

# THE WEIGHT OF AMERICA'S BOARDS

*Ranking America's Largest Corporations  
by the  
Governance Capacity of Their Boards*

*2018 Edition*



JamesDruryPartners

Chicago, Illinois





*An*  
***In the Boardroom***  
*Publication*

A Research Report by  
***THE LEADERSHIP QUOTIENT***

Research Affiliate  
of



**James Drury Partners**  
Boardroom Consultants



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*We wish to thank the many board directors who have provided us with their insight and encouragement.*



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## Ranking America's Largest Corporations by the Governance Capacity of Their Boards

by

James J. Drury III and James J. Drury IV

### OVERVIEW

#### Introduction

We are pleased to share our 6<sup>th</sup> *The Weight of America's Boards* report, first published in 2011. This report continues to serve as the principal independent assessment, or barometer, of the governance capacity of America's leading public corporations. In this year's report, we analyze 651 boards and 6,255 board directors, representing America's 500 largest corporations, as measured by revenue and market capitalization.

Our firm is well aware of the "continual activist scrutiny" focused on the performance and integrity of America's boards, having served them over many years in an advisory capacity. While some of the scrutiny and criticism may be warranted, most of it is not. Every board is unique in terms of its director composition, and the capacity of its governance leadership. Some are constituted, across the board, with highly qualified and accomplished business professionals. Others have far greater variety with respect to the backgrounds of their directors and the strength of their business acumen and experience. In our opinion, "experience matters".

With respect to diversity of background, boards are intensely aware of the need for greater gender and ethnic balance. Seldom is a formal board search commenced these days without a stern mandate from the board for a diverse group of candidates, if not being the principal objective. In fact, during the past year, of the 651 boards we studied, 449 added new directors, 49% of whom were diverse by gender and/or ethnicity. And perhaps a more surprising fact was discovered when we compared the boardroom diversity of the 651 boards that we studied, with the diversity of the executive ranks of 222 companies studied recently by McKinsey & Company and LeanIn.org. Later in this report, we present evidence suggesting that, **for the very first time, diversity in the boardroom has attained parity with diversity in the executive ranks of American business.**

It goes without saying that the quality and strength of a board is a direct reflection of the quality and strength of its directors. In our professional capacity, when assessing the qualifications of a potential director for board service, we consider a broad range of factors, many of them subjective: integrity, intelligence, judgement, commitment, and collegiality, to name a few. However, there is one factor that we believe can be assessed objectively – an attribute that all directors should possess in equal measure: a high level of demonstrated accomplishment, and acumen, in their chosen field of endeavor.

As the role of a corporate board director is to govern the performance of a complex, multi-faceted business enterprise, we firmly believe that "business acumen" is the most essential, and valuable, qualification of a board director. That fundamental belief provides the foundation for the objective framework of our governance assessment model.

#### Affirmation

During the past year, using in-depth confidential interviews, we sought the professional insights of 30 of America's most respected and experienced directors. Collectively, their 2,033 board-years of experience encompassed 50% of the Fortune 100, and 20% of the Fortune 500. The group was diverse by gender and ethnicity, and most were leading, or had led, corporations as CEOs or Chairpersons.

There was a clear consensus that boards are becoming more rigorous in their expectations of individual directors, and of the board as a whole. As one wise director keenly observed, "*The traditional methods used to assess board quality and performance are certainly valuable, but are they strong enough? An under-performing board, due to the nature of the decisions it renders, can conceivably create more enterprise risk than an under-performing management team.*"

Our conversations with these directors were singularly focused: “What are the key attributes commonly shared by the most effective directors in the boardroom?” The most frequently cited attribute, by far, was **CEO experience running a company**. *“Those who have walked in the shoes of a CEO, have the greatest understanding and appreciation for the range of business issues that a company and its board face. They are most likely to bring the right balance of strategy and execution insight.”*

The candid views of these directors, so highly regarded by their boardroom peers, provides encouraging support for the assessment methodology that we have been using in this report, since its inception, to evaluate the inherent strength, or governance capacity, of America’s public boards.

## Methodology

Our methodology measures a board’s “capacity to govern well”, based upon the “weight” of the combined business acumen present in the boardroom. The assessment of a board’s “quality”, in the absence of objective criteria, is little more than a subjective exercise. **However, we believe if a board possesses both a high “capacity to govern well”, and highly capable “boardroom leadership”, that is as close as one can get to having confidence that it is a good board, a strong board, and a quality board.**

Many of the boards assessed by our model have expressed their appreciation for the recognition we have accorded them. On occasion, they have announced their good standing in press releases to the media and in their annual reports. A good number have also requested additional reports to share with their directors in order to facilitate boardroom discussion of steps that can be taken to strengthen the board’s governance capacity.

## Background & Foundation

### THE ROLE OF TODAY’S CORPORATE BOARD

Historically, a board’s fiduciary oversight role has been defined as both powerful and limited, firmly grounded in the principles of corporate law and governance mandate. However, some prefer a simpler definition. In the words of one of America’s most respected retired CEOs, and a director of Fortune 50 corporations, the role of a board is twofold: *“To determine who runs the place, and who owns the place.”*

The clear separation between the board’s governance-oversight responsibility and management’s decision-making responsibility is widely understood. Yet that distinction does not seem to satisfy those who hold boards accountable for almost every corporate failure, misstep, and transgression. The board seems to be viewed as the *conscience* of the public corporation. It is almost assumed that a board should have anticipated and prevented anything that goes awry.

A board’s responsibility is complex and multifaceted. Boards oversee management performance, safeguard the long-term health of a business, and represent the interests of shareholders. In addition, they must consider the interests of other stakeholders: employees, pensioners, customers, suppliers, and the communities in which the company operates. As the governance role of boards continues to be under scrutiny and criticism by shareholder activists, the **capacity to govern well** becomes ever more important.

### GOVERNANCE CAPACITY – WHAT IS IT?

The true measure of a board’s governance capacity is the perceived ability, and courage, of its directors to understand complex business issues and take action. When examining a board’s governance capacity, do its directors have the heft and seasoned experience to step up to the plate? When it comes to business acumen, are they heavyweights or lightweights?

A fundamental premise of our report is that **we value demonstrated business acumen more highly than non-business acumen in measuring governance capacity**. Our research confirms that the more accomplished a director is in business achievement, the more likely that director is to engage the CEO, management team, and other directors in rigorous discussion regarding critical business issues. If there is any question about the value of business acumen, observe which directors lead in a crisis, and which directors follow. In our conversations with hundreds of America’s board directors each year, during the normal course of our board advisory work, we can say unequivocally that the vast majority of America’s board directors agree with that premise.

## TRENDS THAT CONCERN US

Based on our experience advising boards, there are a number of factors and trends that we believe will be detrimental to board governance capacity, unless they are reversed:

- A marked decline of overall boardroom business acumen, as fewer of America's most accomplished business executives occupy boardroom seats.
- Growing public mistrust of corporate boards without deeper understanding of the board's role, leading to ever-increasing rules, regulations, and guidelines that weaken a board's strategic focus and decision-making ability.
- A long-observed propensity for shareholder activists, and some business journalists, to presume that boards are at fault whenever a corporation experiences difficulty.

### *Decline in Board Business Acumen*

Much of the decline in board service by business executives is the result of increased demands on director time, as well as board pressure on America's best business leaders (CEOs and top executives) to reduce their outside board commitments. The era of the over-boarded CEO is long behind us. In 1990, 70% of active Fortune 500 CEOs served on outside boards, filling 772 seats. In 2017, only 47% served on outside boards, filling only 311 seats. That's a 33% decline in the number of active CEOs serving on boards, and a 60% decline in their boardroom presence. **We can assume that if active CEOs are not serving on boards, their top executives aren't either – which also renders their top diversity executives unavailable for board service.** As a result, America's boards have experienced a significant "brain drain" of business acumen.

We disagree with shareholder activists who suggest that CEOs lack the time and independence to be effective directors, particularly when limiting their service to one outside board. These activists are also totally underrating the valuable insight gained from board experience that CEOs are able to bring back for application at their own companies.

**It defies logic to suggest that governing complex businesses can be accomplished more effectively if America's most accomplished business executives are *not* present as independent directors in the boardroom.** Most of America's board chairpersons and CEOs with whom we have spoken, agree with our position: the greater the number of board directors lacking significant business accomplishment, the

weaker the board's grasp of key business issues, and the less effective the board's governance process. The greater the business acumen of a board's directors, the more likely they are to raise the right issues, challenge conventional thinking, and exercise leadership in a crisis.

## THE NEED FOR DISPASSIONATE OBJECTIVITY

The scrutiny, and public media commentary, regarding the quality of America's corporate boards continues to be one-sided. Seldom does the public hear the perspective of respected professionals who have spent years in the boardroom as directors. The views most often heard are those of shareholder activists and institutional investment advisors. Objectivity is not their stock in trade – their businesses are for-profit enterprises. Seldom do they single out a board for exemplary performance, as there is little profit in doling out praise: no advisory fees earned for extolling a board's virtues; no proxy contests to be mounted; no shares to be tendered.

Why do we rarely hear the other side of the story? **Why aren't the observations of chairmen, directors, and CEOs publicly expressed to corroborate the true successes of corporate governance that could serve as a model?** There are several reasons:

- First, there is the necessity for confidentiality. Sharing privileged discussions regarding executive leadership effectiveness, business risks and opportunities, strategy, competitive threats, and key investments could aid competitors, destabilize stock performance, and break the trust between the board and management.
- Secondly, governance is both art and science. Its actual effectiveness is not easy to observe or measure while governance is taking place. In reality, a company's board processes might be conducted well, with excellent counsel being provided, important issues being openly debated, and well-reasoned decisions being made. However, that is not the real measure of governance effectiveness. The true effectiveness of governance can only be measured months and years later, when the results of those earlier decisions are known. Did the board's decision to change leadership, consummate an acquisition, or diversify globally result in improved performance and enhanced shareholder return – or not? Effectiveness is measured best in hindsight, when looking back at decisions previously made, not while observing them being made.

- Lastly, when boards become the target of criticism, even when completely unwarranted, the last thing they feel the need to do is escalate a “war of words” in the media.

If we accept the notion that shareholder activists and advisors cannot judge governance effectiveness objectively, that directors in the boardroom cannot freely defend themselves against criticism for reasons of confidentiality, and that the true measure of a board’s effectiveness will only be known in the future, **can there actually be an objective method to assess the quality of a board in the present? We believe there is.**

### **A FRESH PERSPECTIVE**

While “governance effectiveness” is a relative term and may be difficult to measure, we believe that an objective assessment is possible if one **measures a board’s “capacity to govern well”**. A low capacity to govern well will result in lower overall potential governance effectiveness. A high capacity to govern well, combined with highly capable boardroom leadership, will maximize overall potential governance effectiveness, and thereby may generate superior shareholder returns.

We hope that our governance study will be a voice for reason, one that will encourage shareholders to think twice when unfounded criticism is directed toward boards of “high governance capacity”; and by the same token, to be more attentive when concerns are focused on the performance of boards that have “low governance capacity”.

## **Our “Business Acumen Weight” Valuation Protocol**

This year’s report uses a single board weight measure to calibrate a board’s capacity to govern well: **Average Director Weight**. In past reports, we have used three measurements: Average Director Weight (ADW), Total Board Weight (TBW), and Composite Weight Rank (CWR).

ADW is a computation indicating the strength of business acumen of the typical, or average, director serving on a board. TBW is the sum of the individual director weights serving on the board. CWR averages the ranks of those two individual measures, and compares them against the ranks of all public boards in the study.

We have been concerned that the “skewing” effect of board size (number of directors) has little to do with a

board’s strength, or governance capacity. A board comprised of 6-8 directors of high business acumen, can be far more capable than a board of 10-12 directors of moderate business acumen. Yet, the latter might have higher TBW and CWR scores, and rankings, simply because of its larger size.

While we believe that a board needs to have a sufficient number of directors to assure a richness of opinion and debate in contemplating a corporation’s business issues and reaching a consensus on important board decisions, a board of 6 to 8 directors could be every bit as effective as a board of 10 to 12 directors.

We therefore concluded that ADW is consistently more indicative of the strength of business acumen in the boardroom than TBW or CWR, of which TBW is a 50% component. Focusing on ADW should make it easier to differentiate boards that are gifted to have a consortium of highly respected and accomplished directors, in terms of business acumen, from those boards that are not.

As a prudent judgement can reasonably be made regarding the relative substance, or weight, of a director’s business acumen, we developed a protocol by which director ADW can serve as a predictive factor in valuing a board’s governance capacity.

Clearly, we recognize that there are factors other than the “weight of business acumen” that could be considered in assessing a director’s governance capacity: quality of experience in the boardroom, preparation for board meetings, attention allocated, etc. However, these factors are virtually impossible to measure, and do not necessarily translate into effective governance capacity. That said, the weight of a director’s business accomplishment *does* lend itself to measurement, both objectively and subjectively, and the ADW of a board’s directors is a factor unique to each board.

### **WEIGHT CALIBRATION**

Drawing upon a professional lifetime of experience evaluating America’s most accomplished executives for board service, we have awarded weight values to directors, ranging from 1 to 10. The value is based on each director’s level of business accomplishment in their principal career field, and the relative value boards currently place on that experience in the boardroom. ADW is the average value of a board’s individual director weights.

CEO and/or Chairman experience is awarded the highest weight value for director governance capacity: 10. All other director weights are scaled down from that weight. Weights are adjusted further downward in two circumstances: (1) if a director is retired from his/her principal career, and/or (2) the director is considered an insider.

- Boards tend to prefer active executives to retired executives, because they are thought to bring more currently relevant insight and experience to the boardroom. Therefore, while that view is not true in every case, retired executive weights are adjusted downward by 1 point, reflecting this general perception.

- Non-independent directors who have had an otherwise close affiliation with the company are deducted 3 points, recognizing that their personal interests might occasionally compromise the value of their judgment in the boardroom.

As the corporation's CEO is almost always a member of the board, we have excluded him/her from our board weight analysis. The intent of our system is to measure only the factors over which the board actively exercises control (e.g., board size and the experiential backgrounds of directors).

## Director Weight Values

<p><b>10 Points</b></p> <ul style="list-style-type: none"> <li>Active Chairman or CEO</li> </ul> <p><b>9 Points</b></p> <ul style="list-style-type: none"> <li>Retired Chairman or CEO</li> </ul> <p><b>8 Points</b></p> <ul style="list-style-type: none"> <li>President</li> <li>Chief Operating Officer</li> </ul>	<p><b>7 Points</b></p> <ul style="list-style-type: none"> <li>CEO - Company &lt;\$500MM Revenue</li> <li>Chief Financial Officer</li> <li>Chief Administrative Officer</li> <li>Group/Division/Subsidiary President</li> <li>Non-CEO Banker</li> <li>CEO - Hospital</li> </ul> <p><b>6 Points</b></p> <ul style="list-style-type: none"> <li>Chief Information Officer</li> <li>Group Functional Officer</li> <li>VP Finance/Treasurer</li> <li>Investment Capital Manager</li> <li>Investment Banker</li> <li>Private Equity Investor</li> <li>Venture Capitalist</li> <li>Management Consultant</li> <li>Accounting Partner (active and retired)</li> <li>Exec - General Counsel</li> <li>Exec - Human Resources</li> <li>Exec - Operations</li> <li>Exec - Accounting</li> <li>Exec - Sales/Marketing</li> </ul> <p><b>5 Points</b></p> <ul style="list-style-type: none"> <li>Corporate Secretary</li> <li>Lawyer</li> <li>Exec - Advertising/Marketing/Media</li> </ul> <p><b>4 Points</b></p> <ul style="list-style-type: none"> <li>Academic - President</li> <li>Exec - Entertainment</li> </ul>	<p><b>3 Points</b></p> <ul style="list-style-type: none"> <li>Academic - Dean/Professor</li> <li>Exec - IT/Science</li> <li>Exec - Investor Relations</li> <li>Exec - Communications/PR</li> </ul> <p><b>2 Points</b></p> <ul style="list-style-type: none"> <li>Exec - Government/Public Policy</li> <li>Exec - Hospital/Museum/Foundation</li> <li>Exec - Trade Association</li> <li>Exec - Real Estate (Non-REIT)</li> <li>Exec - Publishing</li> <li>Exec - Sports</li> <li>Government Official</li> <li>Military</li> </ul> <p><b>1 Point</b></p> <ul style="list-style-type: none"> <li>Religious Leader</li> <li>Executive Search Consultant</li> <li>Exec - Other (<i>not elsewhere classified</i>)</li> </ul> <p><b>0 Points</b></p> <ul style="list-style-type: none"> <li>No Professional Affiliation</li> </ul> <p><b>Value Adjustments:</b></p> <p><b>-1 Point</b></p> <ul style="list-style-type: none"> <li>Retired</li> </ul> <p><b>-3 Points</b></p> <ul style="list-style-type: none"> <li>Insider</li> </ul>
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## THE COMPOSITION OF AMERICA’S BOARDS

In this section you will find the most detailed analysis of America’s major boards and their board director populations. We are aware of no other study that examines, in similar depth, the boards of America’s 500 largest corporations, as measured by revenue and market capitalization. More specifically, we will provide an assessment of their size, the backgrounds of their directors, trends regarding CEO board service, board service by active vs. retired executives, the role of financial experts, board director diversity, and ultimately and most importantly, **their governance capacity.**

### BOARD SIZE TREND

Average board size, excluding the CEO, decreased slightly from our last report – from 9.7 to 9.6 directors – continuing the annual trend since we began our study.

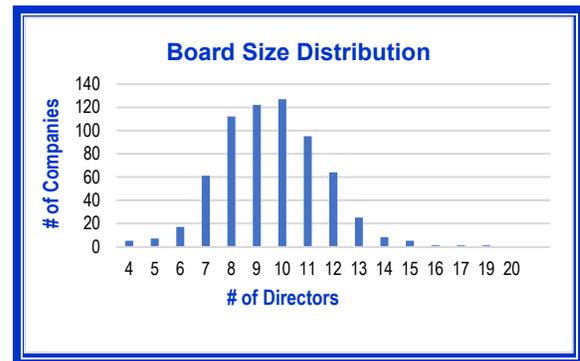
<b>Board Size Trend</b>	
<u>Year</u>	<u>Average # of Directors</u>
2011	10.0
2012	9.8
2013	9.7
2014	9.6
2015	9.7
2016	9.7
2017	9.6

Median board size was unchanged at 10 directors. **CME Group** repeats as the largest board with 19 directors; in 2014 it had 23. The smallest boards are **Altaba, Microchip Technology, Liberty Broadband, Diamondback Energy,** and **TravelCenters of America**, all with only 4 directors.

The boards that expanded the most this year are **Digital Realty Trust, Envision Healthcare,** and **Sysco**, adding 5 directors each. The one that contracted the most is **Delta Air Lines**, down 6, to a total of 10 directors.

### BOARD SIZE DISTRIBUTION

The boards we have included in our report range in size from 4 to 19 directors. The greatest number of boards, 456 or 70%, range in size from 8 to 11 directors. The largest boards, with 16, 17, and 19 directors are, respectively: **CME Group, General Electric, and BlackRock.** As previously mentioned, the smallest boards with 4 directors are: **Diamondback Energy, Liberty Broadband, Altaba, Microchip Technology, and TravelCenters of America;** and 5 directors are: **Energy Transfer Partners, Icahn Enterprises, Continental Resources, D.R. Horton, Lithia Motors, Robert Half International, and SEI Investments.**



## COMPOSITION OF TODAY'S BOARDS

There is no ideal standard for the composition of a board, no formula. Boards are like snowflakes – no two are identical.

**Question:** Who are the directors who populate America's boards? What are their qualifications and backgrounds?

**Answer:** To answer the question, we have consolidated the 44 business acumen categories used for weight valuation purposes (page 5) into 37 more commonly used position titles, for ease of understanding (page 12). We are pleased to report that representation in the highest business acumen categories increased, while that in lower acumen categories decreased. Consistent with our earlier reports, corporate executives with P&L experience still account for the greatest number of board seats – 3,531 seats, or 56.7% of all seats. Staff Executives (e.g., CFOs, CAOs, CHROs, CMOs, and General Counsels) account for the second largest group with 1,040 board seats (16.7%). The smallest professional group represented on America's boards are “non-mainstream industry executives” (advertising, media, publishing, real estate, and sports executives) with 54 seats (0.9%).

<u>Business Acumen Category</u>	<u># of Board Seats</u>	<u>% of Total</u>	<u>Change from 2016</u>	<u>Cumulative %</u>
P&L Executives	3,531	56.7%	+ 1.2%	56.7%
Staff Executives	1,040	16.7%	+ 2.2%	73.4%
Outside Financial Advisors	758	12.2%	- 1.7%	85.6%
Other Outside Professional Advisors	344	5.5%	- 0.6%	91.1%
Academics	232	3.7%	- 0.6%	94.8%
Government/Military	181	2.9%	0.0%	97.7%
Non-Profit Executives	78	1.3%	0.0%	99.0%
Non-Mainstream Industry Executives	54	0.9%	- 0.4%	99.9%
No Professional Affiliation	7	0.1%	0.0%	100.0%
	<b>6,225</b>	<b>100.0%</b>		

For a finer understanding of the cross-section of America's directors, we analyzed each director's background against 44 business acumen categories. Directors with CEO experience account for the greatest number of board seats, 2,291 or 36.8%. Group/Division/Subsidiary Presidents were the second most prominent category with 631 seats, or 10.1%. The top ten business acumen categories account for 80.8% of all board seats, as noted below. *(A complete ranking of all 44 business acumen categories can be found on page 5.)*

<u>Top 10 Acumen Categories</u>	<u># of Board Seats</u>	<u>% of Total</u>	<u>Bottom 10 Acumen Categories</u>	<u># of Board Seats</u>	<u>% of Total</u>
CEO	2,291	36.8%	Museum Executive	1	0.0%
Group/Div./Sub. President	631	10.1%	Religious Leader	2	0.0%
CFO	544	8.7%	Real Estate Executive	2	0.0%
President/COO/Exec-Ops.	346	5.6%	Gov. Relations/Public Policy	4	0.1%
Chairman	263	4.2%	No Professional Affiliation	7	0.1%
Investment Capital Manager	243	3.9%	Trade Association Executive	8	0.1%
Private Equity Investor	205	3.3%	Publishing Executive	10	0.2%
Marketing/Sales/PR/Communications	197	3.2%	Sports/Entertainment	17	0.3%
Investment Banker	165	2.7%	Foundation Executive	25	0.4%
Government Official	141	2.3%	Advertising/Media Executive	25	0.4%

## ACTIVE VS. RETIRED EXECUTIVES

The majority of the 6,225 board seats analyzed are filled by directors retired from their principal careers – 4,087 seats (66%), versus 2,138 (34%) who are still active. The categories with the greatest proportion of directors still active in their careers are foundation leaders (88%), venture capitalists (87%), private equity investors (81%), and academic professors (75%). Excluding those who cannot serve while active (public accountants, military officers, and elected government officials), the director categories with the smallest proportion of active professionals are non-CEO bankers (12%), VPs of Finance (19%), and CFOs (22%). In terms of directors who are CEOs, 26% are active. It should be noted, however, that many retired executives joined their boards as active executives, and retired subsequently.

## CEO BOARD SERVICE TREND

Since our first governance study in 2011, and after a prolonged decline that began 24 years ago, CEOs appear to be returning to board service. Examining the 569 boards common to this and last year's report, the number of board seats filled by CEOs (active and retired) increased from 2,362 to 2,375, up 0.6%. Board seats filled by active CEOs decreased 2.6%, from 756 to 736; while those filled by retired CEOs increased 2.1%, from 1,606 to 1,639.

## **Where are the Financial Experts?**

Boards are required by the SEC to have an Audit Committee staffed by independent directors, and at least one of those directors must qualify as a Financial Expert, as defined by the SEC – one who understands generally accepted accounting principles and has experience performing, executing, analyzing, and/or evaluating financial statements. Given the importance of the Audit Committee role, one would expect most committee members to be Financial Experts. However, of the 2,662 Audit Committee directors assessed in our report, only 60% (1,606) are designated as Financial Experts. The average shareholder probably believes that most Financial Experts are CFOs or public accountants, but nothing could be further from the truth.

### *So, who are these Financial Experts?*

Of the 1,606 designated Financial Experts, our research revealed that only 48% (777) have CFO or public accounting backgrounds. What are the

backgrounds of the remaining 52% (829)? The answer may surprise you.

<b>The Population of Financial Experts Who Are Not CFOs or Public Accountants</b>		
	<b># of Dir.</b>	<b>% of Total Financial Experts</b>
P&L Executives	534	33.3%
Bankers & Financial Advisers	166	10.3%
Non-CFO Staff Executives	61	3.4%
Academics	33	2.1%
All Other	35	2.2%
	829*	51.6%

\* Total # of Financial Experts = 1,606

It is remarkable that P&L executives account for one-third of the designated Financial Experts on board Audit Committees. Only 11% of CEO directors have earlier CFO experience. While bankers and financial advisors certainly have financial expertise, their backgrounds would seem more appropriate for a board's Finance Committee than its Audit Committee.

