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The Emergence of Assurance in Sustainability Reporting: A Stakeholder Perspective

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Honors Thesis: Spring 2015

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I. Introduction

Today many companies, competing both domestically and globally, are incorporating sustainability practices into their business models. Sustainability in business terms can be described as "creating long term shareholder and social value while reducing the usage of non-renewable resources and minimizing the negative environmental impacts." (Beasley, Buckless, Glover & Prawitt, 2012) As many companies seek a competitive advantage in their respective markets, they turn to sustainability practices to increase market share and reduce costs. A company that implements sustainability practices exhibits care about the wellbeing of the environment, the people they serve and the profit they make. For some companies, the principles of sustainability can even become a driving factor behind their business model. Upper level management recognizes other enhanced benefits from adopting more sustainable efforts. Companies can experience improved customer and shareholder relations. Companies and their managers simultaneously experience four other distinct benefits, which include the following: operating cost reductions and efficiency gains, environmental risk reductions, revenue growth and intangible value growth. Examples of intangible value growth include a more focused strategic plan, increased brand awareness, increased customer loyalty and a decrease in employee turnover. (Etsy and Simmons, 2011)

The benefits of sustainability practices are dependent on the extent to which companies incorporate these efforts into their regular operations. Important components of a company's sustainability efforts include the following: the company's "individual environmental initiative of managers, directors and owners, the perception of the environmental issues as opportunities and management attitudes about pollution prevention" (Morhardt, Baird, and Freeman, 2002). The level of care and the extent to which a company embraces these factors are positively correlated with the benefits that are realized. If a management team seriously considers how they affect the environment and instill such values into the workplace environment, it is expected that the company will experience positive stock returns from shareholders and cost reductions though increased efficiency.

Customers are increasingly aware and interested in companies that are interested in matters beyond the quality of the goods or services being delivered. Customers often want to ensure that the products they consumed do not have detrimental effects to the environment. Shareholders are another party interested in a company's sustainable efforts because they want to know about the initiatives and metrics the company they are currently involved in are taking. The demands from external parties are additional catalysts for companies to adopt these sustainable efforts.

Given the increased emphasis on sustainability, companies need to have a clear vision, be transparent, and report environmental metrics and social indicators (Beauchamp, 2007). These elements can all be encompassed in a corporate social responsibility (CSR) report. This is a relatively new concept, especially in the eyes of American companies. CSR reports "provide information to asses a company's environmental, social and governance performance" (Cohen and Simnett, 2014). Companies voluntarily release CSR reports because they want to express the current economic, environmental, and social effects of their operations to internal or external users. The benefits of this voluntary reporting extend beyond ethical concerns about the well being of the environment and community. Companies that adopt these stand-alone reports realize the benefits associated with their earnings and bottom line profits. Because companies make their sustainability efforts readily available to the public, they improve the quality and availability of their CSR information (Yu, Du, Bhattacharya, 2015). Investors and other external parties who seek CSR information related to a company find that stand-alone CSR reports can be easily accessed and are effective at communicating this information. (Yu, Du, Bhattacharya, 2015) Therefore, companies that release these reports receive more favorable attention than those that do not. If companies allocate resources to become more socially responsible, they should create a report to communicate the information easily to people interested. While many critics of CSR reports are weary these reports may be a mere fad, studies suggest that the money and time spent yields many benefits. For example, socially responsible firms report that they are able to attract better talent and increase current employee morale and commitment (Yu, Du, Bhattacharya, 2015). These major benefits can reduce training expenses, thus providing a way to reallocate the training expenses to offset costs associated with creating stand-alone CSR reports. The funds could also be invested in other aspects of the business.

Stand-alone CSR reports are becoming more popular as companies begin to realize that CSR reports can improve relationships with shareholders and positively affect employee morale (Beauchamp, 2007). The Global Reporting Initiative (GRI) identified some additional benefits – both internal and external – for companies voluntarily adopting stand-alone CSR reports. The internal benefits listed on their website include: having a better understanding of associated risks and opportunities, emphasizing the link between financial and non-financial performance, influencing long-term management strategy policy, business plans, benchmarking and assessing sustainability performance with respect to laws, norms, codes, performance standards and voluntary initiatives, and avoiding being impacted in publicized environment, social and governance failures. The external benefits that the GRI identified include: mitigating negative environmental, social and governance impacts, improving reputation and brand loyalty, allowing external stakeholders to understand the company's true value in tangible and intangible assets, and demonstrating how the organization influences, and is influenced by, expectations about sustainable development. (GRI).

