

# 2001 Catalyst Census of Women Board Directors

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# CATALYST BLUE RIBBON BOARD

## Fortune 1000 Companies with Multiple Women Directors, 2001: 317

Abbott Laboratories	Community Health Systems	Herman Miller	Niagara Mohawk Holdings	Scotts Company
ABM Industries	Compaq Computer	Hewlett-Packard	Northeast Utilities	Sears Roebuck
Advantica	Compuware	Hilton Hotels	Northern Trust Corp.	ServiceMaster
AES	Conectiv	Home Depot	Northwestern Mutual	ServiceMaster
Aetna	Consolidated Edison	Hon Industries	NSTAR	Sierra Pacific Resources
AFLAC	Constellation Energy	IBP	OfficeMax	Sports Authority
Aid Association for Lutherans	Corning	Ikon Office Solutions	Old Kent Financial Corp.	Springs Industries
Air Products & Chemicals	Cummins Engine	Ingles Markets	Omnicare	StanCorp Financial
Airborne Freight	CVS	Interface	Omnicom Group	Stanley Works
Alberto-Culver	Darden Restaurants	International Multifoods	Oneok	Staples
Albertson's	Dean Foods	Intl. Business Machines	Outback Steakhouse	State Farm Insurance Cos.
Alcoa	Deere	Intl. Flavors & Fragrances	Owens Corning	State Street Corp.
Alliant Energy	Dell Computer	ITT Industries	Pacific Life Insurance	Summit Bancorp
Allstate	Delphi Automotive	J.C. Penney	Penn Mutual Life Insurance	Sun Microsystems
Ameren	Deluxe	J.P. Morgan Chase & Co.	Pentair	Sunoco
America West Holdings	Dial	Jacobs Engineering Group	Pepsi Bottling	Supervalu
American Electric Power	Dime Bancorp	Jo Ann Stores	PepsiCo	Sysco
American Family Ins. Group	Dollar General	John Hancock Financial Services	PerkinElmer	Target
American Greetings	Dow Chemical	Johnson & Johnson	PetsMart	Telephone & Data Systems
American International Group	Dynegy	Jones Apparel Group	Pfizer	Texaco
American Water Works	E.I. du Pont de Nemours	Kellogg	Pharmacia	TIAA-CREF
Amica Mutual Insurance	E.W. Scripps	Kellwood	Phillip Morris	Tiffany & Co
AMR	Eastman Kodak	Kerr-McGee	Phillips Petroleum	TJX
Amsouth Bancorp.	Eli Lilly	KeySpan	Phoenix Home Life Mutual Ins.	Toro
Anheuser-Busch	Energy East	Kimberly-Clark	Pinnacle West Capital	Toys 'R' Us
AnnTaylor	Engelhard	Kmart	Pitney Bowes	Trans World Airlines
Anthem Insurance	Entergy	Knight-Ridder	PNC Financial Services Group	Tribune
ArvinMeritor	Enterprise Products	Kroger	Polaroid	Tricon Global Restaurants
Ashland	Equifax	Lennox International	Polo Ralph Lauren	True North Communications
Avista	Erie Insurance Group	Limited	PolyOne	TRW
Avnet	Estée Lauder	Lincoln National	Popular	U.S. Bancorp
Avon Products	Exelon	Liz Claiborne	Potlatch	Ultramar Diamond Shamrock
B.F. Goodrich	Exxon Mobil	Lowe's	Potomac Electric Power	United Parcel Service
Baker Hughes	Fannie Mae	Lubrizol	Principal Financial	United Services Automobile Assn.
Bank of America Corp.	Federated Department Stores	Lucent Technologies	Procter & Gamble	United Technologies
Bank One Corp.	FedEx	Lutheran Brotherhood	Progress Energy	UnitedHealth Group
Banknorth Group	Finova	Mandalay Resort Group	Providian Financial	UnumProvident
Barnes & Noble	First American Corp.	Marsh & McLennan	Prudential Ins. Co. of America	US Airways Group
Bausch & Lomb	First Union Corp.	Marsh Supermarkets	PSS World Medical	USA Education
Baxter International	FleetBoston Financial	Mass. Mutual Life Insurance	Publix Super Markets	USA Networks
Beckman Coulter	Fleming	Mattel	Puget Energy	USG
BellSouth	Fluor	May Department Stores	Quaker Oats	UtiliCorp United
Belo	Ford Motor	Maytag	Qualcomm	Venator
Beverly Enterprises	Fortune Brands	McDonald's	Quest Diagnostics	Verizon Communications
Boise Cascade	Foster Wheeler	McGraw-Hill	R. J. Reynolds Tobacco	VF
Borders Group	Galileo International	McKesson HBOC	R.R. Donnelley & Sons	Viacom
Bristol-Myers Squibb	Gannett	Mead	Raymond James Financial	Viad
Broadwing	Gap	Medtronic	Reader's Digest Association	Wachovia Corp.
Brown Shoe	General Electric	Merck	Reliant Energy	Wackenhut
Brunswick	General Mills	Merrill Lynch	Revlon	Wal-Mart Stores
Cadence Design Systems	Georgia-Pacific	MetLife	RGS Energy Group	Walt Disney
Calpine	Gillette	MGM Mirage	Rohm & Haas	Washington Mutual
Campbell Soup	Golden State Bancorp	Minnesota Life Ins.	RPM	WellPoint Health Networks
Cendant	Golden West Financial	Minnesota Mining & Mfg.	Russell	Wells Fargo
CH2M Hill Companies	GPU	Minnesota Power	Ryder System	Wendy's International
Charming Shoppes	Granite	Motorola	Ryland Group	WGL Holdings
Charter One Financial	Guardian Life Ins. Co. of America	Nash Finch	Safeco	Whirlpool
Chevron	H.B. Fuller	National City Corp.	Sara Lee	Winn-Dixie Stores
Chubb	H.J. Heinz	National Service Industries	SBC Communications	Wm. Wrigley Jr.
Cigna	Harcourt General	Nationwide Insurance Enterprise	Scana	Xcel Energy
Cisco Systems	Harman Intl. Industries	Neiman Marcus	Schering-Plough	Xerox
Coca-Cola	Hasbro	New York Life Insurance	Scholastic	
Colgate-Palmolive	HCA	New York Times	SCI Systems	
Comerica	Hercules	Newell Rubbermaid	Science Applications Intl.	

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## FOREWORD



Catalyst measures the number of women board directors because in business, what gets measured gets done. *The Catalyst Census of Women Board Directors of the Fortune 500* was created in 1993 to encourage the leadership of America's major companies to increase the number of women serving on their boards and, in turn, to encourage the growing number of smaller corporations to do the same. Each census serves as a marker of accomplishment and of work yet to be done.

In this 2001 census, Catalyst provides—for the second time—an expanded look at corporate governance by shining a light on the number and names of women board directors in all Fortune 1000 companies. We also continue our focus on women of color by counting the number of women of color serving on the Fortune 1000 corporate boards. This extensive, systematic, and rigorous measurement provides an accurate account of the extent to which women serve as directors of America's leading companies.

Again this year, most indicators for women's presence in the boardroom are up—but only slightly. Women now hold 12.4 percent of Fortune 500 board seats, up from 11.7 percent in 2000. A full 87 percent of Fortune 500 companies have at least one women board director, though that shrinks to 61 percent for Fortune 501-1000 companies.

Clearly, there is still work to be done. Catalyst looks forward to progress and will continue to report and analyze women's progress in the boardroom.

Sheila Wellington  
President  
Catalyst

C. Steven McMillan  
Chairman, President and CEO  
Sara Lee Corporation

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# INTRODUCTION AND KEY FINDINGS

In this 2001 census, Catalyst produces findings relating to all the companies in the F1000. In 2000, these companies employed over 29 million people and generated more than 8 trillion dollars of revenue. The report provides trend data based on the previous F500 Catalyst censuses, and also presents comparisons between this year's F1000 findings and the first F1000 findings from 1999.

## 2001 KEY FINDINGS

### Fortune 1 to 500:

- ◆ Women hold 12.4 percent of all board seats in 2001, up from 11.7 percent in 2000 and 11.2 percent in 1999.
- ◆ 87 percent of the F500 companies have at least one woman board director, up from 86 percent in 2000 and 84 percent in 1999.
- ◆ 30 companies have 25 percent or more women directors, up from 23 companies in 2000 and 15 in 1999.
- ◆ Women of color hold 2.6 percent of board seats at the 409 companies on which we have such data.\*

### Fortune 501 to 1000:

- ◆ Women hold 8.9 percent of all board seats, an increase of less than one-half a percentage point from 1999 when Catalyst first extended its census to the Fortune 1000.
- ◆ 61 percent of the F501 to 1000 companies have at least one woman director, down from 62 percent in 1999.
- ◆ Women of color hold 1.3 percent of board seats at 430 companies on which we have data.\*

### Fortune 1 to 1000:

- ◆ Women hold 10.9 percent of all board seats, up from 10.0 percent in 1999, an increase accounted for entirely by the F500.
- ◆ 74 percent of the companies have at least one woman director, up from 73 percent in 1999.
- ◆ 60 companies have 25 percent or more women directors, double the amount in 1999.
- ◆ Women of color hold 2 percent of board seats at 839 companies on which we have such data.\*

\*Because the racial/ethnic composition of board members is not publicly available, Catalyst can only collect this information from those companies that are willing to provide it.

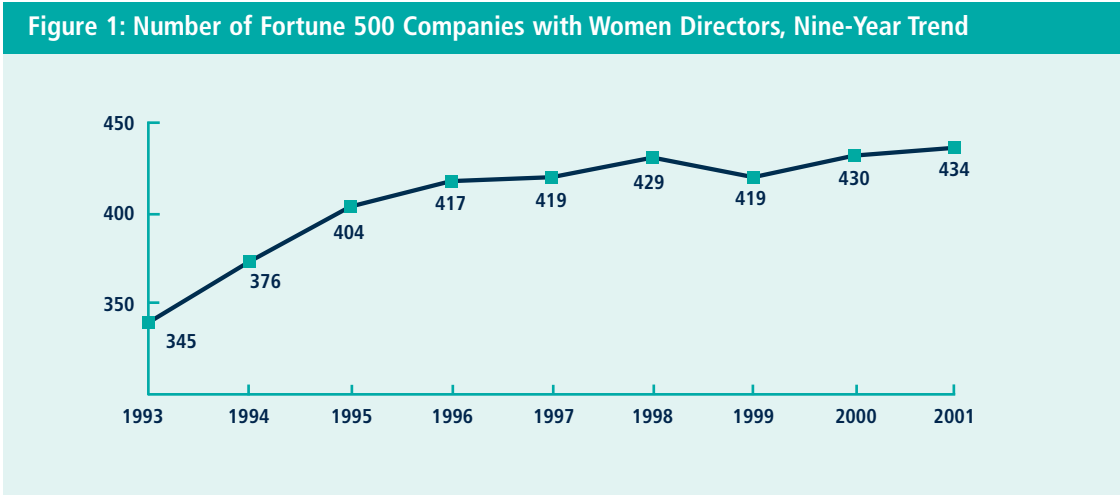
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# 2001 FORTUNE 1 TO 500 FINDINGS: TRENDS OVER TIME

## Women on Boards of the Fortune 500 Companies

Catalyst has been monitoring the progress of gender diversity in America's Fortune 500 company boardrooms for the past nine years.

Trend analyses show that an increasing number of F500 companies are appointing women to their boards. Since 1993, we have seen a 25.8 percent increase in the number of companies with women on their boards. However, the pace of that change has been relatively stable over the past five years. From 1997 to 2001, there has only been a 3.6 percent increase in the number of companies with women board directors, as opposed to a 21.4 percent increase for the period between 1993 to 1997.

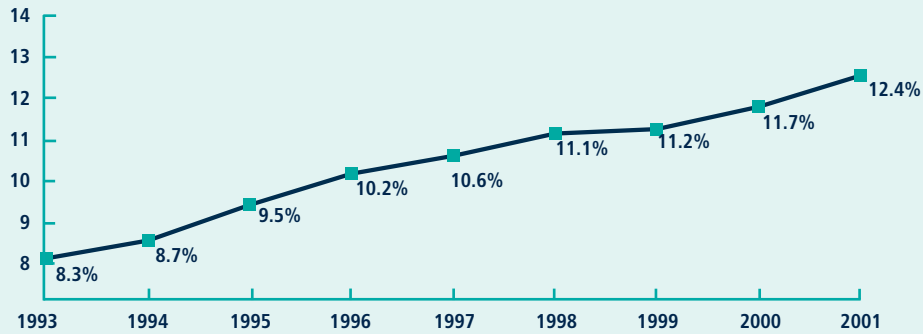


Nonetheless, the proportion of board seats held by women continues to increase. As of the census cut-off date of March 31, 2001, women held 12.4 percent of all board seats in the F500 companies, up slightly from 11.7 percent in 2000 and 11.2 percent in 1999. As Figure 2 indicates, the progress of women's representation on F500 corporate boards has been slow, yet linear. Assuming the rate of increase based on the past nine years of census data remains the same, women will occupy a quarter of all board seats by the year 2027.