**Our study indicates that only 100 (15%) of the boards analyzed have an outside active CFO as a director. Of the 6,225 board seats analyzed, only 107 (2%) are filled by outside active CFOs. Even more surprising, of the 1,606 Financial Experts, only 67 (4.2%) are outside active CFOs.** Retired/Former CFOs fill another 529 Financial Expert seats, bringing CFO representation to 596 (37%) of all Financial Experts. Directors with public accounting backgrounds fill another 181 Financial Expert seats, bringing the total CFO/public accountant population to 777, or 48% of the Financial Expert population.

We continue to be concerned that boards are undervaluing the disciplined financial perspective that CFOs and public accountants can bring to boardroom deliberations. When we ask boards about the **underrepresentation of CFOs**, most often the reply is, *"If we were to consider a CFO for our board, he/she would have to have a broad-gauged, strategic business mindset, not a corporate controller perspective – perhaps a CFO who is now, or might become, a CEO."* We certainly agree with the strategic mindset requirement, and in our experience, other than the CEO, CFOs are very often the second ranking corporate executive most engaged in the company's total business operations. We strongly encourage boards to challenge their outdated thinking in this regard.

Directors designated as Financial Experts should truly be "Independent Financial Experts", not just professionals who qualify simply because they work

in the finance industry, or are P&L executives who have had a finance department reporting to them.

**The Opportunity to Strengthen Financial Expertise**

There are 42 public companies in our study that do not appear to have a director with CFO or public accounting experience on their boards. The 10 largest of these companies, at the time of our analysis, are shown below. HP, Kroger, Amazon, and Coca-Cola have been on this list for three consecutive years.

<b>10 Largest Companies with No CFO or Public Accounting Experience on Board*</b>	
<b>Company</b>	<b>Revenue (\$B)</b>
CVS Health	\$ 178.8
Amazon.com	142.6
Kroger Co.	117.0
HP	49.4
Coca-Cola	40.7
Oracle	37.7
Facebook	30.3
Time Warner	29.7
Raytheon	24.3
Energy Transfer Partners	24.2

*\*As of September 2017*

**Current Status of Board Diversity**

When the value of board diversity is discussed in the broader context, it is commonly acknowledged that, at its core, it is diversity of thought, perspective, and expertise that really matters. However, seldom is passionate debate devoted to assuring that boards adhere to that standard. The greatest focus of attention continues to be on the diversity of a board’s composition in terms of gender and ethnicity.

**Our report provides an update on gender and ethnic diversity, to provide a rare glimpse of the complete diversity picture in the governance space.**

**It may come as a surprise to many that America’s boards are more diverse than they might have imagined. 34.3% of the 6,225 board seats analyzed in this report are held by directors of gender and/or ethnic diversity. This represents a nominal 2.8% increase in the share of board seats occupied by diverse directors since our last report.**

**OVERALL BOARD DIVERSITY COMPOSITION**

Our analysis indicates that white males constitute 65.7% of board seats, and white females occupy 19.2%. Non-white males constitute 10.9%, and non-white females account for roughly 4.1%. **The proportion of white males declined from 68.4% in 2016. And, while the proportion of non-white**

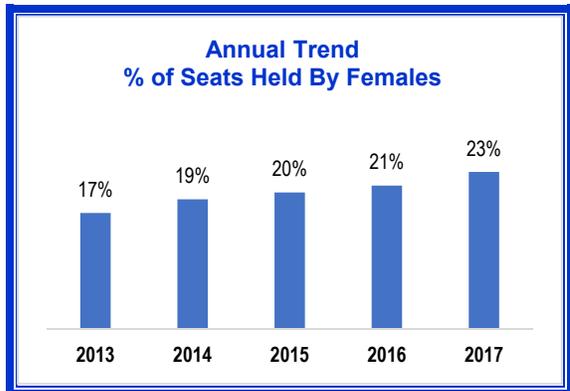
**males and females grew meaningfully, the greatest proportional growth occurred among white females, increasing their share of board seats by 2.0%**

<b>Composition of Board Seats</b>						
<b>General Race</b>	<b>Male Seats</b>		<b>Female Seats</b>		<b>Total Seats</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
White	4,092	65.7%	1,196	19.2%	5,288	84.9%
Non-White	680	10.9%	257	4.1%	937	15.1%
<b>Total</b>	<b>4,772</b>	<b>76.7%</b>	<b>1,453</b>	<b>23.3%</b>	<b>6,225</b>	<b>100.0%</b>

**DIVERSITY BY GENDER**

1,157 individual female directors serve on the 651 boards analyzed, an increase of 114 directors (11%) since our last study. These female directors occupy 1,453 board seats, or 23% (previously 21%) of the 6,225 board seats analyzed, an average 1.25 board seats per female director. **The number of boards that did not have a female director decreased from 42 to 25, down 40.5%.** The boards that have female directors averaged 2.3 per board. The top two boards in terms of female director representation are **Estée Lauder** and **Omnicom Group**, both with 6.

<b>Diverse Board Seats</b>		
	<b># of Seats</b>	<b>% of Total Seats</b>
Females (White)	1,196	19.2%
Males (Non-White)	680	10.9%
Females (Non-White)	257	4.1%
<b>Total</b>	<b>2,133</b>	<b>34.3%</b>



Women who have senior-level executive experience populate the most female-occupied board seats with 67.2% of the total female director population. CEOs, Presidents, COOs, CFOs, and Group Presidents make up the bulk of that group. These female directors represent 15.7% of the total director population. *(A complete breakdown of female directors by business acumen category can be found on page 12.)*

The industry sectors with the greatest percentage of female directors are Consumer Services (26%), Telecommunications (25%), Healthcare (24%), and Financials (24%).

The composition of the female board population by category of business acumen is markedly different from that of the male population. The percentages may differ because males might simply outnumber females in the experience categories that appear to be the most desirable for director talent. *(A more detailed analysis can be found on page 12.)*

	<b>% of Males</b>	<b>% of Females</b>
P&L Executives	61.6%	40.7%
Staff Executives *	13.8%	26.4%
Financial Advisors	12.2%	12.0%
Professional Advisors *	5.3%	6.1%
Academia *	3.2%	5.5%
Government / Military *	2.4%	4.5%
Non-Profit *	0.9%	2.5%
Other	0.6%	2.3%
	<u>100.0%</u>	<u>100.0%</u>

*\* Females have higher percentage*

### DIVERSITY BY ETHNICITY

725 directors of ethnic diversity occupy 937 board seats (15.1%) of the 6,225 board seats analyzed, an average of 1.3 seats per ethnic director, compared to 1.2 seats per white director. Black and Hispanic directors occupy the largest share of ethnic board seats – 694 (74.1%).

Race	Male Seats		Female Seats		Total Seats		M:F Ratio
	#	% of All Seats	#	% of All Seats	#	% of All Seats	
White	4,092	65.7%	1,196	19.2%	5,288	84.9%	3.4 : 1
Black	342	5.5%	147	2.4%	489	7.9%	2.3 : 1
Hispanic	163	2.6%	42	0.7%	205	3.3%	3.9 : 1
Asian	73	1.2%	42	0.7%	115	1.8%	1.7 : 1
Indian	70	1.1%	18	0.3%	88	1.4%	3.9 : 1
Mid. Eastern	32	0.5%	8	0.1%	40	0.6%	4.0 : 1
	<u>4,772</u>	<u>76.7%</u>	<u>1,453</u>	<u>23.3%</u>	<u>6,225</u>	<u>100.0%</u>	
Non-White	680	10.9%	257	4.1%	937	15.1%	2.6 : 1

Taking a close look at board diversity across all ethnic categories, black and Hispanic directors account for 11.2% of all board seats. In addition, directors of Asian, Indian, or Middle Eastern ethnicity occupy 1.8%, 1.4%, and 0.6% of all board seats, respectively.

Two-thirds of ethnic professionals serving as directors have P&L responsibility: 40% are Chairmen/CEOs, with the balance heading business units within

companies: 26% are in staff roles (finance and marketing); 20% have backgrounds in outside business advisory roles (lawyers, consultants, and investment professionals); and 13% have government and academic backgrounds.

The industries that appear to have the most ethnic diversity are Utilities, Telecommunications, and Consumer Services. Those that appear to have the least are Healthcare, Basic Materials, and Oil & Gas. The following chart details ethnic diversity by industry.

	Black		Hispanic		Asian		Indian		Middle Eastern		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>P&amp;L Executives</b>												
Chairman/CEO	123	25.1%	81	39.5%	34	29.6%	39	44.3%	14	35.0%	291	31.1%
Group/Div. Pres.	73	14.9%	30	14.6%	16	13.9%	11	12.5%	4	10.0%	134	14.3%
Total P&L	217	44.4%	112	54.6%	61	53.0%	56	63.6%	24	60.0%	470	50.2%
<b>Staff Executives</b>	118	24.1%	31	15.1%	21	18.3%	14	15.9%	4	10.0%	188	20.1%
<b>Outside Advisors</b>												
Financial	37	7.6%	19	9.3%	22	19.1%	7	8.0%	9	22.5%	94	10.3%
Legal	16	3.3%	4	2.0%	-	-	1	1.1%	-	-	21	2.2%
Consultant	15	3.1%	5	2.4%	1	0.9%	1	1.1%	-	-	22	2.3%
Total Advisors	75	15.3%	31	15.1%	23	20.0%	10	11.4%	9	22.5%	148	15.8%
<b>Other</b>												
Government	22	4.5%	9	4.4%	2	1.7%	1	1.1%	1	2.5%	35	3.7%
Academia	33	6.7%	7	3.4%	6	5.2%	7	8.0%	2	5.0%	55	5.9%
Total Other	79	16.2%	23	11.2%	10	8.7%	8	9.1%	3	7.5%	123	13.1%

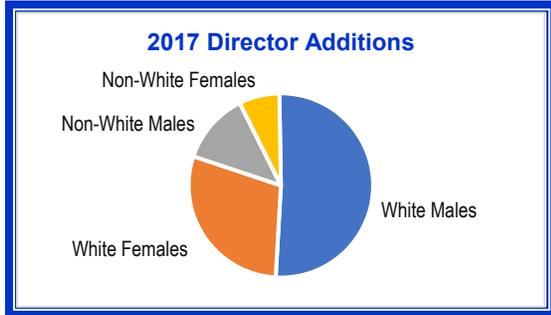
Industry	Total Seats	Non-White	
		#	%
Utilities	350	74	21.1%
Telecommunications	111	19	17.1%
Consumer Services	981	160	16.3%
Industrials	819	130	15.9%
Technology	649	101	15.6%
Consumer Goods	703	109	15.6%
Financials	1,229	171	13.9%
Healthcare	551	76	13.8%
Basic Materials	419	52	12.4%
Oil & Gas	413	45	10.9%
<b>Total</b>	<b>6,225</b>	<b>937</b>	<b>15.1%</b>

### FOOD FOR THOUGHT

While concern continues to be expressed that females and ethnic minorities are under-represented on corporate boards, there has never been a persuasive case presented for what the appropriate director balance should be. With overall board diversity now at approximately 34%, is there a cogent rationale that it should be 40% or 50%? Some might even suggest, without appreciating the complexity of the director role and the considerable qualifications required, that board diversity should simply mirror the diversity of

our population. Without a well-reasoned viewpoint, it is likely there will never be satisfaction that an appropriate balance has been achieved.

It should be noted that while 34% of board seats are currently diverse, **approximately 49% of the 449 new directors elected last year were diverse.**



We believe that a better appreciation is required of the economic principals of “supply and demand”, in terms of diversity of director-qualified talent in the fields of expertise most valued by boards. **For those who desire greater diversity, the area of real challenge may reside in focusing on the development of innovative executive development programs that help prepare accomplished diverse executives to assume greater leadership responsibilities.**

This view is indeed compatible with the findings and recommendations of a recent study by McKinsey & Company in partnership with LeanIn.org, “Women in the Workplace, 2017”. The study evaluated the presence of women, and people of color, in the management ranks of 222 companies and recommends that more needs to be done to create opportunities for the advancement of women.

If one accepts our basic premise that business acumen in the boardroom is essential for governance strength,

and that the primary source for such directors is the executive population, we have discovered an **unprecedented fact – the diversity distribution in our study of the population of 6,225 directors serving on the boards of the top 651 American public companies appears to mirror, almost perfectly, the diversity population in the executive ranks of the 222 companies studied by McKinsey & Company and LeanIn.org.** While, most assuredly, many will wish to study this more closely, we suggest that the diversity that exists in America’s boardrooms finally appears to have reached equal parity with the diversity that exists in American’s executive ranks.

Gender/Ethnic Categories	2017 JDP Board Weight Study	2017 McKinsey/LeanIn Study*
	% of Board Seat Population	% of Exec. Population**
White Males	65.7%	66.0%
Non-White Males	11.0%	10.7%
Total Males	76.7%	76.7%
White Females	19.2%	19.7%
Non-White Females	4.1%	4.3%
Total Females	23.3%	24.0%
Non-White Population	15.1%	15.0%

\* “Women in the Workplace, 2017”, published by McKinsey & Company and LeanIn.org  
 \*\* An average of the study’s individual management category percentages

The table on page 13 shows the increase or decrease in the share of board seats by business acumen category over the past five years. It also indicates the amount of change that is being driven by males and females. Of note is that Corporate Business Executives, as a group, have increased their share of boards seats by 5.43% with that increase being driven almost entirely by females.

## Director Distribution By Business Acumen Category

	<u>All Directors (6,225)</u>		<u>All Female Directors (1,453)</u>		
	<u># Seats</u>	<u>% Seats</u>	<u># Seats</u>	<u>% of All Female Seats</u>	<u>% of All Board Seats</u>
<b>Corporate Business Executives:</b>	<b>4,571</b>	<b>73.4%</b>	<b>976</b>	<b>67.2%</b>	<b>15.7%</b>
<u>P&amp;L Executives</u>	<b>3,531</b>	<b>56.7%</b>	<b>592</b>	<b>40.7%</b>	<b>9.5%</b>
<b>Chairmen &amp; CEOs</b>	<b>2,554</b>	<b>41.0%</b>	<b>279</b>	<b>19.2%</b>	<b>4.5%</b>
Chairman	263	4.2%	35	2.4%	0.6%
CEO	2,291	36.8%	244	16.8%	3.9%
<b>Other P&amp;L Executives</b>	<b>977</b>	<b>15.7%</b>	<b>313</b>	<b>21.5%</b>	<b>5.0%</b>
President/COO/Exec-Ops.	346	5.6%	81	5.6%	1.3%
Group/Division/Subsidiary President	631	10.1%	232	16.0%	3.7%
<u>Staff Executives</u>	<b>1,040</b>	<b>16.7%</b>	<b>384</b>	<b>26.4%</b>	<b>6.2%</b>
<b>Finance Executives</b>	<b>620</b>	<b>10.0%</b>	<b>193</b>	<b>13.3%</b>	<b>3.1%</b>
CFO	544	8.7%	157	10.8%	2.5%
VP-Finance/Treasurer	34	0.5%	16	1.1%	0.3%
Chief Administrative Officer	42	0.7%	20	1.4%	0.3%
<b>Non-Finance Staff Executives</b>	<b>420</b>	<b>6.7%</b>	<b>191</b>	<b>13.1%</b>	<b>3.1%</b>
Sales/Marketing/Communications/PR	197	3.2%	102	7.0%	1.6%
General Counsel/Corporate Secretary	73	1.2%	28	1.9%	0.4%
Chief Risk/Investment/Information Officer	85	1.4%	30	2.1%	0.5%
IT/Science/Engineering	27	0.4%	8	0.6%	0.1%
Human Resources	27	0.4%	19	1.3%	0.3%
Government Relations/Public Policy	4	0.1%	2	0.1%	0.0%
Exec-Other	7	0.1%	2	0.1%	0.0%
<b>Outside Advisors:</b>	<b>1,102</b>	<b>17.7%</b>	<b>263</b>	<b>18.1%</b>	<b>4.2%</b>
<u>Financial Advisors</u>	<b>758</b>	<b>12.2%</b>	<b>174</b>	<b>12.0%</b>	<b>2.8%</b>
Private Equity Investor	205	3.3%	26	1.8%	0.4%
Investment Capital Manager	243	3.9%	61	4.2%	1.0%
Investment Banker	165	2.7%	45	3.1%	0.7%
Banker (non-CEO)	84	1.3%	29	2.0%	0.5%
Venture Capitalist	61	1.0%	13	0.9%	0.2%
<u>Other Professional Advisors</u>	<b>344</b>	<b>5.5%</b>	<b>89</b>	<b>6.1%</b>	<b>1.4%</b>
Accountant	136	2.2%	28	1.9%	0.4%
Lawyer	126	2.0%	29	2.0%	0.5%
Management Consultant	82	1.3%	32	2.2%	0.5%
<b>Government/Academia/Non-Profit:</b>	<b>491</b>	<b>7.9%</b>	<b>181</b>	<b>12.5%</b>	<b>2.9%</b>
<u>Government</u>	<b>181</b>	<b>2.9%</b>	<b>65</b>	<b>4.5%</b>	<b>1.0%</b>
Government Official	141	2.3%	57	3.9%	0.9%
Military Officer	40	0.6%	8	0.6%	0.1%
<u>Academia</u>	<b>232</b>	<b>3.7%</b>	<b>80</b>	<b>5.5%</b>	<b>1.3%</b>
Professor	125	2.0%	46	3.2%	0.7%
President	69	1.1%	22	1.5%	0.4%
Dean	38	0.6%	12	0.8%	0.2%
<u>Non-Profit</u>	<b>78</b>	<b>1.3%</b>	<b>36</b>	<b>2.5%</b>	<b>0.6%</b>
Hospital Executive	42	0.7%	17	1.2%	0.3%
Foundation Executive	25	0.4%	17	1.2%	0.3%
Trade Association Executive	8	0.1%	1	0.1%	0.0%
Museum Executive	1	0.0%	1	0.1%	0.0%
Religious Leader	2	0.0%	0	0.0%	0.0%
<b>Non-Mainstream Industry Executives:</b>	<b>54</b>	<b>0.9%</b>	<b>26</b>	<b>1.8%</b>	<b>0.4%</b>
Advertising/Media Executive	25	0.4%	14	1.0%	0.2%
Sports Entertainment	17	0.3%	4	0.3%	0.1%
Publishing Executive	10	0.2%	7	0.5%	0.1%
Real Estate Executive (Non-REIT)	2	0.0%	1	0.1%	0.0%
<b>Non-Executive/Not Defined:</b>	<b>7</b>	<b>0.1%</b>	<b>7</b>	<b>0.5%</b>	<b>0.1%</b>
<b>TOTALS</b>	<b>6,225</b>	<b>100.0%</b>	<b>1,453</b>	<b>100.0%</b>	<b>23.3%</b>

## Director Distribution By Business Acumen Category

	<b>All Directors (6,225)</b>		<b>5-Year Change in Director Distribution By Business Acumen Category</b>		
	<b># Seats</b>	<b>% Seats</b>	<b>All Seats</b>	<b>Female Seats</b>	<b>Male Seats</b>
<b>Corporate Business Executives:</b>	<b>4,571</b>	<b>73.4%</b>	<b>5.43%</b>	<b>5.38%</b>	<b>0.05%</b>
<u>P&amp;L Executives</u>	<b>3,531</b>	<b>56.7%</b>	<b>0.42%</b>	<b>2.81%</b>	<b>-2.39%</b>
<b>Chairmen &amp; CEOs</b>	<b>2,554</b>	<b>41.0%</b>	<b>1.83%</b>	<b>1.68%</b>	<b>0.15%</b>
Chairman	263	4.2%	-1.38%	0.26%	-1.64%
CEO	2,291	36.8%	3.20%	1.42%	1.78%
<b>Other P&amp;L Executives</b>	<b>977</b>	<b>15.7%</b>	<b>-1.41%</b>	<b>1.13%</b>	<b>-2.53%</b>
President/COO/Exec-Ops.	346	5.6%	-2.04%	0.20%	-2.24%
Group/Division/Subsidiary President	631	10.1%	0.64%	0.93%	-0.29%
<u>Staff Executives</u>	<b>1,040</b>	<b>16.7%</b>	<b>5.01%</b>	<b>2.57%</b>	<b>2.44%</b>
<b>Finance Executives</b>	<b>620</b>	<b>10.0%</b>	<b>3.06%</b>	<b>1.40%</b>	<b>1.66%</b>
CFO	544	8.7%	2.94%	1.12%	1.82%
VP-Finance/Treasurer	34	0.5%	-0.15%	0.06%	-0.21%
Chief Administrative Officer	42	0.7%	0.27%	0.22%	0.05%
<b>Non-Finance Staff Executives</b>	<b>420</b>	<b>6.7%</b>	<b>1.85%</b>	<b>1.17%</b>	<b>0.68%</b>
Sales/Marketing/Communications/PR	197	3.2%	1.36%	0.64%	0.73%
General Counsel/Corporate Secretary	73	1.2%	0.27%	0.15%	0.12%
Chief Risk/Investment/Information Officer	85	1.4%	0.57%	0.28%	0.28%
IT/Science/Engineering	27	0.4%	-0.37%	0.03%	-0.39%
Human Resources	27	0.4%	0.13%	0.11%	0.03%
Government Relations/Public Policy	4	0.1%	-0.04%	-0.07%	0.03%
Exec-Other	7	0.1%	-0.89%	0.03%	-0.92%
<b>Outside Advisors:</b>	<b>1,102</b>	<b>17.7%</b>	<b>-3.00%</b>	<b>0.62%</b>	<b>-3.62%</b>
<u>Financial Advisors</u>	<b>758</b>	<b>12.2%</b>	<b>-1.52%</b>	<b>0.50%</b>	<b>-2.02%</b>
Private Equity Investor	205	3.3%	-0.21%	0.22%	-0.42%
Investment Capital Manager	243	3.9%	0.60%	0.58%	0.02%
Investment Banker	165	2.7%	-0.65%	0.02%	-0.67%
Banker (non-CEO)	84	1.3%	-1.05%	-0.23%	-0.82%
Venture Capitalist	61	1.0%	-0.32%	0.01%	-0.33%
<u>Other Professional Advisors</u>	<b>344</b>	<b>5.5%</b>	<b>-1.47%</b>	<b>0.13%</b>	<b>-3.62%</b>
Accountant	136	2.2%	-0.62%	0.15%	-0.77%
Lawyer	126	2.0%	-0.88%	-0.23%	-0.64%
Management Consultant	82	1.3%	0.02%	0.11%	-0.10%
<b>Government/Academia/Non-Profit:</b>	<b>491</b>	<b>7.9%</b>	<b>-1.91%</b>	<b>0.01%</b>	<b>-1.92%</b>
<u>Government</u>	<b>181</b>	<b>2.9%</b>	<b>-0.29%</b>	<b>0.24%</b>	<b>-0.54%</b>
Government Official	141	2.3%	-0.23%	0.22%	-0.45%
Military Officer	40	0.6%	-0.06%	0.13%	-0.19%
<u>Academia</u>	<b>232</b>	<b>3.7%</b>	<b>-1.07%</b>	<b>-0.21%</b>	<b>-0.86%</b>
Professor	125	2.0%	-0.39%	0.04%	-0.43%
President	69	1.1%	-0.49%	-0.25%	-0.24%
Dean	38	0.6%	-0.19%	-0.01%	-0.18%
<u>Non-Profit</u>	<b>78</b>	<b>1.3%</b>	<b>-0.55%</b>	<b>-0.12%</b>	<b>-0.43%</b>
Hospital Executive	42	0.7%	-0.03%	0.07%	-0.10%
Foundation Executive	25	0.4%	-0.40%	-0.13%	-0.27%
Trade Association Executive	8	0.1%	-0.07%	0.02%	-0.09%
Museum Executive	1	0.0%	-0.08%	0.02%	-0.10%
Religious Leader	2	0.0%	0.03%	0.00%	0.03%
<b>Non-Mainstream Industry Executives:</b>	<b>54</b>	<b>0.9%</b>	<b>-0.43%</b>	<b>0.02%</b>	<b>-0.45%</b>
Advertising/Media Executive	25	0.4%	-0.30%	-0.08%	-0.22%
Sports Entertainment	17	0.3%	0.07%	0.06%	0.01%
Publishing Executive	10	0.2%	-0.04%	0.01%	-0.05%
Real Estate Executive (Non-REIT)	2	0.0%	-0.17%	0.02%	-0.18%
<b>Non-Executive/Not Defined:</b>	<b>7</b>	<b>0.1%</b>	<b>-0.09%</b>	<b>0.01%</b>	<b>-0.10%</b>

## 2018 GOVERNANCE CAPACITY FINDINGS

### Appropriate Governance Capacity Standards & Ideal Board Weight

#### "IDEAL" – DOES IT EXIST?

We use Average Director Weight (ADW) to assess the quality of a board's governance capacity: the sum of a board's individual director weights divided by the number of directors, excluding the CEO. An ideal ADW does not exist in an absolute sense. What is appropriate for one company may not be appropriate for another. However, **a board's ADW ranking should not be significantly out of sync with its revenue or market cap rank.** Our report focuses on large-scale companies because they cut the widest swath in our economy – accounting for the most employees, shareholders, customers, and suppliers, and as such, owe their stakeholders equally significant governance capacity.

What is appropriate? We certainly would not expect **Walmart** (ranked #1 in revenue) and **CVS Health** (#7) to be ranked as far down as #586 and #359 in ADW, respectively. Nor would we expect America's most valuable companies by market cap, such as **Amazon.com** (#4) and **Facebook** (#5) to be ranked as far down as #561 and #550 in ADW, respectively. Conversely, to its credit, **Vulcan Materials** (ranked #537 in revenue) is ranked #8 in ADW. We also commend **Xylem** (ranked #433 in market cap) and **Williams-Sonoma** (#574) for having governance capacity that ranks #6 and #25 in ADW, respectively.