The trend of more heavily adopting sustainable efforts and reporting them in a stand-alone CSR report is also occurring internationally. Many countries are considering the need to have these reports reviewed and audited. Globally, sustainability auditing is defined by three distinct characteristics. These characteristics include adopting measurable standards, using a trained audit team, and the company releasing any progress to the party interested whether it be an internal audience, external audience or both. (Nitkin and Brooks, 1998) Although CSR reporting and forms of assurance are more prevalent internationally, the reporting incentives for companies in United States are beginning to grow as companies are beginning to take note of the positivity studies are revealing about them. The sudden increase in adoption of CSR reports can also be attributed to peer pressure from other firms. (Morhardt, Baird and Freeman, 2002) If the release of CSR reports gives one company a clear advantage in the market place, than this places pressure on others in the industry to issue CSR reporting to remain competitive. Some industries are more competitive in regards to sustainability reporting than others, so this will affect the amount of peer pressure a company experiences.

An example of a country that has become a front-runner in CSR reporting and CSR research is Canada. Canadian companies expanded upon the three characteristics of sustainability auditing, as identified in the global viewpoint (i.e. GRI). These additional characteristics include involving an independent audit team, having the company's operating locations regularly audited and having a public release on all of the findings. The rise of these additional characteristics and the overall motivation for these stand-alone CSR reports in Canada stems primarily from self-taught executives and independent consultants. (Nitkin and Brooks, 1998)

Currently, the United States does not have standards and guidelines approved by GAAP on CSR reporting mainly because it is a voluntary action taken at the discretion of the issuing companies. US companies are relying heavily on international standards and associations to aid in the creation of such rules and implementations for CSR reporting. US Companies that want to abide by a set of guidelines when releasing a CSR report have several options. Such guidelines that exist include the following: AA1000 Assurance Standard, IAASB (more specifically IFAC Sustainability Framework 2.0), ISO 26000, and GRI. The guidelines set by The Global Reporting Initiative (GRI) are the most widely used and recognized by the companies in this study.

This study serves to provide further knowledge on CSR reporting, the guidelines companies use when reporting and the voluntary assurance companies obtain on their reports. First, there was a demand from customers and shareholders for the release of stand-alone CSR reports. This consequently led to the development to sets of guidelines for CSR reports to provide more standardization across companies. Because increased sustainability efforts gave rise to the release of CSR reports, examining trends among the top companies is a desirable topic to investigate. Such trends include understanding the number of companies that choose to voluntarily adopt these reports and the extent to which they obtain assurance over the accuracy of the information they release to interested parties. This study provides an analysis of the top 100 publically traded firms through the examination of stand-alone reports and insights on CSR reporting trends.

II. Data Collection

This research examines the top one hundred publically traded companies from the list of Fortune 500 companies. All companies that were not publically traded were then excluded from this study. The final list of the companies used can be found in Table 2 of the Appendix. Also found in this table are each companies ticker symbol and the industry they belong to based on their SIC code.

After the list of the 100 companies eligible was set, a web-based search was conducted to determine if the companies has ever released a CSR report. If a report was released, the most recent report was analyzed and evaluated to extract the following relevant information: the year the latest report was released, the number of pages in the report, if the company complied with the GRI guidelines and if the company received any independent third party assurance on any and all aspects of the data. All of the reports were found through the use of a search engine using key words, such as sustainability, CSR or governance along with the name of the company. The corporate websites proved to be the most useful source when searching for the stand-alone CSR reports. Other sites that deemed to be useful included csrwire.com and businesswire.com.

Additional information on each company was acquired through a similar web-based search process as explained above. This second search sought to see if a company released an annual report. The annual reports and 10-Ks used on this study were most often found on each company's website under investor relations. If a company has a CSR report then the annual report with the corresponding year was used. If no CSR report existed the most recent annual report was used. Annual reports provide highlights in initiatives and financial performance. Annual reports differ from 10-Ks because they are generally easier to understand and are shorter because they only present information the company thinks would be of relevance to a stakeholder's decision. Often graphs and pictures are included, which do not appear in 10-Ks. After that each company was categorized into either having a 10-K or an annual report. All the companies that released annual reports were further examined to determine if they included a CSR section.

III. Previous Studies and Publications

If a company uses funds to gather the necessary information to create a stand-alone CSR report, the content, which includes additional metrics and measurements, should provide a competitive advantage. Stand-alone CSR reports have been found to only be as powerful as a company makes them to be. The following studies and articles show ways companies can take advantage of the efforts they are setting forth.