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**Figure 2: Percent of Board Seats Held by Women in Fortune 500 Companies**



**Table 1: A Retrospective View of Fortune 500 Women Directors, 1993-2001**

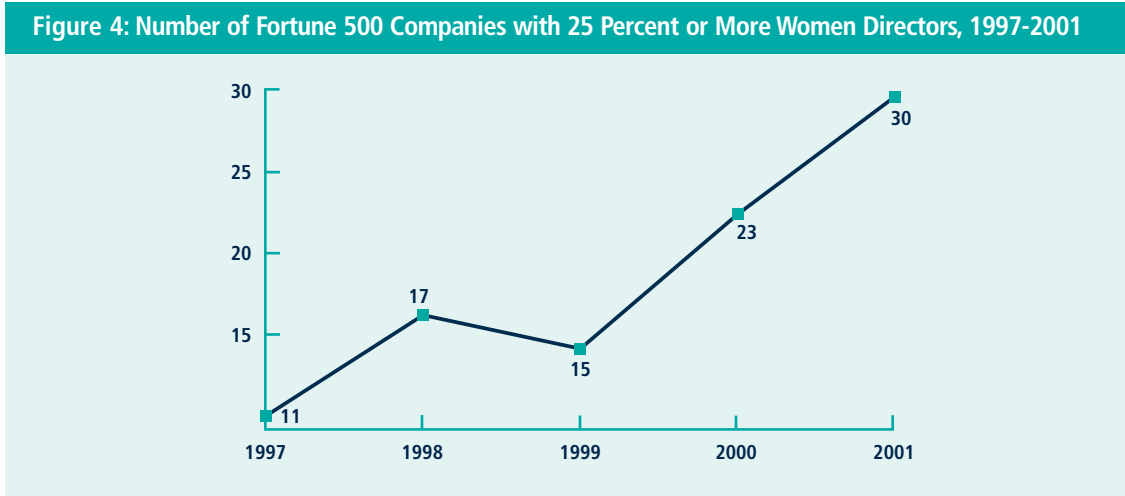
	1993	1994	1995	1996	1997	1998	1999	2000	2001
<b>Percent of Board Seats Held by Women</b>	8.3	8.7	9.5	10.2	10.6	11.1	11.2	11.7	12.4
<b>Number of Seats Held by Women</b>	N/A	545	600	626	643	671	685	711	735
<b>Number of Companies with at Least One Woman Director</b>	345	376	404	417	419	429	419	430	434

The number of companies with three or more women board directors decreased from 53 in 2000 to 48 in 2001. This means that 9.6 percent of the F500 companies have three or more women board directors.

**Figure 3: Number of Fortune 500 Companies with Three or More Women Directors**

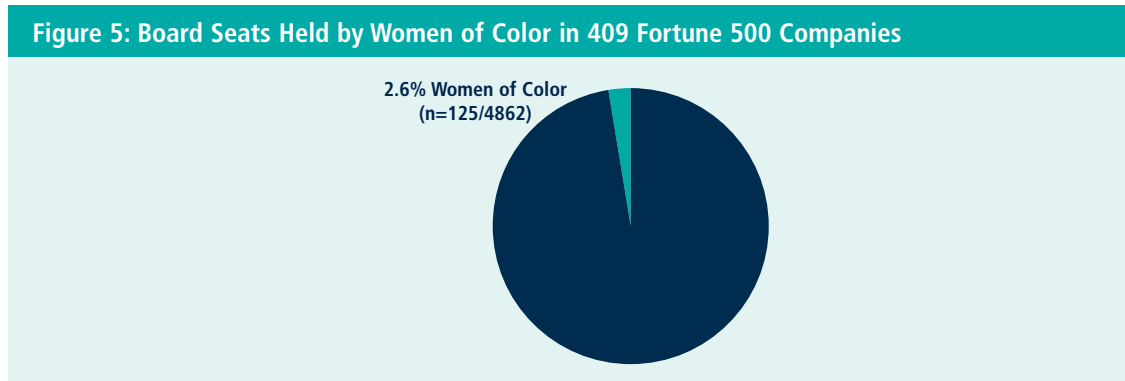


Catalyst also tracks the number of companies with 25 percent or more women directors because board size can vary from company to company. In 2001, 30 of the F500 companies report that women hold one-quarter or more of their board seats, up from 23 companies in 2000.



**Women of Color on Boards of the Fortune 500 Companies**

Women of color hold 2.6 percent of board seats (125 of 4,862) at the 409 companies on which we have such data. Because the racial/ethnic composition of board members is not publicly available, Catalyst can only collect the information from the companies that are willing to provide it.



These 125 seats held by women of color make up 20.2 percent of all board seats held by women. Ninety-three of the 125 board seats are held by African-American women, representing the largest minority group among women directors. Twenty-one board seats are held by Hispanic women, 10 seats are held by Asian-American women, and 1 seat is held by a woman whose race/ethnicity was identified as "Other."

The percentage of board seats held by women of color has increased only one-tenth of one percentage point since 1999, the last time Catalyst counted. In 1999, women of color held 2.5 percent of board seats (103 of 4,178) at the 341 companies for which we had data. Though a small increase, it's encouraging to find a jump in the number of companies who provided data on race/ethnicity from 1999 to 2001—from 341 to 409.

# 2001 FORTUNE 501 TO 1000 FINDINGS

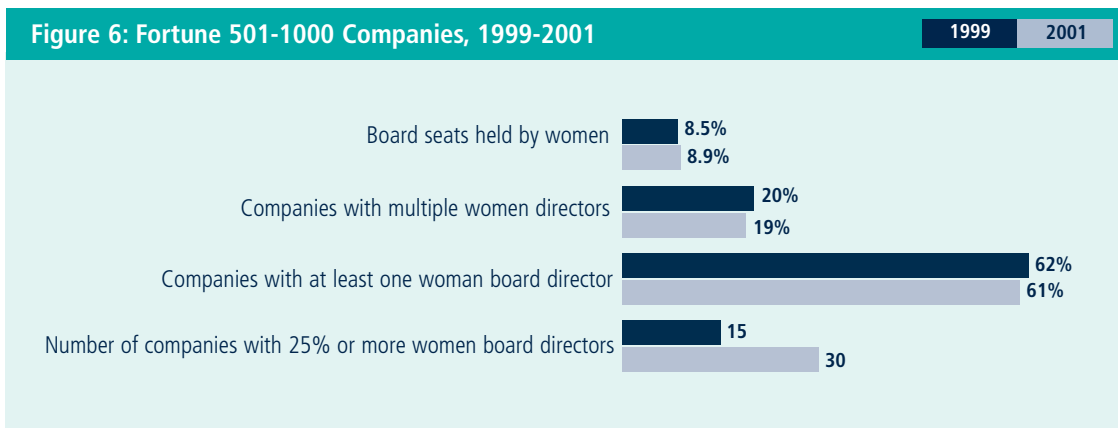
## Women on Boards of the Fortune 501 to 1000 Companies

In 1999, when we first surveyed the full Fortune 1000, our findings indicated considerable disparity between the companies ranked 501 to 1000 and those ranked 1 to 500. The representation of women on boards in the 501 to 1000 companies lagged behind the 1 to 500 in almost all indicators. By extending the census to the F1000 in 1999, Catalyst was hoping to direct the attention of corporate America towards improving women's presence within a larger pool of companies.

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Unfortunately, the 2001 census finds scant progress among the F501 to 1000 companies. Women now hold 8.9 percent of all F501-1000 board seats, a trifling increase from 8.5 percent in 1999.

On other measures, F501-1000 companies fare even worse in 2001 than they did in 1999. This year, the percent of companies with at least one woman director has dropped from 62 percent (310 companies) in 1999 to 61 percent (303 companies) this year. Furthermore, the percent of companies with multiple directors decreased slightly from 20 percent (100 companies) in 1999 to 19 percent (94 companies) today. However, the number of companies with 25 percent or more women has doubled from 15 in 1999 to 30 in 2001.

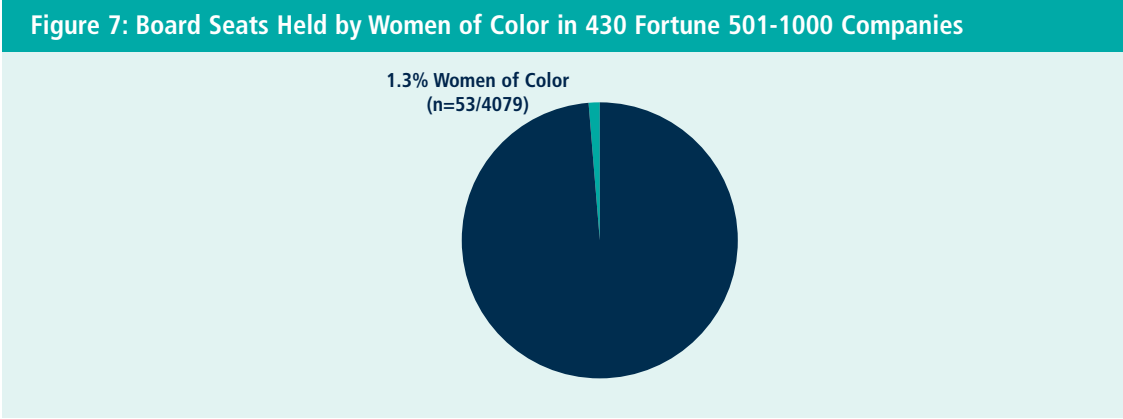


**Table 2: Fortune 1-500 Companies Compared to Fortune 501-1000 Companies**

	F1-500	F501-1000
Percent of board seats held by women	12.4%	8.9%
Percent of companies with at least one woman	87%	61%
Percent of companies with multiple women	45%	19%
Percent of companies with 25% or more women	6%	6%

**Women of Color on Boards of the Fortune 501 to 1000 Companies**

Women of color hold 1.3 percent of the board seats (53 of 4,079 ) at the 430 F501-1000 companies on which we have such data. Because the racial/ethnic composition of board members is not publicly available, Catalyst can only collect the information from the companies that are willing to provide it.



These 53 seats held by women of color make up 14.5 percent of all board seats held by women. Thirty-eight of the 53 board seats are held by African-American women, representing the largest minority group among women directors. Nine board seats are held by Hispanic women, 5 seats are held by Asian-American women, and 1 seat is held by a woman whose race/ethnicity was identified as "Other."

There has been no change in the percent of board seats held by women of color in the F501-1000 companies since 1999, when 56 of the 4,285 seats (at the 436 companies for which we had data) were held by women of color.

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## 2001 FORTUNE 1 TO 1000 FINDINGS

### Women Directors by Fortune 1000 Revenue Decile

Catalyst's analyses of the F1000 companies by revenue decile reveal that companies with higher revenues (based on *Fortune* magazine's ranking) tend to have larger boards. This may be a factor in why F500 companies are more likely to have at least one woman director. In other words, the lower ranks of the Fortune listing are host to many more companies with no women directors. These relationships were uncovered in the previous censuses, and are again present in the 2001 census data.

**Table 3: Average Number of Directors by Company Revenue**

Fortune Ranks	Average Number of Women Directors per Company	Average Number of Directors per Company	Number of Companies with Zero Women Directors
1-100	2.0	13.46	1
101-200	1.5	12.35	9
201-300	1.3	11.84	14
301-400	1.3	10.86	17
401-500	1.2	10.64	25
501-600	0.9	9.95	33
601-700	0.9	9.48	38
701-800	0.9	9.57	37
801-900	0.8	9.43	44
901-1000	0.7	8.98	45

### Women on Boards of the Fortune 1000 Companies

Combining the stagnant numbers of the companies ranked 501 to 1000 with the relatively slow progress of the F500, we get F1000 statistics that generally reflect little progress since 1999.

In 2001, 74 percent (737 companies) of the F1000 have at least one woman director, compared to 73 percent two years ago; women now hold 10.9 percent of all seats on the boards of F1000 companies, up from 10.0 percent in 1999. The number of companies with three or more women directors has increased significantly in 2001, reaching 67, up from 55 two years ago.

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Figure 8: Fortune 1000 Measures, 1999-2001

1999 2001

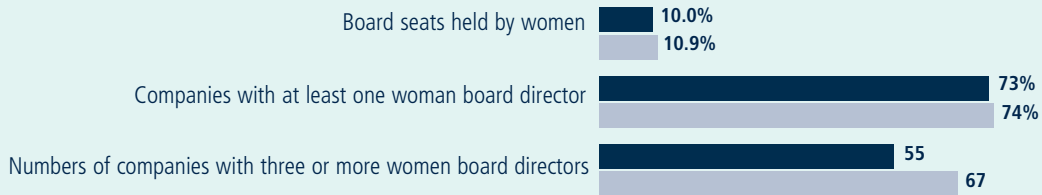


Table 4: Fortune 1000 Companies with Three or More Women Directors, 67 Companies

Aetna	Golden West Financial	Pitney Bowes
Aid Association for Lutherans	H.J. Heinz	PolyOne
Albertson's	Harcourt General	Potlatch
Alliant Energy	Hasbro	Potomac Electric Power
American Water Works	Herman Miller	Principal Financial
Avon Products	J.P. Morgan Chase & Co.	Progress Energy
Bank of America Corp.	Johnson & Johnson	Prudential Ins. Co. of America
Banknorth Group	KeySpan	SBC Communications
Beverly Enterprises	Knight-Ridder	Scholastic
Boise Cascade	Liz Claiborne	Sempra Energy
Charming Shoppes	Maytag	Sports Authority
Charter One Financial	Merck	State Farm Insurance Cos.
Cisco Systems	MetLife	State Street Corp.
Consolidated Edison	Minnesota Mining & Mfg.	Supervalu
Dime Bancorp	National City Corp.	TIAA-CREF
E.I. du Pont de Nemours	New York Times	Walt Disney
Eastman Kodak	Northeast Utilities	Washington Mutual
Erie Insurance Group	Northwestern Mutual	WellPoint Health Networks
Exxon Mobil	Old Kent Financial Corp.	Wells Fargo
Fannie Mae	Omnicare	Wendy's International
FleetBoston Financial	Pacific Life Insurance	Xerox
General Electric	Philip Morris	
General Mills	Pinnacle West Capital	

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There is one area in which the F1000 has made a great leap from two years ago: the number of companies with 25 percent or more women directors. In 2001, there are 60 such companies, twice the amount in 1999.