#### GOVERNANCE CAPACITY STANDARDS & RECOMMENDATIONS

We suggest that boards **achieve a minimum ADW of 7.0. We also suggest an ADW ranking of no more than 50 points below their revenue rank, and/or market cap rank.** A more relaxed view might be no more than a 75-point differential. How do the corporations in our study measure up against these standards?

	ADW Score >7.0	
	2017	2016
<b>500 Largest by Revenue</b>		
Exceeded Recommended Standard	182	181
Fell Short of Standard	318	319
<b>500 Largest by Market Cap</b>		
Exceeded Recommended Standard	182	179
Fell Short of Standard	318	321

	Margin >50 Points		Margin >75 Points	
	2017	2016	2017	2016
<b>500 Largest by Revenue</b>				
Exceeded Recommended Standard	218	223	245	259
Fell Short of Standard	282	277	255	241
<b>500 Largest by Market Cap</b>				
Exceeded Recommended Standard	221	224	243	244
Fell Short of Standard	279	276	257	256

In 2017, only 182 (36%) of America's 500 largest companies by revenue met our suggested dual standard. Similarly, only 182 of America's 500 largest companies by market cap met our dual standard. **Clearly, many boards need to take a serious look at their governance capacity as they undertake director succession planning.**

## Preview of Governance Scores & Companies That Distinguished Themselves

### COMPANIES ANALYZED

Our study focuses on **America’s largest public companies**, encompassing the largest 500 by revenue rank and the largest 500 by market cap as of July 2017. The company revenue figures used in our study are reported LTM revenue, June 2017. A combined total of **651 companies** were analyzed this year, compared to 652 last year. We analyzed the board weight of **6,225 directors** this year, as compared to 6,304 last year. These directors analyzed are those who were listed in each company’s proxy statement and/or website during the term of our analysis, July to December 2017. The weights accorded each director are based on our assessment of their career record as profiled in the corporate proxies and cross-checked with a number of additional reference sources.

### OUR GOVERNANCE CAPACITY METRIC: AVERAGE DIRECTOR WEIGHT (ADW)

Average Director Weight (ADW) measures the strength of business acumen of the average director on a board, as an indication of “average director governance capacity”. The higher the “average director governance capacity”, the greater probability for governance “effectiveness”. ADW is the sum of all individual director weights, divided by the number of directors on the board (excluding the company’s active CEO).

In 2017, the average ADW of the 651 boards improved slightly from that of 2016. In 2017, board ADW ranged from a high of 8.88 to a low of 3.40. The average ADW was 6.62, up slightly from 6.54 in 2016. The highest ADW score was achieved by **Waste Management** at 8.88, with 8 directors, compared to 8.11 in 2016. Second was **IBM** at 8.83, compared to 8.07 in 2016. In 2017, a number of companies distinguished themselves as having boards with the best, or the worst, governance capacity score. Movement in the ratings from one year to the next is caused principally by boardroom additions and retirements. As an additional reference point, below are examples of companies that achieved scores at the following governance capacity levels:

Year-to-Year Governance Capacity Comparison				
ADW		2017		2016
Highest Score	Waste Management	8.88	PPG Industries	9.11
Lowest Score	SEI Investments	3.40	Oaktree Capital	3.18
Median	Clorox	6.64	First Data	6.57

### GREATEST RISE & FALL IN SCORE

It is important to note that all scores were determined based on the directors listed in proxy filings and on corporate websites. Our analysis might have caught some boards in a transition, having lost directors and not yet elected their replacements. Governance rankings fall where they may, but a board’s governance score is within its control. The chart below illustrates the three companies that experienced the greatest increase or decrease in their ADW score. *(Excluded from this analysis are the new companies that were not included in last year’s report.)*

Greatest Movement in ADW				
	Company	2017	2016	+/-
Greatest Increase in ADW Score	Owens-Illinois	7.00	5.1	1.90
	O’Reilly Automotive	6.67	4.89	1.78
	Viacom	6.56	4.8	1.76
Greatest Decrease in ADW Score	Target	6.09	7.54	-1.45
	Avnet	6.00	7.44	-1.44
	Quintiles IMS	6.09	7.5	-1.41

**Boards with Highest “Average Director Weight” Governance Capacity:**

The top 10 corporations in terms of Average Director Weight span six industry sectors and range from \$3.6B to \$79.4B in revenue, and in market cap from \$9.8B to \$228.7B. These boards range in size from 6 to 12 directors. This is the sixth year in a row that **PPG Industries** has been among the top 10 boards. Ranked #1 this year, **Waste Management’s** high ADW of 8.88, with 8 directors, is derived from having three active CEOs, one retired CEO, two outside Chairmen, a former COO and a former Group President on its board.

Highest Average Director Weight								
<u>ADW Rank</u>	<u>Company</u>	<u>ADW</u>	<u># of Directors*</u>	<u>Industry</u>	<u>Revenue Rank</u>	<u>Revenue (\$B)</u>	<u>Market Cap Rank</u>	<u>Market Cap (\$B)</u>
1	Waste Management	8.88	8	Industrials	184	\$ 13.9	160	\$ 32.4
2	IBM	8.83	12	Technology	30	79.4	34	144.8
3	<b>Micron Technology</b>	8.83	6	Technology	176	14.7	147	35.1
4	3M Company	8.82	11	Basic Materials	82	30.4	36	127.2
5	Lowe’s Companies	8.80	10	Consumer Services	35	66.6	76	64.2
6	Xylem	8.78	9	Industrials	521	4.0	433	9.8
7	<b>Walt Disney</b>	8.64	11	Consumer Services	48	55.5	29	163.3
8	Vulcan Materials	8.63	8	Basic Materials	537	3.6	282	17.5
9	Procter & Gamble	8.60	10	Consumer Goods	36	65.1	13	228.7
10	<b>PPG Industries**</b>	8.60	10	Basic Materials	175	14.8	173	28.4

**Bold** indicates repeats from the prior report  
\* Excludes company’s active CEO (all charts/tables)  
\*\* Indicates repeat from all six years of this report

**Boards with Lowest Average Director Governance Capacity:**

These 10 boards range in size from 4 to 19 directors. They span five industry sectors and range in revenue from \$1.4B to \$17.9B, and in market cap from \$0.1B to \$42.2B. Excluding their CEO, these companies average two inside directors per board. The board with the lowest ADW value, 3.40, is **SEI Investments** – three of its five directors have an individual score of 3.00 or less, and two are considered insiders. This is the third consecutive year that **Scripps Networks** has been among the ten lowest ranked boards by ADW score.

Lowest Average Director Weight								
<u>ADW Rank</u>	<u>Company</u>	<u>ADW</u>	<u># of Directors*</u>	<u>Industry</u>	<u>Revenue Rank</u>	<u>Revenue (\$B)</u>	<u>Market Cap Rank</u>	<u>Market Cap (\$B)</u>
651	<b>SEI Investments</b>	3.40	5	Financials	624	\$ 1.4	492	\$ 8.4
650	<b>Scripps Networks Interactive</b>	3.91	11	Consumer Services	545	3.4	475	8.7
649	MasTec	4.29	7	Industrials	452	5.3	584	3.7
648	Telephone and Data Systems	4.40	10	Telecom	469	5.1	594	3.1
647	TravelCenters of America	4.50	4	Oil & Gas	426	5.8	650	0.1
646	<b>First Republic Bank</b>	4.55	11	Financials	593	2.2	306	15.6
645	Robert Half International	4.60	5	Industrials	456	5.2	537	6.0
644	Molina Healthcare	4.60	10	Financials	146	17.9	576	4.1
643	<b>CME Group</b>	4.63	19	Financials	538	3.6	120	42.2
642	Square	4.67	9	Financials	615	1.8	457	9.0

\* Excludes company’s active CEO (all charts/tables)  
**Bold** indicates repeats from the prior report

The companies with the greatest change in ADW are as follows:

<b>Top 10 Companies with Greatest ADW Improvement and Decline</b>										
<b>ADW Improvement</b>	<b>Chg. # Dir.</b>	<b>2017 ADW</b>	<b>2016 ADW</b>	<b>Chg. ADW</b>	<b>ADW Decline</b>	<b>Chg. # Dir.</b>	<b>2017 ADW</b>	<b>2016 ADW</b>	<b>Chg. ADW</b>	
1 Owens-Illinois	0	7.00	5.10	+1.90	1 Target	-2	6.09	7.54	-1.45	
2 O'Reilly Automotive	0	6.67	4.89	+1.78	2 Avnet	-2	6.00	7.44	-1.44	
3 Viacom	-1	6.56	4.80	+1.76	3 Quintiles IMS	+3	6.09	7.50	-1.41	
4 J.B. Hunt Transport Services	0	7.56	5.89	+1.67	4 Altaba	-6	5.75	7.10	-1.35	
5 Icahn Enterprises	0	7.00	5.40	+1.60	5 Robert Half Int'l	-1	4.60	5.83	-1.23	
6 Omnicom Group	+2	6.25	4.70	+1.55	6 Live Nation	0	6.55	7.73	-1.18	
7 Energy Transfer Partners	-1	7.20	5.67	+1.53	7 State Street	-2	6.67	7.82	-1.15	
8 CME Group	-3	4.63	3.23	+1.40	8 Mosaic	+1	6.50	7.64	-1.14	
9 Johnson & Johnson	-2	7.89	6.55	+1.34	9 Lithia Motors	-2	5.60	6.71	-1.11	
10 Federal Realty Inv. Trust	0	7.67	6.33	+1.33	10 UDR	0	5.33	6.44	-1.11	

Excludes companies not profiled in our last study

### **DIFFERENCES IN GOVERNANCE CAPACITY BY REVENUE AND MARKET CAP SIZE**

**Revenue Rank:** In terms of board size, companies ranked 1-100 averaged 10.58 directors. Those in the smallest sector, 501-651, averaged 8.46 directors. In terms of ADW, the largest companies averaged 6.93, and the smallest 6.48.

**Market Cap Rank:** The board size and ADW averages for companies ranked by market cap closely parallel the rankings by revenue. Companies ranked 1-100 by market cap averaged 10.83 directors. Those in the smallest sector, 501-651, averaged 8.76 directors. In terms of ADW, the highest market cap companies averaged 6.93 (the exact same as the largest revenue companies), and the lowest averaged 6.49 (compared to 6.48 for the smaller revenue companies).

<b>Averages by Revenue Rank</b>		
<b>Revenue Rank</b>	<b>Average Board Size</b>	<b>Average ADW</b>
1 - 100	10.58	6.93
101 - 200	9.99	6.70
201 - 300	9.87	6.59
301 - 400	9.31	6.60
401 - 500	9.22	6.51
501 - 651	8.79	6.48

<b>Averages by Market Cap Rank</b>		
<b>Market Cap Rank</b>	<b>Average Board Size</b>	<b>Average ADW</b>
1 - 100	10.83	6.93
101 - 200	10.29	6.72
201 - 300	9.78	6.65
301 - 400	9.20	6.48
401 - 500	8.92	6.54
501 - 651	8.76	6.49

**DIFFERENCES IN GOVERNANCE CAPACITY BY INDUSTRY SECTOR**

The industries with the highest average ADW are Basic Materials and Consumer Goods. Industries with the lowest average ADW are Telecommunications and Financials. The industry that tends to have the largest boards is Utilities, while the smallest boards tend to be found in the Technology sector.

<b>Overall Governance Capacity by Industry Sector</b>				
<b>Industry Sector</b>	<b>Averages by Industry</b>			
	<b>ADW</b>		<b># Directors*</b>	
	<b>Avg. Score</b>	<b>Rank</b>	<b>Avg.</b>	<b>Rank</b>
<b>Basic Materials</b>	7.11	1	9.74	4
<b>Consumer Goods</b>	6.79	2	9.90	3
<b>Industrials</b>	6.72	3	9.52	6
<b>Technology</b>	6.68	4	8.77	10
<b>Oil &amp; Gas</b>	6.65	5	8.79	9
<b>Consumer Services</b>	6.60	6	9.62	5
<b>Utilities</b>	6.55	7	10.29	1
<b>Healthcare</b>	6.57	8	9.03	8
<b>Telecommunications</b>	6.38	9	9.25	7
<b>Financials</b>	6.33	10	10.16	2

\*Excludes company's active CEO (all charts/tables)  
ADW: Average Director Weight

## Boards with the Highest & Lowest Governance Capacity By Industry Sector

<b>HIGH GOVERNANCE CAPACITY</b>		
	<b>Board Size*</b>	<b>ADW</b>
<b><u>Basic Materials</u></b>		
3M	11	8.82
Vulcan Materials	8	8.63
PPG Industries	10	8.60
<b><u>Consumer Goods</u></b>		
Procter & Gamble	10	8.60
Thor Industries	7	8.43
Fortune Brands Home & Sec.	7	8.14
<b><u>Consumer Services</u></b>		
Lowe's Companies	10	8.80
Walt Disney	11	8.64
Kohl's	9	8.33
<b><u>Financials</u></b>		
Citizens Financial Group	11	8.27
Realogy Holdings	8	8.13
U.S. Bancorp	14	8.07
<b><u>Health Care</u></b>		
McKesson	7	8.57
Johnson & Johnson	9	7.89
Bristol-Myers Squibb	9	7.89
<b><u>Industrials</u></b>		
Waste Management	8	8.88
Xylem	9	8.78
Parker Hannifin	12	8.42
<b><u>Oil &amp; Gas</u></b>		
Marathon Oil	7	8.57
Chesapeake Energy	7	8.43
Halliburton	12	8.33
<b><u>Technology</u></b>		
IBM	12	8.83
Micron Technology	6	8.83
CA	9	8.22
<b><u>Telecommunications</u></b>		
Verizon Communications	11	7.64
AT&T	12	7.50
American Tower	9	7.00
<b><u>Utilities</u></b>		
Dominion Energy	11	7.64
NiSource	10	7.40
PG&E Corporation	12	7.33

<b>LOW GOVERNANCE CAPACITY</b>		
	<b>Board Size*</b>	<b>ADW</b>
<b><u>Basic Materials</u></b>		
Berry Global Group	10	5.20
Weyerhaeuser	10	5.40
AK Steel	10	5.80
<b><u>Consumer Goods</u></b>		
Brown-Forman	12	5.17
J. M. Smucker Company	11	5.36
Cummins	11	5.55
<b><u>Consumer Services</u></b>		
Scripps Networks Interactive	11	3.91
News Corporation	10	4.80
Dollar Tree	10	5.10
<b><u>Financials</u></b>		
SEI Investments	5	3.40
First Republic Bank	11	4.55
Molina Healthcare	10	4.60
<b><u>Health Care</u></b>		
Community Health Systems	7	4.86
Stryker	8	5.13
Henry Schein	14	5.36
<b><u>Industrials</u></b>		
MasTec	7	4.29
Robert Half International	5	4.60
Raytheon	10	5.00
<b><u>Oil &amp; Gas</u></b>		
TravelCenters of America	4	4.50
Global Partners	6	4.83
Energy Transfer Equity	7	5.14
<b><u>Technology</u></b>		
CSRA	10	5.20
Oracle	10	5.20
Salesforce.com	11	5.27
<b><u>Telecommunications</u></b>		
Telephone & Data Systems	10	4.40
CenturyLink	8	5.25
Crown Castle International	10	6.10
<b><u>Utilities</u></b>		
Entergy	10	4.90
Pinnacle West Capital	10	5.50
NRG Energy	12	5.58

\*Excludes company's active CEO (all charts/tables)  
ADW: Average Director Weight

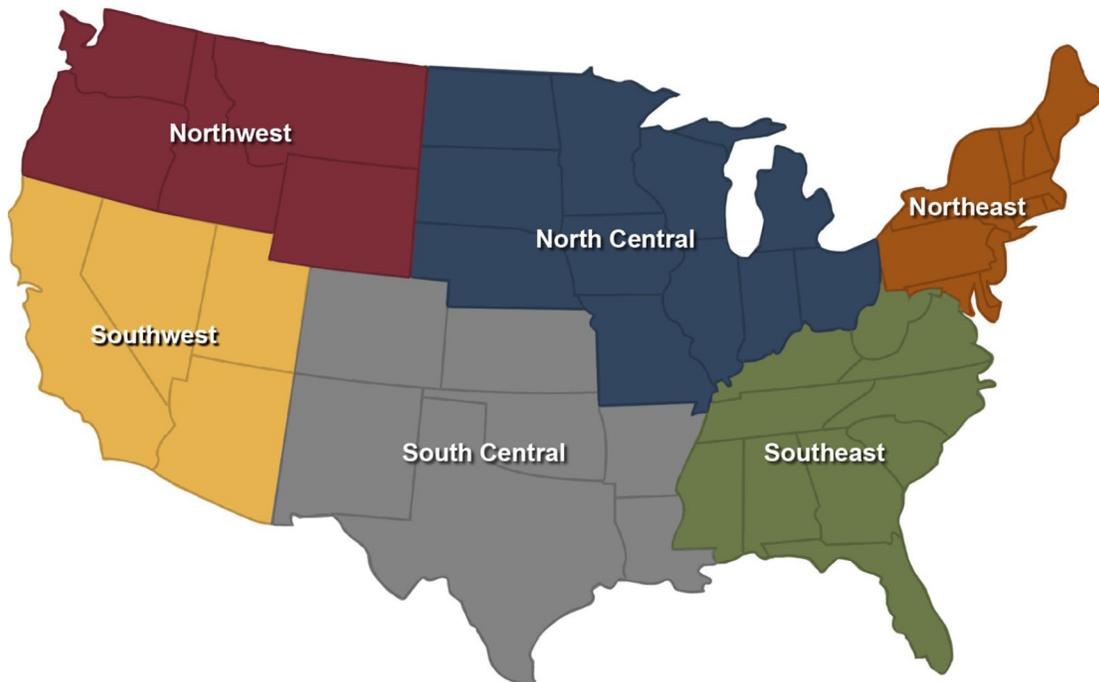
**DIFFERENCES BY GEOGRAPHIC REGION**

The geographic distribution of the corporations studied range widely from 177 in the Northeast, to only 18 in the Northwest. Average company revenue ranged from a low of \$15.8B in the Southwest, to a high of \$33.1B in the Northwest. While average market cap varied significantly from a low of \$18.4B in the South Central region to a high of \$87.8B in the Northwest, board size on the average tended to be largest in the South Central and Northeast regions. Average ADW varied only slightly by region, tending to be somewhat higher in the Northwest and North Central regions.

<b>Geographic Region</b>	<b>Total # of Companies</b>	<b>Average Revenue (\$B)</b>	<b>Average Market Cap (\$B)</b>	<b>Average Board Size</b>	<b>Average ADW</b>
Northwest	18	\$33.1	\$87.8	9.50	6.87
North Central	149	20.7	28.0	10.06	6.77
Northeast	177	16.9	36.6	9.72	6.64
Southeast	168	16.3	25.8	9.52	6.61
South Central	32	23.7	18.4	9.06	6.44
Southwest	107	15.8	51.9	8.83	6.43

ADW: Average Director Weight

***Geographic Regions***



## GOVERNANCE CAPACITY SURPRISES

One might expect that America's largest corporations – given their significant economic importance, high market value, and broad shareholder participation – would be among the top boards in governance capacity, as measured by ADW. While somewhat true, there are many surprises in our study. The tables below highlight some of the largest and smallest companies with the greatest disparities between their revenue rank and their ADW rankings.

Of the 100 largest companies by revenue, only 25 have a top 100 ADW ranking. Surprisingly, 51 of the largest 100 companies are ranked lower than 250 in ADW.

Conversely, of the 100 smallest companies by revenue, 8 have an ADW rank in the top 100; 33 have an ADW rank above 250; and 18 have an ADW rank in the bottom 100.

<b>25 Larger Companies with Less-Than-Expected Governance Capacity</b>						<b>25 Smaller Companies with Greater-Than-Expected Governance Capacity</b>					
Rev. Rank	Market Cap Rank	Company	ADW	ADW Rank	# of Dir.*	Rev. Rank	Market Cap Rank	Company	ADW	ADW Rank	# of Dir.*
1	15	Walmart Inc.	5.50	586	10	650	472	Seattle Genetics	7.43	114	7
6	26	UnitedHealth Group	6.45	384	11	647	480	Diamondback Energy	8.00	37	4
7	64	CVS Health	6.55	359	11	645	459	Federal Realty Inv. Trust	7.67	67	6
12	4	Amazon.com	5.67	561	9	630	386	Arista Networks	7.50	100	6
22	2	Alphabet	6.17	461	12	625	398	Cabot Oil & Gas	7.29	149	7
32	172	Valero Energy	5.70	552	10	616	242	Workday	7.63	79	8
34	178	Target	6.09	478	11	614	318	IDEXX Laboratories	7.75	55	8
37	27	Citigroup	5.62	576	13	611	449	Teleflex	7.75	54	8
41	46	United Parcel Service	6.36	421	11	602	493	F5 Networks	7.44	107	9
43	30	Intel	6.09	479	11	599	483	IDEX	7.25	161	8
45	117	Prudential Financial	6.27	438	11	594	256	Digital Realty Trust	7.36	132	11
54	168	HP	6.11	471	9	577	412	Domino's Pizza	7.71	57	7
58	409	Bunge Limited	6.22	445	9	571	165	Prologis	7.67	66	9
59	324	Centene	5.71	549	7	569	149	Intuitive Surgical	7.50	99	8
61	283	Energy Transfer Equity	5.14	625	7	544	310	KLA-Tencor	7.67	65	9
62	20	Coca-Cola	6.15	464	13	543	201	Ventas	7.67	64	9
63	210	American Airlines	6.33	426	12	537	282	Vulcan Materials	8.63	8	8
66	127	Delta Air Lines	6.30	431	10	528	465	Snap-on	8.11	27	9
70	17	Oracle	5.20	618	10	521	433	Xylem	8.78	6	9
72	221	Tyson Foods	5.89	511	9	518	390	Tiffany & Co.	7.82	47	11
81	80	General Dynamics	5.40	599	10	514	319	CA	8.22	21	9
83	5	Facebook	5.71	550	7	505	431	Marathon Oil	8.57	12	7
84	603	World Fuel Services	5.71	551	7	475	284	Citizens Financial Group	8.27	18	11
87	48	Gilead Sciences	5.50	592	8	471	420	Fortune Brands Home & Sec.	8.14	23	7
95	561	Avnet	6.00	498	7	466	574	Williams-Sonoma	8.13	25	8

\* Excludes company's active CEO (all charts/tables)  
ADW: Average Director Weight

## Improving Your Governance Capacity Ratings

Historically, when boards are considering the recruitment of a new director and defining the ideal director specification, they typically ask two questions:

1. If a director retirement is pending, does the board need to recruit a director with a similar background to replace the expertise lost and fill vacated committee roles?
2. If a board audit has been performed to determine requisite director expertise (based on strategic objectives and business challenges), is there a perceived gap that the new director must fill?

As neither of the above addresses the board's governance capacity, we recommend that a third consideration be included in the discussion:

3. Given the company's governance capacity rating, relative to its stature, should the next director be selected such that the board's governance capacity will be enhanced? Such a step might communicate a commitment to protecting shareholder interests and achieving higher shareholder returns.

### **OUR GOVERNANCE CAPACITY RECOMMENDATIONS / LITMUS TESTS**

We have developed two litmus tests to determine if your board is in line with expectation standards.

1. **Does Your ADW Score Meet / Exceed Highly Respected Governance Standard?**

Achieving highly respected governance capacity starts with your Average Director Weight score (ADW). We recommend an **ADW of 7.0 or greater**. At that level, the board has a significant complement of directors with high business acumen including corporate CEOs and other senior business executives, as well as accomplished leaders from other professional fields.

2. **Does Your ADW Ranking Achieve Acceptable or Minimum Standards?**

If you strive for an **acceptable standard** of governance capacity, your ADW ranking should be no more than 50 points below your revenue rank. The margin for a **minimum acceptable standard** of governance capacity is no more than 75 points below your revenue rank. We do recognize that the largest companies (top 50) are closer to the revenue rank ceiling, and have less head room for a significantly positive margin of difference.

If your governance capacity is not consistent with our guidelines, or your expectations, you may wish to consider enhancing the mix of business acumen on your board. The following worksheet may help in this regard.

## Governance Capacity Worksheet

The worksheet below provides a step-by-step analysis to attain a better understanding of where your board is today, where you would ideally like to be, and a path to get there.

***Let's get started.***

### STEP 1: Review Your Score vs. Minimum Standard (Litmus Test 1):

If your company is among the 651 largest companies analyzed in this report, locate your company's governance capacity score (ADW) and record below. *(An alphabetical guide of all analyzed companies is provided on page 36).* Does your board appear to be in line with expectations in terms of minimum standards?

Company: _____	Revenue Rank: _____	# of Directors: _____	<i>(Excluding company's CEO)</i>
	<u>ADW Score</u>	<u>Minimum ADW Standard</u> <i>(for an average Board = 10 directors)</i>	<u>Meet/Exceed Standard?</u>
Average Director Weight	_____	7.0	Yes / No

### STEP 2: Review Your Score vs. Acceptable Standards (Litmus Test 2):

Another benchmark is to determine whether your rankings are in line with expectations considering your company's stature, as measured by revenue rank. Ideally, your board satisfies both litmus tests, or at least one.

