Kinder Morgan	Oil, Gas & Mining
Lear	Motor Vehicles Parts
Liberty Mutual Insurance Group	Insurance Carriers and Related Activities
Lowe's	Retail
Marathon Petroleum	Oil, Gas & Mining
Marsh & McLennan	Insurance Carriers and Related Activities, Business Services
Murphy USA	Retail
NRG Energy	Utilities
Nucor	Materials and Chemicals manufacturing
Occidental Petroleum	Oil, Gas & Mining
Oracle	Technology
PG&E	Utilities
Pioneer Natural Resources	Oil, Gas & Mining
PPG Industries	Materials and Chemicals manufacturing
Rite Aid	Food & Health Retail
Salesforce	Technology
Sherwin-Williams	Materials and Chemicals manufacturing
Starbucks	Food & Health Retail
State Farm Insurance	Insurance Carriers and Related Activities
Stryker	Technology manufacturing
TD Synnex	Wholesale & Distribution, Business services
United States Steel	Materials and Chemicals manufacturing
UPS	Transportation, Business services
US Foods Holding	Wholesale & Distribution
Verizon Communications	Telecommunications
Walgreens Boots Alliance	Food & Health Retail
WESCO International	Wholesale & Distribution, Business services

CAREER STABILITY

Companies that are most likely to offer **good, well-paying jobs without significant churn.**
Combines the retention and starting wage measures.

EMPLOYER	INDUSTRY
3M	Materials and Chemicals manufacturing, Technology manufacturing
AbbVie	Pharmaceutical
Adobe	Technology
Alphabet	Technology
American Electric Power	Utilities
Amgen	Pharmaceutical
Applied Materials	Technology manufacturing
BlackRock	Investments
Boeing	Aerospace & Defense
Bristol-Myers Squibb	Pharmaceutical
Broadcom	Technology manufacturing
Cisco Systems	Technology manufacturing
ConocoPhillips	Oil, Gas & Mining
Corteva	Agriculture
Dow	Materials and Chemicals manufacturing
Eli Lilly	Pharmaceutical
Energy Transfer	Oil, Gas & Mining
Exelon	Utilities
Exxon Mobil	Oil, Gas & Mining
Fiserv	Business Services, Technology
Freddie Mac	Banks & Lenders
Gilead Sciences	Pharmaceutical
Hartford Financial Services Group	Insurance Carriers and Related Activities
Intel	Technology manufacturing
International Paper	Materials and Chemicals manufacturing
Kinder Morgan	Oil, Gas & Mining
L3Harris Technologies	Aerospace & Defense
Lam Research	Technology manufacturing
Lumen Technologies	Telecommunications
Marathon Petroleum	Oil, Gas & Mining
Mastercard	Payments
Meta Platforms	Technology
Microsoft	Technology
Netflix	Media, Technology
Northrop Grumman	Aerospace & Defense
Nvidia	Technology manufacturing, Technology
Occidental Petroleum	Oil, Gas & Mining
PG&E	Utilities
Phillips 66	Oil, Gas & Mining
Qualcomm	Technology manufacturing
Raytheon Technologies	Aerospace & Defense
Regeneron Pharmaceuticals	Pharmaceutical
Salesforce	Technology
Southwest Airlines	Transportation
Synchrony Financial	Banks & Lenders
Texas Instruments	Technology manufacturing
TIAA	Investments, Insurance Carriers and Related Activities
Travelers	Insurance Carriers and Related Activities
USAA	Insurance Carriers and Related Activities, Banks & Lenders
Valero Energy	Oil, Gas & Mining

ADVANCEMENT WITHOUT A DEGREE

Companies that are most likely to welcome those without degrees and to move them up the ladder.

Combines the barriers to work and promoting up measures.