Some research focused on how the release of these reports has been proven to increase shareholder engagement. One article stated, “Failure to identify and engage with shareholders is likely to result in reports that are not suitable, and therefore not fully credible.” (Beauchamp, 2007) Furthermore, the ability for a company to know its stakeholders can be very powerful. The relationship a company forms with them, enables stakeholders to make better informed decisions. Additionally, the feedback the company receives in return will help it better adapt to changing industry conditions. It is also a powerful relationship because stakeholders have such great knowledge on the market and its trends with regards to buying power. As a result, article advises companies to create a system where they can efficiently obtain the shareholders’ feedback then implement the necessary changes that are suggested (Beauchamp, 2007). Another article also stresses the importance of shareholder engagement. The authors emphasized that an easily understood CSR report is a perfect way to facilitate stakeholder engagement. (GreenBiz Staff, 2003)

Other research has found there is a positive correlation between CSR report releases and stock price reactions. A recent study by Kun Yu, Shuili Du and C.B. Bhattacharya provides evidence to support this relationship. A main reason for this reaction is because the release of CSR reports reduces the information asymmetry that exists between a given company and its external users. While there are many external factors that can lead to this increase in stock price, this study "helps advance knowledge on the complementary role of CSR reports in enhancing information transparency for investors" (Yu, Du, and Bhattacharya, 2015). The study also found that the change in the stock price changed proportionately to the level and height of the company's CSR performance (Yu, Du, and Bhattacharya, 2015). Their study's findings revealed that a firm can indeed positively affect its stock price by issuing a stand-alone CSR report. Therefore, it is imperative that companies develop strategy to release this information to the public. This is particularly important for firms that exist in a poor information environment because there is little information readily available to interested stakeholders. Those firms that exist in this type of environment will see greater reactions because information like this has never been introduced or was never readily available. (Yu, Du, and Bhattacharya, 2015) All of the previous research and studies conducted are helpful and important to companies that seek to maximize the benefits of such CSR reports.

IV. Results

Corporate Social Responsibility Reports

Of the 100 companies studied, 73 released a stand-alone CSR report, and the remaining 23 did not. However, of those 23, three included a CSR or sustainability section in their annual report. This shows these companies are interested in releasing updates on CSR initiatives, but for various reasons it was not considered necessary to release a stand-alone report. Of the 73 companies who released stand-alone CSR reports, 25 have also added a section solely dedicated to CSR in their annual report. A common theme among these sections is providing a link to their stand-alone report. This puts additional emphasis on increasing the availability of the separate CSR report to their external users. By providing the direct link companies are facilitating access to their CSR reports. There has been an increase in companies doing more to ensure their content and efforts extends beyond their stand-alone CSR report. A reason for this switch could be due to recent emphasis on being more environmentally and socially aware.

Figure 1

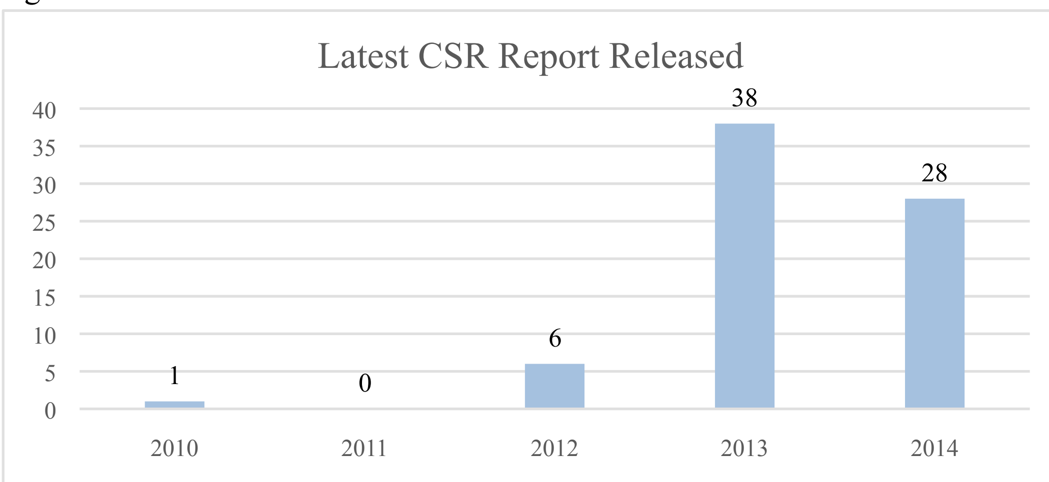


Figure 1 depicts the year of the most recent report for the 73 companies that released a CSR report. Only a few stopped releasing these reports during the sample period. One company stopped reporting any data after 2010, and six stopped in 2012. This could be attributed to the following reasons. Possible factors could be a lack of significant amount of updates or an inability to provide the resources to issue such a report. However, a majority of companies have recently released their progress. For example, ninety percent of the companies reported on both the past two calendar years. This research was gathered in late March 2015. As of that time, only 28 have reported on calendar year 2014, and the majority still have yet to make the release.

