



EXAMINING THE CRACKS IN THE CEILING:
**A Survey of Corporate Diversity
Practices of the S&P 100**

March 2015 Supplement

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We congratulate our 2014 diversity leaders: Bristol-Myers Squibb, Citigroup, Dow Chemical, Eli Lilly, Lockheed Martin, Merck, Microsoft, PepsiCo, Target and Wells Fargo. We appreciate the range of diversity efforts underway at these companies and challenge their industry peers to follow the examples they have set around inclusion practices and disclosure.

This supplement to Calvert's *Examining the Cracks in the Ceiling* series follows the ten-year anniversary of the Calvert Women's Principles® (CWP). The CWP is the first global code of corporate conduct focused exclusively on empowering, advancing, and investing in women worldwide. The CWP and our diversity research are inextricably linked. Each plays a key role in elevating the level of dialogue and action around diversity as a whole—across gender and gender identity, sexual orientation, race and ethnicity, and physical ability—within America's largest and most influential companies.

Calvert continues to assess the diversity practices of the largely multinational companies that make up the Standard & Poor's 100 Index (S&P 100). Using an in-depth methodology, we examine these companies' diversity policies, programs, and performance; identify the leaders and laggards; and provide recommendations to help companies identify and remedy operational gaps.

Calvert believes companies that fully commit to providing a fair and equitable working environment will recognize gains in both the workplace and marketplace.

How We Rate Companies

Using a 10-point system, Calvert assigns point values to companies based on their performance on 10 diversity indicators. These indicators encompass diversity policies, initiatives, performance, and disclosure. This allows us to quantify the degree to which each company demonstrates best practices across all 10 indicators.¹

Calvert-generated diversity scores are based on publicly available information from company websites and sustainability reports, SEC filings, and outside publications such as Diversity Inc., *Working Mother* magazine, and the Human Rights Campaign Corporate Equality Index. Our reliance on public disclosure of diversity practices prevents us from capturing every nuance of a company's particular approach to diversity, and our ratings should be reviewed with this constraint in mind.

Our findings reflect company performance as disclosed between June and August 2014. As part of our research process, Calvert contacted all S&P 100 companies and provided them an opportunity to update and confirm the data we collected. Our response rate was 66%, with an additional 4% of companies providing supplementary public resources. For 34% of

companies, our diversity ratings are based solely on our review of their public disclosures and external statements regarding their diversity programs.

In 2014, Calvert incorporated a new controversy assessment into its methodology.² While corporate controversies have always been an important consideration in our analysis of a company's diversity performance, we have now explicitly integrated the impact of adverse events such as discrimination lawsuits and investigations into our assessment. Controversy scores were determined by factors such as the severity and persistence of adverse events and corporate responsiveness.

Diversity performance is only part of a company's overall corporate responsibility and sustainability profile. Calvert acknowledges that some companies that receive a top diversity ranking do not rank highly on other key issues. Calvert's diversity ratings are not intended to reflect a comprehensive assessment of each S&P 100 company's overall corporate responsibility and sustainability performance.

1. A score of zero points indicates there is no evidence of relevant company activity for that indicator.

2. Calvert referenced MSCI and Sustainalytics data to identify corporate controversies, which were assessed and coded to arrive at an independent controversy score.

DISCLOSURE A CRITICAL LINK

Our analysis in 2014 underscores the wide variance in company disclosure on matters of diversity.

Examples:
Microsoft
Colgate-Palmolive
Mastercard

1. Diversity fully embraced and successfully implemented: These top companies disclose strong diversity programs and robust performance metrics that demonstrate both a commitment to, and progression towards, a fully inclusive workplace. **(Score 85–100 points)**










Examples:
Caterpillar
EMC
Cisco Systems

2. Strong programs and policies in place: The majority of these companies consider workplace diversity a contributor to overall corporate success, and disclose inclusion as an element of a broader corporate responsibility strategy. However, some in this cohort may lack strong diversity performance in the areas of executive and board representation, or may not adequately disclose performance metrics that indicate the success of their diversity strategies. **(Score 55–80 points)**