EMPLOYER	INDUSTRY
Albertsons	Food & Health Retail
American Express	Payments, Banks & Lenders
Applied Materials	Technology manufacturing
Arrow Electronics	Wholesale & Distribution
AT&T	Telecommunications
AutoNation	Motor Vehicles dealers and services
AutoZone	Motor Vehicles Parts, Retail
Avnet	Wholesale & Distribution
Broadcom	Technology manufacturing
Capital One Financial	Banks & Lenders
CDW	Wholesale & Distribution
Charter Communications	Telecommunications
Chevron	Oil, Gas & Mining
Cisco Systems	Technology manufacturing
Citigroup	Banks & Lenders, Investments
Cognizant Technology Solutions	Technology, Business services
Comcast	Telecommunications
Costco Wholesale	Retail, Food & Health Retail
D.R. Horton	Real Estate & Construction
Dell Technologies	Technology manufacturing
Delta Air Lines	Transportation
Dollar General	Retail
Dollar Tree	Retail
Estée Lauder	Consumer Goods
Fiserv	Business Services, Technology
Genuine Parts	Motor Vehicles Parts
Guardian Life Ins. Co. of America	Insurance Carriers and Related Activities
Hewlett Packard Enterprise	Technology, Business services
HP	Technology manufacturing
Humana	Health Insurance
Lam Research	Technology manufacturing
Liberty Mutual Insurance Group	Insurance Carriers and Related Activities
Mastercard	Payments
Microsoft	Technology
Murphy USA	Retail
New York Life Insurance	Insurance Carriers and Related Activities
PG&E	Utilities
Ross Stores	Retail
Southwest Airlines	Transportation
Stryker	Technology manufacturing
Synchrony Financial	Banks & Lenders
Sysco	Wholesale & Distribution
Tesla	Motor Vehicles
TIAA	Investments, Insurance Carriers and Related Activities
Travelers	Insurance Carriers and Related Activities
U.S. Bancorp	Banks & Lenders
US Foods Holding	Wholesale & Distribution
Walmart	Retail, Food & Health Retail
Wells Fargo	Banks & Lenders
WESCO International	Wholesale & Distribution, Business services

GROWING TALENT

Companies that are most likely to **fill roles by promoting from within** and whose leaders are mostly likely to have risen from within. Combines the promoting up and homegrown leadership measures.

EMPLOYER	INDUSTRY
Altria Group	Consumer Goods
American Express	Payments, Banks & Lenders
Applied Materials	Technology manufacturing
Arrow Electronics	Wholesale & Distribution
AT&T	Telecommunications
BorgWarner	Motor Vehicles Parts
C.H. Robinson Worldwide	Transportation
Capital One Financial	Banks & Lenders
CDW	Wholesale & Distribution
Cisco Systems	Technology manufacturing
Costco Wholesale	Retail, Food & Health Retail
CVS Health	Health Insurance, Food & Health Retail, Healthcare Providers
Deere	Machinery and equipment manufacturing
Dow	Materials and Chemicals manufacturing
EOG Resources	Oil, Gas & Mining
Estée Lauder	Consumer Goods
Expeditors Intl. of Washington	Transportation
Fannie Mae	Banks & Lenders
Goldman Sachs Group	Banks & Lenders, Investments
Guardian Life Ins. Co. of America	Insurance Carriers and Related Activities
HF Sinclair	Oil, Gas & Mining
Humana	Health Insurance
Intel	Technology manufacturing
International Paper	Materials and Chemicals manufacturing
JPMorgan Chase	Banks & Lenders, Investments
Kimberly-Clark	Consumer Goods
Kinder Morgan	Oil, Gas & Mining
Lam Research	Technology manufacturing
Liberty Mutual Insurance Group	Insurance Carriers and Related Activities
Lockheed Martin	Aerospace & Defense
Massachusetts Mutual Life Insurance	Insurance Carriers and Related Activities
Mastercard	Payments
Microsoft	Technology
Northwestern Mutual	Insurance Carriers and Related Activities
Oracle	Technology
Paccar	Motor Vehicles
PBF Energy	Oil, Gas & Mining
Qualcomm	Technology manufacturing
Ross Stores	Retail
Southwest Airlines	Transportation
Stanley Black & Decker	Consumer Goods
Stryker	Technology manufacturing
Synchrony Financial	Banks & Lenders
Target	Retail
Texas Instruments	Technology manufacturing
Travelers	Insurance Carriers and Related Activities
U.S. Bancorp	Banks & Lenders
US Foods Holding	Wholesale & Distribution
USAA	Insurance Carriers and Related Activities, Banks & Lenders
Walt Disney	Media