Figure 2

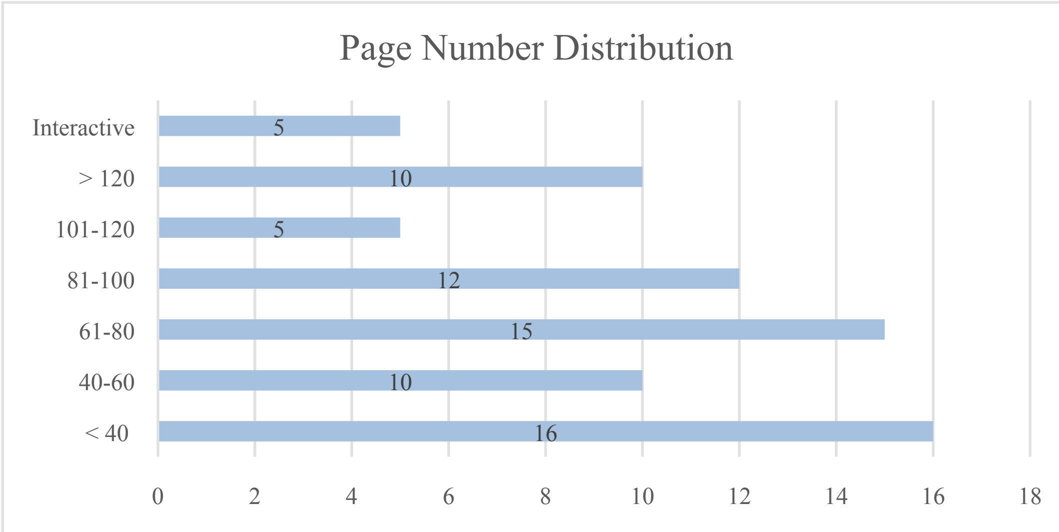


Figure 2 gives insight on the length each of the 73 stand-alone CSR reports. The most popular page range was a report under 40 pages. Thirty-six percent of the reports were 60 pages or less, which means these companies do not inundate their users with large amounts of data. Examples of companies releasing reports over 120 pages include two chemical companies. The chemical companies would have large reports because of the significant effects that they have on the environment. Another interesting company appearing in the over 120-page category is Ford. Ford is perceived to cause many negative effects to the environment, and it is consistent with the views of many car companies. Similar to the chemical companies, Ford could be trying to compensate for this by providing a longer report. Something interesting Ford does is provide an eight page report highlighting the major sustainable efforts that occurred throughout the year that are included in their longer CSR report. This set of reports appeals to groups looking at for a brief overview of their initiatives as well as the groups interested in a more detailed description.

A final type of reports are interactive reports, which put an interesting spin on stand-alone CSR reporting. They appeal to the more tech-savvy generation and are easier to navigate.

It is easier to find the relevant information desired when using this type of report. Interestingly enough the five interactive reports do not seem to be clustering around one particular industry.

Table 1

#	Description	CSR Report?	
		Yes	*No*
1	**Consumer Non-Durables:** Food, Tobacco, Textiles, Apparel, Leather, Toys	5	1
2	**Consumer Durables:** Cars, TVs, Furniture, Household Appliances	2	0
3	**Manufacturing:** Machinery, Trucks, Planes, Off Furn, Paper, Com Printing	7	2
4	**Energy:** Oil, Gas, Coal Extraction and Products	7	1
5	**Chemicals:** Chemicals and Allied Products	2	7
6	**Business Equipment:** Computers, Software, Electronic Equipment	7	1
7	**Telecommunication:** Telephone and TV Transmission	4	2
8	**Utilities**	0	1
9	**Shops:** Wholesale, Retail, and Some Services	11	7
10	**Health:** Healthcare, Medical Equipment, Drugs	2	1
11	**Finance**	13	1
12	**Other:** Mines, Construction, Transportation, Hotels, Entertainment	5	0

Table 1 categorizes all of the companies in this study into their specific industry. The companies' SIC codes where obtained from COMPUSTAT, and the matching was performed on the companies' corresponding ticker symbols. Eleven companies were excluded because SIC codes were not available in the database. The remaining companies were then categorized into their industry based on criteria established by Eugene Fama and Kenneth French (French and Fama, 2015).