Examples:
Gilead Sciences
National Oilwell Varco
Twenty-First Century Fox

3. Diversity treated as a compliance matter: Some companies view diversity as an internal, human resources issue and fall short of fully integrating diversity practices across their operations. We find that these companies generally do not exhibit diverse leadership, and fail to provide sufficient public data on inclusion efforts, which makes assessment and accountability a challenge. **(Score 5-50 points)**

1. EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY










POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	Company includes neither sexual orientation nor gender identity and/or expression	2010  3 2012  4 2014  5
5	Company includes sexual orientation	2010  23 2012  19 2014  5
10	Company includes sexual orientation AND gender identity and/or expression	2010  74 2012  77 2014  90

In 2014, 90 companies in the S&P 100 had EEO policies inclusive of sexual orientation and gender identity and/or expression; a 17% increase from 2012.

Equal Employment Opportunity (EEO) Policy measures the extent to which a company institutionalizes equal opportunity for its LGBT workforce. While companies are legally mandated to protect employees on the basis of characteristics such as gender and race, they are not federally required to do so for sexual orientation and gender identity/expression.

Research indicates that LGBT-supportive workplace policies are correlated with improved health outcomes, greater job satisfaction and commitment, and productivity.³ Moreover, these policies help bolster a company’s image as a fair and equitable employer, contributing to greater long-term shareholder value.

2. INTERNAL DIVERSITY INITIATIVES

POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	No evidence of internal initiatives	2010  4 2012  5 2014  4
5	Evidence of one or two elements: mandatory training, leadership development, mentoring, or ERG programs	2010  12 2012  18 2014  17
10	Evidence of three or four elements: mandatory training, leadership development, mentoring, or ERG programs	2010  84 2012  77 2014  79

Internal Diversity Initiatives measures the extent to which companies offer programs that target and develop women and underrepresented groups, and encourage their movement up the corporate ladder. Because this indicator focuses largely on internal programs, Calvert’s scoring and evaluation depends significantly on what information companies make publicly available.

mentoring and/or employee resource groups (ERG), while 17 offer programs that include only one or two of these elements. Overall, four companies offer no evidence of internal diversity initiatives.

Breakdown of Internal Diversity Initiatives










- 91 companies offer diversity training
- 54 companies have mandatory diversity training
- 90 companies have management/leadership development training
- 76 have mentoring programs
- 89 have employee resource groups

Within the S&P 100, 79 companies have implemented a comprehensive array of internal diversity initiatives that incorporate mandatory training, leadership development,

Compared with 2010 data, 20% more companies now sponsor employee resource groups.

3. The Williams Institute, “The Business Impact of LGBT-Supportive Workplace Policies”, May 2013.

3. EXTERNAL DIVERSITY INITIATIVES










POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	No evidence of external initiatives	2010  7 2012  7 2014  5
5	Evidence of recruitment/outreach OR supplier diversity program	2010  13 2012  10 2014  10
10	Evidence of recruitment/outreach AND supplier diversity program	2010  80 2012  83 2014  85

External Diversity Initiatives assesses what strategies are employed to recruit from diverse groups, and to form mutually beneficial relationships with women and minority-owned businesses.

The number of S&P 100 companies engaging diverse groups in recruitment and outreach efforts increased by four percent

since 2012. A majority of S&P 100 companies have established supplier diversity programs, demonstrating their understanding that procurement from minority and women-owned businesses can widen their presence among consumers, and expose new market opportunities. Moreover, these companies appreciate that responding to the demands of an increasingly diverse consumer base can engender innovation.

4. SCOPE OF DIVERSITY INITIATIVES










POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	No reference to LGBT, disability, race/ethnicity, and/or gender ERGs	2010  19 2012  15 2014  18
5	ERG includes one or two: LGBT, disability, race/ethnicity, gender	2010  14 2012  15 2014  9
10	Specific to three or four LGBT, disability, race/ethnicity, gender	2010  67 2012  70 2014  73

Scope of Diversity Initiatives measures the breadth of corporate diversity strategies by group. These include: LGBT, disabled, ethnicity, and gender.