**Table 5: Fortune 1000 Companies with 25 Percent or More Women Directors**

Company (60 Companies)	Percent Women Directors	Company (60 Companies)	Percent Women Directors
Avon Products	60.0	PolyOne	27.3
Golden West Financial	55.6	Potlatch	27.3
Charming Shoppes	44.4	Boise Cascade	26.7
Eastman Kodak	41.7	American Water Works	26.7
Beverly Enterprises	40.0	Wells Fargo	26.3
WellPoint Health Networks	37.5	Walt Disney	25.0
Aetna	33.3	Supervalu	25.0
Consolidated Edison	33.3	Sun Microsystems	25.0
ITT Industries	33.3	Fleming	25.0
Alliant Energy	33.3	Colgate-Palmolive	25.0
Sports Authority	33.3	SCI Systems	25.0
Hasbro	30.8	Pitney Bowes	25.0
Omnicare	30.8	Estée Lauder	25.0
Scholastic	30.8	Jones Apparel Group	25.0
TIAA-CREF	30.0	Pinnacle West Capital	25.0
Maytag	30.0	Borders Group	25.0
Knight-Ridder	30.0	Erie Insurance Group	25.0
Liz Claiborne	30.0	Stanley Works	25.0
Herman Miller	30.0	Reader's Digest Association	25.0
SBC Communications	28.6	Mandalay Resort Group	25.0
Lucent Technologies	28.6	International Multifoods	25.0
Gannett	28.6	Harcourt General	25.0
Harman Intl. Industries	28.6	Calpine	25.0
Tiffany & Co	28.6	Wm. Wrigley Jr.	25.0
Jo Ann Stores	28.6	PSS World Medical	25.0
Finova	28.6	Viad	25.0
Minnesota Mining & Mfg.	27.3	Brown Shoe	25.0
General Mills	27.3	Goody's Family Clothing	25.0
Northeast Utilities	27.3	WGL Holdings	25.0
Potomac Electric Power	27.3	AnnTaylor	25.0

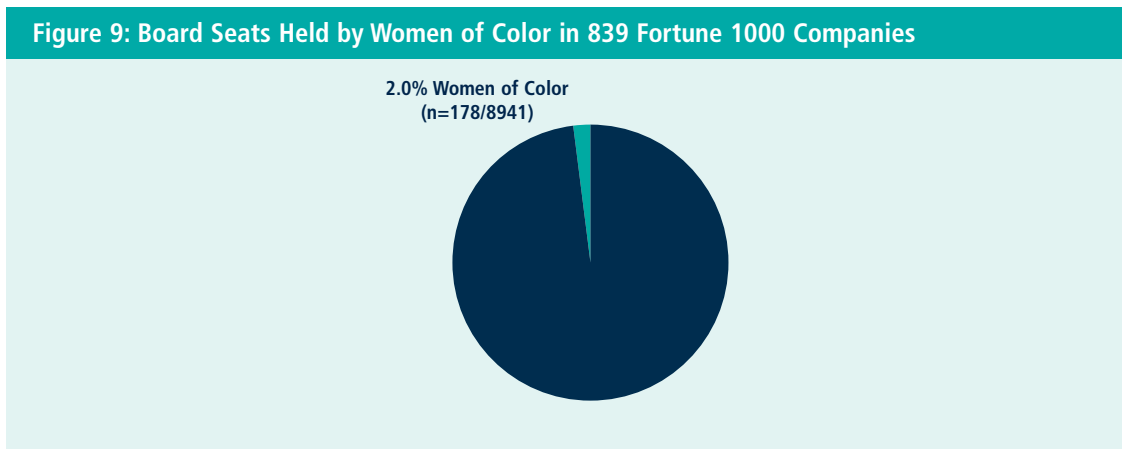
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### Individual Women on Boards

In 2001, the total number of individual women serving on boards of F1000 companies is 833. That number was 786 in 1999, meaning that there are an additional 47 women directors in the F1000 this year. Women directors serve on an average of 1.4 boards.

### Women of Color on Boards of the Fortune 1000 Companies

Women of color hold 2.0 percent of the board seats (178 of 8,941) at the 839 companies for which we have such data. Because the racial/ethnic composition of board members is not publicly available, Catalyst can only collect the information from the companies that are willing to provide it.



These 178 seats held by women of color comprise just 2.0 percent of the total board seats among these companies. Board seats held by women of color represent 18.1 percent of board seats held by all women among the 839 companies from whom we were able to obtain data. African-American women represent the largest minority group among the women directors, with 131 board seats. Thirty seats are held by Hispanic women, 15 seats are held by Asian-American women, and 2 seats are held by women whose race/ethnicity was identified as "Other."

The percentage of board seats held by women of color in the F1000 has increased one-tenth of one percentage point since the last time Catalyst counted. In 1999, women of color held 1.9 percent of board seats (158 of 8,463) at the 777 companies for which we had data.

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## Fortune 1000 Industry Analysis

Based on *Fortune* magazine's industry listing, Catalyst finds that women have the highest representation on boards of directors in the following industries:

Industry	Number of Companies	Percent of Women Board Directors
Toys, sporting goods	2	25
Soaps, cosmetics	9	22
Publishing, printing	20	18
Computers, office equipment	12	18
Apparel	10	18
Scientific, photo, control equip.	13	16
Insurance: life, health (mutual)	12	16
Savings institutions	9	15

Women have a low representation on boards of directors in the following industries:

Industry	Number of Companies	Percent of Women Board Directors
Oilfield services	2	0
Transportation	2	0
Automotive retailing, services	7	3
Semiconductors and other electronic components	22	4
Waste management	3	4
Computer peripherals	9	4
Mining, crude-oil production	15	4

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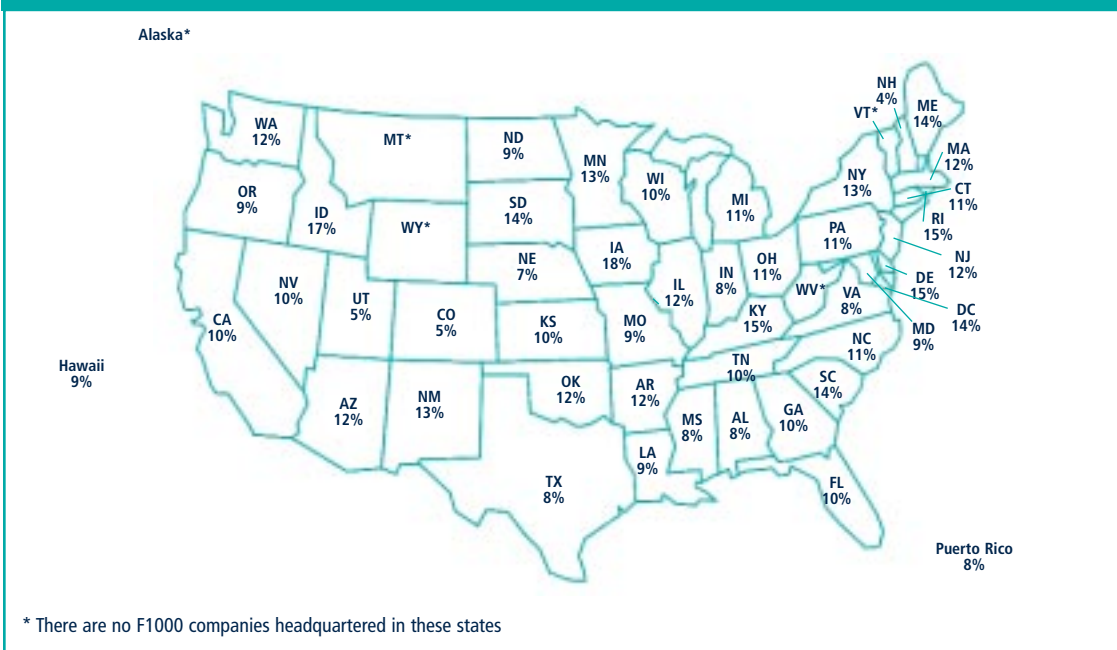
## Fortune 1000 Geographic Analysis

Companies in the Midwest are more likely than companies in other geographic regions to have at least one woman director: 82 percent of all companies headquartered in the Midwest have women serving on their boards. The Northeast follows with 75 percent, the South with 71 percent, and the West with 64 percent. One F1000 company is located in Puerto Rico and has 8.3 percent women board directors (2 of 24).

**Table 8: Number and Percent of F1000 Companies with Women Directors, by Region**

Region	Number of Companies	Percent of Companies with Women Directors
Midwest	282	82
Northeast	253	75
South	288	71
West	176	64
Puerto Rico	1	100
<b>Total</b>	<b>1000</b>	

**Figure 10: Percentage of Board Seats Held by Women, by State**



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## METHODOLOGY: HOW DID WE PRODUCE THE CENSUS?

In May 2001, Catalyst sent a letter to the human resources or corporate secretary's office of each of the Fortune 1000 companies (as published in the April 16, 2001 issue of *Fortune* magazine). The letter sought:

1. To verify the company's total number of board directors in the period between April 1, 2000 and March 31, 2001
2. To confirm the names of any women board directors
3. To learn the extent to which women of color are represented on the boards of directors

One week after the mailing of the first company letter, the Catalyst staff made follow-up phone calls to all non-responding companies. If we still had not heard from a company after the follow-up calls, two letters were sent out over several weeks—one by mail and the other by fax—from Catalyst's President to the company's Chief Executive Officer. The purpose of these letters was to inform the non-responding companies that we had not received their company-verified data for this census, and that we would publish data gathered from public records if the company did not provide such verification. Our verification rate in 2001 is 81 percent.

The Catalyst research team made a total of 1,739 follow-up phone calls and sent out 647 letters to non-responding companies. For those companies who did not verify the data, Catalyst reports the unverified data taken from public records.

Once Catalyst received verification forms, additions and revisions were incorporated into our census database. The research team audited the data multiple times to ensure accuracy, comparing printouts from the database with the verification from companies and/or public records.

*The Catalyst Census of Women Board Directors* is a snapshot in time. It represents the gender and racial/ethnic diversity of corporate governance in F1000 companies for any period of time between April 1, 2000 and March 31, 2001. Catalyst continues this work, year after year, to monitor companies' progress in appointing women to their boards.

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# APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
1	EXXON MOBIL	3	17	17.65%	51	CARDINAL HEALTH	1	14	7.14%
2	WAL-MART STORES	2	15	13.33%	52	UNITED PARCEL SERVICE	2	13	15.38%
3	GENERAL MOTORS	1	13	7.69%	53	PFIZER	2	19	10.53%
4	FORD MOTOR	2	14	14.29%	54	DYNEGY	2	16	12.50%
5	GENERAL ELECTRIC	4	19	21.05%	55	RELIANT ENERGY	2	10	20.00%
6	CITIGROUP	1	18	5.56%	56	E.I. DU PONT DE NEMOURS	3	13	23.08%
7	ENRON	1	14	7.14%	57	DELPHI AUTOMOTIVE	2	13	15.38%
8	INTL. BUSINESS MACHINES	2	12	16.67%	58	JOHNSON & JOHNSON	3	15	20.00%
9	AT&T	1	15	6.67%	59	ALLSTATE	2	13	15.38%
10	VERIZON COMMUNICATIONS	2	16	12.50%	60	UTILICORP UNITED	2	10	20.00%
11	PHILIP MORRIS	3	13	23.08%	61	INTERNATIONAL PAPER	1	14	7.14%
12	J.P. MORGAN CHASE & CO.	3	15	20.00%	62	WELLS FARGO	5	19	26.32%
13	BANK OF AMERICA CORP.	3	17	17.65%	63	AETNA	4	12	33.33%
14	SBC COMMUNICATIONS	6	21	28.57%	64	UNITED TECHNOLOGIES	2	11	18.18%
15	BOEING	1	11	9.09%	65	LEHMAN BROTHERS HOLDINGS	1	8	12.50%
16	TEXACO	2	13	15.38%	66	BELLSOUTH	2	13	15.38%
17	DUKE ENERGY	1	12	8.33%	67	WALT DISNEY	4	16	25.00%
18	KROGER	2	17	11.76%	68	CONAGRA	1	12	8.33%
19	HEWLETT-PACKARD	2	9	22.22%	69	LOCKHEED MARTIN	1	12	8.33%
20	CHEVRON	2	12	16.67%	70	BANK ONE CORP.	2	14	14.29%
21	STATE FARM INSURANCE COS.	8	51	15.69%	71	HONEYWELL INTERNATIONAL	1	13	7.69%
22	AMERICAN INTERNATIONAL	2	18	11.11%	72	TOSCO	1	10	10.00%
23	HOME DEPOT	2	11	18.18%	73	FIRST UNION CORP.	2	14	14.29%
24	MORGAN STANLEY DEAN	1	11	9.09%	74	AMERICAN EXPRESS	1	10	10.00%
25	MERRILL LYNCH	2	11	18.18%	75	SPRINT	1	10	10.00%
26	FANNIE MAE	3	18	16.67%	76	SOUTHERN	1	12	8.33%
27	COMPAQ COMPUTER	2	9	22.22%	77	ALCOA	2	9	22.22%
28	LUCENT TECHNOLOGIES	2	7	28.57%	78	DOW CHEMICAL	2	15	13.33%
29	SEARS ROEBUCK	2	12	16.67%	79	MICROSOFT	1	7	14.29%
30	MERCK	3	14	21.43%	80	PRUDENTIAL INS. CO. OF	3	21	14.29%
31	PROCTER & GAMBLE	2	13	15.38%	81	FLEETBOSTON FINANCIAL	3	24	12.50%
32	WORLDCOM	1	12	8.33%	82	PG&E CORP.	1	9	11.11%
33	TIAA-CREF	9	30	30.00%	83	AUTONATION	1	10	10.00%
34	MOTOROLA	2	15	13.33%	84	GEORGIA-PACIFIC	2	15	13.33%
35	MCKESSON HBOC	2	13	15.38%	85	TXU	1	10	10.00%
36	KMART	2	12	16.67%	86	EL PASO	0	12	0.00%
37	TARGET	2	11	18.18%	87	NEW YORK LIFE INSURANCE	2	13	15.38%
38	ALBERTSON'S	3	19	15.79%	88	BRISTOL-MYERS SQUIBB	2	12	16.67%
39	USX	1	13	7.69%	89	PHILLIPS PETROLEUM	2	10	20.00%
40	BERKSHIRE HATHAWAY	1	7	14.29%	90	WALGREEN	1	10	10.00%
41	INTEL	1	11	9.09%	91	UNITEDHEALTH GROUP	2	12	16.67%
42	GOLDMAN SACHS GROUP	1	9	11.11%	92	LOEWS	1	13	7.69%
43	J.C. PENNEY	2	10	20.00%	93	COCA-COLA	2	12	16.67%
44	CONOCO	1	9	11.11%	94	PEPSICO	2	13	15.38%
45	COSTCO WHOLESALE	1	10	10.00%	95	TECH DATA	1	10	10.00%
46	SAFEWAY	1	9	11.11%	96	SARA LEE	2	17	11.76%
47	METLIFE	3	15	20.00%	97	SUPERVALU	3	12	25.00%
48	DELL COMPUTER	2	11	18.18%	98	AMR	2	10	20.00%
49	INGRAM MICRO	1	8	12.50%	99	CATERPILLAR	1	12	8.33%
50	FREDDIE MAC	1	18	5.56%	100	CVS	2	12	16.67%

# APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
101	VIACOM	2	18	11.11%	151	ARROW ELECTRONICS	1	11	9.09%
102	CIGNA	2	10	20.00%	152	ARCHER DANIELS MIDLAND	1	13	7.69%
103	BERGEN BRUNSWIG	0	11	0.00%	153	DANA	1	11	9.09%
104	UAL	1	12	8.33%	154	SUNOCO	2	12	16.67%
105	SYSCO	2	12	16.67%	155	CIRCUIT CITY STORES	1	12	8.33%
106	ELECTRONIC DATA SYSTEMS	1	10	10.00%	156	BEST BUY	1	11	9.09%
107	CISCO SYSTEMS	3	13	23.08%	157	WASTE MANAGEMENT	1	9	11.11%
108	LOWE'S	2	11	18.18%	158	AMERADA HESS	1	15	6.67%
109	XEROX	3	13	23.08%	159	ANHEUSER-BUSCH	2	15	13.33%
110	FEDERATED DEPARTMENT	2	11	18.18%	160	FARMLAND INDUSTRIES	0	22	0.00%
111	RAYTHEON	1	14	7.14%	161	HOUSEHOLD INTERNATIONAL	1	14	7.14%
112	FEDEX	2	13	15.38%	162	UNION PACIFIC	1	13	7.69%
113	PHARMACIA	2	15	13.33%	163	TEXAS INSTRUMENTS	1	10	10.00%
114	TRW	2	13	15.38%	164	EDISON INTERNATIONAL	1	13	7.69%
115	JOHNSON CONTROLS	1	12	8.33%	165	AMERISOURCE HEALTH	0	8	0.00%
116	NORTHWESTERN MUTUAL	3	26	11.54%	166	XCEL ENERGY	2	14	14.29%
117	IBP	2	10	20.00%	167	OFFICE DEPOT	1	11	9.09%
118	MINNESOTA MINING & MFG.	3	11	27.27%	168	WILLIAMS	1	14	7.14%
119	HCA	2	14	14.29%	169	PACIFICARE HEALTH SYSTEMS	1	10	10.00%
120	QWEST COMMUNICATIONS	0	11	0.00%	170	NORTHWEST AIRLINES	1	14	7.14%
121	LIBERTY MUTUAL INSURANCE	1	13	7.69%	171	TENET HEALTHCARE	1	10	10.00%
122	WEYERHAEUSER	1	14	7.14%	172	TOYS 'R' US	2	10	20.00%
123	DELTA AIR LINES	1	11	9.09%	173	MASS. MUTUAL LIFE	2	18	11.11%
124	WASHINGTON MUTUAL	3	16	18.75%	174	AMERICAN GENERAL	1	12	8.33%
125	SUN MICROSYSTEMS	2	8	25.00%	175	FLUOR	2	12	16.67%
126	EMERSON ELECTRIC †	1	16	6.25%	176	ELI LILLY	2	12	16.67%
127	NATIONWIDE INSURANCE	2	20	10.00%	177	MANPOWER	1	11	9.09%
128	COCA-COLA ENTERPRISES	1	13	7.69%	178	STAPLES	2	13	15.38%
129	HARTFORD FINANCIAL	1	12	8.33%	179	HUMANA	1	9	11.11%
130	RITE AID	1	8	12.50%	180	GENERAL DYNAMICS	0	10	0.00%
131	VALERO ENERGY	1	8	12.50%	181	WHIRLPOOL	2	12	16.67%
132	PUBLIX SUPER MARKETS	2	9	22.22%	182	BEAR STEARNS	0	9	0.00%
133	OCCIDENTAL PETROLEUM	1	11	9.09%	183	MARSH & MCLENNAN	2	16	12.50%
134	MAY DEPARTMENT STORES	2	11	18.18%	184	ORACLE	1	9	11.11%
135	FLEMING	2	8	25.00%	185	LIMITED	2	11	18.18%
136	GOODYEAR TIRE & RUBBER	1	11	9.09%	186	MARRIOTT INTERNATIONAL	1	10	10.00%
137	ULTRAMAR DIAMOND	2	11	18.18%	187	ENTERGY	2	14	14.29%
138	MCDONALD'S	2	15	13.33%	188	GILLETTE	2	12	16.67%
139	SOLETRON	0	10	0.00%	189	ILLINOIS TOOL WORKS	1	10	10.00%
140	LEAR	1	10	10.00%	190	U.S. BANCORP	2	25	8.00%
141	EASTMAN KODAK	5	12	41.67%	191	CONTINENTAL AIRLINES	1	13	7.69%
142	KIMBERLY-CLARK	2	13	15.38%	192	SCHERING-PLOUGH	2	15	13.33%
143	AMERICAN HOME PRODUCTS	1	11	9.09%	193	AFLAC	2	18	11.11%
144	ABBOTT LABORATORIES	2	13	15.38%	194	GATEWAY	1	6	16.67%
145	WINN-DIXIE STORES	2	10	20.00%	195	TJX	2	12	16.67%
146	AMERICAN ELECTRIC POWER	2	15	13.33%	196	APPLIED MATERIALS	1	9	11.11%
147	GAP	2	12	16.67%	197	CONSOLIDATED EDISON	4	12	33.33%
148	HALLIBURTON	0	10	0.00%	198	UNUMPROVIDENT	2	14	14.29%
149	DEERE	2	12	16.67%	199	H.J. HEINZ	3	13	23.08%
150	TEXTRON	1	14	7.14%	200	COMPUTER SCIENCES	0	9	0.00%

† See addendum notes on page 53

## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
201	COLGATE-PALMOLIVE	2	8	25.00%	251	WACHOVIA CORP.	2	15	13.33%
202	US AIRWAYS GROUP	2	12	16.67%	252	CORNING	2	15	13.33%
203	DOMINION RESOURCES	1	12	8.33%	253	ARAMARK	1	10	10.00%
204	WELLPOINT HEALTH	3	8	37.50%	254	CHUBB	2	15	13.33%
205	INGERSOLL-RAND	1	9	11.11%	255	MASCO	1	10	10.00%
206	BURLINGTON NORTHERN	1	15	6.67%	256	ROCKWELL INTERNATIONAL	1	10	10.00%
207	UNOCAL	1	10	10.00%	257	TYSON FOODS	1	13	7.69%
208	AVNET	2	10	20.00%	258	BAXTER INTERNATIONAL	2	12	16.67%
209	HEALTH NET †	1	11	9.09%	259	SEMPRA ENERGY	3	13	23.08%
210	NATIONAL CITY CORP.	3	18	16.67%	260	CHARLES SCHWAB	1	14	7.14%
211	CMS ENERGY	1	10	10.00%	261	NORTHWESTERN	1	9	11.11%
212	NIKE	1	11	9.09%	262	SAFECO	2	11	18.18%
213	EATON	1	10	10.00%	263	TRICON GLOBAL RESTAURANTS	2	12	16.67%
214	GUARDIAN LIFE INS. CO. OF	2	15	13.33%	264	FPL GROUP	1	14	7.14%
215	PRINCIPAL FINANCIAL	3	15	20.00%	265	ALLTEL	1	14	7.14%
216	EMC	0	8	0.00%	266	FIRSTENERGY	1	11	9.09%
217	SMURFIT-STONE CONTAINER	0	9	0.00%	267	ADAMS RESOURCES &	1	9	11.11%
218	DILLARD'S	1	15	6.67%	268	FIRSTAR CORP. †	1	18	5.56%
219	ANTHEM INSURANCE	2	13	15.38%	269	KELLOGG	2	12	16.67%
220	PPG INDUSTRIES	1	10	10.00%	270	NEWELL RUBBERMAID	2	15	13.33%
221	SUNTRUST BANKS	1	16	6.25%	271	AMERICA ONLINE †	0	10	0.00%
222	ST. PAUL COS.	1	13	7.69%	272	UNISYS	1	10	10.00%
223	CENEX HARVEST STATES	0	17	0.00%	273	ROHM & HAAS	2	16	12.50%
224	UNITED SERVICES	2	16	12.50%	274	LINCOLN NATIONAL	2	9	22.22%
225	CSX	1	14	7.14%	275	PUBLIC SERVICE ENTERPRISE	1	10	10.00%
226	KEYCORP	1	17	5.88%	276	EXPRESS SCRIPTS	0	8	0.00%
227	NAVISTAR INTERNATIONAL	1	12	8.33%	277	PROGRESSIVE	1	11	9.09%
228	CINERGY	1	12	8.33%	278	GENERAL MILLS	3	11	27.27%
229	GENUINE PARTS	1	11	9.09%	279	AES	2	9	22.22%
230	SCI SYSTEMS	2	8	25.00%	280	ONEOK	2	11	18.18%
231	CONSECO	0	7	0.00%	281	PLAINS RESOURCES	0	8	0.00%
232	NORTHROP GRUMMAN	1	11	9.09%	282	CUMMINS ENGINE †	2	12	16.67%
233	COMCAST	1	9	11.11%	283	SAKS	1	18	5.56%
234	ASHLAND	2	11	18.18%	284	UNION CARBIDE †	1	9	11.11%
235	R. J. REYNOLDS TOBACCO	2	9	22.22%	285	SEAGATE TECHNOLOGY	1	7	14.29%
236	APPLE COMPUTER	0	7	0.00%	286	AUTOMATIC DATA PROCESSING	1	11	9.09%
237	PEPSI BOTTLING	2	9	22.22%	287	CAMPBELL SOUP	2	15	13.33%
238	PACCAR	0	10	0.00%	288	GANNETT	2	7	28.57%
239	AVISTA	2	11	18.18%	289	CNF TRANSPORTATION	1	12	8.33%
240	MBNA	0	7	0.00%	290	CIT GROUP	1	15	6.67%
241	BOISE CASCADE	4	15	26.67%	291	NORFOLK SOUTHERN	1	9	11.11%
242	PNC FINANCIAL SERVICES	2	15	13.33%	292	OMNICOM GROUP	2	17	11.76%
243	AMERICAN STANDARD	0	8	0.00%	293	KOHL'S	1	12	8.33%
244	JOHN HANCOCK FINANCIAL	2	16	12.50%	294	NISOURCE †	1	10	10.00%
245	EXELON	2	16	12.50%	295	COMPUTER ASSOCIATES INTL.	1	8	12.50%
246	BANK OF NEW YORK CO.	1	15	6.67%	296	SCIENCE APPLICATIONS INTL.	2	22	9.09%
247	AON	1	17	5.88%	297	SONIC AUTOMOTIVE	0	9	0.00%
248	MICRON TECHNOLOGY	0	7	0.00%	298	FEDERAL-MOGUL	0	8	0.00%
249	PREMCO	1	7	14.29%	299	MELLON FINANCIAL CORP.	1	17	5.88%
250	CROWN CORK & SEAL	1	14	7.14%	300	SERVICEMASTER	2	15	13.33%

## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
301	NCR	1	9	11.11%	351	OWENS CORNING	2	10	20.00%
302	CENTEX	1	9	11.11%	352	LTV	1	8	12.50%
303	PROVIDIAN FINANCIAL	2	9	22.22%	353	BJ'S WHOLESALE CLUB	1	9	11.11%
304	STATE STREET CORP.	3	18	16.67%	354	PACIFIC LIFE INSURANCE	3	15	20.00%
305	NORTHEAST UTILITIES	3	11	27.27%	355	PARK PLACE ENTERTAINMENT	1	12	8.33%
306	OWENS-ILLINOIS	0	9	0.00%	356	UNITED AUTO GROUP	0	9	0.00%
307	R.R. DONNELLEY & SONS	2	10	20.00%	357	ITT INDUSTRIES	2	6	33.33%
308	SUIZA FOODS	0	9	0.00%	358	PETER KIEWIT SONS'	0	12	0.00%
309	VF	2	12	16.67%	359	CRESTLINE CAPITAL	0	8	0.00%
310	AVON PRODUCTS	6	10	60.00%	360	RADIOSHACK	1	11	9.09%
311	NEXTEL COMMUNICATIONS	1	9	11.11%	361	AMERICAN FAMILY INS. GROUP	2	13	15.38%
312	ALLIED WASTE INDUSTRIES	0	12	0.00%	362	DOLE FOOD	0	6	0.00%
313	FIRST DATA	1	10	10.00%	363	SODEXHO MARRIOTT SERVICES	1	8	12.50%
314	ANADARKO PETROLEUM	0	13	0.00%	364	QUANTUM	0	8	0.00%
315	PPL	1	9	11.11%	365	LENNAR CORP.	0	11	0.00%
316	SOUTHWEST AIRLINES	1	9	11.11%	366	VENATOR	2	10	20.00%
317	INTERPUBLIC GROUP	1	11	9.09%	367	CENDANT	2	13	15.38%
318	DTE ENERGY	1	10	10.00%	368	WILLAMETTE INDUSTRIES	1	9	11.11%
319	MATTEL	2	11	18.18%	369	ADVANCED MICRO DEVICES	0	8	0.00%
320	LITTON INDUSTRIES †	1	9	11.11%	370	MURPHY OIL	1	11	9.09%
321	ENGELHARD	2	10	20.00%	371	USA NETWORKS	2	15	13.33%
322	B.F. GOODRICH	2	14	14.29%	372	AK STEEL HOLDING	1	11	9.09%
323	NORDSTROM	1	9	11.11%	373	NUCOR	1	7	14.29%
324	AIR PRODUCTS & CHEMICALS	2	12	16.67%	374	BLACK & DECKER	1	8	12.50%
325	FORTUNE BRANDS	2	11	18.18%	375	DOLLAR GENERAL	2	10	20.00%
326	IKON OFFICE SOLUTIONS	2	10	20.00%	376	GOLDEN STATE BANCORP	2	15	13.33%
327	CAPITAL ONE FINANCIAL	0	7	0.00%	377	NIAGARA MOHAWK HOLDINGS	2	14	14.29%
328	DOVER	1	9	11.11%	378	PHELPS DODGE	1	10	10.00%
329	3COM	0	10	0.00%	379	PITNEY BOWES	3	12	25.00%
330	PARKER HANNIFIN	1	12	8.33%	380	BRUNSWICK	2	12	16.67%
331	CLEAR CHANNEL	0	13	0.00%	381	KELLY SERVICES	1	5	20.00%
332	BB&T CORP	1	21	4.76%	382	AUTOZONE	1	11	9.09%
333	RYDER SYSTEM	2	12	16.67%	383	COOPER INDUSTRIES	1	11	9.09%
334	EASTMAN CHEMICAL	1	11	9.09%	384	CAREMARK RX	1	11	9.09%
335	BAKER HUGHES	2	14	14.29%	385	CABLEVISION SYSTEMS	1	13	7.69%
336	GRAYBAR ELECTRIC	1	13	7.69%	386	STARWOOD HOTELS &	0	13	0.00%
337	SHERWIN-WILLIAMS	1	12	8.33%	387	FLOWERS INDUSTRIES †	1	11	9.09%
338	GPU	2	9	22.22%	388	MEAD	2	11	18.18%
339	OFFICEMAX	2	9	22.22%	389	ESTÉE LAUDER	2	8	25.00%
340	ARVINMERITOR †	2	14	14.29%	390	TEMPLE-INLAND	1	12	8.33%
341	SMITHFIELD FOODS	1	7	14.29%	391	MCGRAW-HILL	2	12	16.67%
342	KEYSPAN	3	19	15.79%	392	LEGGETT & PLATT	1	14	7.14%
343	TESORO PETROLEUM	0	7	0.00%	393	FIFTH THIRD BANCORP	1	22	4.55%
344	TRIBUNE	2	16	12.50%	394	MUTUAL OF OMAHA	1	9	11.11%
345	TRANSMONTAIGNE	0	8	0.00%	395	MAYTAG	3	10	30.00%
346	PRAXAIR	1	10	10.00%	396	AVIS RENT A CAR †	1	9	11.11%
347	QUAKER OATS	2	9	22.22%	397	PITTSTON	1	11	9.09%
348	CONECTIV	2	13	15.38%	398	HERSHEY FOODS	1	9	11.11%
349	MEDTRONIC	2	13	15.38%	399	BETHLEHEM STEEL	1	10	10.00%
350	W.W. GRAINGER	1	11	9.09%	400	HEALTHSOUTH	1	9	11.11%

† See addendum notes on page 53

# APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
401	USA EDUCATION	2	16	12.50%	451	MICROAGE †	1	7	14.29%
402	PULTE	1	9	11.11%	452	HORMEL FOODS	1	14	7.14%
403	TRUSERV	1	13	7.69%	453	BALL	1	10	10.00%
404	JONES APPAREL GROUP	2	8	25.00%	454	D.R. HORTON	1	10	10.00%
405	KERR-MCGEE	2	11	18.18%	455	AMGEN	1	11	9.09%
406	PROGRESS ENERGY	3	14	21.43%	456	BECTON DICKINSON	1	14	7.14%
407	AUTOLIV	0	8	0.00%	457	YELLOW	1	8	12.50%
408	OXFORD HEALTH PLANS	0	10	0.00%	458	GROUP 1 AUTOMOTIVE	0	7	0.00%
409	ENCOMPASS SERVICES	0	10	0.00%	459	RELIANCE GROUP HOLDINGS	1	13	7.69%
410	BARNES & NOBLE	2	9	22.22%	460	JABIL CIRCUIT	0	7	0.00%
411	COMERICA	2	22	9.09%	461	TENNECO AUTOMOTIVE	1	7	14.29%
412	CLOROX	0	11	0.00%	462	NORTHERN TRUST CORP.	2	14	14.29%
413	DEAN FOODS	2	10	20.00%	463	TRANS WORLD AIRLINES †	2	15	13.33%
414	LYONDELL CHEMICAL	1	8	12.50%	464	INTERSTATE BAKERIES	0	9	0.00%
415	LONGS DRUG STORES	1	13	7.69%	465	ANIXTER INTERNATIONAL	1	10	10.00%
416	NASH FINCH	2	11	18.18%	466	COX COMMUNICATIONS	1	7	14.29%
417	ALLEGHENY ENERGY	1	8	12.50%	467	OWENS & MINOR	1	11	9.09%
418	AMES DEPARTMENT STORES	0	7	0.00%	468	NEW YORK TIMES	3	14	21.43%
419	MERISEL	0	6	0.00%	469	COOPER TIRE & RUBBER	1	10	10.00%
420	FOSTER WHEELER	2	10	20.00%	470	HARRAH'S ENTERTAINMENT	0	11	0.00%
421	GOLDEN WEST FINANCIAL	5	9	55.56%	471	EMCOR GROUP	0	7	0.00%
422	SHOPKO STORES	0	7	0.00%	472	HILTON HOTELS	2	14	14.29%
423	UNITED STATIONERS	1	8	12.50%	473	PUGET ENERGY †	2	10	20.00%
424	KB HOME †	1	10	10.00%	474	SCANA	2	15	13.33%
425	FMC	1	10	10.00%	475	QUEST DIAGNOSTICS	2	9	22.22%
426	SANMINA	0	6	0.00%	476	JACOBS ENGINEERING GROUP	2	13	15.38%
427	SOUTHTRUST CORP.	0	12	0.00%	477	AID ASSOCIATION FOR	4	17	23.53%
428	AVERY DENNISON	1	12	8.33%	478	UNIVERSAL	0	13	0.00%
429	YORK INTERNATIONAL	0	8	0.00%	479	TELLABS	1	9	11.11%
430	THERMO ELECTRON	1	9	11.11%	480	WISCONSIN ENERGY	1	9	11.11%
431	WESCO INTERNATIONAL	0	8	0.00%	481	STEELCASE	1	11	9.09%
432	CONSTELLATION ENERGY	2	18	11.11%	482	HUGHES SUPPLY	0	7	0.00%
433	COMDISCO	1	10	10.00%	483	OGE ENERGY	1	9	11.11%
434	AMEREN	2	14	14.29%	484	ALLMERICA FINANCIAL	1	13	7.69%
435	CDW COMPUTER CENTERS	1	9	11.11%	485	BORDERS GROUP	2	8	25.00%
436	REGIONS FINANCIAL	1	12	8.33%	486	ADC TELECOMMUNICATIONS	1	8	12.50%
437	LEXMARK INTERNATIONAL	1	12	8.33%	487	WESTERN GAS RESOURCES	0	9	0.00%
438	HASBRO	4	13	30.77%	488	CONSOLIDATED STORES †	1	9	11.11%
439	AMERICAN FINANCIAL GROUP	0	8	0.00%	489	AIRBORNE FREIGHT †	2	9	22.22%
440	USG	2	11	18.18%	490	ARMSTRONG HOLDINGS	1	10	10.00%
441	DANAHER	0	8	0.00%	491	MOHAWK INDUSTRIES	0	7	0.00%
442	PATHMARK STORES	0	7	0.00%	492	CHARTER COMMUNICATIONS	1	7	14.29%
443	SPHERION †	1	8	12.50%	493	LENNOX INTERNATIONAL	2	15	13.33%
444	AMSOUTH BANCORP.	2	13	15.38%	494	SUMMIT BANCORP †	2	17	11.76%
445	KINDER MORGAN	0	10	0.00%	495	JEFFERSON-PILOT	0	10	0.00%
446	WESTVACO	1	9	11.11%	496	MGM MIRAGE	2	26	7.69%
447	FLEETWOOD ENTERPRISES	1	11	9.09%	497	LUTHERAN BROTHERHOOD	2	12	16.67%
448	ADMINISTAFF	1	7	14.29%	498	PENNZOIL-QUAKER STATE	1	11	9.09%
449	DARDEN RESTAURANTS	2	13	15.38%	499	KNIGHT-RIDDER	3	10	30.00%
450	PINNACLE WEST CAPITAL	3	12	25.00%	500	QUALCOMM	2	13	15.38%



## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
501	SOLUTIA	1	10	10.00%	551	ECHOSTAR COMMUNICATIONS	0	5	0.00%
502	HERCULES	2	13	15.38%	552	SONOCO PRODUCTS	1	14	7.14%
503	BURLINGTON RESOURCES	1	9	11.11%	553	ROSS STORES	1	8	12.50%
504	PACTIV	1	7	14.29%	554	MAXTOR	0	7	0.00%
505	FAMILY DOLLAR STORES	1	9	11.11%	555	NSTAR	2	13	15.38%
506	COUNTRYWIDE CREDIT	0	10	0.00%	556	ROBERT HALF INTERNATIONAL	0	8	0.00%
507	PHOENIX HOME LIFE MUTUAL	2	16	12.50%	557	GENERAL CABLE	0	6	0.00%
508	STAFF LEASING	0	6	0.00%	558	RUDDICK	1	12	8.33%
509	LIZ CLAIBORNE	3	10	30.00%	559	SPX	1	7	14.29%
510	U.S. INDUSTRIES	0	10	0.00%	560	MARSHALL & ILSLEY CORP.	1	20	5.00%
511	UNION PLANTERS CORP.	1	10	10.00%	561	BOSTON SCIENTIFIC	0	9	0.00%
512	ENTERPRISE PRODUCTS	2	10	20.00%	562	COMMERCIAL METALS	1	9	11.11%
513	AMERICAN AXLE & MANUFACTURING	0	9	0.00%	563	BORGWARNER	1	9	11.11%
514	SEALED AIR	1	9	11.11%	564	TIMKEN	1	12	8.33%
515	UNIFIED WESTERN GROCERS	1	18	5.56%	565	BEVERLY ENTERPRISES	4	10	40.00%
516	SPARTAN STORES	1	7	14.29%	566	CHARTER ONE FINANCIAL	3	20	15.00%
517	TERADYNE	1	11	9.09%	567	DURA AUTOMOTIVE SYSTEMS	0	10	0.00%
518	ROADWAY EXPRESS	1	7	14.29%	568	AUTO-OWNERS INSURANCE	1	12	8.33%
519	CROMPTON	1	8	12.50%	569	POTOMAC ELECTRIC POWER	3	11	27.27%
520	PENTAIR	2	9	22.22%	570	FISHER SCIENTIFIC	0	9	0.00%
521	ROUNDY'S	0	10	0.00%	571	POPULAR	2	24	8.33%
522	ENERGY EAST	2	12	16.67%	572	TRIGON HEALTHCARE	1	14	7.14%
523	ERIE INSURANCE GROUP	3	12	25.00%	573	PERFORMANCE FOOD GROUP	0	7	0.00%
524	PAYLESS SHOESOURCE	1	8	12.50%	574	COVENTRY HEALTH CARE	1	10	10.00%
525	ACE HARDWARE	1	10	10.00%	575	HUNTINGTON BANCSHARES	1	11	9.09%
526	FIRST AMERICAN CORP.	2	13	15.38%	576	ANALOG DEVICES	0	8	0.00%
527	LOUISIANA-PACIFIC	1	10	10.00%	577	NATIONAL SERVICE	2	11	18.18%
528	IMC GLOBAL	1	8	12.50%	578	READER'S DIGEST	2	8	25.00%
529	UNITED RENTALS	0	11	0.00%	579	PIONEER-STANDARD	0	9	0.00%
530	HARLEY-DAVIDSON	1	9	11.11%	580	GUIDANT	1	12	8.33%
531	VENCOR	1	5	20.00%	581	USFREIGHTWAYS	0	7	0.00%
532	C.H. ROBINSON WORLDWIDE,	0	8	0.00%	582	TOWER AUTOMOTIVE	1	9	11.11%
533	NACCO INDUSTRIES	0	11	0.00%	583	PEPSIAMERICAS	1	10	10.00%
534	REEBOK INTERNATIONAL	1	9	11.11%	584	MANDALAY RESORT GROUP	2	8	25.00%
535	RYERSON TULL	1	8	12.50%	585	TORCHMARK	0	10	0.00%
536	SERVICE CORP.	1	13	7.69%	586	WACKENHUT	2	12	16.67%
537	NEIMAN MARCUS	2	9	22.22%	587	BOWATER	1	9	11.11%
538	NTL	0	12	0.00%	588	INTERNATIONAL MULTIFOODS	2	8	25.00%
539	A.G. EDWARDS	1	7	14.29%	589	U.S. OFFICE PRODUCTS †	0	9	0.00%
540	MCN ENERGY GROUP †	1	9	11.11%	590	WYNDHAM INTERNATIONAL	1	19	5.26%
541	DEVON ENERGY	0	11	0.00%	591	SUN HEALTHCARE GROUP	1	7	14.29%
542	SAFEGUARD SCIENTIFICS	0	15	0.00%	592	INTEGRATED HEALTH	0	4	0.00%
543	RALSTON PURINA	1	11	9.09%	593	VULCAN MATERIALS	1	9	11.11%
544	AMAZON.COM	1	5	20.00%	594	CELLSTAR	0	6	0.00%
545	SMITH INTERNATIONAL	0	7	0.00%	595	VISHAY INTERTECHNOLOGY	1	10	10.00%
546	STANLEY WORKS	2	8	25.00%	596	ALLEGHENY TECHNOLOGIES	1	12	8.33%
547	FIDELITY NATIONAL FINANCIAL	0	12	0.00%	597	PENN TRAFFIC	0	9	0.00%
548	TRINITY INDUSTRIES	1	10	10.00%	598	BUDGET GROUP	0	8	0.00%
549	LSI LOGIC	0	7	0.00%	599	H&R BLOCK	1	10	10.00%
550	ADELPHIA COMMUNICATIONS	0	9	0.00%	600	MAXXAM	0	7	0.00%