An interesting trend noted from this data was that almost all finance companies prepare CSR reports. Banks often face a great deal of scrutiny, so they could be trying to compensate for their negative perceptions. Future research could examine the reasons that motivate this industry to release stand-alone CSR reports. The manufacturing industry is another industry hit hard for being seen negatively in the public eye. All but one company in this industry released a report, so these companies may also be trying to compensate.

Not surprisingly, an industry found not to release stand-alone CSR reports is the chemical industry. They engage in many non-environmentally favorable actions, so it may not be of great benefit to release these reports. Energy, on the contrary, had all but one release a CSR report. This could be attributed to the fact that people want to use companies environmentally sound to provide their various sources of energy.

GRI Guidelines

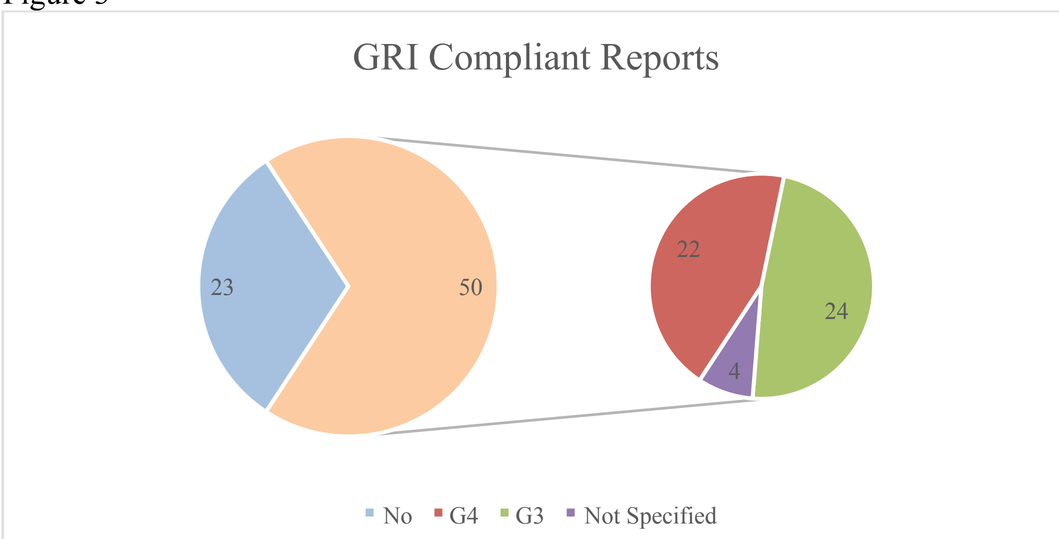
The Global Reporting Initiative (GRI) is an international not-for-profit organization that releases guidelines for companies that issue stand-alone CSR reports. GRI's main intentions are to aid companies wishing to "communicate their link between their strategy and commitment to a sustainable global economy" with a standard set of guidelines (Global Reporting Initiative). The guidelines provide standard methods and metrics to measure a company's sustainability efforts. The GRI recognizes the vital role of stand-alone CSR reports in communicating performance and the effects that a company's initiatives or business operations have on the environment and perceptions of various stakeholders. GRI still requires companies to provide the information, even if reports show the companies in either a positive or negative light. Companies have a high standard to uphold when preparing these reports, and feel confident that the information is of the highest transparency. This enables users to make the most informative decisions. GRI designs it guidelines to work in all business industries and situations, so it can become a standard practice among all companies (Global Reporting Initiative). This is beneficial because it allows stakeholders to easily compare one company to another.

GRI guidelines are highly ranked among companies internationally because they solicit input from all types of stakeholders. It received high recommendations from The UN World Summit. They received input from a diverse geographic range making it independent, because they have such large versatility in application (Global Reporting Initiative).

GRI started in 1997 in Boston, Massachusetts. It stemmed from a former group known as the Coalition for Environmentally Responsible Economies (CERES). Its original purpose came from the need for companies to have certain mechanisms to determine if they were in compliance with CERES. GRI sought to go above what a company is reporting for its environmental impacts and expand the guidelines to include metrics on social, economic and governance issues. GRI issued their first set of guidelines in 2000. The next set of standards was released in 2002 at the UN World Summit Development. This was a pivotal moment in its development because it began to gain large recognition among many nations. The next generation of guidelines was the G3 set, which were released in 2006. Many organizations today still comply with this set. With the aid of 3,000 experts the G3 Guidelines made way for the GRI to enter many partnerships and powerful alliances, which led to an even more favorable reputation. In 2011 the G3.1 guidelines were released with the several modifications. These modifications included elements of reporting gender, community and human rights related performance (Global Reporting Initiative).