While LGBT-supportive policies and programs have become more prevalent, initiatives for persons with disabilities continue to lag behind other groups. Ninety-five companies in the S&P 100 have instituted EEO policies. The number of companies

adopting domestic-partner benefits has risen by 11% since 2012, and the number of companies incorporating sexual orientation and gender identity/expression in their EEO policies has risen by 17%. Seventy-three percent of S&P 100 companies offer employee resource groups for LGBT employees, 77% offer groups for racial and ethnic minorities, and 81% offer them for women. In contrast, only 57% of companies offer employee resource groups for persons with disabilities.










5. FAMILY-FRIENDLY BENEFITS

POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	No evidence of family-friendly benefits	2010  7 2012  9 2014  6
5	One or two of the following benefits: flex-work, adoption assistance, dependent care, domestic-partner benefits	2010  22 2012  16 2014  8
10	Three or four of the following benefits: flex-work, adoption assistance, dependent care, domestic-partner benefits	2010  71 2012  75 2014  86

Family-Friendly Benefits measures the number of corporate programs designed to accommodate working families and the changing structures of contemporary households. This indicator measures flex-work, adoption assistance, dependent-care, and domestic-partner benefits.

In 2014, family-friendly benefits were offered by 94% of companies. The most common family-friendly benefit continues to be domestic-partner benefits, with 89 companies offering these to their employees. Eighty-one percent of S&P 100 companies offer flexible work schedules.

6. EEO-1 DISCLOSURE

POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	Companies with no EEO-1 disclosure	2010  37 2012  39 2014  32
5	Companies with partial EEO-1 disclosure	2010  55 2012  54 2014  50
10	Companies with full EEO-1 disclosure	2010  8 2012  7 2014  18

EEO-1 Disclosure examines the public availability of demographic data across all corporate ranks.

Since 2012, 11 more companies have fully disclosed EEO-1 data. The information technology sector accounts for more than one-third of this growth. However, S&P 100 companies have made

the least progress overall on this important indicator over time. Thirty-two companies in the S&P 100 still do not disclose any EEO-1 data, making it difficult to determine the effectiveness of corporate diversity initiatives toward the recruitment, retention, and advancement of women and minorities.

7. HIGHEST-PAID EXECUTIVES

POINT VALUE	RATINGS INDICATORS	S&P 100 COMPANIES						
0	No women or minorities among the five highest-paid executives	<table border="1"> <tr><td>2010</td><td>56</td></tr> <tr><td>2012</td><td>54</td></tr> <tr><td>2014</td><td>44</td></tr> </table>	2010	56	2012	54	2014	44
2010	56							
2012	54							
2014	44							
5	One woman or minority among the five highest-paid executives	<table border="1"> <tr><td>2010</td><td>30</td></tr> <tr><td>2012</td><td>28</td></tr> <tr><td>2014</td><td>37</td></tr> </table>	2010	30	2012	28	2014	37
2010	30							
2012	28							
2014	37							
10	Two or more women and/or minorities among the five highest-paid executives	<table border="1"> <tr><td>2010</td><td>14</td></tr> <tr><td>2012</td><td>18</td></tr> <tr><td>2014</td><td>19</td></tr> </table>	2010	14	2012	18	2014	19
2010	14							
2012	18							
2014	19							

Note: Calvert identified an error in the results for “Highest-Paid Executives” (Diversity Indicator #7) as reported in the 2013 edition of this report (which presents data collected in 2012). In the 2013 edition, we incorrectly reported that 56 companies scored 0 points; 32 companies scored 5 points and 16 companies scored 10 points on this indicator. The chart above reflects the correct data.

Highest-Paid Executives evaluates the diversity of a company’s five highest-paid executive officers, to measure the presence of women and minorities in the senior ranks.

Over the past two years, we have seen only minimal progress in the number of women and minorities advancing to the executive ranks of S&P 100 companies. In fact, nearly half (44%) of the largest corporations in the United States still do not have any women or minorities in their five highest-paid positions.