<u>Your Governance Capacity</u>				
<u>ADW Rank</u>	<u>Revenue Rank</u>	<u>Margin</u> <u>(ADW Rank - Revenue Rank)</u>	<u>Acceptable Standard</u> <u>(Margin &lt;50?)</u>	<u>Minimum Standard</u> <u>(Margin &lt;75?)</u>
			Yes / No	Yes / No
_____	_____	_____		

Depending upon steps 1 and 2, you may be satisfied that your governance capacity is exactly where you would like it to be. If your governance capacity is not consistent with our guidelines or your expectations, you may want to consider enhancing the mix of business acumen on your board.

### **BE AMONG THE BEST**

If your board believes in the value of high business acumen, or governance capacity, and wishes to be in the upper ranks of companies regarded as such, consider the chart below. If your governance capacity is not consistent with our guidelines, or your expectations, you may wish to consider enhancing the mix of business acumen on your board.

<b>2017 Governance Peer Groups</b> <b>"In which group would you like to be?"</b>	
<u>Group Rankings</u>	<u>ADW Range</u>
<b>Top 1 - 50</b>	8.88 - 7.80
51 - 100	7.77 - 7.50
101 - 150	7.45 - 7.27
151 - 200	7.27 - 7.00
201 - 250	7.00 - 6.88
251 - 300	6.88 - 6.73
301 - 350	6.73 - 6.57
351 - 400	6.56 - 6.43
401 - 450	6.43 - 6.22
451 - 500	6.22 - 6.00
<b>Bottom 501+</b>	6.00 - 3.40



### STEP 3. Design the Ideal Board Profile

If improving governance capacity is the objective, use the following to chart the course. Fill in your “current profile” information, and record the appropriate business acumen category and weight value for each of your directors, referring to our Director Weight Values chart on page 5 of this report (exclude your CEO). Total the individual director weights to calibrate Total Board Weight, and divide by the number of directors (excluding your CEO), to calibrate your Average Director Weight (ADW). Select an ADW you aspire to achieve, considering not only the minimum ADW standard of 7.0, but also where you would like to rank among all companies, referencing the “Governance Peer Groups” chart on the previous page. To help visualize what your board composition might need to look like in order to move in a new direction, refer to the three board profiles shown below as examples of high, average, and modest governance capacity. You can now create a roadmap to achieve your ideal board profile.

YOUR BOARD					
Current Profile			Desired Profile		
<b># of Directors:</b>	_____		<b>Desired # of Directors:</b>	_____	
<b>ADW Score:</b>	_____		<b>Target ADW Score:</b>	_____	
<b>ADW Rank:</b>	_____		<b>ADW Peer Group Range:</b>	_____	
<b>Revenue Rank:</b>	_____		<b>Revenue Rank:</b>	_____	
Director #	Business Acumen Category	Director Weight *	Director #	Business Acumen Category	Director Weight *
1	_____	_____	1	_____	_____
2	_____	_____	2	_____	_____
3	_____	_____	3	_____	_____
4	_____	_____	4	_____	_____
5	_____	_____	5	_____	_____
6	_____	_____	6	_____	_____
7	_____	_____	7	_____	_____
8	_____	_____	8	_____	_____
9	_____	_____	9	_____	_____
10	_____	_____	10	_____	_____
11	_____	_____	11	_____	_____
12	_____	_____	12	_____	_____
<b>Total Board Weight:</b>		_____	<b>Total Board Weight:</b>		_____
<b>Average Director Weight:</b>		_____	<b>Target Average Director Weight:</b>		_____

\* Refer to page 5 for Business Acumen Classifications, Director Weight Values, and Adjustments; exclude your CEO.

#### BOARD EXAMPLES

High Governance Capacity PPG Industries			Average Governance Capacity Level 3 Communications			Modest Governance Capacity Molina Healthcare		
	<b># of Directors:</b>	10	<b># of Directors:</b>	10	<b># of Directors:</b>	10	<b># of Directors:</b>	10
	<b>ADW Score:</b>	8.60	<b>ADW Score:</b>	6.60	<b>ADW Score:</b>	4.60	<b>ADW Score:</b>	4.60
	<b>ADW Rank:</b>	10	<b>ADW Rank:</b>	338	<b>ADW Rank:</b>	644	<b>ADW Rank:</b>	644
	<b>Revenue Rank:</b>	175	<b>Revenue Rank:</b>	312	<b>Revenue Rank:</b>	146	<b>Revenue Rank:</b>	146
Director	Business Acumen Classification	Director Weight	Business Acumen Classification	Director Weight	Business Acumen Classification	Director Weight		
1	Active CEO	10	Chairman	10	Retired CEO	9		
2	Active CEO	10	Chairman	10	Retired CEO (Insider)	6		
3	Active CEO	10	Chairman	10	Accountant	6		
4	Active CEO	10	Retired CEO	9	Retired CFO	6		
5	Active CEO	10	Group President	7	Retired Investment Banker	5		
6	Retired CEO	9	Retired CFO	6	Retired General Counsel	5		
7	Retired Chairman	9	Retired General Counsel	5	Retired CFO (Insider)	3		
8	Retired CEO (Small co.)	6	Retired Exec. – Sales/Marketing	5	Retired Academic Professor	3		
9	Retired Group President	6	Military	2	Government	2		
10	Retired Group President	6	Military	2	Retired Hospital Exec (Non-CEO)	2		
<b>Total Board Weight:</b>		<b>86</b>	<b>Total Board Weight:</b>		<b>66</b>	<b>Total Board Weight:</b>		<b>46</b>
<b>Average Director Weight:</b>		<b>8.60</b>	<b>Average Director Weight:</b>		<b>6.60</b>	<b>Average Director Weight:</b>		<b>4.60</b>



## Closing Reflections

As we conclude our 6<sup>th</sup> governance study, we are more convinced than ever that strong governance capacity is the high-octane fuel in a corporation's engine. It is the able leadership of the board chairperson and committee heads that catalyzes this precious fuel in a manner that fosters governance strength, quality, and effectiveness.

**Our principal interest is to provide a thoughtful benchmark by which the integrity of a board's governance system can be measured.** Too often, boards receive undeserved criticism for ineptitude, and are held accountable for flawed business execution that is not their responsibility. It is not appropriate to make the board the "whipping post" for all that goes wrong in a corporation. If a board's high governance capacity rating causes some critics to think twice before "firing a shot", we have accomplished one of our goals. Conversely, if a board of low governance capacity becomes the focus of critical scrutiny, it may deserve closer attention.

We do not anticipate that all corporate boards will embrace our study. But we hope that we can all agree – **greater governance capacity, no matter how one measures it, is good for business.**

Just as with other qualitative rating systems, such as *Fortune's* "Most Admired Companies" and *U.S. News & World Report's* "Best Business Schools" rankings, there will be companies that feel good about their rankings in our study, and others that do not, perhaps dismissing the validity of our methodology. However, for those companies that take the time to consider our logic, perhaps during the annual cycle of considering the composition of their own boards, this study will have served a purpose.

In the future, companies seeking to strengthen their "board weight" or "governance capacity" rankings can take two simple steps:

- **Expand the board, adding directors of greater business acumen, if it is too small**, considering the company's business scale, reputation, and strategic opportunities.
- **Replace retiring directors with directors of more substantive business accomplishment**, particularly if active and retired CEOs are under-represented on the board.

# OFFICIAL 2018 BOARD WEIGHT RANKINGS

## America's 651 Largest Corporations Ranked by Revenue & Market Cap

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
1	15	Walmart Inc.	\$487.5	5.50	586	10	1	3	Apple	\$762.7	7.43	108	7
2	6	Berkshire Hathaway	229.1	6.82	266	11	2	22	Alphabet	675.0	6.17	461	12
3	1	Apple	220.5	7.43	108	7	3	25	Microsoft	549.8	8.09	29	11
4	8	Exxon Mobil	211.0	7.30	144	10	4	12	Amazon.com	479.8	5.67	561	9
5	145	McKesson	198.5	8.57	11	7	5	83	Facebook	449.4	5.71	550	7
6	26	UnitedHealth Group	189.0	6.45	384	11	6	2	Berkshire Hathaway	413.3	6.82	266	11
7	64	CVS Health	178.8	6.55	359	11	7	33	Johnson & Johnson	367.5	7.89	42	9
8	95	General Motors	170.3	6.70	306	10	8	4	Exxon Mobil	345.8	7.30	144	10
9	12	AT&T	162.6	7.50	92	12	9	24	JPMorgan Chase	308.6	7.09	193	11
10	118	Ford Motor	153.2	6.75	287	12	10	27	Wells Fargo	262.1	7.58	86	12
11	245	AmerisourceBergen	149.8	7.22	162	9	11	16	General Electric	239.4	7.59	85	17
12	4	Amazon.com	142.6	5.67	561	9	12	9	AT&T	233.3	7.50	92	12
13	203	Cardinal Health	128.4	7.90	39	10	13	36	Procter & Gamble	228.7	8.60	9	10
14	23	Verizon Communications	123.6	7.64	68	11	14	29	Bank of America	227.1	6.92	231	13
15	68	Costco Wholesale	123.3	6.73	297	11	15	1	Walmart Inc.	225.6	5.50	586	10
16	11	General Electric	119.9	7.59	85	17	16	156	Visa	220.4	7.67	62	9
17	249	Kroger	117.0	7.20	168	10	17	70	Oracle	209.6	5.20	618	10
18	60	Walgreens Boots Alliance	116.1	7.90	40	10	18	51	Pfizer	203.9	6.73	298	11
19	19	Chevron	111.7	7.00	205	10	19	19	Chevron	198.9	7.00	205	10
20	128	Express Scripts Holding	100.2	6.83	260	12	20	62	Coca-Cola	193.3	6.15	464	13
21	25	Home Depot	95.7	7.33	133	12	21	28	Comcast	187.3	7.22	163	9
22	2	Alphabet	94.8	6.17	461	12	22	93	Philip Morris International	185.7	7.33	134	12
23	39	Boeing	92.9	7.92	38	13	23	14	Verizon Communications	185.2	7.64	68	11
24	9	JPMorgan Chase	92.3	7.09	193	11	24	65	Merck & Co.	181.0	6.67	314	12
25	3	Microsoft	87.2	8.09	29	11	25	21	Home Depot	180.9	7.33	133	12
26	101	Anthem	87.1	7.14	178	7	26	6	UnitedHealth Group	178.5	6.45	384	11
27	10	Wells Fargo	84.8	7.58	86	12	27	37	Citigroup	174.6	5.62	576	13
28	21	Comcast	82.1	7.22	163	9	28	38	PepsiCo	167.1	7.00	200	13
29	14	Bank of America	81.7	6.92	231	13	29	48	Walt Disney	163.3	8.64	7	11
30	34	IBM	79.4	8.83	2	12	30	43	Intel	161.0	6.09	479	11
31	122	Phillips 66	76.7	7.22	164	9	31	52	DowDuPont	160.7	8.27	19	15
32	172	Valero Energy	76.3	5.70	552	10	32	55	Cisco Systems	160.5	6.70	308	10
33	7	Johnson & Johnson	72.2	7.89	42	9	33	132	Altria Group	147.8	5.90	509	10
34	178	Target	69.3	6.09	478	11	34	30	IBM	144.8	8.83	2	12
35	76	Lowe's Companies	66.6	8.80	5	10	35	240	Mastercard	132.9	7.27	152	11
36	13	Procter & Gamble	65.1	8.60	9	10	36	82	3M	127.2	8.82	4	11
37	27	Citigroup	63.9	5.62	576	13	37	110	Amgen	126.9	6.67	315	12
38	28	PepsiCo	63.0	7.00	200	13	38	103	McDonald's	126.0	8.10	28	10
39	218	Archer-Daniels-Midland	63.0	6.70	307	10	39	23	Boeing	122.1	7.92	38	13
40	100	Aetna	62.6	6.45	385	11	40	97	AbbVie	115.6	6.89	240	9
41	46	United Parcel Service	61.8	6.36	421	11	41	96	Kraft Heinz	108.2	8.09	30	11
42	88	MetLife	61.2	7.60	80	10	42	226	Celgene	104.9	5.90	510	10
43	30	Intel	60.5	6.09	479	11	43	68	Honeywell International	102.1	7.50	93	12
44	86	FedEx	60.3	7.18	175	11	44	74	Charter Communications	100.7	6.92	233	12
45	117	Prudential Financial	59.9	6.27	438	11	45	47	United Technologies	97.9	7.45	101	11
46	186	Marathon Petroleum	59.6	7.70	58	10	46	41	United Parcel Service	95.7	6.36	421	11
47	45	United Technologies	57.7	7.45	101	11	47	128	Bristol-Myers Squibb	93.3	7.89	43	9
48	29	Walt Disney	55.5	8.64	7	11	48	87	Gilead Sciences	92.2	5.50	592	8
49	185	Sysco	54.6	7.14	177	14	49	241	Priceline Group	92.1	6.45	386	11
50	152	Humana	54.3	7.60	81	10	50	89	Schlumberger Limited	91.6	6.82	267	11
51	18	Pfizer	52.6	6.73	298	11	51	334	NVIDIA	91.5	6.82	272	11
52	31	DowDuPont	52.6	8.27	19	15	52	80	Goldman Sachs	88.9	6.90	235	10
53	84	American Int'l Group	52.1	6.83	261	12	53	120	Eli Lilly	88.2	6.85	258	13
54	168	HP Inc.	49.5	6.11	471	9	54	127	Union Pacific	87.3	6.55	360	11
55	32	Cisco Systems	48.5	6.70	308	10	55	76	NIKE	87.2	6.80	274	10
56	180	Hewlett Packard Enterprise	48.1	7.42	115	12	56	117	Starbucks	86.6	7.15	176	13
57	61	Lockheed Martin	47.9	7.30	145	10	57	130	U.S. Bancorp	85.6	8.07	32	14
58	409	Bunge Limited	44.9	6.22	445	9	58	116	Abbott Laboratories	85.2	7.82	45	11
59	324	Centene	42.5	5.71	549	7	59	108	QUALCOMM	84.1	6.10	476	10
60	163	HCA Healthcare	41.9	6.40	405	10	60	18	Walgreens Boots Alliance	82.5	7.90	40	10

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
61	283	Energy Transfer Equity	\$41.1	5.14	625	7	61	57	Lockheed Martin	\$81.2	7.30	145	10
62	20	Coca-Cola	40.7	6.15	464	13	62	75	Morgan Stanley	80.8	6.58	342	12
63	210	American Airlines	40.4	6.33	426	12	63	189	Texas Instruments	79.3	8.08	31	12
64	119	Cigna	40.2	6.89	239	9	64	7	CVS Health	78.8	6.55	359	11
65	24	Merck & Co.	39.9	6.67	314	12	65	85	Time Warner	77.3	6.75	290	8
66	127	Delta Air Lines	39.5	6.30	431	10	66	86	American Express	73.5	7.77	51	13
67	292	Best Buy	39.5	7.44	102	9	67	383	Adobe Systems	71.9	7.22	165	9
68	43	Honeywell International	39.3	7.50	93	12	68	15	Costco Wholesale	68.9	6.73	297	11
69	79	Caterpillar	38.9	7.50	94	12	69	234	BlackRock	68.6	7.19	174	16
70	17	Oracle	37.7	5.20	618	10	70	137	Thermo Fisher Scientific	68.2	7.64	70	11
71	162	Allstate	37.1	6.50	369	10	71	98	Mondelez International	68.1	7.38	121	13
72	221	Tyson Foods	36.8	5.89	511	9	72	276	Netflix	68.1	6.63	329	8
73	212	United Continental Holdings	36.8	6.36	424	14	73	167	Colgate-Palmolive	67.1	7.44	103	9
74	44	Charter Communications	36.6	6.92	233	12	74	158	NextEra Energy	67.0	6.55	361	11
75	62	Morgan Stanley	36.6	6.58	342	12	75	238	PayPal Holdings	65.3	7.00	206	10
76	55	NIKE	33.9	6.80	274	10	76	35	Lowe's Companies	64.2	8.80	5	10
77	115	TJX Companies	33.4	6.70	309	10	77	290	Salesforce.com	63.0	5.27	613	11
78	592	Rite Aid	32.8	6.50	373	8	78	303	Tesla	63.0	6.38	418	8
79	155	Exelon	32.5	6.42	403	12	79	69	Caterpillar	61.3	7.50	94	12
80	52	Goldman Sachs	32.3	6.90	235	10	80	81	General Dynamics	60.7	5.40	599	10
81	80	General Dynamics	31.3	5.40	599	10	81	113	Duke Energy	60.2	6.92	232	13
82	36	3M	30.4	8.82	4	11	82	232	Biogen	59.9	5.80	534	10
83	5	Facebook	30.3	5.71	550	7	83	152	Danaher	59.5	6.09	480	11
84	603	World Fuel Services	30.0	5.71	551	7	84	53	American Int'l Group	58.1	6.83	261	12
85	65	Time Warner	29.7	6.75	290	8	85	170	PNC Financial Services Group	57.9	7.08	199	13
86	66	American Express	29.6	7.77	51	13	86	44	FedEx	57.6	7.18	175	11
87	48	Gilead Sciences	29.1	5.50	592	8	87	101	Enterprise Products Partners	56.3	6.10	475	10
88	103	Twenty-First Century Fox	28.4	6.85	257	13	88	42	MetLife	56.2	7.60	80	10
89	50	Schlumberger Limited	28.2	6.82	267	11	89	405	American Tower	56.1	7.00	221	9
90	578	Tech Data	27.9	6.50	374	8	90	325	Charles Schwab	55.7	6.38	413	13
91	144	Travelers Companies	27.8	6.58	343	12	91	94	ConocoPhillips	55.5	6.80	275	10
92	125	Deere & Co.	26.8	6.82	268	11	92	483	Regeneron Pharmaceuticals	54.7	5.58	579	12
93	22	Philip Morris International	26.7	7.33	134	12	93	224	Stryker	52.7	5.13	628	8
94	91	ConocoPhillips	26.5	6.80	275	10	94	447	Altaba	52.4	5.75	546	4
95	561	Avnet	26.3	6.00	498	7	95	8	General Motors	51.7	6.70	306	10
96	41	Kraft Heinz	26.3	8.09	30	11	96	223	Las Vegas Sands	51.5	5.70	553	10
97	40	AbbVie	26.2	6.89	240	9	97	180	Monsanto	51.3	7.00	201	12
98	71	Mondelez International	25.9	7.38	121	13	98	165	Bank of New York Mellon	51.1	6.82	270	11
99	317	Tesoro	25.6	7.64	69	11	99	291	EOG Resources	50.7	6.43	400	7
100	525	Macy's	25.3	7.80	48	10	100	40	Aetna	50.5	6.45	385	11
101	87	Enterprise Products Partners	25.3	6.10	475	10	101	26	Anthem	50.4	7.14	178	7
102	114	Northrop Grumman	24.8	5.92	507	12	102	188	Illinois Tool Works	50.4	7.10	191	10
103	38	McDonald's	24.4	8.10	28	10	103	88	Twenty-First Century Fox	50.1	6.85	257	13
104	109	Raytheon	24.3	5.00	635	10	104	444	Simon Property Group	49.6	6.30	433	10
105	229	Energy Transfer Partners	24.2	7.20	173	5	105	118	Southern	49.6	6.79	282	14
106	196	Progressive	24.2	6.89	241	9	106	213	Dominion Energy	49.3	7.64	72	11
107	522	Arrow Electronics	24.1	7.63	73	8	107	235	CSX	48.6	6.42	404	12
108	59	QUALCOMM	23.2	6.10	476	10	108	201	Applied Materials	47.4	6.13	468	8
109	539	US Foods Holding	23.1	6.56	351	9	109	104	Raytheon	47.3	5.00	635	10
110	37	Amgen	22.9	6.67	315	12	110	141	Kimberly-Clark	47.0	7.67	61	12
111	278	Plains All American Pipeline	22.7	6.36	422	11	111	243	Occidental Petroleum	46.0	6.20	455	10
112	582	Plains GP Holdings	22.7	6.36	423	11	112	363	Activision Blizzard	45.6	5.50	593	8
113	81	Duke Energy	22.7	6.92	232	13	113	212	Automatic Data Processing	45.4	6.67	319	9
114	167	Aflac	22.7	4.75	640	12	114	102	Northrop Grumman	44.9	5.92	507	12
115	263	Dollar General	22.3	7.43	109	7	115	77	TJX Companies	44.6	6.70	309	10
116	58	Abbott Laboratories	22.3	7.82	45	11	116	210	Becton, Dickinson	44.4	6.53	366	15
117	56	Starbucks	22.0	7.15	176	13	117	45	Prudential Financial	44.3	6.27	438	11
118	105	Southern Company	21.7	6.79	282	14	118	10	Ford Motor	44.0	6.75	287	12
119	577	AutoNation	21.6	5.44	598	9	119	64	Cigna	43.4	6.89	239	9
120	53	Eli Lilly	21.6	6.85	258	13	120	538	CME Group	42.2	4.63	643	19
121	217	International Paper	21.5	7.25	153	12	121	194	Kinder Morgan	41.9	6.33	425	15
122	642	Sears Holdings	21.0	6.17	462	6	122	31	Phillips 66	41.4	7.22	164	9
123	303	Dollar Tree	20.9	5.10	632	10	123	193	Marsh & McLennan	40.2	6.73	302	11
124	334	Whirlpool	20.9	7.50	95	12	124	186	Cognizant Technology	39.7	6.60	336	10
125	137	Southwest Airlines	20.5	5.20	619	10	125	92	Deere & Co.	39.5	6.82	268	11
126	588	Penske Automotive Group	20.4	6.85	259	13	126	516	Marriott International	39.4	6.38	414	13
127	54	Union Pacific	20.2	6.55	360	11	127	66	Delta Air Lines	38.8	6.30	431	10
128	47	Bristol-Myers Squibb	20.0	7.89	43	9	128	20	Express Scripts Holding	38.7	6.83	260	12
129	520	ManpowerGroup	19.8	6.82	269	11	129	283	eBay	38.5	7.31	142	13