The most recent set of sustainability reporting guidelines released is known as G4. The G4 Guidelines differ from G3 because they focus on reporting only on the content that is considered material to the users. Where G3 focused on presenting all information on sustainability, G4 was modified to present only the most useful and relevant information. This differs from a previous belief that more information is *always* better. By only presenting material data, users will not be overwhelmed and can make a decision on more concise information. This does not mean that companies can pick and choose what they include, a concept known as "cherry picking" (Cohen and Simnet, 2014) They still need to follow all of the criteria of the guidelines, but it means that they are only presenting the most important information needed for necessary decision-making.

Figure 3



Of the 73 companies releasing stand-alone CSR reports 50 comply with one set of GRI guidelines. Twenty-two comply with the most recent G4 set, and 24 comply with the G3 set. The remaining 4 did not specify which generation they comply with, but they did however say they were in compliance. Companies still abiding by the G3 guidelines will be recognized by the GRI for up to two more reporting cycles or until December 31, 2015. By this time all stand-alone CSR reports should be G4 compliant. This will help promote the standardization GRI is seeking. The GRI provides many useful tutorials and overviews in the changes between the two to help facilitate the change. They want they want to ensure that companies can smoothly transition to the new guidelines, so companies can easily adopt the new standards.

Figure 4

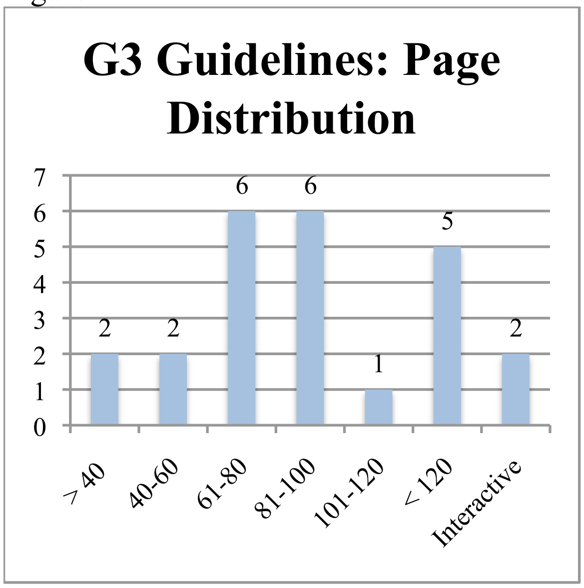
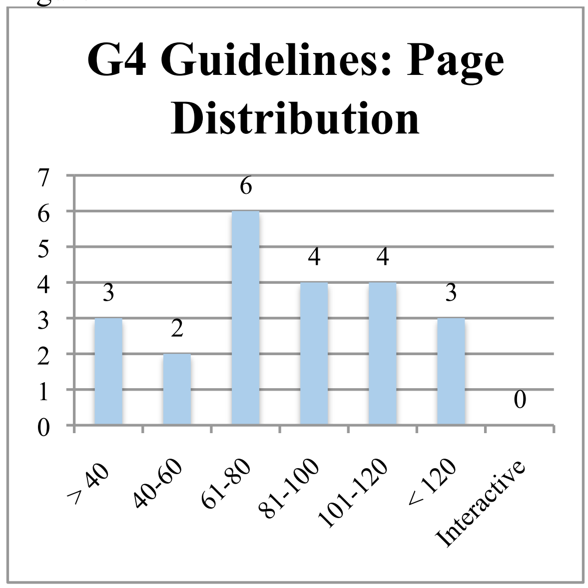


Figure 5



Companies that follow and comply with the GRI guidelines promote increased transparency and accountability to various stakeholders. GRI has made it its mission "to make sustainability reporting standard practice by providing guidance and support to organizations". (Global Reporting Initiative) It will continue to work on these in accordance to changes in the market place, as it did when issuing the change from the G3 to G4 guidelines.

External Assurance

Some companies go above simply complying with guidelines and seek independent third-party assurance for their stand-alone CSR report. There is an increasing demand from external users to how that companies release information about all relevant sustainable efforts and environmental impacts, not just the initiatives and metrics that portray them in a positive light to the public (Moser and Martin, 2012). The desire for all relevant information stems from external users demand for acquiring all useful information that could be relevant to making the best decision possible. Companies that do not seek external assurance run the risk of having shareholders become skeptical of the information they are presenting. This skepticism could lead to loss of investors or a decrease in the level of trust they have in the company.