While women made up 21% of S&P 100 board director positions, they held only about 9% of those companies’ highest paid positions in 2014. The percentage of minorities in the highest-paid positions was even lower, at 8%.

The number of companies that include at least one woman among their five highest-paid executives increased by 19% since 2012.

8. BOARD REPRESENTATION

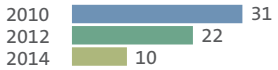


POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES						
0	No women or minorities on board of directors	<table border="1"> <tr><td>2010</td><td>3</td></tr> <tr><td>2012</td><td>2</td></tr> <tr><td>2014</td><td>0</td></tr> </table>	2010	3	2012	2	2014	0
2010	3							
2012	2							
2014	0							
5	One or two women and/or minorities on board of directors	<table border="1"> <tr><td>2010</td><td>30</td></tr> <tr><td>2012</td><td>27</td></tr> <tr><td>2014</td><td>17</td></tr> </table>	2010	30	2012	27	2014	17
2010	30							
2012	27							
2014	17							
10	Three or more women and/or minorities on board of directors	<table border="1"> <tr><td>2010</td><td>67</td></tr> <tr><td>2012</td><td>71</td></tr> <tr><td>2014</td><td>83</td></tr> </table>	2010	67	2012	71	2014	83
2010	67							
2012	71							
2014	83							

Board Representation assesses women and minority representation in the boardroom. Calvert believes that a critical mass of diverse directors is vital for sound corporate decision-making and well-rounded market perspectives.

In 2014, every company in the S&P 100 had at least one woman on its board of directors, and 90% of S&P 100 boards elected at least one minority.

While women and minorities are being elected to corporate boards in greater numbers, they remain underrepresented in board leadership roles. Thirty-three percent of S&P 100 companies lack female committee chairs, and 52% lack minority committee chairs.

9. DIRECTOR SELECTION CRITERIA




POINT VALUE	DIVERSITY CRITERIA	S&P 100 COMPANIES
0	Limited/no mention of diversity	 <p>2010 31 2012 22 2014 10</p>
5	General mention of diversity	 <p>2010 25 2012 27 2014 32</p>
10	Specific mention of diversity by race and/or gender	 <p>2010 44 2012 51 2014 58</p>

Director Selection Criteria reflects the evaluation of a company's guidelines for director nominations, to assess whether they routinely seek women and minorities as board candidates.

In 2014, while all S&P 100 boards had at least one woman director and most had minority representation, nearly half still lacked sufficient disclosure of a director selection policy that formally includes gender and race among their diversity criteria.

Our survey also revealed that 76 companies have at least one woman on those board committees responsible for the selection of new directors and for steering overall board composition; women are the appointed chairs for 23 of these committees. The remaining 24 companies risk missing important perspectives that could enhance their overall board composition.

10. OVERALL CORPORATE COMMITMENT

POINT VALUE	RATINGS INDICATORS	S&P 100 COMPANIES
0	No evidence of an overall corporate commitment to diversity	 <p>2010 16 2012 19 2014 11</p>
5	Evidence of one or two corporate commitments	 <p>2010 46 2012 39 2014 28</p>
10	Evidence of three or more corporate commitments	 <p>2010 38 2012 42 2014 61</p>