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
130	57	U.S. Bancorp	\$19.6	8.07	32	14	130	301	Boston Scientific	\$38.5	6.78	284	9
131	536	Fluor	19.4	7.27	150	11	131	136	Capital One Financial	38.4	6.67	317	9
132	33	Altria Group	19.4	5.90	509	10	132	196	Ecolab	38.2	7.42	116	12
133	617	Tenet Healthcare	19.4	7.11	186	9	133	181	Emerson Electric	38.1	6.44	394	9
134	643	INTL FCStone	19.1	5.25	615	8	134	503	Intercontinental Exchange	38.1	5.50	588	10
135	443	Lear Corporation	18.9	6.33	427	9	135	249	Praxair	38.0	8.25	20	8
136	131	Capital One Financial	18.9	6.67	317	9	136	424	S&P Global	37.8	7.82	46	11
137	70	Thermo Fisher Scientific	18.7	7.64	70	11	137	125	Southwest Airlines	37.4	5.20	619	10
138	533	Kohl's	18.6	8.33	17	9	138	574	Public Storage	37.0	5.50	595	8
139	265	Hartford Financial Services	18.5	6.80	276	10	139	520	Crown Castle International	36.6	6.10	477	10
140	547	Jabil	18.5	6.75	291	8	140	348	Constellation Brands	36.0	7.60	83	10
141	110	Kimberly-Clark	18.2	7.67	61	12	141	160	Halliburton	36.0	8.33	16	12
142	150	PG&E	18.0	7.33	135	12	142	468	Intuit	36.0	6.56	356	9
143	633	Community Health Systems	17.9	4.86	637	7	143	228	Estée Lauder Companies	35.7	7.57	87	14
144	501	Icahn Enterprises	17.9	7.00	228	5	144	91	Travelers Companies	35.7	6.58	343	12
145	606	PBF Energy	17.9	6.43	399	7	145	5	McKesson	35.3	8.57	11	7
146	576	Molina Healthcare	17.9	4.60	644	10	146	159	American Electric Power	35.2	6.73	299	11
147	187	Cummins	17.8	5.55	585	11	147	176	Micron Technology	35.1	8.83	3	6
148	182	Western Digital	17.7	6.00	499	7	148	253	BB&T	35.0	6.80	273	15
149	558	AECOM	17.5	5.11	630	9	149	569	Intuitive Surgical	35.0	7.50	99	8
150	270	Nucor	17.3	7.75	53	8	150	142	PG&E	34.8	7.33	135	12
151	349	CenturyLink	17.3	5.25	616	8	151	259	Norfolk Southern	34.6	7.36	124	11
152	83	Danaher	17.2	6.09	480	11	152	50	Humana	34.4	7.60	81	10
153	391	CarMax	17.1	6.58	344	12	153	491	Electronic Arts	34.3	6.67	322	9
154	234	PACCAR	17.0	7.90	41	10	154	532	Equinix	33.8	7.13	182	8
155	589	Sunoco	16.9	5.33	611	6	155	79	Exelon	33.8	6.42	403	12
156	16	Visa	16.8	7.67	62	9	156	255	Baxter International	33.4	7.08	198	12
157	598	Performance Food Group	16.7	6.88	245	8	157	215	Sherwin-Williams	33.3	8.11	26	9
158	74	NextEra Energy	16.3	6.55	361	11	158	606	Vertex Pharmaceuticals	33.3	5.88	525	8
159	146	American Electric Power	16.3	6.73	299	11	159	254	State Street	32.8	6.67	320	9
160	141	Halliburton	16.0	8.33	16	12	160	184	Waste Management	32.4	8.88	1	8
161	161	General Mills	15.7	7.08	197	12	161	161	General Mills	32.2	7.08	197	12
162	351	Genuine Parts	15.5	6.18	459	11	162	71	Allstate	32.1	6.50	369	10
163	479	Gap, The	15.5	6.67	318	9	163	60	HCA Healthcare	31.6	6.40	405	10
164	261	Omnicom Group	15.5	6.25	440	12	164	268	Air Products and Chemicals	31.6	6.57	347	7
165	98	Bank of New York Mellon	15.4	6.82	270	11	165	571	Prologis	31.0	7.67	66	9
166	198	Newell Brands	15.2	6.73	300	11	166	484	Zoetis	30.8	6.50	372	10
167	73	Colgate-Palmolive	15.2	7.44	103	9	167	114	Aflac	30.8	4.75	640	12
168	489	Goodyear Tire & Rubber	15.2	6.25	441	12	168	54	HP	30.0	6.11	471	9
169	554	SYNNEX	15.0	6.00	489	9	169	519	Analog Devices	29.9	6.88	249	8
170	85	PNC Financial Services Group	15.0	7.08	199	13	170	171	DISH Network	29.8	5.67	562	9
171	170	DISH Network	14.9	5.67	562	9	171	560	Monster Beverage	29.5	5.67	565	9
172	291	Freeport-McMoRan	14.9	6.86	252	7	172	32	Valero Energy	29.5	5.70	552	10
173	507	Nordstrom	14.9	7.75	52	12	173	175	PPG Industries	28.4	8.60	10	10
174	366	DaVita	14.9	6.40	406	10	174	511	Welltower	28.4	7.30	148	10
175	173	PPG Industries	14.8	8.60	10	10	175	556	Alexion Pharmaceuticals	28.3	5.63	572	8
176	147	Micron Technology	14.7	8.83	3	6	176	252	Sempra Energy	28.3	6.50	367	12
177	499	WellCare Health Plans	14.7	6.50	375	8	177	279	Fidelity National Info. Services	28.0	7.63	74	8
178	524	XPO Logistics	14.6	5.57	580	7	178	34	Target	28.0	6.09	478	11
179	421	Aramark	14.5	6.44	393	9	179	629	Incyte	27.9	6.67	325	6
180	97	Monsanto	14.5	7.00	201	12	180	56	Hewlett Packard Enterprise	27.7	7.42	115	12
181	133	Emerson Electric	14.4	6.44	394	9	181	270	Corning	27.6	5.67	559	12
182	327	WestRock	14.3	7.64	71	11	182	148	Western Digital	27.2	6.00	499	7
183	417	CDW	14.2	7.40	118	10	183	583	Illumina	27.1	5.88	523	8
184	160	Waste Management	13.9	8.88	1	8	184	604	AvalonBay Communities	26.7	7.00	215	10
185	363	FirstEnergy	13.8	6.75	288	12	185	49	Sysco	26.7	7.14	177	14
186	124	Cognizant Technology	13.8	6.60	336	10	186	46	Marathon Petroleum	26.7	7.70	58	10
187	510	AES	13.8	6.00	490	9	187	147	Cummins	26.6	5.55	585	11
188	102	Illinois Tool Works	13.8	7.10	191	10	188	339	PPL	26.5	6.63	331	8
189	63	Texas Instruments	13.8	8.08	31	12	189	501	Pioneer Natural Resources	26.5	5.83	529	12
190	375	Textron	13.7	6.73	301	11	190	437	Fiserv	26.5	7.00	225	8
191	322	Lincoln National	13.5	6.56	352	9	191	307	SunTrust Banks	26.3	6.45	387	11
192	446	C.H. Robinson Worldwide	13.5	7.00	227	7	192	218	Edison International	26.1	7.27	151	11
193	123	Marsh & McLennan	13.4	6.73	302	11	193	393	YUM! Brands	26.1	7.44	105	9
194	121	Kinder Morgan	13.3	6.33	425	15	194	326	Zimmer Biomet Holdings	26.0	7.60	82	10
195	305	Loews	13.2	6.31	429	13	195	202	CBS	25.8	5.38	602	13
196	132	Ecolab	13.2	7.42	116	12	196	106	Progressive	25.8	6.89	241	9
197	384	CBRE Group	13.2	6.30	432	10	197	373	Weyerhaeuser	25.7	5.40	600	10
198	364	D.R. Horton	13.1	6.00	506	5	198	166	Newell Brands	25.7	6.73	300	11

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
199	235	Ross Stores	\$13.1	6.60	337	10	199	214	Consolidated Edison	\$25.6	6.00	491	9
200	627	NGL Energy Partners	13.0	6.22	446	9	200	271	Anadarko Petroleum	25.5	7.70	59	10
201	108	Applied Materials	12.9	6.13	468	8	201	543	Ventas	25.5	7.67	64	9
202	195	CBS	12.9	5.38	602	13	202	559	Edwards Lifesciences	25.2	7.14	179	7
203	335	Viacom	12.9	6.56	353	9	203	13	Cardinal Health	25.2	7.90	39	10
204	204	Kellogg	12.9	6.67	316	12	204	204	Kellogg	24.7	6.67	316	12
205	393	Arconic	12.5	7.25	154	12	205	391	Franklin Resources	24.7	6.22	450	9
206	640	SUPERVALU	12.5	6.38	415	8	206	584	Equity Residential	24.7	6.55	364	11
207	629	J.C. Penney	12.4	6.64	326	11	207	350	Lam Research	24.5	7.11	188	9
208	273	Principal Financial Group	12.4	6.70	310	10	208	462	M&T Bank	24.3	5.29	612	14
209	311	L Brands	12.4	5.82	532	11	209	300	Royal Caribbean Cruises	24.1	7.36	126	11
210	116	Becton, Dickinson	12.3	6.53	366	15	210	63	American Airlines	24.0	6.33	426	12
211	570	Bed Bath & Beyond	12.2	5.89	512	9	211	237	Xcel Energy	23.9	6.58	345	12
212	113	Automatic Data Processing	12.2	6.67	319	9	212	73	United Continental	23.8	6.36	424	14
213	106	Dominion Energy	12.2	7.64	72	11	213	323	Williams Companies	23.8	7.00	209	10
214	199	Consolidated Edison	12.1	6.00	491	9	214	608	Autodesk	23.7	7.00	223	9
215	157	Sherwin-Williams	12.0	8.11	26	9	215	523	Roper Technologies	23.6	6.63	333	8
216	502	Reinsurance Group of America	12.0	6.11	472	9	216	358	Synchrony Financial	23.5	5.13	629	8
217	228	V.F.	12.0	8.00	33	11	217	121	International Paper	23.5	7.25	153	12
218	192	Edison International	11.9	7.27	151	11	218	39	Archer-Daniels-Midland	23.4	6.70	307	10
219	546	NRG Energy	11.9	5.58	578	12	219	337	Hershey	23.4	5.64	567	11
220	262	Ameriprise Financial	11.9	6.50	376	8	220	284	Expedia	23.3	5.69	558	13
221	625	Core-Mark Holding	11.9	7.25	156	8	221	72	Tyson Foods	23.0	5.89	511	9
222	382	Lennar	11.8	6.00	492	9	222	277	Baker Hughes	23.0	8.00	34	10
223	96	Las Vegas Sands	11.8	5.70	553	10	223	531	Moody's	23.0	6.75	296	8
224	93	Stryker	11.8	5.13	628	8	224	392	Amphenol	22.9	5.63	568	8
225	321	Henry Schein	11.8	5.36	606	14	225	527	C. R. Bard	22.9	6.20	457	10
226	42	Celgene	11.7	5.90	510	10	226	351	Discover Financial Services	22.8	7.36	127	11
227	564	HollyFrontier	11.6	6.25	443	8	227	409	Blackstone Group	22.7	5.17	622	12
228	143	Estée Lauder Companies	11.6	7.57	87	14	228	217	V.F.	22.6	8.00	33	11
229	299	Devon Energy	11.6	6.00	494	8	229	105	Energy Transfer Partners	22.6	7.20	173	5
230	461	Leucadia National	11.6	6.40	407	10	230	492	Cerner	22.6	5.88	522	8
231	236	Stanley Black & Decker	11.5	7.33	138	9	231	331	DXC Technology	22.3	7.00	218	9
232	82	Biogen	11.5	5.80	534	10	232	397	Fortive	22.2	6.50	383	6
233	244	Parker-Hannifin	11.5	8.42	15	12	233	285	Public Service Enterprise	22.0	7.30	146	10
234	69	BlackRock	11.4	7.19	174	16	234	154	PACCAR Inc	22.0	7.90	41	10
235	107	CSX	11.3	6.42	404	12	235	199	Ross Stores	21.9	6.60	337	10
236	257	DTE Energy	11.3	6.83	262	12	236	231	Stanley Black & Decker	21.9	7.33	138	9
237	211	Xcel Energy	11.3	6.58	345	12	237	312	Level 3 Communications	21.7	6.60	338	10
238	75	PayPal Holdings	11.3	7.00	206	10	238	275	Republic Services	21.7	6.20	456	10
239	416	Unum Group	11.1	6.20	454	10	239	470	Northern Trust	21.6	6.75	289	12
240	35	Mastercard	11.1	7.27	152	11	240	549	TD Ameritrade Holding	21.5	5.36	605	11
241	49	Priceline Group	11.0	6.45	386	11	241	349	Hilton Worldwide Holdings	21.4	7.00	211	10
242	302	ConAgra Brands	11.0	7.40	119	10	242	616	Workday	21.4	7.63	79	8
243	111	Occidental Petroleum	10.9	6.20	455	10	243	561	Paychex	21.3	6.22	453	9
244	359	L3 Technologies	10.8	5.33	609	9	244	233	Parker-Hannifin	21.3	8.42	15	12
245	331	Entergy	10.8	4.90	636	10	245	11	AmerisourceBergen	20.9	7.22	162	9
246	597	Office Depot	10.8	7.71	56	7	246	578	GGP	20.9	7.13	185	8
247	631	Group 1 Automotive	10.8	6.00	495	8	247	408	Rockwell Automation	20.9	7.36	129	11
248	298	AutoZone	10.8	6.56	354	9	248	649	Snap	20.7	6.57	350	7
249	135	Praxair	10.8	8.25	20	8	249	17	Kroger	20.6	7.20	168	10
250	580	United States Steel	10.6	7.33	136	12	250	297	O'Reilly Automotive	20.0	6.67	321	9
251	517	Xerox	10.6	7.20	169	10	251	332	WEC Energy Group	20.0	7.33	137	12
252	176	Sempra Energy	10.6	6.50	367	12	252	403	Quintiles IMS	20.0	6.09	481	11
253	148	BB&T	10.5	6.80	273	15	253	330	Eversource Energy	19.7	5.64	566	11
254	159	State Street	10.4	6.67	320	9	254	273	MGM Resorts International	19.6	5.70	554	10
255	156	Baxter International	10.3	7.08	198	12	255	458	KeyCorp	19.6	6.93	230	15
256	531	Jacobs Engineering Group	10.2	7.56	90	9	256	594	Digital Realty Trust	19.5	7.36	132	11
257	415	W.W. Grainger	10.2	7.00	216	9	257	236	DTE Energy	19.5	6.83	262	12
258	600	Murphy USA	10.1	6.22	447	9	258	579	Boston Properties	19.3	6.30	434	10
259	151	Norfolk Southern	10.0	7.36	124	11	259	551	Skyworks Solutions	19.3	7.25	160	8
260	529	Voya Financial	10.0	6.38	416	8	260	509	Agilent Technologies	19.2	7.50	96	10
261	396	Universal Health Services	9.9	6.00	505	6	261	164	Omnicom Group	19.2	6.25	440	12
262	628	Frontier Communications	9.9	6.11	473	9	262	220	Ameriprise Financial	19.1	6.50	376	8
263	414	ONEOK	9.9	7.33	139	9	263	115	Dollar General	19.1	7.43	109	7
264	541	Alcoa	9.8	7.36	125	11	264	566	Brown-Forman	19.0	5.17	623	12
265	638	Sonic Automotive	9.8	5.75	542	8	265	139	Hartford Financial Services	18.9	6.80	276	10
266	316	Ball	9.8	7.00	207	10	266	548	Microchip Technology	18.7	5.75	547	4
267	535	Huntsman	9.8	6.71	304	7	267	372	Molson Coors Brewing	18.6	6.08	485	13

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
268	164	Air Products and Chemicals	\$9.7	6.57	347	7	268	428	Fifth Third Bancorp	\$18.5	6.00	488	11
269	377	Fidelity National Financial	9.7	5.33	607	12	269	278	Hormel Foods	18.5	6.54	365	13
270	181	Corning	9.7	5.67	559	12	270	150	Nucor	18.3	7.75	53	8
271	200	Anadarko Petroleum	9.7	7.70	59	10	271	286	Mohawk Industries	18.3	6.38	417	8
272	616	Owens & Minor	9.6	6.70	311	10	272	622	ServiceNow	18.3	5.75	544	8
273	254	MGM Resorts International	9.6	5.70	554	10	273	208	Principal Financial Group	18.0	6.70	310	10
274	308	Laboratory of America	9.6	5.78	539	9	274	361	Newmont Mining	18.0	7.36	128	11
275	238	Republic Services	9.5	6.20	456	10	275	414	Clorox	17.9	6.64	328	11
276	72	Netflix	9.5	6.63	329	8	276	573	Vornado Realty Trust	17.8	5.56	584	9
277	222	Baker Hughes	9.4	8.00	34	10	277	508	T. Rowe Price Group	17.8	5.67	560	12
278	269	Hormel Foods	9.4	6.54	365	13	278	111	Plains All American Pipeline	17.7	6.36	422	11
279	177	Fidelity National Info. Services	9.3	7.63	74	8	279	467	Ulta Beauty	17.7	6.80	278	10
280	476	BorgWarner	9.2	7.44	104	9	280	580	Red Hat	17.6	6.71	305	7
281	620	United Natural Foods	9.1	6.29	436	7	281	430	Apache	17.5	6.45	390	11
282	378	Eastman Chemical	9.1	7.09	194	11	282	537	Vulcan Materials	17.5	8.63	8	8
283	129	eBay	9.1	7.31	142	13	283	61	Energy Transfer Equity	17.5	5.14	625	7
284	220	Expedia	9.1	5.69	558	13	284	475	Citizens Financial Group	17.5	8.27	18	11
285	233	Public Service Enterprise	9.0	7.30	146	10	285	627	Essex Property Trust	17.4	6.50	382	8
286	271	Mohawk Industries	9.0	6.38	417	8	286	517	Symantec	17.4	6.40	411	10
287	427	LKQ	9.0	7.00	217	9	287	321	First Data	17.1	6.50	377	8
288	611	Lithia Motors	8.9	5.60	577	5	288	610	Concho Resources	17.1	5.89	518	9
289	552	Reliance Steel & Aluminum	8.9	6.50	370	10	289	386	Dr Pepper Snapple	17.1	7.88	44	8
290	77	Salesforce.com	8.9	5.27	613	11	290	453	Rockwell Collins	17.0	6.40	410	10
291	99	EOG Resources	8.8	6.43	400	7	291	172	Freeport-McMoRan	17.0	6.86	252	7
292	645	Global Partners	8.8	4.83	638	6	292	67	Best Buy	16.8	7.44	102	9
293	618	Genworth Financial	8.8	6.22	448	9	293	557	Equifax	16.8	6.90	237	10
294	596	Tenneco	8.8	6.78	283	9	294	589	Xilinx	16.8	5.63	574	8
295	639	Hertz Global Holdings	8.7	6.83	263	6	295	631	BioMarin Pharmaceutical	16.6	5.75	545	8
296	613	GameStop	8.7	5.56	582	9	296	449	Regions Financial	16.3	7.31	143	13
297	250	O'Reilly Automotive	8.7	6.67	321	9	297	316	Campbell Soup	16.2	6.45	388	11
298	615	Avis Budget Group	8.6	5.73	548	11	298	248	AutoZone	16.1	6.56	354	9
299	575	Chesapeake Energy	8.6	8.43	13	7	299	229	Devon Energy	16.0	6.00	494	8
300	209	Royal Caribbean Cruises	8.6	7.36	126	11	300	618	SBA Communications	16.0	6.14	467	7
301	130	Boston Scientific	8.6	6.78	284	9	301	590	Magellan Midstream Partners	15.9	6.00	503	7
302	518	Live Nation Entertainment	8.6	6.55	362	11	302	242	ConAgra Brands	15.8	7.40	119	10
303	78	Tesla	8.5	6.38	418	8	303	123	Dollar Tree	15.8	5.10	632	10
304	504	Steel Dynamics	8.4	6.22	449	9	304	601	HCP	15.6	6.14	466	7
305	503	Leidos Holdings	8.3	5.33	608	12	305	195	Loews	15.6	6.31	429	13
306	644	Veritiv	8.3	6.88	246	8	306	593	First Republic Bank	15.6	4.55	646	11
307	191	SunTrust Banks	8.3	6.45	387	11	307	651	Liberty Broadband	15.6	7.00	229	4
308	508	Crown Holdings	8.3	7.25	155	12	308	274	Laboratory of America	15.5	5.78	539	9
309	506	News Corporation	8.3	4.80	639	10	309	576	Mettler-Toledo International	15.5	6.11	474	9
310	379	CenterPoint Energy	8.3	5.89	513	9	310	544	KLA-Tencor	15.4	7.67	65	9
311	482	PVH	8.3	6.82	271	11	311	209	L Brands	15.3	5.82	532	11
312	237	Level 3 Communications	8.2	6.60	338	10	312	635	Realty Income	15.1	5.14	627	7
313	562	Quanta Services	8.1	6.43	401	7	313	333	Quest Diagnostics	15.0	7.63	75	8
314	568	Dick's Sporting Goods	8.1	7.38	122	8	314	381	Discovery Communications	14.9	6.60	339	10
315	573	Univar	8.1	7.00	208	10	315	597	Waters	14.8	7.11	190	9
316	297	Campbell Soup	7.9	6.45	388	11	316	266	Ball	14.8	7.00	207	10
317	604	Navistar International	7.9	6.45	389	11	317	99	Tesoro	14.8	7.64	69	11
318	511	PulteGroup	7.9	7.00	202	11	318	614	IDEXX Laboratories	14.7	7.75	55	8
319	438	Interpublic Group	7.9	7.33	140	9	319	514	CA	14.7	8.22	21	9
320	634	SpartanNash	7.9	5.80	535	10	320	525	DENTSPLY SIRONA	14.6	6.40	412	10
321	287	First Data	7.9	6.50	377	8	321	225	Henry Schein	14.6	5.36	606	14
322	623	Dean Foods	7.8	7.57	88	7	322	191	Lincoln National	14.6	6.56	352	9
323	213	Williams Companies	7.8	7.00	209	10	323	346	Alliance Data Systems	14.5	7.00	219	9
324	534	Foot Locker	7.8	7.00	210	10	324	59	Centene	14.5	5.71	549	7
325	90	Charles Schwab	7.8	6.38	413	13	325	404	Motorola Solutions	14.5	7.25	157	8
326	194	Zimmer Biomet Holdings	7.8	7.60	82	10	326	553	American Water Works	14.5	6.83	265	6
327	495	W.R. Berkley	7.7	5.25	617	8	327	182	WestRock	14.4	7.64	71	11
328	602	Anixter International	7.7	6.64	327	11	328	385	Coty	14.3	8.00	35	8
329	579	EMCOR Group	7.7	7.80	49	10	329	536	Martin Marietta Materials	14.3	7.13	183	8
330	253	Eversource Energy	7.7	5.64	566	11	330	494	Invesco	14.2	6.88	248	8
331	231	DXC Technology	7.6	7.00	218	9	331	245	Entergy	14.2	4.90	636	10
332	251	WEC Energy Group	7.6	7.33	137	12	332	486	Wynn Resorts, Limited	14.2	5.56	583	9
333	313	Quest Diagnostics	7.6	7.63	75	8	333	474	Hasbro	14.0	6.18	460	11
334	51	NVIDIA	7.5	6.82	272	11	334	124	Whirlpool	14.0	7.50	95	12
335	532	HD Supply Holdings	7.5	6.63	330	8	335	203	Viacom	14.0	6.56	353	9
336	572	Casey's General Stores	7.5	6.00	496	8	336	550	TransDigm Group	13.9	6.63	334	8

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
337	219	Hershey	\$7.5	5.64	567	11	337	513	Global Payments	\$13.9	6.13	470	8
338	550	AGCO	7.5	7.11	187	9	338	524	AMETEK	13.9	7.50	98	8
339	188	PPL Corporation	7.5	6.63	331	8	339	442	Host Hotels & Resorts	13.8	5.40	601	10
340	560	Calpine	7.4	6.88	247	8	340	539	Huntington Bancshares	13.8	6.00	486	14
341	370	Masco	7.4	7.10	192	10	341	497	Sonoco Products	13.8	6.25	442	12
342	651	A-Mark Precious Metals	7.4	5.86	527	7	342	535	Noble Energy	13.7	5.78	540	9
343	343	J. M. Smucker	7.4	5.36	604	11	343	343	J. M. Smucker	13.7	5.36	604	11
344	346	Harris	7.4	6.55	363	11	344	463	Cintas	13.6	6.00	501	7
345	451	Targa Resources	7.4	5.89	514	9	345	607	Verisk Analytics	13.6	6.58	346	12
346	323	Alliance Data Systems	7.3	7.00	219	9	346	344	Harris	13.6	6.55	363	11
347	599	WESCO International	7.3	7.43	110	7	347	412	Ameren	13.6	6.80	277	10
348	140	Constellation Brands	7.3	7.60	83	10	348	582	Twitter	13.4	6.50	380	8
349	241	Hilton Worldwide Holdings	7.3	7.00	211	10	349	151	CenturyLink	13.4	5.25	616	8
350	207	Lam Research	7.2	7.11	188	9	350	507	Advanced Micro Devices	13.4	6.13	469	8
351	226	Discover Financial Services	7.2	7.36	127	11	351	162	Genuine Parts	13.4	6.18	459	11
352	635	Kindred Healthcare	7.1	5.70	555	10	352	432	Markel	13.3	5.08	633	12
353	549	Jones Lang LaSalle	7.1	6.00	493	9	353	609	FleetCor Technologies	13.3	6.88	250	8
354	505	Mosaic	7.1	6.50	368	12	354	389	CMS Energy	13.2	6.70	312	10
355	484	Huntington Ingalls	7.0	6.38	419	8	355	541	Church & Dwight	13.2	6.56	358	9
356	399	Darden Restaurants	7.0	7.43	111	7	356	443	Celanese	13.2	6.75	293	8
357	376	Dover	7.0	5.91	508	11	357	480	Hess	13.2	6.91	234	11
358	216	Synchrony Financial	6.9	5.13	629	8	358	502	Coach	13.1	7.63	78	8
359	545	Assurant	6.9	6.27	439	11	359	244	L3 Technologies	13.1	5.33	609	9
360	637	R.R. Donnelley & Sons	6.9	8.00	36	6	360	592	Maxim Integrated Products	13.0	6.29	437	7
361	274	Newmont Mining	6.9	7.36	128	11	361	567	Hologic	12.9	5.86	528	7
362	585	Ryder System	6.9	7.20	170	10	362	564	Annaly Capital Management	12.8	5.63	573	8
363	112	Activision Blizzard	6.9	5.50	593	8	363	185	FirstEnergy	12.8	6.75	288	12
364	526	Tractor Supply	6.9	6.86	253	7	364	198	D.R. Horton	12.7	6.00	506	5
365	527	Spirit AeroSystems	6.8	5.38	603	8	365	619	Palo Alto Networks	12.7	6.30	435	10
366	474	Sealed Air	6.8	6.89	242	9	366	174	DaVita	12.6	6.40	406	10
367	647	Ascena Retail Group	6.8	6.89	243	9	367	570	Comerica	12.5	7.09	195	11
368	381	National Oilwell Varco	6.8	7.50	97	8	368	506	McCormick & Co.	12.5	6.73	303	11
369	595	Sanmina	6.7	6.44	395	9	369	485	Norwegian Cruise Line	12.5	6.75	294	8
370	583	Owens-Illinois	6.7	7.00	212	10	370	341	Masco	12.4	7.10	192	10
371	548	ARRIS International	6.7	6.40	408	10	371	515	Fastenal	12.4	6.89	244	9
372	267	Molson Coors Brewing	6.7	6.08	485	13	372	628	Mid-America Apartment Comm.	12.4	5.82	533	11
373	197	Weyerhaeuser	6.7	5.40	600	10	373	633	Align Technology	12.3	5.88	526	8
374	441	J.B. Hunt Transport Services	6.7	7.56	91	9	374	547	Citrix Systems	12.3	6.67	324	9
375	540	Ralph Lauren	6.7	6.50	371	10	375	190	Textron	12.3	6.73	301	11
376	581	CalAtlantic Group	6.6	7.67	63	9	376	357	Dover	12.2	5.91	508	11
377	512	JetBlue Airways	6.6	7.00	220	9	377	269	Fidelity National Financial	12.2	5.33	607	12
378	543	Thor Industries	6.6	8.43	14	7	378	282	Eastman Chemical	12.1	7.09	194	11
379	565	NCR	6.6	7.63	76	8	379	310	CenterPoint Energy	12.1	5.89	513	9
380	514	Berry Global Group	6.6	5.20	620	10	380	603	Cooper Companies	12.0	5.88	524	8
381	314	Discovery Communications	6.5	6.60	339	10	381	368	National Oilwell Varco	12.0	7.50	97	8
382	632	Asbury Automotive Group	6.5	6.75	292	8	382	222	Lennar	12.0	6.00	492	9
383	67	Adobe Systems	6.5	7.22	165	9	383	512	Chipotle Mexican Grill	11.9	6.00	502	7
384	622	Builders FirstSource	6.5	5.88	519	8	384	197	CBRE Group	11.8	6.30	432	10
385	328	Coty	6.5	8.00	35	8	385	435	Cincinnati Financial	11.7	6.31	430	13
386	289	Dr Pepper Snapple	6.5	7.88	44	8	386	630	Arista Networks	11.6	7.50	100	6
387	566	Treehouse Foods	6.4	6.50	378	8	387	572	Albemarle	11.6	6.70	313	10
388	481	American Financial Group	6.4	5.11	631	9	388	591	Continental Resources	11.6	6.80	281	5
389	354	CMS Energy	6.4	6.70	312	10	389	530	Nasdaq	11.5	7.38	123	8
390	601	LifePoint Health	6.4	6.14	465	7	390	518	Tiffany & Co.	11.4	7.82	47	11
391	205	Franklin Resources	6.4	6.22	450	9	391	153	CarMax	11.3	6.58	344	12
392	224	Amphenol	6.4	5.63	568	8	392	394	Alaska Air Group	11.3	6.44	396	9
393	193	YUM! Brands	6.3	7.44	105	9	393	205	Arconic	11.3	7.25	154	12
394	392	Alaska Air Group	6.3	6.44	396	9	394	581	Gartner	11.2	5.89	515	9
395	557	Oshkosh	6.3	6.40	409	10	395	575	Synopsys	11.2	7.13	184	8
396	624	Dillard's	6.3	5.27	614	11	396	261	Universal Health Services	11.2	6.00	505	6
397	232	Fortive	6.3	6.50	383	6	397	605	ResMed	11.1	6.86	255	7
398	591	Conduent	6.3	5.63	569	8	398	625	Cabot Oil & Gas	11.1	7.29	149	7
399	425	Expeditors Int'l of Washington	6.2	5.70	556	10	399	356	Darden Restaurants	11.0	7.43	111	7
400	497	Hanesbrands	6.2	6.78	285	9	400	639	Alexandria Real Estate Equities	11.0	4.71	641	7
401	460	Alleghany	6.2	6.43	402	7	401	461	Wyndham Worldwide	10.9	5.14	626	7
402	509	Avery Dennison	6.2	7.60	84	10	402	617	SL Green Realty	10.9	5.63	575	8
403	252	Quintiles IMS	6.2	6.09	481	11	403	440	NetApp	10.8	7.43	113	7
404	325	Motorola Solutions	6.1	7.25	157	8	404	500	Total System Services	10.8	5.70	557	10
405	89	American Tower	6.1	7.00	221	9	405	465	Juniper Networks	10.8	7.13	181	8