A CSR audit differs heavily from an annual financial statement audit. One differences is CSR report audits are voluntary for publically traded companies because companies want to reassure their users that an independent party verifies the information they are presenting to them. On the contrary, an annual financial statement audit is mandatory for all publically traded companies. There are several reason why companies should seek such additional assurance by independent parties when releasing CSR reports. These include the "existence of competitive markets, diversity of subject matter presented, lack of analytic rigor that arises in double-entry systems, and the relative lack of well-developed criteria" (Cohen and Simnett, 2014) Where as the accounting profession has a monopoly over financial statement auditing, CSR reporting assurance does not. This results in the existence of a competitive market with the factors that push organizations to develop assurance services in a more cost effective manner. The material presented in CSR reports is very diverse when compared to traditional financial statements. Financial statements can be easily compared because companies utilized a common basis of accounting (i.e. GAAP or IFRS), but the information presented in CSR reports can vary heavily between companies. Most information presents the actual performance of the company, but gathering the data is often subject to the use of mathematical equations and statistics. A final difference lies in the level of maturity and age of existence between GAAP and GRI. Because CSR reporting is so new and still in the early stages of development, GRI will need much more time to become a well-developed and standard criteria (Cohen and Simnett, 2014).

Many companies are finding benefits in third-party assurance and identify why it is so important. If companies seek external assurance, they are verifying their data is accurate, while simultaneously increasing shareholder trust. To maximize the level of benefits they receive, companies should make sure their "assurer is independent, has expertise in the area of CSR reporting, has quality controls over the process, and has skill on assurance engagement" (Cohen and Simnett, 2014).

Figure 4

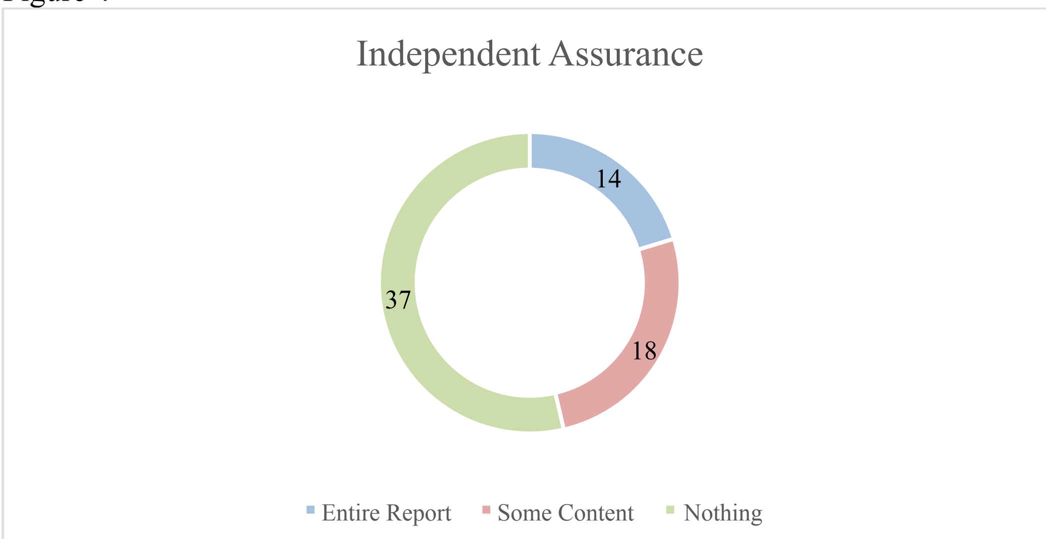


Figure 4 shows 44% of companies releasing a report also sought independent assurance in some form. Fourteen received assurance on their entire report and eighteen sought assurance on at least some of their information. Seeking external assurance is an included parameter on the GRI index, so it is easy to see if a company did. Examples of companies providing external assurance include Bureau Veritas, Ceres, E&Y, KPMG, Deloittle & Touch LLP and Lloyd's Register LRQA. Both auditing and non-auditing firms exist in this list, further proving the competitive market emerging around sustainability auditing.

V. Conclusion

This study puts emphasis on the importance of releasing CSR reports. Because it is a new and emerging report this additional information is useful to research and practitioners who are interested in the topic. It highlights the benefits of being an overall socially responsible company as well as providing an overall background of what the reports are, what guidelines are available, and what companies are proving third-party assurance. The evidence provided through this research shows that more companies are turning to CSR reporting, whether it be in a stand-alone report or in a section in their annual report. It also shows most companies are complying with GRI guidelines and are seeking external assurance, thus indicating they value the relationships they have with their shareholders.