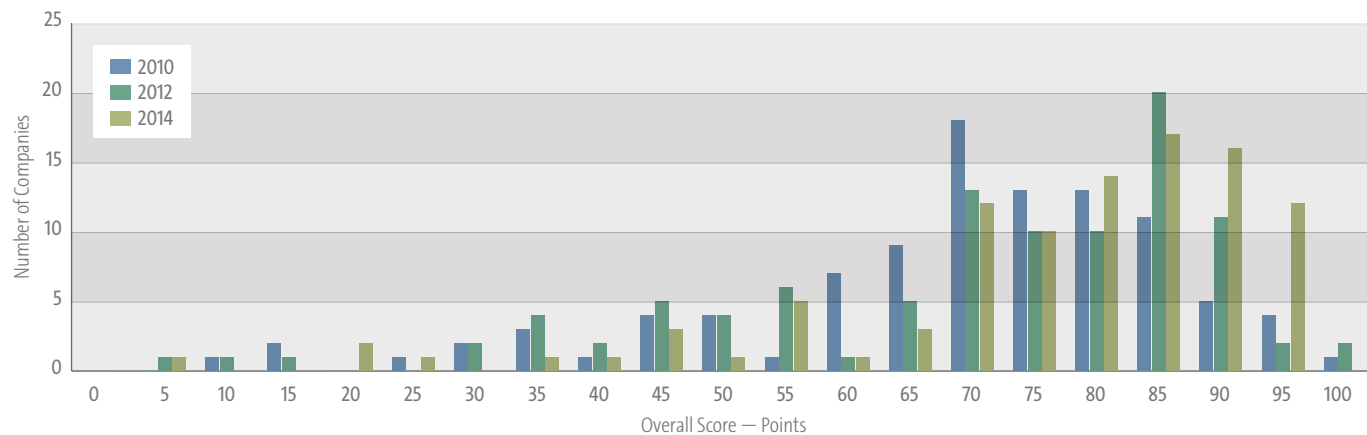
Overall Corporate Commitment examines corporate structures that govern inclusion strategies across all operations. Here we look for board oversight of diversity programs, an established diversity council, CEO and/or chair involvement in inclusion initiatives, and compensation plans tied to diversity objectives.

Top-down diversity commitments were on the rise in 2014. Companies in the S&P 100 increasingly acknowledge the value of integrating diversity objectives into their corporate

strategies and structures. In the past two years, top scores in overall corporate commitment increased by 19 companies (a 45% change from 2012.) This stems primarily from greater board oversight of diversity initiatives and increased CEO and/or chair involvement. Companies that scored well on this indicator tended to score higher than their industry peers overall. Three-quarters of companies that scored a perfect 10 on the corporate commitment indicator have total scores which exceed their sector average.

Conclusions and Recommendations

SCORE DISTRIBUTION 2010–2014*



*Does not include controversy assessment

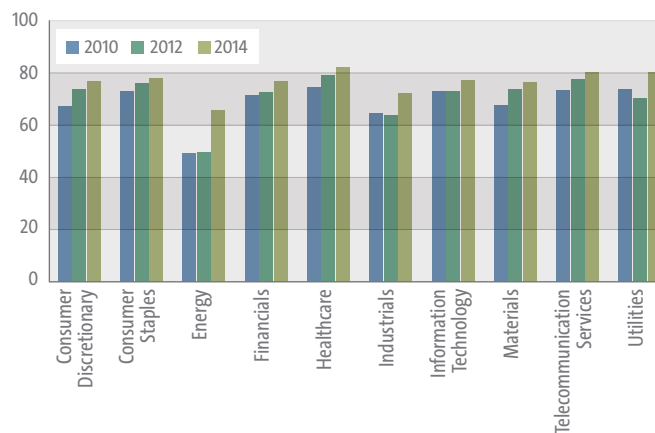
While no companies arrived at a perfect score of 100 this year, the number of companies that received a top score of 95 has increased since 2012.

The S&P 100 Index consists of companies in 10 sectors, but they are not evenly distributed. The healthcare sector, which is a demonstrated leader in diversity initiatives and performance in 2014, makes up 13.6% of the S&P 100, while the energy sector, which scored lowest according to our analysis, comprises 10.3% of the Index.

The S&P 100 has improved diversity commitments overall since 2012. To ensure continued progress, greater accountability and disclosure is essential. We encourage companies to use this report as a benchmarking tool to

identify areas of opportunity and risk, and in turn set manageable and measurable goals for improvement.