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
406	593	Dana Corp.	\$6.1	7.43	112	7	406	587	Kansas City Southern	\$10.8	7.09	196	11
407	447	Ally Financial	6.1	6.90	236	10	407	558	Int'l Flavors & Fragrances	10.8	7.36	131	11
408	247	Rockwell Automation	6.1	7.36	129	11	408	419	Raymond James Financial	10.7	7.11	189	9
409	227	Blackstone Group	6.0	5.17	622	12	409	58	Bunge Limited	10.6	6.22	445	9
410	456	NVR	6.0	6.62	335	13	410	640	UDR	10.6	5.33	610	9
411	486	UGI	6.0	7.25	158	8	411	638	Ansys	10.5	6.88	251	8
412	347	Ameren	5.9	6.80	277	10	412	577	Domino's Pizza	10.4	7.71	57	7
413	555	Old Republic International	5.9	5.00	634	12	413	646	Regency Centers	10.4	6.80	280	10
414	275	Clorox	5.9	6.64	328	11	414	263	ONEOK	10.4	7.33	139	9
415	513	Owens Corning	5.9	7.30	147	10	415	257	W.W. Grainger	10.3	7.00	216	9
416	418	Packaging of America	5.9	5.80	536	10	416	239	Unum Group	10.3	6.20	454	10
417	612	AK Steel Holding	5.9	5.80	537	10	417	183	CDW	10.2	7.40	118	10
418	569	Realogy Holdings	5.9	8.13	24	8	418	416	Packaging of America	10.2	5.80	536	10
419	408	Raymond James Financial	5.8	7.11	189	9	419	431	Arthur J. Gallagher &	10.2	6.33	428	9
420	469	United Rentals	5.8	6.22	451	9	420	471	Fortune Brands Home & Sec.	10.2	8.14	23	7
421	563	Booz Allen Hamilton	5.8	5.80	538	10	421	179	Aramark	10.1	6.44	393	9
422	491	Ingredion	5.8	7.22	166	9	422	534	Vantiv	10.1	6.44	398	9
423	626	Insight Enterprises	5.8	6.00	497	8	423	554	FMC	10.0	6.60	341	10
424	136	S&P Global	5.8	7.82	46	11	424	641	Duke Realty	10.0	6.90	238	10
425	556	Olin	5.8	7.44	106	9	425	399	Expeditors Int'l of Washington	10.0	5.70	556	10
426	650	TravelCenters of America	5.8	4.50	647	4	426	600	E*TRADE Financial	10.0	6.09	482	11
427	437	Harley-Davidson	5.7	7.00	222	9	427	287	LKQ	9.9	7.00	217	9
428	268	Fifth Third Bancorp	5.7	6.00	488	11	428	644	CBOE Holdings	9.9	6.00	487	13
429	559	First American Financial	5.7	5.63	570	8	429	510	SCANA	9.9	5.67	564	9
430	281	Apache	5.7	6.45	390	11	430	637	Extra Space Storage	9.9	5.50	597	6
431	419	Arthur J. Gallagher	5.6	6.33	428	9	431	505	Marathon Oil	9.8	8.57	12	7
432	352	Markel	5.6	5.08	633	12	432	542	Pinnacle West Capital	9.8	5.50	590	10
433	538	Burlington Stores	5.6	6.00	500	7	433	521	Xylem	9.8	8.78	6	9
434	605	AmTrust Financial Services	5.6	5.17	624	6	434	568	A.O. Smith	9.8	5.50	591	10
435	385	Cincinnati Financial	5.6	6.31	430	13	435	598	EQT	9.7	6.20	458	10
436	567	Patterson Companies	5.6	7.57	89	7	436	555	Varian Medical Systems	9.7	7.22	167	9
437	190	Fiserv	5.6	7.00	225	8	437	427	Harley-Davidson	9.6	7.00	222	9
438	649	Genesis Healthcare	5.5	5.88	520	8	438	319	Interpublic Group	9.6	7.33	140	9
439	528	Chemours	5.5	8.14	22	7	439	613	Cadence Design Systems	9.6	5.75	543	8
440	403	NetApp	5.5	7.43	113	7	440	552	Alliant Energy	9.6	6.22	452	9
441	519	Vistra Energy	5.5	6.57	348	7	441	374	J.B. Hunt Transport Services	9.5	7.56	91	9
442	339	Host Hotels & Resorts	5.5	5.40	601	10	442	634	VeriSign	9.5	6.17	463	6
443	356	Celanese	5.5	6.75	293	8	443	135	Lear	9.5	6.33	427	9
444	104	Simon Property Group	5.4	6.30	433	10	444	632	MSCI	9.5	6.09	483	11
445	458	Western Union	5.4	7.33	141	9	445	526	Amdocs Limited	9.5	6.80	279	10
446	530	Toll Brothers	5.4	5.88	521	8	446	192	C.H. Robinson Worldwide	9.4	7.00	227	7
447	94	Altaba	5.4	5.75	546	4	447	407	Ally Financial	9.4	6.90	236	10
448	619	CVR Energy	5.4	6.86	254	7	448	642	Zillow Group	9.4	6.57	349	7
449	296	Regions Financial	5.4	7.31	143	13	449	611	Teleflex	9.3	7.75	54	8
450	641	Windstream Holdings	5.4	6.45	391	11	450	585	Trimble	9.2	5.57	581	7
451	521	Mattel	5.3	7.78	50	9	451	345	Targa Resources	9.2	5.89	514	9
452	584	MasTec	5.3	4.29	649	7	452	620	Rollins	9.2	5.50	596	8
453	290	Rockwell Collins	5.3	6.40	410	10	453	596	Affiliated Managers Group	9.1	6.00	504	7
454	646	Essendant	5.3	6.78	286	9	454	533	Iron Mountain	9.1	7.00	213	10
455	607	ABM Industries	5.3	6.56	355	9	455	595	CDK Global	9.1	5.89	517	9
456	537	Robert Half International	5.2	4.60	645	5	456	410	NVR	9.1	6.62	335	13
457	636	Kelly Services	5.2	5.63	571	8	457	615	Square	9.0	4.67	642	9
458	255	KeyCorp	5.2	6.93	230	15	458	445	Western Union	9.0	7.33	141	9
459	590	Michaels Companies	5.2	6.44	397	9	459	645	Federal Realty Inv. Trust	9.0	7.67	67	6
460	614	Big Lots	5.2	7.13	180	8	460	401	Alleghany	9.0	6.43	402	7
461	401	Wyndham Worldwide	5.2	5.14	626	7	461	230	Leucadia National	9.0	6.40	407	10
462	208	M&T Bank	5.2	5.29	612	14	462	488	Under Armour	9.0	6.56	357	9
463	344	Cintas	5.1	6.00	501	7	463	529	Broadridge Financial Solutions	9.0	6.75	295	8
464	608	Domtar	5.1	7.63	77	8	464	621	SVB Financial Group	9.0	7.00	204	11
465	405	Juniper Networks	5.1	7.13	181	8	465	528	Snap-on	9.0	8.11	27	9
466	574	Williams-Sonoma	5.1	8.13	25	8	466	648	Veeva Systems	8.9	5.83	531	6
467	279	Ulta Beauty	5.1	6.80	278	10	467	565	Qorvo	8.9	7.20	172	10
468	142	Intuit	5.1	6.56	356	9	468	586	Akamai Technologies	8.9	7.00	214	10
469	594	Telephone and Data Systems	5.1	4.40	648	10	469	420	United Rentals	8.9	6.22	451	9
470	239	Northern Trust	5.1	6.75	289	12	470	522	Torchmark	8.9	5.50	589	10
471	420	Fortune Brands Home & Sec.	5.1	8.14	23	7	471	623	Cimarex Energy	8.8	7.00	224	9
472	587	HRG Group	5.1	6.83	264	6	472	650	Seattle Genetics	8.8	7.43	114	7
473	571	Ashland Global Holdings	5.1	7.20	171	10	473	540	Atmos Energy	8.8	6.08	484	12
474	333	Hasbro	5.0	6.18	460	11	474	366	Sealed Air	8.8	6.89	242	9

## 2018 Results

### RANKED BY REVENUE (LTM, June 2017)

### RANKED BY MARKET CAP (July 2017)

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap (\$B) **	ADW Score	ADW Rank	# of Dir. ***
475	284	Citizens Financial Group	\$5.0	8.27	18	11	475	545	Scripps Networks Interactive	\$8.7	3.91	650	11
476	621	Magellan Health	5.0	5.50	594	8	476	280	BorgWarner	8.7	7.44	104	9
477	553	Post Holdings	5.0	6.38	420	8	477	643	CoStar Group	8.7	6.86	256	7
478	630	Tutor Perini	5.0	7.36	130	11	478	546	Buckeye Partners	8.7	6.67	323	9
479	551	CSRA	5.0	5.20	621	10	479	163	Gap	8.7	6.67	318	9
480	357	Hess	5.0	6.91	234	11	480	647	Diamondback Energy	8.7	8.00	37	4
481	609	Peabody Energy	5.0	6.63	332	8	481	388	American Financial Group	8.6	5.11	631	9
482	586	Hanover Insurance Group	5.0	5.50	587	10	482	311	PVH	8.6	6.82	271	11
483	92	Regeneron Pharmaceuticals	5.0	5.58	579	12	483	599	IDEX	8.6	7.25	161	8
484	166	Zoetis	5.0	6.50	372	10	484	355	Huntington Ingalls	8.6	6.38	419	8
485	369	Norwegian Cruise Line	4.9	6.75	294	8	485	504	KKR	8.6	6.50	379	8
486	332	Wynn Resorts	4.9	5.56	583	9	486	411	UGI	8.5	7.25	158	8
487	515	CommScope Holding	4.9	6.25	444	8	487	588	Zions Bancorporation	8.5	5.89	516	9
488	462	Under Armour	4.9	6.56	357	9	488	563	Westinghouse Air Brake Tech.	8.5	5.83	530	12
489	516	RPM International	4.9	7.00	203	11	489	168	Goodyear Tire & Rubber	8.5	6.25	441	12
490	523	Envision Healthcare	4.8	7.42	117	12	490	612	Vail Resorts	8.5	7.00	226	8
491	153	Electronic Arts	4.8	6.67	322	9	491	422	Ingredion	8.4	7.22	166	9
492	230	Cerner	4.8	5.88	522	8	492	624	SEI Investments	8.4	3.40	651	5
493	610	Commercial Metals	4.8	7.70	60	10	493	602	F5 Networks	8.4	7.44	107	9
494	330	Invesco	4.8	6.88	248	8	494	499	NiSource	8.3	7.40	120	10
495	544	Polaris Industries	4.8	7.25	159	8	495	327	W. R. Berkley	8.3	5.25	617	8
496	648	YRC Worldwide	4.7	5.67	563	9	496	562	IAC/InterActiveCorp	8.2	6.45	392	11
497	341	Sonoco Products	4.7	6.25	442	12	497	400	Hanesbrands	8.2	6.78	285	9
498	542	EnLink Midstream Partners	4.7	6.60	340	10	498	626	Jack Henry & Associates	8.2	6.50	381	8
499	494	NiSource	4.7	7.40	120	10	499	177	WellCare Health Plans	8.2	6.50	375	8
500	404	Total System Services	4.6	5.70	557	10	500	636	Macerich	8.1	5.78	541	9
501	189	Pioneer Natural Resources	4.6	5.83	529	12	501	144	Icahn Enterprises	8.1	7.00	228	5
502	358	Coach	4.5	7.63	78	8	502	216	Reinsurance Group of America	8.1	6.11	472	9
503	134	Intercontinental Exchange	4.5	5.50	588	10	503	305	Leidos Holdings	8.1	5.33	608	12
504	485	KKR	4.5	6.50	379	8	504	304	Steel Dynamics	8.1	6.22	449	9
505	431	Marathon Oil	4.5	8.57	12	7	505	354	Mosaic	8.1	6.50	368	12
506	368	McCormick	4.4	6.73	303	11	506	309	News	8.0	4.80	639	10
507	350	Advanced Micro Devices	4.4	6.13	469	8	507	173	Nordstrom	8.0	7.75	52	12
508	277	T. Rowe Price Group	4.3	5.67	560	12	508	308	Crown Holdings	7.9	7.25	155	12
509	260	Agilent Technologies	4.3	7.50	96	10	509	402	Avery Dennison	7.8	7.60	84	10
510	429	SCANA	4.2	5.67	564	9	510	187	AES	7.6	6.00	490	9
511	174	Welltower	4.2	7.30	148	10	511	318	PulteGroup	7.6	7.00	202	11
512	383	Chipotle Mexican Grill	4.1	6.00	502	7	512	377	JetBlue Airways	7.5	7.00	220	9
513	337	Global Payments	4.1	6.13	470	8	513	415	Owens Corning	7.5	7.30	147	10
514	319	CA, Inc.	4.0	8.22	21	9	514	380	Berry Global Group	7.4	5.20	620	10
515	371	Fastenal	4.0	6.89	244	9	515	487	CommScope Holding	7.3	6.25	444	8
516	126	Marriott International	4.0	6.38	414	13	516	489	RPM International	7.2	7.00	203	11
517	286	Symantec	4.0	6.40	411	10	517	251	Xerox	7.2	7.20	169	10
518	390	Tiffany & Co.	4.0	7.82	47	11	518	302	Live Nation Entertainment	7.2	6.55	362	11
519	169	Analog Devices	4.0	6.88	249	8	519	441	Vistra Energy	7.2	6.57	348	7
520	139	Crown Castle International	4.0	6.10	477	10	520	129	ManpowerGroup	7.1	6.82	269	11
521	433	Xylem	4.0	8.78	6	9	521	451	Mattel	7.1	7.78	50	9
522	470	Torchmark	4.0	5.50	589	10	522	107	Arrow Electronics	7.0	7.63	73	8
523	215	Roper Technologies	4.0	6.63	333	8	523	490	Envision Healthcare	7.0	7.42	117	12
524	338	AMETEK	3.9	7.50	98	8	524	178	XPO Logistics	6.9	5.57	580	7
525	320	DENTSPLY SIRONA	3.9	6.40	412	10	525	100	Macy's	6.8	7.80	48	10
526	445	Amdocs Limited	3.8	6.80	279	10	526	364	Tractor Supply	6.8	6.86	253	7
527	225	C.R. Bard	3.8	6.20	457	10	527	365	Spirit AeroSystems	6.8	5.38	603	8
528	465	Snap-On	3.8	8.11	27	9	528	439	Chemours	6.6	8.14	22	7
529	463	Broadridge Financial Solutions	3.8	6.75	295	8	529	260	Voya Financial	6.6	6.38	416	8
530	389	Nasdaq	3.8	7.38	123	8	530	446	Toll Brothers	6.4	5.88	521	8
531	223	Moody's	3.8	6.75	296	8	531	256	Jacobs Engineering Group	6.4	7.56	90	9
532	154	Equinix	3.7	7.13	182	8	532	335	HD Supply Holdings	6.3	6.63	330	8
533	454	Iron Mountain	3.7	7.00	213	10	533	138	Kohl's	6.3	8.33	17	9
534	422	Vantiv	3.7	6.44	398	9	534	324	Foot Locker	6.3	7.00	210	10
535	342	Noble Energy	3.7	5.78	540	9	535	267	Huntsman	6.2	6.71	304	7
536	329	Martin Marietta Materials	3.6	7.13	183	8	536	131	Fluor	6.2	7.27	150	11
537	282	Vulcan Materials	3.6	8.63	8	8	537	456	Robert Half International	6.0	4.60	645	5
538	120	CME Group	3.6	4.63	643	19	538	433	Burlington Stores	6.0	6.00	500	7
539	340	Huntington Bancshares	3.6	6.00	486	14	539	109	US Foods Holding	5.9	6.56	351	9
540	473	Atmos Energy	3.6	6.08	484	12	540	375	Ralph Lauren	5.9	6.50	371	10
541	355	Church & Dwight	3.5	6.56	358	9	541	264	Alcoa	5.7	7.36	125	11
542	432	Pinnacle West Capital	3.5	5.50	590	10	542	498	EnLink Midstream Partners	5.7	6.60	340	10
543	201	Ventas	3.5	7.67	64	9	543	378	Thor Industries	5.7	8.43	14	7

## 2018 Results

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
544	310	KLA-Tencor	\$3.5	7.67	65	9	544	495	Polaris Industries	\$5.7	7.25	159	8
545	475	Scripps Networks Interactive	3.4	3.91	650	11	545	359	Assurant	5.6	6.27	439	11
546	478	Buckeye Partners	3.4	6.67	323	9	546	219	NRG Energy	5.5	5.58	578	12
547	374	Citrix Systems	3.4	6.67	324	9	547	140	Jabil	5.5	6.75	291	8
548	266	Microchip Technology	3.4	5.75	547	4	548	371	ARRIS International	5.4	6.40	408	10
549	240	TD Ameritrade Holding	3.4	5.36	605	11	549	353	Jones Lang LaSalle	5.4	6.00	493	9
550	336	TransDigm Group	3.4	6.63	334	8	550	338	AGCO	5.3	7.11	187	9
551	259	Skyworks Solutions	3.4	7.25	160	8	551	479	CSRA	5.2	5.20	621	10
552	440	Alliant Energy	3.3	6.22	452	9	552	289	Reliance Steel & Aluminum	5.2	6.50	370	10
553	326	American Water Works	3.3	6.83	265	6	553	477	Post Holdings	5.1	6.38	420	8
554	423	FMC	3.3	6.60	341	10	554	169	SYNNEX	5.1	6.00	489	9
555	436	Varian Medical Systems	3.3	7.22	167	9	555	413	Old Republic International	5.1	5.00	634	12
556	175	Alexion Pharmaceuticals	3.3	5.63	572	8	556	425	Olin	5.1	7.44	106	9
557	293	Equifax	3.2	6.90	237	10	557	395	Oshkosh	5.0	6.40	409	10
558	407	Int'l Flavors & Fragrances	3.2	7.36	131	11	558	149	AECOM	5.0	5.11	630	9
559	202	Edwards Lifesciences	3.1	7.14	179	7	559	429	First American Financial	5.0	5.63	570	8
560	171	Monster Beverage	3.1	5.67	565	9	560	340	Calpine	5.0	6.88	247	8
561	243	Paychex	3.1	6.22	453	9	561	95	Avnet	4.8	6.00	498	7
562	496	IAC/InterActiveCorp	3.1	6.45	392	11	562	313	Quanta Services	4.8	6.43	401	7
563	488	Westinghouse Air Brake Tech.	3.1	5.83	530	12	563	421	Booz Allen Hamilton Holding	4.8	5.80	538	10
564	362	Annaly Capital Management	3.1	5.63	573	8	564	227	HollyFrontier	4.8	6.25	443	8
565	467	Qorvo	3.0	7.20	172	10	565	379	NCR	4.7	7.63	76	8
566	264	Brown-Forman	3.0	5.17	623	12	566	387	Treehouse Foods	4.6	6.50	378	8
567	361	Hologic	2.9	5.86	528	7	567	436	Patterson Companies	4.5	7.57	89	7
568	434	A.O. Smith	2.8	5.50	591	10	568	314	Dick's Sporting Goods	4.4	7.38	122	8
569	149	Intuitive Surgical	2.8	7.50	99	8	569	418	Realogy Holdings	4.4	8.13	24	8
570	367	Comerica	2.8	7.09	195	11	570	211	Bed Bath & Beyond	4.3	5.89	512	9
571	165	Prologis	2.8	7.67	66	9	571	473	Ashland Global Holdings	4.2	7.20	171	10
572	387	Albemarle	2.7	6.70	313	10	572	336	Casey's General Stores	4.2	6.00	496	8
573	276	Vornado Realty Trust	2.7	5.56	584	9	573	315	Univar	4.2	7.00	208	10
574	138	Public Storage	2.7	5.50	595	8	574	466	Williams-Sonoma	4.1	8.13	25	8
575	395	Synopsys	2.6	7.13	184	8	575	299	Chesapeake Energy	4.1	8.43	13	7
576	309	Mettler-Toledo International	2.6	6.11	474	9	576	146	Molina Healthcare	4.1	4.60	644	10
577	412	Domino's Pizza	2.6	7.71	57	7	577	119	AutoNation	4.0	5.44	598	9
578	246	GGP	2.5	7.13	185	8	578	90	Tech Data	4.0	6.50	374	8
579	258	Boston Properties	2.5	6.30	434	10	579	329	EMCOR Group	3.9	7.80	49	10
580	280	Red Hat	2.5	6.71	305	7	580	250	United States Steel	3.9	7.33	136	12
581	394	Gartner	2.5	5.89	515	9	581	376	CalAtlantic Group	3.8	7.67	63	9
582	348	Twitter	2.5	6.50	380	8	582	112	Plains GP Holdings	3.8	6.36	423	11
583	183	Illumina	2.4	5.88	523	8	583	370	Owens-Illinois	3.7	7.00	212	10
584	206	Equity Residential	2.4	6.55	364	11	584	452	MasTec	3.7	4.29	649	7
585	450	Trimble	2.4	5.57	581	7	585	362	Ryder System	3.7	7.20	170	10
586	468	Akamai Technologies	2.4	7.00	214	10	586	482	Hanover Insurance Group	3.7	5.50	587	10
587	406	Kansas City Southern	2.4	7.09	196	11	587	472	HRG Group	3.6	6.83	264	6
588	487	Zions Bancorporation	2.4	5.89	516	9	588	126	Penske Automotive Group	3.6	6.85	259	13
589	294	Xilinx	2.3	5.63	574	8	589	155	Sunoco	3.5	5.33	611	6
590	301	Magellan Midstream Partners	2.3	6.00	503	7	590	459	Michaels Companies	3.4	6.44	397	9
591	388	Continental Resources	2.3	6.80	281	5	591	398	Conduent	3.3	5.63	569	8
592	360	Maxim Integrated Products	2.3	6.29	437	7	592	78	Rite Aid	3.3	6.50	373	8
593	306	First Republic Bank	2.2	4.55	646	11	593	406	Dana	3.1	7.43	112	7
594	256	Digital Realty Trust	2.2	7.36	132	11	594	469	Telephone and Data Systems	3.1	4.40	648	10
595	455	CDK Global	2.2	5.89	517	9	595	369	Sanmina	3.0	6.44	395	9
596	453	Affiliated Managers Group	2.2	6.00	504	7	596	294	Tenneco	3.0	6.78	283	9
597	315	Waters Corporation	2.2	7.11	190	9	597	246	Office Depot	2.9	7.71	56	7
598	435	EQT	2.2	6.20	458	10	598	157	Performance Food Group	2.8	6.88	245	8
599	483	IDEX	2.2	7.25	161	8	599	347	WESCO International	2.7	7.43	110	7
600	426	E*TRADE Financial	2.1	6.09	482	11	600	258	Murphy USA	2.7	6.22	447	9
601	304	HCP	2.1	6.14	466	7	601	390	LifePoint Health	2.6	6.14	465	7
602	493	F5 Networks	2.1	7.44	107	9	602	328	Anixter International	2.5	6.64	327	11
603	380	Cooper Companies	2.1	5.88	524	8	603	84	World Fuel Services	2.5	5.71	551	7
604	184	AvalonBay Communities	2.0	7.00	215	10	604	317	Navistar International	2.5	6.45	389	11
605	397	ResMed	2.0	6.86	255	7	605	434	AmTrust Financial Services	2.5	5.17	624	6
606	158	Vertex Pharmaceuticals	2.0	5.88	525	8	606	145	PBF Energy	2.4	6.43	399	7
607	345	Verisk Analytics	2.0	6.58	346	12	607	455	ABM Industries	2.3	6.56	355	9
608	214	Autodesk	2.0	7.00	223	9	608	464	Domtar	2.3	7.63	77	8
609	353	FleetCor Technologies	1.9	6.88	250	8	609	481	Peabody Energy	2.3	6.63	332	8
610	288	Concho Resources	1.9	5.89	518	9	610	493	Commercial Metals	2.2	7.70	60	10
611	449	Teleflex	1.9	7.75	54	8	611	288	Lithia Motors	2.2	5.60	577	5
612	490	Vail Resorts	1.9	7.00	226	8	612	417	AK Steel Holding	2.1	5.80	537	10