† See addendum notes on page 53  
Catalyst Census of Women Board Directors from April 1, 2000 to March 31, 2001

## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
601	GENESIS HEALTH VENTURES	0	12	0.00%	651	URS	1	10	10.00%
602	PANTRY	0	8	0.00%	652	GRAND UNION †	0	1	0.00%
603	FIRST TENNESSEE NATIONAL	1	12	8.33%	653	DOW JONES	1	14	7.14%
604	MAIL-WELL	1	7	14.29%	654	VOLT INFORMATION SCIENCES	0	9	0.00%
605	TELEPHONE & DATA SYSTEMS	2	12	16.67%	655	NORTEK	0	5	0.00%
606	PEP BOYS-MANNY, MOE &	0	8	0.00%	656	EXIDE	1	7	14.29%
607	STATER BROS. HOLDINGS	0	4	0.00%	657	MONY GROUP	1	13	7.69%
608	CORE-MARK INTERNATIONAL	0	6	0.00%	658	ALASKA AIR GROUP	1	11	9.09%
609	ADOLPH COORS	1	7	14.29%	659	SNAP-ON	1	11	9.09%
610	WASHINGTON POST	1	10	10.00%	660	AMERICAN GREETINGS	2	9	22.22%
611	HARCOURT GENERAL †	3	12	25.00%	661	BELK	1	9	11.11%
612	ALLIANT ENERGY	4	12	33.33%	662	HAYES LEMMERZ	0	11	0.00%
613	SIERRA PACIFIC RESOURCES	2	11	18.18%	663	DIME BANCORP	3	18	16.67%
614	AMKOR TECHNOLOGY	0	7	0.00%	664	STARBUCKS	1	9	11.11%
615	HENRY SCHEIN	1	11	9.09%	665	BEMIS	1	10	10.00%
616	MANOR CARE	1	10	10.00%	666	CONVERGYS	1	11	9.09%
617	SOVEREIGN BANCORP	1	7	14.29%	667	J.B. HUNT TRANSPORT	1	10	10.00%
618	KELLWOOD	2	9	22.22%	668	BRINKER INTERNATIONAL	0	12	0.00%
619	CONSOLIDATED FREIGHTWAYS	0	8	0.00%	669	WM. WRIGLEY JR.	2	8	25.00%
620	AMERICA WEST HOLDINGS	2	12	16.67%	670	NATIONAL SEMICONDUCTOR	0	7	0.00%
621	CONSTELLATION BRANDS	1	7	14.29%	671	OLD KENT FINANCIAL CORP. †	3	15	20.00%
622	FRANKLIN RESOURCES	0	9	0.00%	672	MCCORMICK	1	12	8.33%
623	AGCO	0	11	0.00%	673	MARINER POST-ACUTE	0	4	0.00%
624	RYLAND GROUP	2	10	20.00%	674	FURNITURE BRANDS	1	8	12.50%
625	SILICON GRAPHICS	0	4	0.00%	675	CONEXANT SYSTEMS	0	5	0.00%
626	CINCINNATI FINANCIAL	0	14	0.00%	676	REPUBLIC SERVICES	0	6	0.00%
627	NVR	0	7	0.00%	677	CABOT	1	13	7.69%
628	WARNACO GROUP	1	7	14.29%	678	M & T BANK CORP.	1	25	4.00%
629	BORDEN	0	5	0.00%	679	HILLENBRAND INDUSTRIES	0	11	0.00%
630	NICOR	1	11	9.09%	680	ON SEMICONDUCTOR	0	10	0.00%
631	HEILIG-MEYERS	1	7	14.29%	681	NEWPORT NEWS	1	8	12.50%
632	TECO ENERGY	1	12	8.33%	682	MARK IV INDUSTRIES	0	6	0.00%
633	STRYKER	1	7	14.29%	683	OLD REPUBLIC INTERNATIONAL	0	12	0.00%
634	APACHE	1	12	8.33%	684	TEREX	0	7	0.00%
635	CALPINE	2	8	25.00%	685	BROADWING	2	11	18.18%
636	SPRINGS INDUSTRIES	2	11	18.18%	686	VALUE CITY	1	11	9.09%
637	ECOLAB	1	13	7.69%	687	WEIS MARKETS	0	8	0.00%
638	EQUITY OFFICE PROPERTIES	1	16	6.25%	688	STORAGE TECHNOLOGY	0	8	0.00%
639	CHIQUITA BRANDS	0	7	0.00%	689	ALPINE GROUP	0	7	0.00%
640	MICHAELS STORES	1	5	20.00%	690	HON INDUSTRIES	2	11	18.18%
641	STILWELL FINANCIAL	0	5	0.00%	691	FRONTIER OIL	0	7	0.00%
642	ALBERTO-CULVER	2	11	18.18%	692	INSIGHT ENTERPRISES	0	5	0.00%
643	WESTERN RESOURCES	1	9	11.11%	693	DEL WEBB †	0	11	0.00%
644	UNIVERSAL HEALTH SERVICES	1	7	14.29%	694	EARTHGRAINS	1	9	11.11%
645	FOOTSTAR	1	8	12.50%	695	EQUITY RESIDENTIAL	1	14	7.14%
646	WENDY'S INTERNATIONAL	3	15	20.00%	696	METALS USA	0	9	0.00%
647	COMPUWARE	2	11	18.18%	697	SIMON PROPERTY GROUP	1	12	8.33%
648	BURLINGTON COAT FACTORY	1	8	12.50%	698	ATMEL	0	6	0.00%
649	PETSMART	2	9	22.22%	699	HARSCO	1	8	12.50%
650	MOLEX	0	11	0.00%	700	MAGELLAN HEALTH SERVICES	1	12	8.33%

## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
701	PERKINELMER	2	10	20.00%	751	MODIS PROFESSIONAL	0	9	0.00%
702	THOMAS & BETTS	1	10	10.00%	752	IMPERIAL SUGAR	1	10	10.00%
703	BRIGHTPOINT	0	8	0.00%	753	ZIONS BANCORP.	1	10	10.00%
704	E*TRADE GROUP	0	9	0.00%	754	WESTPOINT STEVENS	1	9	11.11%
705	OMNICARE	4	13	30.77%	755	TOLL BROTHERS	0	10	0.00%
706	ADVANCE PCS	0	10	0.00%	756	POTLATCH	3	11	27.27%
707	EQUIFAX	2	12	16.67%	757	ABM INDUSTRIES	2	10	20.00%
708	MINNESOTA LIFE INS.	2	12	16.67%	758	HARRIS	1	9	11.11%
709	WORTHINGTON INDUSTRIES	1	8	12.50%	759	BELL MICROPRODUCTS	0	6	0.00%
710	AFFILIATED COMPUTER	0	9	0.00%	760	LANDAMERICA FINANCIAL	1	12	8.33%
711	WESTERN DIGITAL	1	7	14.29%	761	SIEBEL SYSTEMS	0	6	0.00%
712	POLO RALPH LAUREN	2	9	22.22%	762	ZALE	1	9	11.11%
713	RPM	2	11	18.18%	763	PSS WORLD MEDICAL	2	8	25.00%
714	UNITRIN	0	7	0.00%	764	QUANTA SERVICES	0	10	0.00%
715	WPS RESOURCES	1	9	11.11%	765	MILLENNIUM CHEMICALS	0	8	0.00%
716	WEATHERFORD	0	8	0.00%	766	MARSH SUPERMARKETS	2	10	20.00%
717	HERMAN MILLER	3	10	30.00%	767	CUNA MUTUAL GROUP	1	15	6.67%
718	SYNOVUS FINANCIAL CORP.	1	17	5.88%	768	CROWN CENTRAL PETROLEUM	1	8	12.50%
719	VOICESTREAM WIRELESS †	1	17	5.88%	769	ACTUANT	0	7	0.00%
720	PACKAGING CORP. OF	0	7	0.00%	770	FAIRCHILD SEMICONDUCTOR	0	7	0.00%
721	CHAMPION ENTERPRISES	1	7	14.29%	771	W.R. BERKLEY	0	8	0.00%
722	LABORATORY CORP. OF	1	7	14.29%	772	LUBRIZOL	2	11	18.18%
723	INGLES MARKETS	2	9	22.22%	773	SEQUA	0	12	0.00%
724	ENERGIZER HOLDINGS	0	9	0.00%	774	CBRL GROUP	1	12	8.33%
725	L-3 COMMUNICATIONS	0	10	0.00%	775	CARLISLE	1	11	9.09%
726	WALTER INDUSTRIES	0	10	0.00%	776	TELEFLEX	1	7	14.29%
727	CITIZENS COMMUNICATIONS	1	13	7.69%	777	SCOTTS COMPANY	2	12	16.67%
728	OUTBACK STEAKHOUSE	2	13	15.38%	778	BAUSCH & LOMB	2	10	20.00%
729	CKE RESTAURANTS	0	9	0.00%	779	QUORUM HEALTH GROUP †	1	10	10.00%
730	WHOLE FOODS MARKET	0	7	0.00%	780	UGI	1	7	14.29%
731	CINTAS	0	7	0.00%	781	QUINTILES TRANSNATIONAL	1	9	11.11%
732	COLLINS & AIKMAN	1	12	8.33%	782	MDC HOLDINGS	0	6	0.00%
733	POLYONE	3	11	27.27%	783	DIEBOLD	1	10	10.00%
734	BECKMAN COULTER	2	11	18.18%	784	OHIO CASUALTY	1	11	9.09%
735	BED BATH & BEYOND	0	6	0.00%	785	PEOPLESOFT	0	7	0.00%
736	SILGAN HOLDINGS	0	6	0.00%	786	PROTECTIVE LIFE	0	10	0.00%
737	BROWN-FORMAN	1	10	10.00%	787	COMPASS BANCSHARES	0	8	0.00%
738	MDU RESOURCES GROUP	1	11	9.09%	788	VIAD	2	8	25.00%
739	FREEPORT-MCMORAN COPPER	1	14	7.14%	789	RELIANCE STEEL & ALUMINUM	0	9	0.00%
740	CORN PRODUCTS	1	12	8.33%	790	E.W. SCRIPPS	2	12	16.67%
741	GATX	1	9	11.11%	791	BMC SOFTWARE	0	7	0.00%
742	POLAROID	2	10	20.00%	792	HAWAIIAN ELECTRIC	1	12	8.33%
743	KENNAMETAL	1	9	11.11%	793	DYNCORP	0	10	0.00%
744	CENTURYTEL	1	14	7.14%	794	LA-Z-BOY	1	10	10.00%
745	SENTRY INSURANCE GROUP	0	10	0.00%	795	CDI	1	8	12.50%
746	ARKANSAS BEST	0	6	0.00%	796	SCIENTIFIC-ATLANTA	1	8	12.50%
747	UNOVA	1	10	10.00%	797	GOLD KIST	0	9	0.00%
748	AMERICAN NATIONAL	1	9	11.11%	798	CH2M HILL COMPANIES	2	11	18.18%
749	WHX	0	8	0.00%	799	BENCHMARK ELECTRONICS	0	7	0.00%
750	WILLIAMS-SONOMA	1	11	9.09%	800	AUDIOVOX	1	8	12.50%

† See addendum notes on page 53  
Catalyst Census of Women Board Directors from April 1, 2000 to March 31, 2001

## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
801	RAYMOND JAMES FINANCIAL	2	13	15.38%	851	COMFORT SYSTEMS USA	0	10	0.00%
802	EXPEDITORS INTL OF	0	6	0.00%	852	SERVICE MERCHANDISE	0	6	0.00%
803	PRIMEDIA	1	10	10.00%	853	OLIN	0	7	0.00%
804	DOLLAR TREE STORES	0	8	0.00%	854	SOUTHERN STATES COOP.	0	23	0.00%
805	SYSTEMAX	1	7	14.29%	855	AIRGAS	1	9	11.11%
806	BROWN SHOE	2	8	25.00%	856	BANKNORTH GROUP	4	21	19.05%
807	AMERCO	0	8	0.00%	857	FLOWSERVE	1	9	11.11%
808	HARMAN INTL. INDUSTRIES	2	7	28.57%	858	BANTA	1	9	11.11%
809	PRECISION CASTPARTS	0	8	0.00%	859	BEAZER HOMES USA	0	7	0.00%
810	INTEGRATED ELECTRICAL	0	13	0.00%	860	ADVANTICA	2	10	20.00%
811	MITCHELL ENERGY & DEVEL.	0	9	0.00%	861	UST	1	8	12.50%
812	GREAT LAKES CHEMICAL	0	9	0.00%	862	GREENPOINT FINANCIAL	0	13	0.00%
813	TIFFANY & CO	2	7	28.57%	863	GENTIVA HEALTH SERVICES	1	8	12.50%
814	SUNGARD DATA SYSTEMS	0	10	0.00%	864	SPORTS AUTHORITY	3	9	33.33%
815	LITHIA MOTORS	0	7	0.00%	865	PILGRIM'S PRIDE	0	10	0.00%
816	FISERV	1	7	14.29%	866	KLA-TENCOR	1	9	11.11%
817	CASEY'S GENERAL STORES	1	7	14.29%	867	NATIONAL COMMERCE	0	19	0.00%
818	EQUITABLE RESOURCES	1	11	9.09%	868	DI GIORGIO	1	7	14.29%
819	TECUMSEH PRODUCTS	0	9	0.00%	869	PAYLESS CASHWAYS †	0	7	0.00%
820	VECTREN	1	16	6.25%	870	CYTEC INDUSTRIES	1	7	14.29%
821	GALILEO INTERNATIONAL	2	10	20.00%	871	REVLON	2	11	18.18%
822	DIAL	2	9	22.22%	872	CRANE	0	10	0.00%
823	JACK IN THE BOX	1	10	10.00%	873	TEKTRONIX	1	10	10.00%
824	BLACK HILLS	1	10	10.00%	874	EOG RESOURCES	0	7	0.00%
825	DELUXE	2	10	20.00%	875	USEC	1	8	12.50%
826	BURLINGTON INDUSTRIES	1	8	12.50%	876	DAVITA	0	7	0.00%
827	W.R. GRACE	1	6	16.67%	877	MID ATLANTIC MEDICAL	1	14	7.14%
828	CHARMING SHOPPES	4	9	44.44%	878	AMERICAN POWER	0	5	0.00%
829	FRITZ COMPANIES †	0	5	0.00%	879	VALSPAR	1	11	9.09%
830	PUBLIC SERVICE CO. OF NEW	1	9	11.11%	880	JO ANN STORES	2	7	28.57%
831	VIASYSTEMS GROUP	0	8	0.00%	881	DIMON	0	9	0.00%
832	RENT A CENTER	0	7	0.00%	882	HOST MARRIOTT	1	9	11.11%
833	BRIGGS & STRATTON	1	9	11.11%	883	HIBERNIA CORP.	1	15	6.67%
834	BELO †	2	13	15.38%	884	ROCK-TENN	1	13	7.69%
835	ASTORIA FINANCIAL	0	13	0.00%	885	INTL. FLAVORS & FRAGRANCES	2	10	20.00%
836	REYNOLDS & REYNOLDS	0	12	0.00%	886	STANCORP FINANCIAL	2	14	14.29%
837	MILACRON	1	10	10.00%	887	LANDS' END	1	7	14.29%
838	SEABOARD	0	5	0.00%	888	DEL MONTE FOODS	1	11	9.09%
839	GEORGIA GULF	0	7	0.00%	889	CABLETRON SYSTEMS	0	5	0.00%
840	AGWAY	0	14	0.00%	890	PAYCHEX	0	9	0.00%
841	NOVA CORPORATION	1	9	11.11%	891	D & K HEALTHCARE	0	9	0.00%
842	HEALTH MANAGEMENT	0	7	0.00%	892	PHILLIPS-VAN HEUSEN	1	11	9.09%
843	FREMONT GENERAL	0	6	0.00%	893	PILLOWTEX	1	7	14.29%
844	LINENS'N THINGS	0	5	0.00%	894	PC CONNECTION	1	6	16.67%
845	APPLIED INDUSTRIAL	1	11	9.09%	895	SYMBOL TECHNOLOGIES	0	8	0.00%
846	NEWMONT MINING	0	11	0.00%	896	RGS ENERGY GROUP	2	12	16.67%
847	WALLACE COMPUTER	1	6	16.67%	897	FERRO	1	11	9.09%
848	ALLERGAN	1	12	8.33%	898	IT GROUP	0	10	0.00%
849	TRUE NORTH	2	12	16.67%	899	HOMEBASE	0	7	0.00%
850	BJ SERVICES	0	8	0.00%	900	METRIS	0	11	0.00%

## APPENDIX 1: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
901	BANK UNITED CORP. †	1	10	10.00%	951	DQE	1	7	14.29%
902	DPL	1	11	9.09%	952	DADE BEHRING	0	8	0.00%
903	KNIGHTS OF COLUMBUS	0	15	0.00%	953	WATSCO	0	8	0.00%
904	JDS UNIPHASE	0	9	0.00%	954	TEXAS INDUSTRIES	1	10	10.00%
905	CSK AUTO	0	13	0.00%	955	IOMEGA	0	9	0.00%
906	POLARIS INDUSTRIES	0	9	0.00%	956	KNIGHT TRADING GROUP	0	14	0.00%
907	NATIONAL FUEL GAS	0	9	0.00%	957	HARNISCHFEGER INDUSTRIES	1	9	11.11%
908	IMS HEALTH	1	8	12.50%	958	CLAYTON HOMES	1	8	12.50%
909	HUBBELL	0	8	0.00%	959	PHAR-MOR	0	5	0.00%
910	ELECTRONIC ARTS	0	6	0.00%	960	TMP WORLDWIDE	0	6	0.00%
911	LANDSTAR SYSTEM	1	7	14.29%	961	AMTRAN	0	7	0.00%
912	DUN & BRADSTREET	1	5	20.00%	962	CYPRESS SEMICONDUCTOR	0	6	0.00%
913	PEOPLES ENERGY	0	9	0.00%	963	OAKWOOD HOMES	0	10	0.00%
914	TRANS WORLD	0	6	0.00%	964	INTERFACE	2	13	15.38%
915	GENTEK	0	7	0.00%	965	UNIFI	0	9	0.00%
916	MERISTAR HOTELS & RESORTS	0	8	0.00%	966	CADENCE DESIGN SYSTEMS	2	9	22.22%
917	SCHOLASTIC	4	13	30.77%	967	AMERICAN MANAGEMENT	1	8	12.50%
918	MCLEODUSA	1	13	7.69%	968	FIRST NATIONAL OF NEBRASKA	1	7	14.29%
919	NOBLE AFFILIATES	0	9	0.00%	969	PRO-FAC COOPERATIVE	0	16	0.00%
920	SIERRA HEALTH SERVICES	1	8	12.50%	970	ADOBE SYSTEMS	1	7	14.29%
921	UNIVERSAL FOREST	0	7	0.00%	971	QUESTAR	1	13	7.69%
922	COOPER CAMERON	0	7	0.00%	972	STANDARD REGISTER	1	8	12.50%
923	HUB GROUP	0	6	0.00%	973	SWIFT TRANSPORTATION	0	6	0.00%
924	CERIDIAN	1	9	11.11%	974	FOAMEX INTERNATIONAL	1	8	12.50%
925	A.O. SMITH	1	9	11.11%	975	GOODY'S FAMILY CLOTHING	1	4	25.00%
926	ALTERA	1	8	12.50%	976	WGL HOLDINGS	2	8	25.00%
927	APPLERA †	1	10	10.00%	977	GREY GLOBAL	0	4	0.00%
928	LEGG MASON	1	16	6.25%	978	ABERCROMBIE & FITCH	1	8	12.50%
929	ACT MANUFACTURING	0	6	0.00%	979	METRO-GOLDWYN-MAYER	1	12	8.33%
930	MERCURY GENERAL	1	9	11.11%	980	TRIAD HOSPITALS	1	10	10.00%
931	NABORS INDUSTRIES	0	8	0.00%	981	PRICELINE COM	1	10	10.00%
932	DST SYSTEMS	1	8	12.50%	982	FINOVA	2	7	28.57%
933	AMPHENOL	0	9	0.00%	983	IMATION	1	10	10.00%
934	CENTRAL GARDEN & PET	0	5	0.00%	984	ANNTAYLOR	2	8	25.00%
935	H.B. FULLER	2	11	18.18%	985	PIER 1 IMPORTS	1	6	16.67%
936	TRUMP HOTELS & CASINO	0	4	0.00%	986	LAM RESEARCH	0	7	0.00%
937	AMERICAN WATER WORKS	4	15	26.67%	987	TRANSOCEAN SEDCO FOREX	0	12	0.00%
938	GRANITE	2	9	22.22%	988	CONCORD EFS	0	9	0.00%
939	COMMUNITY HEALTH SYSTEMS	2	10	20.00%	989	RAYONIER	1	9	11.11%
940	TORO	2	11	18.18%	990	PROVIDENT FINANCIAL GROUP	0	7	0.00%
941	MEN'S WEARHOUSE	1	11	9.09%	991	COMVERSE TECHNOLOGY	1	8	12.50%
942	MARTIN MARIETTA MATERIALS	0	9	0.00%	992	PALL	1	12	8.33%
943	WABASH NATIONAL	0	6	0.00%	993	PENN MUTUAL LIFE INSURANCE	2	12	16.67%
944	MINNESOTA POWER †	2	12	16.67%	994	WORLD FUEL SERVICES	0	9	0.00%
945	MASTEC	0	7	0.00%	995	HARLEYSVILLE MUTUAL	1	8	12.50%
946	LANIER WORLDWIDE	0	7	0.00%	996	RUSSELL	2	10	20.00%
947	OSHKOSH TRUCK	1	10	10.00%	997	WERNER ENTERPRISES	0	9	0.00%
948	CB RICHARD ELLIS SERVICES	1	13	7.69%	998	T. ROWE PRICE	1	15	6.67%
949	STANDARD PACIFIC	0	9	0.00%	999	VERITAS SOFTWARE	0	8	0.00%
950	PACIFIC CENTURY FINANCIAL	1	10	10.00%	1000	AMICA MUTUAL INSURANCE	2	11	18.18%

† See addendum notes on page 53

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>3COM (329)</b>	None	<b>AGWAY (840)</b>	None	Patricia Q. Stonesifer
<b>A.G. EDWARDS (539)</b>	Charmaine S. Chapman	<b>AID ASSOCIATION FOR LUTHERANS (477)</b>	Karen Goebel	<b>AMERADA HESS (158)</b>
<b>A.O. SMITH (925)</b>	Kathleen J. Hempel		Kathi P. Seifert	Edith E. Holiday
<b>ABBOTT LABORATORIES (144)</b>	Roxanne S. Austin		Elizabeth Duda	<b>AMERCO (807)</b>
	W. Ann Reynolds		Marlene Wilson	None
<b>ABERCROMBIE &amp; FITCH (978)</b>	Kathryn D. Sullivan	<b>AIR PRODUCTS &amp; CHEMICALS (324)</b>	Paula G. Rosput	<b>AMEREN (434)</b>
<b>ABM INDUSTRIES (757)</b>	Linda Chavez		Ursula F. Fairbairn	Hanne M. Merriman
	Maryellen Cattani Herringer		Rosalie J. Wolf	Janet McAfee Weakley
<b>ACE HARDWARE (525)</b>	Jennifer C. Anderson	<b>AIRBORNE FREIGHT (489) †</b>	Mary Agnes Wilderotter	<b>AMERICA ONLINE (271) †</b>
<b>ACT MANUFACTURING (929)</b>	None			None
<b>ACTUANT (769)</b>	None	<b>AIRGAS (855)</b>	Paula A. Sneed	<b>AMERICA WEST HOLDINGS (620)</b>
<b>ADAMS RESOURCES &amp; ENERGY (267)</b>	Juanita G. Simmons		Bonnie Guiton Hill	Marie L. Knowles
<b>ADC TELECOMMUNICATIONS (486)</b>	B. Kristine Johnson	<b>ALASKA AIR GROUP (658)</b>	Mary Jane Fate	Denise M. O'Leary
<b>ADELPHIA COMMUNICATIONS (550)</b>	None	<b>ALBERTO-CULVER (642)</b>	Carol L. Bernick	<b>AMERICAN AXLE &amp; MANUFACTURING (513)</b>
<b>ADMINISTAFF (448)</b>	Linda Fayne Levinson		Bernice E. Lavin	None
<b>ADOBE SYSTEMS (970)</b>	Carol Mills Baldwin	<b>ALBERTSON'S (38)</b>	Pamela G. Bailey	<b>AMERICAN ELECTRIC POWER (146)</b>
<b>ADOLPH COORS (609)</b>	Pamela H. Patsley		Teresa Beck	Kathryn D. Sullivan
<b>ADVANCE PCS (706)</b>	None		Beatriz Rivera	Linda Gillespie Stuntz
<b>ADVANCED MICRO DEVICES (369)</b>	None	<b>ALCOA (77)</b>	Marina von Neumann Whitman	<b>AMERICAN EXPRESS (74)</b>
<b>ADVANTICA (860)</b>	Vera King Ferris		Judith M. Gueron	Beverly Sills Greenough
	Elizabeth A. Sanders	<b>ALLEGHENY ENERGY (417)</b>	Eleanor Baum	<b>AMERICAN FAMILY INS. GROUP (361)</b>
<b>AES (279)</b>	Hazel R. O'Leary		Diane C. Creel	Barbara A. Parish
	Alice F. Emerson	<b>ALLEGHENY TECHNOLOGIES (596)</b>	Karen R. Osar	Beverly S. Simone
<b>AETNA (63)</b>	Barbara Hackman Franklin		Singleton B. McAllister	<b>AMERICAN FINANCIAL GROUP (439)</b>
	Judith Rodin	<b>ALLIANT ENERGY (612)</b>	Katharine C. Lyall	None
	Ellen M. Hancock		Judith D. Pyle	<b>AMERICAN GENERAL (174)</b>
	Betsy Z. Cohen		Joyce L. Hanes	Anne M. Tatlock
<b>AFFILIATED COMPUTER SERVICES (710)</b>	None	<b>ALLIED WASTE INDUSTRIES (312)</b>	None	<b>AMERICAN GREETINGS (660)</b>
<b>AFLAC (193)</b>	Elizabeth J. Hudson		None	Jerry Sue Thornton
	Barbara K. Rimer	<b>ALLMERICA FINANCIAL (484)</b>	Gail Louise Harrison	Harriet Mouchly-Weiss
<b>AGCO (623)</b>	None		Judith A. Sprieser	<b>AMERICAN HOME PRODUCTS (143)</b>
		<b>ALLSTATE (59)</b>	Mary Alice Taylor	Mary Lake Polan
			Josie C. Natori	<b>AMERICAN INTERNATIONAL GROUP (22)</b>
		<b>ALLTEL (265)</b>	None	Ellen V. Futter
		<b>ALPINE GROUP (689)</b>	None	Carla A. Hills
			None	<b>AMERICAN MANAGEMENT SYSTEMS (967)</b>
		<b>ALTERA (926)</b>	Deborah D. Rieman	Dorothy Leonard
		<b>AMAZON.COM (544)</b>		<b>AMERICAN NATIONAL INSURANCE (748)</b>
				Frances Anne Moody
				<b>AMERICAN POWER CONVERSION (878)</b>
				None
				<b>AMERICAN STANDARD (243)</b>
				None
				<b>AMERICAN WATER WORKS (937)</b>
				Marilyn Ware
				Rhoda W. Cobb
				Elizabeth H. Gemmill
				Nancy Ware Wainwright
				<b>AMERISOURCE HEALTH (165)</b>
				None
				<b>AMES DEPARTMENT STORES (418)</b>
				None
				<b>AMGEN (455)</b>
				Judith C. Pelham