2014 AVERAGE SECTOR SCORES



ADDITIONAL ANALYSIS: DIVERSITY CONTROVERSIES

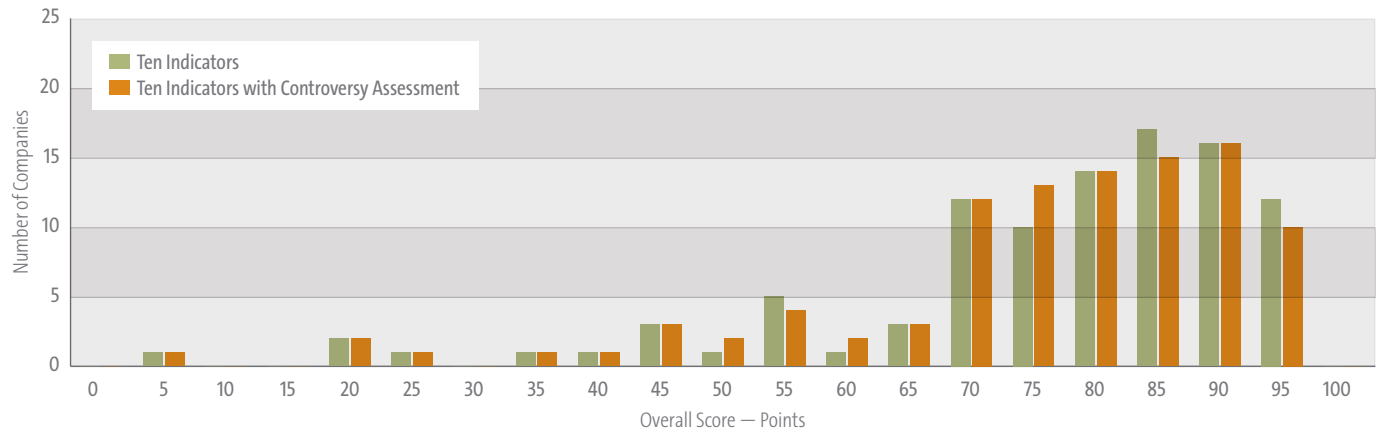
POINT VALUE	RATINGS INDICATORS	S&P 100 COMPANIES
0	Limited/no exposure to diversity controversies	2014 90
-5	Moderate exposure to diversity controversies	2014 5
-10	Significant exposure to diversity controversies	2014 5

Calvert also examined the existence, severity, and persistence of adverse events such as discrimination investigations and lawsuits; and assessed corporate responsiveness. From this analysis, we applied an additional score ranging from 0 to -10, to a company’s total indicator score.

A small subset of companies, despite having strong diversity policies and programs, had notable exposure to adverse events.

This is reflected in the downward scoring shift for 10 companies experiencing moderate to severe controversies. These findings indicate potential diversity policy and program implementation challenges. We urge companies with diversity controversy exposure to critically assess their diversity policies and programs and commit to continued improvement.

2014 SCORE DISTRIBUTION AND CONTROVERSY ASSESSMENT



We applaud companies’ growing dedication in 2014 to women and minority employees, momentum around family-friendly work environments, and accelerated progress in support of LGBT employees. Looking ahead, we hope to see greater movement toward enhanced corporate diversity commitments reflected in inclusive director selection criteria. Relatedly, we also hope to see greater representation of women and minorities in the boardroom and at the executive level, two areas which are progressing at a glacial pace, despite investor interest. Other areas for improvement include EEO-1 disclosure, and an expanded overall scope of diversity initiatives, with particular attention to persons with disabilities.

Adopting and implementing comprehensive corporate diversity initiatives most often entails gradual, but significant changes. Accordingly, we offer three key recommendations to help companies improve their diversity rating:

Conduct a self-assessment. Using Calvert’s 10 key indicators and report methodology as a roadmap, companies should examine their current policies and programs to identify areas

of strength and weakness. We also encourage companies to evaluate their gender-specific strategies using a web-based assessment tool created by the Gender Equality Principles Initiative (a coalition of the City of San Francisco’s Department on the Status of Women, Verité, and Calvert), available at www.genderprinciples.org.