## 2018 Results

RANKED BY REVENUE (LTM, June 2017)							RANKED BY MARKET CAP (July 2017)						
2017 Rev. Rank *	2017 Mkt. Cap Rank **	Company	2017 Rev. (\$B) *	ADW Score	ADW Rank	# of Dir. ***	2017 Mkt. Cap Rank **	2017 Rev. Rank *	Company	2017 Mkt. Cap. (\$B) **	ADW Score	ADW Rank	# of Dir. ***
613	439	Cadence Design Systems	\$1.8	5.75	543	8	613	296	GameStop	\$2.1	5.56	582	9
614	318	IDEXX Laboratories	1.8	7.75	55	8	614	460	Big Lots	2.1	7.13	180	8
615	457	Square	1.8	4.67	642	9	615	298	Avis Budget Group	2.0	5.73	548	11
616	242	Workday	1.7	7.63	79	8	616	272	Owens & Minor	1.9	6.70	311	10
617	402	SL Green Realty	1.7	5.63	575	8	617	133	Tenet Healthcare	1.9	7.11	186	9
618	300	SBA Communications	1.7	6.14	467	7	618	293	Genworth Financial	1.8	6.22	448	9
619	365	Palo Alto Networks	1.7	6.30	435	10	619	448	CVR Energy	1.8	6.86	254	7
620	452	Rollins	1.6	5.50	596	8	620	281	United Natural Foods	1.8	6.29	436	7
621	464	SVB Financial Group	1.6	7.00	204	11	621	476	Magellan Health	1.7	5.50	594	8
622	272	ServiceNow	1.5	5.75	544	8	622	384	Builders FirstSource	1.7	5.88	519	8
623	471	Cimarex Energy	1.5	7.00	224	9	623	322	Dean Foods	1.6	7.57	88	7
624	492	SEI Investments	1.4	3.40	651	5	624	396	Dillard's	1.6	5.27	614	11
625	398	Cabot Oil & Gas	1.4	7.29	149	7	625	221	Core-Mark Holding	1.5	7.25	156	8
626	498	Jack Henry & Associates	1.4	6.50	381	8	626	423	Insight Enterprises	1.5	6.00	497	8
627	285	Essex Property Trust	1.4	6.50	382	8	627	200	NGL Energy Partners	1.4	6.22	446	9
628	372	Mid-America Apartment Comm.	1.2	5.82	533	11	628	262	Frontier Communications	1.4	6.11	473	9
629	179	Incyte	1.2	6.67	325	6	629	207	J.C. Penney	1.4	6.64	326	11
630	386	Arista Networks	1.2	7.50	100	6	630	478	Tutor Perini	1.4	7.36	130	11
631	295	BioMarin Pharmaceutical	1.2	5.75	545	8	631	247	Group 1 Automotive	1.2	6.00	495	8
632	444	MSCI	1.2	6.09	483	11	632	382	Asbury Automotive Group	1.1	6.75	292	8
633	373	Align Technology	1.2	5.88	526	8	633	143	Community Health Systems	1.0	4.86	637	7
634	442	VeriSign	1.1	6.17	463	6	634	320	SpartanNash	1.0	5.80	535	10
635	312	Realty Income	1.1	5.14	627	7	635	352	Kindred Healthcare	1.0	5.70	555	10
636	500	Macerich	1.1	5.78	541	9	636	457	Kelly Services	0.8	5.63	571	8
637	430	Extra Space Storage	1.0	5.50	597	6	637	360	R.R. Donnelley & Sons	0.8	8.00	36	6
638	411	Ansys	1.0	6.88	251	8	638	265	Sonic Automotive	0.8	5.75	542	8
639	400	Alexandria Real Estate Eq.	1.0	4.71	641	7	639	295	Hertz Global Holdings	0.8	6.83	263	6
640	410	UDR	1.0	5.33	610	9	640	206	SUPERVALU	0.8	6.38	415	8
641	424	Duke Realty	0.9	6.90	238	10	641	450	Windstream Holdings	0.8	6.45	391	11
642	448	Zillow Group	0.9	6.57	349	7	642	122	Sears Holdings	0.7	6.17	462	6
643	477	CoStar Group	0.9	6.86	256	7	643	134	INTL FCStone	0.7	5.25	615	8
644	428	CBOE Holdings	0.8	6.00	487	13	644	306	Veritiv	0.7	6.88	246	8
645	459	Federal Realty Inv. Trust	0.8	7.67	67	6	645	292	Global Partners	0.6	4.83	638	6
646	413	Regency Centers	0.7	6.80	280	10	646	454	Essendant	0.5	6.78	286	9
647	480	Diamondback Energy	0.7	8.00	37	4	647	367	Ascena Retail Group	0.4	6.89	243	9
648	466	Veeva Systems	0.6	5.83	531	6	648	496	YRC Worldwide	0.3	5.67	563	9
649	248	Snap	0.5	6.57	350	7	649	438	Genesis Healthcare	0.2	5.88	520	8
650	472	Seattle Genetics	0.4	7.43	114	7	650	426	TravelCenters of America	0.1	4.50	647	4
651	307	Liberty Broadband	0.0	7.00	229	4	651	342	A-Mark Precious Metals	0.1	5.86	527	7

ADW: Average Director Weight

\* LTM Revenue, June 2017

\*\* Market Cap, July 2017

\*\*\* Excludes company's active CEO (all charts/tables)

## Alphabetical Index

### America's 651 Largest Corporations

Company	2017 Rev. (\$B) *	2017 Rev. Rank *	2017 Mkt. Cap Rank **	ADW Score	ADW Rank	# of Dir.***	Company	2017 Rev. (\$B) *	2017 Rev. Rank *	2017 Mkt. Cap Rank **	ADW Score	ADW Rank	# of Dir.***
3M	\$30.4	82	36	8.82	4	11	Arrow Electronics	\$24.1	107	522	7.63	73	8
A.O. Smith	2.8	568	434	5.50	591	10	Arthur J. Gallagher	5.6	431	419	6.33	428	9
Abbott Laboratories	22.3	116	58	7.82	45	11	Asbury Automotive Group	6.5	382	632	6.75	292	8
AbbVie	26.2	97	40	6.89	240	9	Ascena Retail Group	6.8	367	647	6.89	243	9
ABM Industries	5.3	455	607	6.56	355	9	Ashland Global Holdings	5.1	473	571	7.20	171	10
Activision Blizzard	6.9	363	112	5.50	593	8	Assurant	6.9	359	545	6.27	439	11
Adobe Systems	6.5	383	67	7.22	165	9	AT&T	162.6	9	12	7.50	92	12
Advanced Micro Devices	4.4	507	350	6.13	469	8	Atmos Energy	3.6	540	473	6.08	484	12
AECOM	17.5	149	558	5.11	630	9	Autodesk	2.0	608	214	7.00	223	9
AES	13.8	187	510	6.00	490	9	Automatic Data Processing	12.2	212	113	6.67	319	9
Aetna	62.6	40	100	6.45	385	11	AutoNation	21.6	119	577	5.44	598	9
Affiliated Managers Group	2.2	596	453	6.00	504	7	AutoZone	10.8	248	298	6.56	354	9
Aflac	22.7	114	167	4.75	640	12	AvalonBay Communities	2.0	604	184	7.00	215	10
AGCO	7.5	338	550	7.11	187	9	Avery Dennison	6.2	402	509	7.60	84	10
Agilent Technologies	4.3	509	260	7.50	96	10	Avis Budget Group	8.6	298	615	5.73	548	11
Air Products and Chemicals	9.7	268	164	6.57	347	7	Avnet	26.3	95	561	6.00	498	7
AK Steel	5.9	417	612	5.80	537	10	Baker Hughes	9.4	277	222	8.00	34	10
Akamai Technologies	2.4	586	468	7.00	214	10	Ball	9.8	266	316	7.00	207	10
Alaska Air Group	6.3	394	392	6.44	396	9	Bank of America	81.7	29	14	6.92	231	13
Albemarle	2.7	572	387	6.70	313	10	Bank of New York Mellon	15.4	165	98	6.82	270	11
Alcoa	9.8	264	541	7.36	125	11	Baxter International	10.3	255	156	7.08	198	12
Alexandria Real Estate Equities	1.0	639	400	4.71	641	7	BB&T	10.5	253	148	6.80	273	15
Alexion Pharmaceuticals	3.3	556	175	5.63	572	8	Becton, Dickinson	12.3	210	116	6.53	366	15
Align Technology	1.2	633	373	5.88	526	8	Bed Bath & Beyond	12.2	211	570	5.89	512	9
Alleghany	6.2	401	460	6.43	402	7	Berkshire Hathaway	229.1	2	6	6.82	266	11
Alliance Data Systems	7.3	346	323	7.00	219	9	Berry Global Group	6.6	380	514	5.20	620	10
Alliant Energy	3.3	552	440	6.22	452	9	Best Buy	39.5	67	292	7.44	102	9
Allstate	37.1	71	162	6.50	369	10	Big Lots	5.2	460	614	7.13	180	8
Ally Financial	6.1	407	447	6.90	236	10	Biogen	11.5	232	82	5.80	534	10
Alphabet	94.8	22	2	6.17	461	12	BioMarin Pharmaceutical	1.2	631	295	5.75	545	8
Altaba	5.4	447	94	5.75	546	4	BlackRock	11.4	234	69	7.19	174	16
Altria Group	19.4	132	33	5.90	509	10	Blackstone Group	6.0	409	227	5.17	622	12
A-Mark Precious Metals	7.4	342	651	5.86	527	7	Boeing	92.9	23	39	7.92	38	13
Amazon.com	142.6	12	4	5.67	561	9	Booz Allen Hamilton	5.8	421	563	5.80	538	10
Amdocs Limited	3.8	526	445	6.80	279	10	BorgWarner	9.2	280	476	7.44	104	9
Ameren	5.9	412	347	6.80	277	10	Boston Properties	2.5	579	258	6.30	434	10
American Airlines	40.4	63	210	6.33	426	12	Boston Scientific	8.6	301	130	6.78	284	9
American Electric Power	16.3	159	146	6.73	299	11	Bristol-Myers Squibb	20.0	128	47	7.89	43	9
American Express	29.6	86	66	7.77	51	13	Broadridge Financial Solutions	3.8	529	463	6.75	295	8
American Financial Group	6.4	388	481	5.11	631	9	Brown-Forman	3.0	566	264	5.17	623	12
American Int'l Group	52.1	53	84	6.83	261	12	Buckeye Partners	3.4	546	478	6.67	323	9
American Tower	6.1	405	89	7.00	221	9	Builders FirstSource	6.5	384	622	5.88	519	8
American Water Works	3.3	553	326	6.83	265	6	Bunge Limited	44.9	58	409	6.22	445	9
Ameriprise Financial	11.9	220	262	6.50	376	8	Burlington Stores	5.6	433	538	6.00	500	7
AmerisourceBergen	149.8	11	245	7.22	162	9	C.H. Robinson Worldwide	13.5	192	446	7.00	227	7
AMETEK	3.9	524	338	7.50	98	8	C.R. Bard	3.8	527	225	6.20	457	10
Amgen	22.9	110	37	6.67	315	12	CA	4.0	514	319	8.22	21	9
Amphenol	6.4	392	224	5.63	568	8	Cabot Oil & Gas	1.4	625	398	7.29	149	7
AmTrust Financial Services	5.6	434	605	5.17	624	6	Cadence Design Systems	1.8	613	439	5.75	543	8
Anadarko Petroleum	9.7	271	200	7.70	59	10	CalAtlantic Group	6.6	376	581	7.67	63	9
Analog Devices	4.0	519	169	6.88	249	8	Calpine	7.4	340	560	6.88	247	8
Anixter International	7.7	328	602	6.64	327	11	Campbell Soup	7.9	316	297	6.45	388	11
Annaly Capital Management	3.1	564	362	5.63	573	8	Capital One Financial	18.9	136	131	6.67	317	9
Ansys	1.0	638	411	6.88	251	8	Cardinal Health	128.4	13	203	7.90	39	10
Anthem	87.1	26	101	7.14	178	7	CarMax	17.1	153	391	6.58	344	12
Apache	5.7	430	281	6.45	390	11	Casey's General Stores	7.5	336	572	6.00	496	8
Apple	220.5	3	1	7.43	108	7	Caterpillar	38.9	69	79	7.50	94	12
Applied Materials	12.9	201	108	6.13	468	8	CBOE Holdings	0.8	644	428	6.00	487	13
Aramark	14.5	179	421	6.44	393	9	CBRE Group	13.2	197	384	6.30	432	10
Archer-Daniels-Midland	63.0	39	218	6.70	307	10	CBS	12.9	202	195	5.38	602	13
Arconic	12.5	205	393	7.25	154	12	CDK Global	2.2	595	455	5.89	517	9
Arista Networks	1.2	630	386	7.50	100	6	CDW	14.2	183	417	7.40	118	10
ARRIS International	6.7	371	548	6.40	408	10	Celanese	5.5	443	356	6.75	293	8

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Celgene	\$11.7	226	42	5.90	510	10	Dillard's	\$6.3	396	624	5.27	614	11
Centene	42.5	59	324	5.71	549	7	Discover Financial Services	7.2	351	226	7.36	127	11
CenterPoint Energy	8.3	310	379	5.89	513	9	Discovery Communications	6.5	381	314	6.60	339	10
CenturyLink	17.3	151	349	5.25	616	8	DISH Network	14.9	171	170	5.67	562	9
Cerner	4.8	492	230	5.88	522	8	Dollar General	22.3	115	263	7.43	109	7
Charles Schwab	7.8	325	90	6.38	413	13	Dollar Tree	20.9	123	303	5.10	632	10
Charter Communications	36.6	74	44	6.92	233	12	Dominion Energy	12.2	213	106	7.64	72	11
Chemours	5.5	439	528	8.14	22	7	Domino's Pizza	2.6	577	412	7.71	57	7
Chesapeake Energy	8.6	299	575	8.43	13	7	Domtar	5.1	464	608	7.63	77	8
Chevron	111.7	19	19	7.00	205	10	Dover	7.0	357	376	5.91	508	11
Chipotle Mexican Grill	4.1	512	383	6.00	502	7	DowDuPont	52.6	52	31	8.27	19	15
Church & Dwight	3.5	541	355	6.56	358	9	Dr Pepper Snapple	6.5	386	289	7.88	44	8
Cigna	40.2	64	119	6.89	239	9	DTE Energy	11.3	236	257	6.83	262	12
Cimarex Energy	1.5	623	471	7.00	224	9	Duke Energy	22.7	113	81	6.92	232	13
Cincinnati Financial	5.6	435	385	6.31	430	13	Duke Realty	0.9	641	424	6.90	238	10
Cintas	5.1	463	344	6.00	501	7	DXC Technology	7.6	331	231	7.00	218	9
Cisco Systems	48.5	55	32	6.70	308	10	E*TRADE Financial	2.1	600	426	6.09	482	11
Citigroup	63.9	37	27	5.62	576	13	Eastman Chemical	9.1	282	378	7.09	194	11
Citizens Financial Group	5.0	475	284	8.27	18	11	eBay	9.1	283	129	7.31	142	13
Citrix Systems	3.4	547	374	6.67	324	9	Ecolab	13.2	196	132	7.42	116	12
Clorox	5.9	414	275	6.64	328	11	Edison International	11.9	218	192	7.27	151	11
CME Group	3.6	538	120	4.63	643	19	Edwards Lifesciences	3.1	559	202	7.14	179	7
CMS Energy	6.4	389	354	6.70	312	10	Electronic Arts	4.8	491	153	6.67	322	9
Coach	4.5	502	358	7.63	78	8	Eli Lilly	21.6	120	53	6.85	258	13
Coca-Cola	40.7	62	20	6.15	464	13	EMCOR Group	7.7	329	579	7.80	49	10
Cognizant Technology	13.8	186	124	6.60	336	10	Emerson Electric	14.4	181	133	6.44	394	9
Colgate-Palmolive	15.2	167	73	7.44	103	9	Energy Transfer Equity	41.1	61	283	5.14	625	7
Comcast	82.1	28	21	7.22	163	9	Energy Transfer Partners	24.2	105	229	7.20	173	5
Comerica	2.8	570	367	7.09	195	11	EnLink Midstream Partners	4.7	498	542	6.60	340	10
Commercial Metals	4.8	493	610	7.70	60	10	Entergy	10.8	245	331	4.90	636	10
CommScope Holding	4.9	487	515	6.25	444	8	Enterprise Products Partners	25.3	101	87	6.10	475	10
Community Health Systems	17.9	143	633	4.86	637	7	Envision Healthcare	4.8	490	523	7.42	117	12
ConAgra Brands	11.0	242	302	7.40	119	10	EOG Resources	8.8	291	99	6.43	400	7
Concho Resources	1.9	610	288	5.89	518	9	EQT	2.2	598	435	6.20	458	10
Conduent	6.3	398	591	5.63	569	8	Equifax	3.2	557	293	6.90	237	10
ConocoPhillips	26.5	94	91	6.80	275	10	Equinix	3.7	532	154	7.13	182	8
Consolidated Edison	12.1	214	199	6.00	491	9	Equity Residential	2.4	584	206	6.55	364	11
Constellation Brands	7.3	348	140	7.60	83	10	Essendant	5.3	454	646	6.78	286	9
Continental Resources	2.3	591	388	6.80	281	5	Essex Property Trust	1.4	627	285	6.50	382	8
Cooper Companies	2.1	603	380	5.88	524	8	Estée Lauder	11.6	228	143	7.57	87	14
Core-Mark Holding	11.9	221	625	7.25	156	8	Eversource Energy	7.7	330	253	5.64	566	11
Corning	9.7	270	181	5.67	559	12	Exelon	32.5	79	155	6.42	403	12
CoStar Group	0.9	643	477	6.86	256	7	Expedia	9.1	284	220	5.69	558	13
Costco Wholesale	123.3	15	68	6.73	297	11	Expeditors Int'l of Washington	6.2	399	425	5.70	556	10
Coty	6.5	385	328	8.00	35	8	Express Scripts Holding	100.2	20	128	6.83	260	12
Crown Castle International	4.0	520	139	6.10	477	10	Extra Space Storage	1.0	637	430	5.50	597	6
Crown Holdings	8.3	308	508	7.25	155	12	Exxon Mobil	211.0	4	8	7.30	144	10
CSRA	5.0	479	551	5.20	621	10	F5 Networks	2.1	602	493	7.44	107	9
CSX	11.3	235	107	6.42	404	12	Facebook	30.3	83	5	5.71	550	7
Cummins	17.8	147	187	5.55	585	11	Fastenal	4.0	515	371	6.89	244	9
CVR Energy	5.4	448	619	6.86	254	7	Federal Realty Inv. Trust	0.8	645	459	7.67	67	6
CVS Health	178.8	7	64	6.55	359	11	FedEx	60.3	44	86	7.18	175	11
D.R. Horton	13.1	198	364	6.00	506	5	Fidelity National Financial	9.7	269	377	5.33	607	12
Dana	6.1	406	593	7.43	112	7	Fidelity National Info. Services	9.3	279	177	7.63	74	8
Danaher	17.2	152	83	6.09	480	11	Fifth Third Bancorp	5.7	428	268	6.00	488	11
Darden Restaurants	7.0	356	399	7.43	111	7	First American Financial	5.7	429	559	5.63	570	8
DaVita	14.9	174	366	6.40	406	10	First Data	7.9	321	287	6.50	377	8
Dean Foods	7.8	322	623	7.57	88	7	First Republic Bank	2.2	593	306	4.55	646	11
Deere	26.8	92	125	6.82	268	11	FirstEnergy	13.8	185	363	6.75	288	12
Delta Air Lines	39.5	66	127	6.30	431	10	Fiserv	5.6	437	190	7.00	225	8
DENTSPLY SIRONA	3.9	525	320	6.40	412	10	FleetCor Technologies	1.9	609	353	6.88	250	8
Devon Energy	11.6	229	299	6.00	494	8	Fluor	19.4	131	536	7.27	150	11
Diamondback Energy	0.7	647	480	8.00	37	4	FMC	3.3	554	423	6.60	341	10
Dick's Sporting Goods	8.1	314	568	7.38	122	8	Foot Locker	7.8	324	534	7.00	210	10
Digital Realty Trust	2.2	594	256	7.36	132	11	Ford Motor	153.2	10	118	6.75	287	12