Future research that could extend this study would include evaluating why companies release highlights of their stand-alone CSR reports, like Ford. Another interesting aspect to research would be to track all of the CSR reports a company released and examining how they have evolved in their process and changed their reporting style over time. This would give beneficial insight into where the CSR report trend is heading. The emergence of CSR reporting is a very important topic that influences numerous stakeholders of companies. This information will certainly influence competition in the marketplace.

Appendix

Table 2: Top 100 Publically Traded Companies

Company Name	**Ticker Symbol**	**Industry**
Wal-Mart Stores	WMT	Shops
Exxon Mobil	XOM	Energy
Chevron	CVX	Energy
Berkshire Hathaway	BRK/A	
Apple	AAPL	Business Equipment
Phillips 66	PSX	Energy
General Motors	GM	Consumer Durables
Ford Motor	F	Consumer Durables
General Electric	GE	Other
Valero Energy	VLO	Energy
AT&T	T	Telecommunication
CVS/Caremark	CVS	Shops
Fannie Mae	FNMA	
UnitedHealth Group	UNH	Finance
McKesson	MCK	Shops
Verizon Communications	VZ	Telecommunication
Hewlett-Packard	HPQ	Business Equipment
J.P. Morgan Chase & Co.	JPM	Finance
Costco Wholesale	COST	Shops
Express Scripts	ESRX	Shops
Bank of America Corp.	BAC	Finance
Cardinal Health	CAH	Shops
International Business Machines	IBM	Business Equipment
Kroger	KR	Shops
Marathon Petroleum	MPC	Energy
Citigroup	BLW	Finance
Archer Daniels Midland	ADM	Consumer Non-Durables
AmerisourceBergen	ABC	Shops
Wells Fargo	WFC	Finance
Boeing	BA	Manufacturing
Procter & Gamble	PG	Chemicals
Freddie Mac	FMCC	
Home Depot	HD	Shops
Microsoft	MSFT	Business Equipment
Amazon.com	AMZN	Shops
Target	TGT	Shops
Walgreens	WAG	
Wellpoint	WLP	

Johnson & Johnson	JNJ	Health
American International Group	AIG	Finance
State Farm Insurance	STFGX	
MetLife	MET	Finance
PepsiCo	PEP	Consumer Non-Durables
Comcast	CCV	
United Technologies	UTX	Manufacturing
Google	GOOG	Business Equipment
ConocoPhillips	COP	Energy
Dow Chemical	DOW	Chemicals
Caterpillar	CAT	Manufacturing
United Parcel Service	UPS	Other
Pfizer	PFE	Health
Lowe's	LOW	Shops
Intel	INTC	Business Equipment
Energy Transfer Equity LP	ETE	Utilities
Cisco Systems	CSCO	Business Equipment
Enterprise Product Partners LP	EPD	Energy
Aetna	AET	Finance
Coca-Cola	KO	Consumer Non-Durables
Lockheed Martin	LMT	Manufacturing
Best Buy	BBY	Shops
Walt Disney	DIS	Telecommunication
CHS	CHSCP	
Sysco	SYY	Shops
FedEx	FDX	Other
Merck	MRK	Health
Intl FC Stone	INTL	Finance
Safeway	SWY	Shops
Johnson Controls	JCI	Manufacturing
Ingram Micro	IM	Shops
Plains GP Holdings	PAGP	Shops
World Fuel Services	INT	Shops
Prudential Financial	PFK	
Humana	HUM	Finance
Goldman Sachs	GS	Finance
Tesoro	TSO	Energy
Liberty Mutual Ins. Group	LMAC	
Honeywell	HON	Business Equipment
United Continental Holdings	UAL	Other
HCA Holdings	HCA	Health
Deere	DE	Manufacturing
Delta Airlines	DAL	Other
Oracle	ORCL	Business Equipment

Morgan Stanley	MS	Finance
Hess	HES	Energy
21st Century Fox	FOXA	Telecommunication
DuPont	DFT	Finance
Sears Holdings	SHLD	Shops
Mondelez International	MDLZ	Consumer Non-Durables
American Express	AXP	Finance
Allstate	ALL	Finance
Tyson Foods	TSN	Consumer Non-Durables
SuperValu	SVU	Shops
Cigna	CI	Finance
DIRECTV Group	DTV	Telecommunication
General Dynamics	GD	Manufacturing
Philip Morris International	PM	Consumer Non-Durables
3M Company	MMM	Manufacturing
Time Warner Inc.	TWX	Telecommunication
Halliburton Company	HAL	Energy
International Paper Company	IP	Manufacturing

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