Increase disclosure and accessibility of diversity data. Key stakeholders, including employees, investors, and consumers, seek assurance that inclusion and diversity exist at all company levels, and that corporate leadership is approaching diversity challenges transparently and innovatively. Increasingly, companies are willing to make publicly available a range of sustainability metrics such as their carbon footprint or safety performance. In the coming years, we hope to see companies place the same emphasis on accountability as it relates to diversity data.

Support public policy and cultivate relationships with diverse communities. Companies should extend their diversity efforts beyond their immediate workplaces and into the

2014 DIVERSITY LEADERS

Calvert congratulates the 10 S&P 100 companies that achieved a top score of 95 points overall:

- | | | | |
|-----------------------------|------------------------|------------------|--------------------|
| Bristol-Myers Squibb | Eli Lilly | Microsoft | Target |
| Citigroup | Lockheed Martin | PepsiCo | Wells Fargo |
| Dow Chemical | Merck | | |

Most Improved S&P 100 Companies

The following companies have improved their overall diversity score by 50 points since our first report in 2010:

Philip Morris International, Schlumberger, and Occidental Petroleum.

communities in which they operate. We encourage companies to endorse public policy measures that support their diverse workforces. Corporate spending also has implications for diversity performance and presents opportunities for community engagement. Procurement from a diverse set of suppliers, including women and minority-owned businesses, can spur opportunities for innovation and growth. Companies should also consider the ways in which their philanthropic activities reflect their broader diversity goals. Supporting

organizations which benefit women and minorities can complement outreach and recruitment efforts.

While this supplement examines the diversity practices of the S&P 100, Calvert believes that all companies must responsibly manage their impact in a variety of areas, including governance and ethics, environment, workplace, product safety and impact, human rights, and community relations.

Final Rankings by Score *(includes controversy assessment)*

COMPANY	PTS	COMPANY	PTS	COMPANY	PTS	COMPANY	PTS
Bristol-Myers Squibb	95	Pfizer Inc.	90	Metlife Inc.	80	Honeywell Intl Inc.	70
Citigroup Inc.	95	Abbott Laboratories	85	Schlumberger Ltd	80	Starbucks Corp	70
Dow Chemical	95	Allstate Corp	85	Southern Co	80	Union Pacific Corp	70
Lilly Eli & Co	95	Baxter Intl Inc.	85	Walgreen Co	80	United Technologies Corp	70
Lockheed Martin	95	Colgate-Palmolive Co	85	General Motors Company	80	Unitedhealth Group Inc.	70
Merck & Co Inc.	95	Goldman Sachs Group Inc.	85	Exxon Mobil Corp	75	Apache Corp	65
Microsoft Corp	95	Google Inc.	85	Ford Motor Co	75	Philip Morris International	65
PepsiCo Inc.	95	Home Depot Inc.	85	Altria Group Inc.	75	Raytheon Co	65
Target Corp	95	Mastercard Inc.	85	Amgen Inc.	75	Boeing Co	60
Wells Fargo & Co	95	McDonald's Corp	85	Bank of America Corp	75	Emerson Electric Co	60
3M Co	90	Monsanto Co.	85	Cisco Systems Inc.	75	Norfolk Southern Corp	55
AbbVie Inc.	90	Procter & Gamble	85	E. I. du Pont de Nemours and Company	75	Apple Inc.	55
Accenture plc	90	The Bank of New York Mellon Corp	85	QUALCOMM Inc.	75	Freeport McMoRan Copper & Gold	55
American Express Co	90	US Bancorp	85	Texas Instruments Inc.	75	Facebook Inc.	55
Chevron Corp	90	Walt Disney Co	85	Time Warner Inc.	75	Costco Wholesale Corp	50
Coca-Cola Co	90	Wal-Mart Stores	85	United Parcel Service Inc.	75	Mondelez International Inc.	50
Comcast Corp	90	AT&T Inc.	80	Verizon Communications Inc.	75	Amazon.com Inc.	45
Hewlett-Packard Co	90	Biogen Idec Inc.	80	Visa Inc.	75	Anadarko Petroleum Corp	45
Intel Corp	90	CVS Caremark Corp. (now CVS Health)	80	American Intl Group Inc.	70	General Dynamics	45
Johnson & Johnson	90	Exelon Corp	80	Capital One Financial	70	Devon Energy Corp	40
JP Morgan Chase & Co	90	FedEx Corp	80	Caterpillar Inc.	70	Gilead Sciences Inc.	35
Morgan Stanley	90	General Electric Co	80	ConocoPhillips	70	Simon Property Group	25
NIKE Inc.	90	Intl Business Machines Corp	80	eBay Inc.	70	National Oilwell Varco Inc.	20
Occidental Petroleum	90	Lowe's Cos Inc.	80	EMC Corp	70	Twenty-First Century Fox, Inc.	20
Oracle Corp	90	Medtronic Inc.	80	Halliburton Co	70	Berkshire Hathaway	5