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Fortive	\$6.3	397	232	6.50	383	6	INTL FCStone	\$19.1	134	643	5.25	615	8
Fortune Brands Home & Sec.	5.1	471	420	8.14	23	7	Intuit	5.1	468	142	6.56	356	9
Franklin Resources	6.4	391	205	6.22	450	9	Intuitive Surgical	2.8	569	149	7.50	99	8
Freeport-McMoRan	14.9	172	291	6.86	252	7	Invesco	4.8	494	330	6.88	248	8
Frontier Communications	9.9	262	628	6.11	473	9	Iron Mountain	3.7	533	454	7.00	213	10
GameStop	8.7	296	613	5.56	582	9	J.B. Hunt Transport Services	6.7	374	441	7.56	91	9
Gap	15.5	163	479	6.67	318	9	J.C. Penney	12.4	207	629	6.64	326	11
Gartner	2.5	581	394	5.89	515	9	J.M. Smucker	7.4	343	343	5.36	604	11
General Dynamics	31.3	81	80	5.40	599	10	Jabil	18.5	140	547	6.75	291	8
General Electric	119.9	16	11	7.59	85	17	Jack Henry & Associates	1.4	626	498	6.50	381	8
General Mills	15.7	161	161	7.08	197	12	Jacobs Engineering Group	10.2	256	531	7.56	90	9
General Motors	170.3	8	95	6.70	306	10	JetBlue Airways	6.6	377	512	7.00	220	9
Genesis Healthcare	5.5	438	649	5.88	520	8	Johnson & Johnson	72.2	33	7	7.89	42	9
Genuine Parts	15.5	162	351	6.18	459	11	Jones Lang LaSalle	7.1	353	549	6.00	493	9
Genworth Financial	8.8	293	618	6.22	448	9	JPMorgan Chase	92.3	24	9	7.09	193	11
GGP	2.5	578	246	7.13	185	8	Juniper Networks	5.1	465	405	7.13	181	8
Gilead Sciences	29.1	87	48	5.50	592	8	Kansas City Southern	2.4	587	406	7.09	196	11
Global Partners	8.8	292	645	4.83	638	6	Kellogg	12.9	204	204	6.67	316	12
Global Payments	4.1	513	337	6.13	470	8	Kelly Services	5.2	457	636	5.63	571	8
Goldman Sachs	32.3	80	52	6.90	235	10	KeyCorp	5.2	458	255	6.93	230	15
Goodyear Tire & Rubber	15.2	168	489	6.25	441	12	Kimberly-Clark	18.2	141	110	7.67	61	12
Group 1 Automotive	10.8	247	631	6.00	495	8	Kinder Morgan	13.3	194	121	6.33	425	15
Halliburton	16.0	160	141	8.33	16	12	Kindred Healthcare	7.1	352	635	5.70	555	10
Hanesbrands	6.2	400	497	6.78	285	9	KKR	4.5	504	485	6.50	379	8
Hanover Insurance Group	5.0	482	586	5.50	587	10	KLA-Tencor	3.5	544	310	7.67	65	9
Harley-Davidson	5.7	427	437	7.00	222	9	Kohl's	18.6	138	533	8.33	17	9
Harris	7.4	344	346	6.55	363	11	Kraft Heinz	26.3	96	41	8.09	30	11
Hartford Financial Services	18.5	139	265	6.80	276	10	Kroger	117.0	17	249	7.20	168	10
Hasbro	5.0	474	333	6.18	460	11	L Brands	12.4	209	311	5.82	532	11
HCA Healthcare	41.9	60	163	6.40	405	10	L3 Technologies	10.8	244	359	5.33	609	9
HCP	2.1	601	304	6.14	466	7	Laboratory of America	9.6	274	308	5.78	539	9
HD Supply Holdings	7.5	335	532	6.63	330	8	Lam Research	7.2	350	207	7.11	188	9
Henry Schein	11.8	225	321	5.36	606	14	Las Vegas Sands	11.8	223	96	5.70	553	10
Hershey	7.5	337	219	5.64	567	11	Lear	18.9	135	443	6.33	427	9
Hertz Global Holdings	8.7	295	639	6.83	263	6	Leidos Holdings	8.3	305	503	5.33	608	12
Hess	5.0	480	357	6.91	234	11	Lennar	11.8	222	382	6.00	492	9
Hewlett Packard Enterprise	48.1	56	180	7.42	115	12	Leucadia National	11.6	230	461	6.40	407	10
Hilton Worldwide Holdings	7.3	349	241	7.00	211	10	Level 3 Communications	8.2	312	237	6.60	338	10
HollyFrontier	11.6	227	564	6.25	443	8	Liberty Broadband	0.0	651	307	7.00	229	4
Hologic	2.9	567	361	5.86	528	7	LifePoint Health	6.4	390	601	6.14	465	7
Home Depot	95.7	21	25	7.33	133	12	Lincoln National	13.5	191	322	6.56	352	9
Honeywell International	39.3	68	43	7.50	93	12	Lithia Motors	8.9	288	611	5.60	577	5
Hormel Foods	9.4	278	269	6.54	365	13	Live Nation Entertainment	8.6	302	518	6.55	362	11
Host Hotels & Resorts	5.5	442	339	5.40	601	10	LKQ	9.0	287	427	7.00	217	9
HP	49.5	54	168	6.11	471	9	Lockheed Martin	47.9	57	61	7.30	145	10
HRG Group	5.1	472	587	6.83	264	6	Loews	13.2	195	305	6.31	429	13
Humana	54.3	50	152	7.60	81	10	Lowe's Companies	66.6	35	76	8.80	5	10
Huntington Bancshares	3.6	539	340	6.00	486	14	M&T Bank	5.2	462	208	5.29	612	14
Huntington Ingalls Industries	7.0	355	484	6.38	419	8	Macerich	1.1	636	500	5.78	541	9
Huntsman	9.8	267	535	6.71	304	7	Macy's	25.3	100	525	7.80	48	10
IAC/InterActiveCorp	3.1	562	496	6.45	392	11	Magellan Health	5.0	476	621	5.50	594	8
Icahn Enterprises	17.9	144	501	7.00	228	5	Magellan Midstream Partners	2.3	590	301	6.00	503	7
IDEX	2.2	599	483	7.25	161	8	ManpowerGroup	19.8	129	520	6.82	269	11
IDEXX Laboratories	1.8	614	318	7.75	55	8	Marathon Oil	4.5	505	431	8.57	12	7
Illinois Tool Works	13.8	188	102	7.10	191	10	Marathon Petroleum	59.6	46	186	7.70	58	10
Illumina	2.4	583	183	5.88	523	8	Markel	5.6	432	352	5.08	633	12
Incyte	1.2	629	179	6.67	325	6	Marriott International	4.0	516	126	6.38	414	13
Ingredion	5.8	422	491	7.22	166	9	Marsh & McLennan	13.4	193	123	6.73	302	11
Insight Enterprises	5.8	423	626	6.00	497	8	Martin Marietta Materials	3.6	536	329	7.13	183	8
Intel	60.5	43	30	6.09	479	11	Masco	7.4	341	370	7.10	192	10
Intercontinental Exchange	4.5	503	134	5.50	588	10	MasTec	5.3	452	584	4.29	649	7
International Business Machines	79.4	30	34	8.83	2	12	Mastercard	11.1	240	35	7.27	152	11
Int'l Flavors & Fragrances	3.2	558	407	7.36	131	11	Mattel	5.3	451	521	7.78	50	9
International Paper	21.5	121	217	7.25	153	12	Maxim Integrated Products	2.3	592	360	6.29	437	7
Interpublic Group	7.9	319	438	7.33	140	9	McCormick	4.4	506	368	6.73	303	11

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McDonald's	\$24.4	103	38	8.10	28	10	PG&E	18.0	142	150	7.33	135	12
McKesson	198.5	5	145	8.57	11	7	Philip Morris International	26.7	93	22	7.33	134	12
Merck	39.9	65	24	6.67	314	12	Phillips 66	76.7	31	122	7.22	164	9
MetLife	61.2	42	88	7.60	80	10	Pinnacle West Capital	3.5	542	432	5.50	590	10
Mettler-Toledo International	2.6	576	309	6.11	474	9	Pioneer Natural Resources	4.6	501	189	5.83	529	12
MGM Resorts International	9.6	273	254	5.70	554	10	Plains All American Pipeline	22.7	111	278	6.36	422	11
Michaels	5.2	459	590	6.44	397	9	Plains GP Holdings	22.7	112	582	6.36	423	11
Microchip Technology	3.4	548	266	5.75	547	4	PNC Financial Services Group	15.0	170	85	7.08	199	13
Micron Technology	14.7	176	147	8.83	3	6	Polaris Industries	4.8	495	544	7.25	159	8
Microsoft	87.2	25	3	8.09	29	11	Post Holdings	5.0	477	553	6.38	420	8
Mid-America Apartment Comm.	1.2	628	372	5.82	533	11	PPG Industries	14.8	175	173	8.60	10	10
Mohawk Industries	9.0	286	271	6.38	417	8	PPL	7.5	339	188	6.63	331	8
Molina Healthcare	17.9	146	576	4.60	644	10	Praxair	10.8	249	135	8.25	20	8
Molson Coors Brewing	6.7	372	267	6.08	485	13	Priceline Group	11.0	241	49	6.45	386	11
Mondelez International	25.9	98	71	7.38	121	13	Principal Financial Group	12.4	208	273	6.70	310	10
Monsanto	14.5	180	97	7.00	201	12	Procter & Gamble	65.1	36	13	8.60	9	10
Monster Beverage	3.1	560	171	5.67	565	9	Progressive	24.2	106	196	6.89	241	9
Moody's	3.8	531	223	6.75	296	8	Prologis	2.8	571	165	7.67	66	9
Morgan Stanley	36.6	75	62	6.58	342	12	Prudential Financial	59.9	45	117	6.27	438	11
Mosaic	7.1	354	505	6.50	368	12	Public Service Enterprise Group	9.0	285	233	7.30	146	10
Motorola Solutions	6.1	404	325	7.25	157	8	Public Storage	2.7	574	138	5.50	595	8
MSCI	1.2	632	444	6.09	483	11	PulteGroup	7.9	318	511	7.00	202	11
Murphy USA	10.1	258	600	6.22	447	9	PVH	8.3	311	482	6.82	271	11
Nasdaq	3.8	530	389	7.38	123	8	Qorvo	3.0	565	467	7.20	172	10
National Oilwell Varco	6.8	368	381	7.50	97	8	QUALCOMM	23.2	108	59	6.10	476	10
Navistar International	7.9	317	604	6.45	389	11	Quanta Services	8.1	313	562	6.43	401	7
NCR	6.6	379	565	7.63	76	8	Quest Diagnostics	7.6	333	313	7.63	75	8
NetApp	5.5	440	403	7.43	113	7	Quintiles IMS	6.2	403	252	6.09	481	11
Netflix	9.5	276	72	6.63	329	8	R.R. Donnelley & Sons	6.9	360	637	8.00	36	6
Newell Brands	15.2	166	198	6.73	300	11	Ralph Lauren	6.7	375	540	6.50	371	10
Newmont Mining	6.9	361	274	7.36	128	11	Raymond James Financial	5.8	419	408	7.11	189	9
News	8.3	309	506	4.80	639	10	Raytheon	24.3	104	109	5.00	635	10
NextEra Energy	16.3	158	74	6.55	361	11	Realogy Holdings	5.9	418	569	8.13	24	8
NGL Energy Partners	13.0	200	627	6.22	446	9	Realty Income	1.1	635	312	5.14	627	7
NIKE	33.9	76	55	6.80	274	10	Red Hat	2.5	580	280	6.71	305	7
NiSource	4.7	499	494	7.40	120	10	Regency Centers	0.7	646	413	6.80	280	10
Noble Energy	3.7	535	342	5.78	540	9	Regeneron Pharmaceuticals	5.0	483	92	5.58	579	12
Nordstrom	14.9	173	507	7.75	52	12	Regions Financial	5.4	449	296	7.31	143	13
Norfolk Southern	10.0	259	151	7.36	124	11	Reinsurance Group of America	12.0	216	502	6.11	472	9
Northern Trust	5.1	470	239	6.75	289	12	Reliance Steel & Aluminum	8.9	289	552	6.50	370	10
Northrop Grumman	24.8	102	114	5.92	507	12	Republic Services	9.5	275	238	6.20	456	10
Norwegian Cruise Line	4.9	485	369	6.75	294	8	ResMed	2.0	605	397	6.86	255	7
NRG Energy	11.9	219	546	5.58	578	12	Rite Aid	32.8	78	592	6.50	373	8
Nucor	17.3	150	270	7.75	53	8	Robert Half International	5.2	456	537	4.60	645	5
NVIDIA	7.5	334	51	6.82	272	11	Rockwell Automation	6.1	408	247	7.36	129	11
NVR	6.0	410	456	6.62	335	13	Rockwell Collins	5.3	453	290	6.40	410	10
Occidental Petroleum	10.9	243	111	6.20	455	10	Rollins	1.6	620	452	5.50	596	8
Office Depot	10.8	246	597	7.71	56	7	Roper Technologies	4.0	523	215	6.63	333	8
Old Republic International	5.9	413	555	5.00	634	12	Ross Stores	13.1	199	235	6.60	337	10
Olin	5.8	425	556	7.44	106	9	Royal Caribbean Cruises	8.6	300	209	7.36	126	11
Omnicom Group	15.5	164	261	6.25	440	12	RPM International	4.9	489	516	7.00	203	11
ONEOK	9.9	263	414	7.33	139	9	Ryder System	6.9	362	585	7.20	170	10
Oracle	37.7	70	17	5.20	618	10	S&P Global	5.8	424	136	7.82	46	11
O'Reilly Automotive	8.7	297	250	6.67	321	9	Salesforce.com	8.9	290	77	5.27	613	11
Oshkosh	6.3	395	557	6.40	409	10	Sanmina	6.7	369	595	6.44	395	9
Owens & Minor	9.6	272	616	6.70	311	10	SBA Communications	1.7	618	300	6.14	467	7
Owens Corning	5.9	415	513	7.30	147	10	SCANA	4.2	510	429	5.67	564	9
Owens-Illinois	6.7	370	583	7.00	212	10	Schlumberger Limited	28.2	89	50	6.82	267	11
PACCAR	17.0	154	234	7.90	41	10	Scripps Networks Interactive	3.4	545	475	3.91	650	11
Packaging of America	5.9	416	418	5.80	536	10	Sealed Air	\$6.8	366	474	6.89	242	9
Palo Alto Networks	1.7	619	365	6.30	435	10	Sears Holdings	21.0	122	642	6.17	462	6
Parker-Hannifin	11.5	233	244	8.42	15	12	Seattle Genetics	0.4	650	472	7.43	114	7
Patterson Companies	5.6	436	567	7.57	89	7	SEI Investments	1.4	624	492	3.40	651	5
Paychex	3.1	561	243	6.22	453	9	Sempra Energy	10.6	252	176	6.50	367	12
PayPal Holdings	11.3	238	75	7.00	206	10	ServiceNow	1.5	622	272	5.75	544	8
PBF Energy	\$17.9	145	606	6.43	399	7	Shenwin-Williams	12.0	215	157	8.11	26	9
Peabody Energy	5.0	481	609	6.63	332	8	Simon Property Group	5.4	444	104	6.30	433	10
Penske Automotive Group	20.4	126	588	6.85	259	13	Skyworks Solutions	3.4	551	259	7.25	160	8
PepsiCo	63.0	38	28	7.00	200	13	SL Green Realty	1.7	617	402	5.63	575	8
Performance Food Group	16.7	157	598	6.88	245	8	Snap	0.5	649	248	6.57	350	7
Pfizer	52.6	51	18	6.73	298	11	Snap-on	3.8	528	465	8.11	27	9

## Alphabetical Index

Company	2017 Rev. (\$B) *	2017 Rev. Rank *	2017 Mkt. Cap Rank **	ADW Score	ADW Rank	# of Dir.***	Company	2017 Rev. (\$B) *	2017 Rev. Rank *	2017 Mkt. Cap Rank **	ADW Score	ADW Rank	# of Dir.***
Sonic Automotive	9.8	265	638	5.75	542	8	United States Steel	10.6	250	580	7.33	136	12
Sonoco Products	4.7	497	341	6.25	442	12	United Technologies	57.7	47	45	7.45	101	11
Southern	21.7	118	105	6.79	282	14	UnitedHealth Group	189.0	6	26	6.45	384	11
Southwest Airlines	20.5	125	137	5.20	619	10	Univar	8.1	315	573	7.00	208	10
SpartanNash	7.9	320	634	5.80	535	10	Universal Health Services	9.9	261	396	6.00	505	6
Spirit AeroSystems Holdings	6.8	365	527	5.38	603	8	Unum Group	11.1	239	416	6.20	454	10
Square	1.8	615	457	4.67	642	9	US Foods Holding	23.1	109	539	6.56	351	9
Stanley Black & Decker	11.5	231	236	7.33	138	9	V.F.	12.0	217	228	8.00	33	11
Starbucks	22.0	117	56	7.15	176	13	Vail Resorts	1.9	612	490	7.00	226	8
State Street	10.4	254	159	6.67	320	9	Valero Energy	76.3	32	172	5.70	552	10
Steel Dynamics	8.4	304	504	6.22	449	9	Vantiv	3.7	534	422	6.44	398	9
Stryker	11.8	224	93	5.13	628	8	Varian Medical Systems	3.3	555	436	7.22	167	9
Sunoco	16.9	155	589	5.33	611	6	Veeva Systems	0.6	648	466	5.83	531	6
SunTrust Banks	8.3	307	191	6.45	387	11	Ventas	3.5	543	201	7.67	64	9
SUPERVALU	12.5	206	640	6.38	415	8	VeriSign	1.1	634	442	6.17	463	6
SVB Financial Group	1.6	621	464	7.00	204	11	Verisk Analytics	2.0	607	345	6.58	346	12
Symantec	4.0	517	286	6.40	411	10	Veritiv	8.3	306	644	6.88	246	8
Synchrony Financial	6.9	358	216	5.13	629	8	Verizon Communications	123.6	14	23	7.64	68	11
SYNNEX	15.0	169	554	6.00	489	9	Vertex Pharmaceuticals	2.0	606	158	5.88	525	8
Synopsys	2.6	575	395	7.13	184	8	Viacom	12.9	203	335	6.56	353	9
Sysco	54.6	49	185	7.14	177	14	Visa	16.8	156	16	7.67	62	9
T. Rowe Price Group	4.3	508	277	5.67	560	12	Vistra Energy	5.5	441	519	6.57	348	7
Targa Resources	7.4	345	451	5.89	514	9	Vornado Realty Trust	2.7	573	276	5.56	584	9
Target	69.3	34	178	6.09	478	11	Voya Financial	10.0	260	529	6.38	416	8
TD Ameritrade Holding	3.4	549	240	5.36	605	11	Vulcan Materials	3.6	537	282	8.63	8	8
Tech Data	27.9	90	578	6.50	374	8	W.R. Berkley	7.7	327	495	5.25	617	8
Teleflex	1.9	611	449	7.75	54	8	W.W. Grainger	10.2	257	415	7.00	216	9
Telephone and Data Systems	5.1	469	594	4.40	648	10	Walgreens Boots Alliance	116.1	18	60	7.90	40	10
Tenet Healthcare	19.4	133	617	7.11	186	9	Walmart Inc.	487.5	1	15	5.50	586	10
Tenneco	8.8	294	596	6.78	283	9	Walt Disney	55.5	48	29	8.64	7	11
Tesla	8.5	303	78	6.38	418	8	Waste Management	13.9	184	160	8.88	1	8
Tesoro	25.6	99	317	7.64	69	11	Waters	2.2	597	315	7.11	190	9
Texas Instruments	13.8	189	63	8.08	31	12	WEC Energy Group	7.6	332	251	7.33	137	12
Textron	13.7	190	375	6.73	301	11	WellCare Health Plans	14.7	177	499	6.50	375	8
Thermo Fisher Scientific	18.7	137	70	7.64	70	11	Wells Fargo	84.8	27	10	7.58	86	12
Thor Industries	6.6	378	543	8.43	14	7	Welltower	4.2	511	174	7.30	148	10
Tiffany & Co.	4.0	518	390	7.82	47	11	WESCO International	7.3	347	599	7.43	110	7
Time Warner	29.7	85	65	6.75	290	8	Western Digital	17.7	148	182	6.00	499	7
TJX Companies	33.4	77	115	6.70	309	10	Western Union	5.4	445	458	7.33	141	9
Toll Brothers	5.4	446	530	5.88	521	8	Westinghouse Air Brake Tech.	3.1	563	488	5.83	530	12
Torchmark	4.0	522	470	5.50	589	10	WestRock	14.3	182	327	7.64	71	11
Total System Services	4.6	500	404	5.70	557	10	Weyerhaeuser	6.7	373	197	5.40	600	10
Tractor Supply	6.9	364	526	6.86	253	7	Whirlpool	20.9	124	334	7.50	95	12
TransDigm Group	3.4	550	336	6.63	334	8	Williams Companies	7.8	323	213	7.00	209	10
TravelCenters of America	5.8	426	650	4.50	647	4	Williams-Sonoma	5.1	466	574	8.13	25	8
Travelers Companies	27.8	91	144	6.58	343	12	Windstream Holdings	5.4	450	641	6.45	391	11
Treehouse Foods	6.4	387	566	6.50	378	8	Workday	1.7	616	242	7.63	79	8
Trimble	2.4	585	450	5.57	581	7	World Fuel Services	30.0	84	603	5.71	551	7
Tutor Perini	5.0	478	630	7.36	130	11	Wyndham Worldwide	5.2	461	401	5.14	626	7
Twenty-First Century Fox	28.4	88	103	6.85	257	13	Wynn Resorts	4.9	486	332	5.56	583	9
Twitter	2.5	582	348	6.50	380	8	Xcel Energy	11.3	237	211	6.58	345	12
Tyson Foods	36.8	72	221	5.89	511	9	Xerox	10.6	251	517	7.20	169	10
U.S. Bancorp	19.6	130	57	8.07	32	14	Xilinx	2.3	589	294	5.63	574	8
UDR	\$1.0	640	410	5.33	610	9	XPO Logistics	14.6	178	524	5.57	580	7
UGI	6.0	411	486	7.25	158	8	Xylem	4.0	521	433	8.78	6	9
Ultra Beauty	5.1	467	279	6.80	278	10	YRC Worldwide	4.7	496	648	5.67	563	9
Under Armour	4.9	488	462	6.56	357	9	YUM! Brands	\$6.3	393	193	7.44	105	9
Union Pacific	20.2	127	54	6.55	360	11	Zillow Group	0.9	642	448	6.57	349	7
United Continental Holdings	36.8	73	212	6.36	424	14	Zimmer Biomet Holdings	7.8	326	194	7.60	82	10
United Natural Foods	9.1	281	620	6.29	436	7	Zions Bancorporation	\$2.4	588	487	5.89	516	9
United Parcel Service	61.8	41	46	6.36	421	11	Zoetis	5.0	484	166	6.50	372	10
United Rentals	5.8	420	469	6.22	451	9							

ADW: Average Director Weight

\* LTM Revenue, June 2017

\*\* Market Cap, July 2017

\*\*\* Excludes company's active CEO (all charts/tables)

## JamesDruryPartners

### Firm Profile

Founded by Jim Drury in 2001, JamesDruryPartners is one of America’s foremost board advisory services firms. Our extensive board and governance practice is perhaps the most diverse in our industry. Over the years, we have been privileged to play a leadership role in the advancement of the corporate governance process. In the early 1990s, our founder pioneered the development of two of our country’s most respected corporate governance conferences, in partnership with Northwestern’s Kellogg School and Chicago’s Booth School. We have advised the boards of major corporations regarding governance policy, director evaluation, best practices, and CEO succession. Our experience introducing qualified director candidates to the most appropriate boards spans 35 years – whether it be to replace retiring directors, reinvigorate legacy boards, or assemble boards for IPO or spinout purposes.

JamesDruryPartners continues to be in the forefront of innovation within our industry. In addition to generating thought-provoking intellectual capital such as *The Weight of America’s Boards*, we provide a unique suite of proprietary advisory services that significantly enhance the quality and governance capacity of America’s boards. While we continue to undertake traditional director search assignments selectively, our principal advisory service is **BoardSelect®**, a unique offering that enables boards, for the first time, to play a key role in the proactive selection of an appropriate outside board for their CEO, and other top executives. We also offer our **DirectorSelect®** advisory service, which enables corporate boards, when contemplating or engaged in a director search, to inquire whether any of the active **BoardSelect®** client executives we are advising might fit the director profile being sought. Most recently, we introduced **Director Assessment**, a proprietary diagnostic, designed in partnership with Hogan Assessment Systems, to assess a director candidate’s likely “culture fit” against the essential attributes identified by our Advisory Council of 30 of America’s most respected board directors.

### JAMES J. DRURY III, Co-Author and Chairman and CEO



Jim Drury, our Founder, is an industry leader with a commitment to innovation. Prior to founding JamesDruryPartners, Jim was Vice Chairman, Americas and a board director of a well-known global executive search firm. His early career included management consulting and corporate strategic planning. He is a past board director of the Association of Executive Search Consultants, and past member of the University of Chicago’s Booth School Advisory Council. He currently serves as a board trustee of The Museum of Science and Industry, a board trustee of Music of the Baroque Chorus and Orchestra, a Benefactor of Friends of Conservation (Kenya), and a member of The Commercial Club of Chicago. He earned an MBA in Marketing from the University of Chicago Booth School, and a BS in Engineering from the University of Notre Dame.

### JAMES J. DRURY IV, Co-Author and Vice President, Operations



Jim is Vice President, Operations and has been with JamesDruryPartners since 2008. He is responsible for collaborating with the firm’s Partners in developing and executing our board services. He also serves as our Technology and Intellectual Property Manager, overseeing data acquisition, analysis of industry and board trends, and tracks changes across America’s corporations on a real-time basis. He also manages the development of proprietary studies on corporate governance which have been cited in *The Wall Street Journal*, *Financial Times*, *Financier Worldwide*, *Fox Business News*, and *CNBC*.

## Our Services

### BoardSelect®

In 2006, we introduced this unique board advisory service that enables corporations to retain our firm to advise one or more of their top executives in the proactive selection of an optimal outside board opportunity – one that will serve the executive’s professional objectives while providing valuable boardroom perspective beneficial to his/her own company. This is particularly important when outside board service is considered a valuable component of a top executive’s continuing professional development, and “not any board will do”. Our success in providing this service is founded upon decades of experience advising America’s corporate boards, and the relationships formed as a result, facilitating our access to the directors entrusted with board succession planning.

### DirectorSelect®

In seeking to fill a director need, boards traditionally have had two options available to identify qualified candidates: retain a search firm, or activate the board’s diverse professional network for recommendations. **DirectorSelect®** provides a third alternative. No matter the stage in the process, or the method by which a board may be seeking a new board member, **DirectorSelect®** enables boards to make a confidential inquiry of our firm, to determine whether one or more of our **BoardSelect®** client executives might be a near-perfect fit. At any given time, we find ourselves advising a significant number of top executives in the selection of an appropriate outside board, who are diverse by executive role, industry, geography, gender, and ethnicity. Importantly, as we have been retained by our corporate clients, there is **no fee obligation** for the board that selects an executive in our portfolio.

If a board’s preference is to use its professional network, we encourage the board to include our firm as part of that network. On the other hand, if using a search firm, a call to our firm might prove very worthwhile. As we have been retained to select a board for our client executives, it is quite likely they will not be returning unsolicited calls from search firms.

### Director Assessment

When selecting a new director, one of a board’s most difficult challenges is to determine the likelihood the director will be an acceptable “culture fit” in the boardroom. Every board has a unique culture. Does the candidate possess the personal attributes most highly correlated with director effectiveness? Our proprietary **Director Assessment** diagnostic was developed in partnership with Hogan Assessment Systems, and guided by our Advisory Council of America’s most respected and experienced board directors. It assesses the presence of the attributes considered most essential, identifies areas of risk, and greatly reduces the likelihood of making a painful mistake in the selection process. Every director we place, particularly those without prior board experience, participates in this evaluation. **Director Assessment** is not only valuable for the clients who retain us, but also has value for any board attempting to evaluate “director culture fit”.

*For more information regarding our services, please contact us.*

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