Final Rankings by Alpha Order *(includes controversy assessment)*

COMPANY	PTS	COMPANY	PTS	COMPANY	PTS	COMPANY	PTS
3M Co	90	Coca-Cola Co	90	Hewlett-Packard Co	90	Pfizer Inc.	90
Abbott Laboratories	85	Colgate-Palmolive Co	85	Home Depot Inc.	85	Philip Morris International	65
AbbVie Inc.	90	Comcast Corp	90	Honeywell Intl Inc.	70	Procter & Gamble	85
Accenture plc	90	ConocoPhillips	70	Intel Corp	90	QUALCOMM Inc.	75
Allstate Corp	85	Costco Wholesale Corp	50	Intl Business Machines Corp	80	Raytheon Co	65
Altria Group Inc.	75	CVS Caremark Corp. (now CVS Health)	80	Johnson & Johnson	90	Schlumberger Ltd	80
Amazon.com Inc.	45	Devon Energy Corp	40	JP Morgan Chase & Co	90	Simon Property Group	25
American Express Co	90	Dow Chemical	95	Lilly Eli & Co	95	Southern Co	80
American Intl Group Inc.	70	E. I. du Pont de Nemours and Company	75	Lockheed Martin	95	Starbucks Corp	70
Amgen Inc.	75	eBay Inc.	70	Lowe's Cos Inc.	80	Target Corp	95
Anadarko Petroleum Corp	45	EMC Corp	70	Mastercard Inc.	85	Texas Instruments Inc.	75
Apache Corp	65	Emerson Electric Co	60	McDonald's Corp	85	The Bank of New York Mellon Corp	85
Apple Inc.	55	Exelon Corp	80	Medtronic Inc.	80	Time Warner Inc.	75
AT&T Inc.	80	Exxon Mobil Corp	75	Merck & Co Inc.	95	Twenty-First Century Fox, Inc.	20
Bank of America Corp	75	Facebook Inc.	55	Metlife Inc.	80	Union Pacific Corp	70
Baxter Intl Inc.	85	FedEx Corp	80	Microsoft Corp	95	United Parcel Service Inc.	75
Berkshire Hathaway	5	Ford Motor Co	75	Mondelez International Inc.	50	United Technologies Corp	70
Biogen Idec Inc.	80	Freeport McMoRan Copper & Gold	55	Monsanto Co.	85	Unitedhealth Group Inc.	70
Boeing Co	60	General Dynamics	45	Morgan Stanley	90	US Bancorp	85
Bristol-Myers Squibb	95	General Electric Co	80	National Oilwell Varco Inc.	20	Verizon Communications Inc.	75
Capital One Financial	70	General Motors Company	80	NIKE Inc.	90	Visa Inc.	75
Caterpillar Inc.	70	Gilead Sciences Inc.	35	Norfolk Southern Corp	55	Walgreen Co	80
Chevron Corp	90	Goldman Sachs Group Inc.	85	Occidental Petroleum	90	Wal-Mart Stores	85
Cisco Systems Inc.	75	Google Inc.	85	Oracle Corp	90	Walt Disney Co	85
Citigroup Inc.	95	Halliburton Co	70	PepsiCo Inc.	95	Wells Fargo & Co	95

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