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>AMICA MUTUAL INSURANCE (1000)</b>	Victoria B. Jackson	Heidi G. Miller
Cheryl Watkins-Snead	<b>ASHLAND (234)</b>	Maureen A. Fay
Patricia W. Chadwick	Bernadine P. Healy	<b>BANK UNITED CORP. (901) †</b>
<b>AMKOR TECHNOLOGY (614)</b>	Jane C. Pfeiffer	Patricia A. Sloan
None	<b>ASTORIA FINANCIAL (835)</b>	<b>BANKNORTH GROUP (856)</b>
<b>AMPHENOL (933)</b>	None	Dana S. Levenson
None	<b>AT&amp;T (9)</b>	Susan G. Crampton
<b>AMR (98)</b>	M. Kathryn Eickhoff	Pamela P. Plumb
Ann McLaughlin Korologos	<b>ATMEL (698)</b>	Katherine M. Greenleaf
Judith Rodin	None	<b>BANTA (858)</b>
<b>AMSOUTH BANCORP. (444)</b>	<b>AUDIOVOX (800)</b>	Jameson A. Baxter
Martha R. Ingram	Ann Boutcher	<b>BARNES &amp; NOBLE (410)</b>
Victoria B. Jackson	<b>AUTO-OWNERS INSURANCE (568)</b>	Margaret T. Monaco
<b>AMTRAN (961)</b>	Gloria Pearl Murchison	Irene R. Miller
None	<b>AUTOLIV (407)</b>	<b>BAUSCH &amp; LOMB (778)</b>
<b>ANADARKO PETROLEUM (314)</b>	None	Linda Johnson Rice
None	<b>AUTOMATIC DATA PROCESSING (286)</b>	Ruth R. McMullin
<b>ANALOG DEVICES (576)</b>	Ann Dibble Jordan	<b>BAXTER INTERNATIONAL (258)</b>
None	<b>AUTONATION (83)</b>	Martha R. Ingram
<b>ANHEUSER-BUSCH (159)</b>	Irene B. Rosenfeld	Susan Crown
Joyce M. Roché	<b>AUTOZONE (382)</b>	<b>BB&amp;T CORP (332)</b>
Vilma S. Martinez	N. Gerry House	Jane P. Helm
<b>ANIXTER INTERNATIONAL (465)</b>	<b>AVERY DENNISON (428)</b>	<b>BEAR STEARNS (182)</b>
Sheli Z. Rosenberg	Joan T. Bok	None
<b>ANN TAYLOR (984)</b>	<b>AVIS RENT A CAR (396) †</b>	<b>BEAZER HOMES USA (859)</b>
Rochelle B. Lazarus	Deborah Harmon	None
Hanne M. Merriman	<b>AVISTA (239)</b>	<b>BECKMAN COULTER (734)</b>
<b>ANTHEM INSURANCE (219)</b>	Kristianne Blake	Betty Woods
Susan B. Bayh	Sarah M.R. Jewell	Risa J. Lavizzo-Mourey
B. LaRae Orullian	<b>AVNET (208)</b>	<b>BECTON DICKINSON (456)</b>
<b>AON (247)</b>	J. Veronica Biggins	Margaretha af Ugglas
Carolyn Y. Woo	Eleanor Baum	<b>BED BATH &amp; BEYOND (735)</b>
<b>APACHE (634)</b>	<b>AVON PRODUCTS (310)</b>	None
Mary Ralph Lowe	Andrea Jung	<b>BELK (661)</b>
<b>APPLE COMPUTER (236)</b>	Ann S. Moore	Sarah Belk Gambrell
None	Susan J. Kropf	<b>BELL MICROPRODUCTS (759)</b>
<b>APPLERA (927) †</b>	Paula Stern	None
Carolyn W. Slayman	Maria Elena Lagomasino	<b>BELLSOUTH (66)</b>
<b>APPLIED INDUSTRIAL TECHNOLOGIES (845)</b>	Brenda C. Barnes	Kathleen Foley Feldstein
Jerry Sue Thornton	<b>B.F. GOODRICH (322)</b>	Robin B. Smith
<b>APPLIED MATERIALS (196)</b>	Diane C. Creel	<b>BELO (834) †</b>
Deborah A. Coleman	Jeanette Grasselli Brown	Dealey D. Herndon
<b>ARAMARK (253)</b>	<b>BAKER HUGHES (335)</b>	Judith L. Craven
Patricia C. Barron	Eunice M. Filter	<b>BEMIS (665)</b>
<b>ARCHER DANIELS MIDLAND (152)</b>	Claire W. Gargalli	Nancy Parsons McDonald
Mollie Hale Carter	<b>BALL (453)</b>	<b>BENCHMARK ELECTRONICS (799)</b>
<b>ARKANSAS BEST (746)</b>	Jan Nicholson	None
None	<b>BANK OF AMERICA CORP. (13)</b>	<b>BERGEN BRUNSWIG (103)</b>
<b>ARMSTRONG HOLDINGS (490)</b>	Meredith Riggs Spangler	None
Judith Haberkorn	Kathleen Foley Feldstein	<b>BERKSHIRE HATHAWAY (40)</b>
<b>ARROW ELECTRONICS (151)</b>	Jackie M. Ward	Susan T. Buffett
Karen Gordon Mills	<b>BANK OF NEW YORK CO. (246)</b>	<b>BEST BUY (156)</b>
<b>ARVINMERITOR (340) †</b>	Catherine A. Rein	Kathy Higgins Victor
Rhonda L. Brooks	<b>BANK ONE CORP. (70)</b>	<b>BETHLEHEM STEEL (399)</b>

† See addendum notes on page 53

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Shirley Peterson	<b>BUDGET GROUP (598)</b>	<b>CENTEX (302)</b>
<b>BEVERLY ENTERPRISES (565)</b>	None	Barbara Alexander
Marilyn R. Seymann	<b>BURLINGTON COAT FACTORY (648)</b>	<b>CENTRAL GARDEN &amp; PET (934)</b>
Risa J. Lavizzo-Mourey	Henrietta Milstein	None
Edith E. Holiday	<b>BURLINGTON INDUSTRIES (826)</b>	<b>CENTURYTEL (744)</b>
Carolyn K. Davis	Theresa M. Stone	Virginia Boulet
<b>BJ SERVICES (850)</b>	<b>BURLINGTON NORTHERN SANTA FE (206)</b>	<b>CERIDIAN (924)</b>
None	Vilma S. Martinez	Carole J. Uhrich
<b>BJ'S WHOLESALE CLUB (353)</b>	<b>BURLINGTON RESOURCES (503)</b>	<b>CH2M HILL COMPANIES (798)</b>
Kerry L. Hamilton	Laird I. Grant	Susan D. King
<b>BLACK &amp; DECKER (374)</b>	<b>C.H. ROBINSON WORLDWIDE, INC. (532)</b>	Jill T. Sideman
Barbara L. Bowles	None	<b>CHAMPION ENTERPRISES (721)</b>
<b>BLACK HILLS (824)</b>	<b>CABLETRON SYSTEMS (889)</b>	Ellen R. Levine
Kay S. Jorgensen	None	<b>CHARLES SCHWAB (260)</b>
<b>BMC SOFTWARE (791)</b>	<b>CABLEVISION SYSTEMS (385)</b>	Nancy Bechtle
None	Sheila Mahony	<b>CHARMING SHOPPES (828)</b>
<b>BOEING (15)</b>	<b>CABOT (677)</b>	Katherine M. Hudson
Rozanne L. Ridgway	Lydia W. Thomas	Pamela S. Lewis
<b>BOISE CASCADE (241)</b>	<b>CADENCE DESIGN SYSTEMS (966)</b>	Marjorie Margolies-Mezvinsky
Carolyn M. Ticknor	Susan L. Bostrom	Dorrit J. Bern
Francesca Ruiz de Luzuriaga	Carol A. Bartz	<b>CHARTER COMMUNICATIONS (492)</b>
Jane E. Shaw	<b>CALPINE (635)</b>	Nancy B. Peretsman
Claire S. Farley	Susan C. Schwab	<b>CHARTER ONE FINANCIAL (566)</b>
<b>BORDEN (629)</b>	Ann B. Curtis	Eresteen R. Williams
None	<b>CAMPBELL SOUP (287)</b>	Karen R. Hitchcock
<b>BORDERS GROUP (485)</b>	Mary Alice D. Malone	Denise Marie Fugo
Beth M. Pritchard	Charlotte C. Weber	<b>CHEVRON (20)</b>
Edna Greene Medford	<b>CAPITAL ONE FINANCIAL (327)</b>	Condoleezza Rice
<b>BORGWARNER (563)</b>	None	Carla A. Hills
Phyllis O. Bonanno	<b>CARDINAL HEALTH (51)</b>	<b>CHIQUITA BRANDS INTERNATIONAL (639)</b>
<b>BOSTON SCIENTIFIC (561)</b>	Regina E. Herzlinger	None
None	<b>CAREMARK RX (384)</b>	<b>CHUBB (254)</b>
<b>BOWATER (587)</b>	Kristen E. Gibney	Sheila P. Burke
Cinda A. Hallman	<b>CARLISLE (775)</b>	Zoe Baird
<b>BRIGGS &amp; STRATTON (833)</b>	Magalen C. Webert	<b>CIGNA (102)</b>
Eunice M. Filter	<b>CASEY'S GENERAL STORES (817)</b>	Carol Cox Wait
<b>BRIGHTPOINT (703)</b>	Patricia Clare Sullivan	Marilyn Ware
None	<b>CATERPILLAR (99)</b>	<b>CINCINNATI FINANCIAL (626)</b>
<b>BRINKER INTERNATIONAL (668)</b>	Lilyan H. Affinito	None
None	<b>CB RICHARD ELLIS SERVICES (948)</b>	<b>CINERGY (228)</b>
<b>BRISTOL-MYERS SQUIBB (88)</b>	Ray Elizabeth Uttenhove	Mary Schapiro
Laurie H. Glimcher	<b>CBRL GROUP (774)</b>	<b>CINTAS (731)</b>
Ellen V. Futter	Martha M. Mitchell	None
<b>BROADWING (685)</b>	<b>CDI (795)</b>	<b>CIRCUIT CITY STORES (155)</b>
Mary D. Nelson	Kay Hahn Harrell	Barbara S. Feigin
Karen M. Hogue	<b>CDW COMPUTER CENTERS (435)</b>	<b>CISCO SYSTEMS (107)</b>
<b>BROWN SHOE (806)</b>	Michelle L. Collins	Carleton S. Fiorina
Julie C. Esrey	None	Mary A. Cirillo
Patricia G. McGinnis	<b>CENDANT (367)</b>	Carol A. Bartz
<b>BROWN-FORMAN (737)</b>	Myra J. Biblowit	<b>CIT GROUP (290)</b>
Dace Brown Stubbs	Sheli Z. Rosenberg	Anthea Disney
<b>BRUNSWICK (380)</b>	<b>CENEX HARVEST STATES (223)</b>	<b>CITIGROUP (6)</b>
Dorrit J. Bern	None	Ann Dibble Jordan
Bettye Martin Musham		<b>CITIZENS COMMUNICATIONS (727)</b>



## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Claire L. Tow	None	Patricia K. Woolf
<b>CKE RESTAURANTS (729)</b>	<b>CONNECTIV (348)</b>	<b>CROWN CENTRAL PETROLEUM (768) †</b>
None	Sarah I. Gore	Patricia A. Goldman
<b>CLAYTON HOMES (958)</b>	Audrey K. Doberstein	<b>CROWN CORK &amp; SEAL (250)</b>
Wilma H. Jordan	<b>CONEXANT SYSTEMS (675)</b>	Marie L. Garibaldi
<b>CLEAR CHANNEL COMMUNICATIONS (331)</b>	None	<b>CSK AUTO (905)</b>
None	<b>CONOCO (44)</b>	None
<b>CLOROX (412)</b>	Ruth R. Harkin	<b>CSX (225)</b>
None	<b>CONSECO (231)</b>	Elizabeth E. Bailey
<b>CMS ENERGY (211)</b>	None	<b>CUMMINS ENGINE (282) †</b>
Kathleen R. Flaherty	<b>CONSOLIDATED EDISON (197)</b>	Alexis M. Herman
<b>CNF TRANSPORTATION (289)</b>	Ellen V. Futter	Hanna Holborn Gray
Margaret G. Gill	Joan S. Freilich	<b>CUNA MUTUAL GROUP (767)</b>
<b>COCA-COLA (93)</b>	Ruth M. Davis	Loretta M. Burd
Cathleen P. Black	Sally Hernandez-Pinero	<b>CVS (100)</b>
Susan B. King	<b>CONSOLIDATED FREIGHTWAYS (619)</b>	Marian L. Heard
<b>COCA-COLA ENTERPRISES (128)</b>	None	Sheli Z. Rosenberg
Johnnetta B. Cole	<b>CONSOLIDATED STORES (488) †</b>	<b>CYPRESS SEMICONDUCTOR (962)</b>
<b>COLGATE-PALMOLIVE (201)</b>	Brenda J. Lauderback	None
Ellen M. Hancock	<b>CONSTELLATION BRANDS (621)</b>	<b>CYTEC INDUSTRIES (870)</b>
Jill K. Conway	Jeananne K. Hauswald	Chris A. Davis
<b>COLLINS &amp; AIKMAN (732)</b>	<b>CONSTELLATION ENERGY (432)</b>	<b>D &amp; K HEALTHCARE RESOURCES (891)</b>
Cynthia L. Hess	Beverly B. Byron	None
<b>COMCAST (233)</b>	Nancy Lampton	<b>D.R. HORTON (454)</b>
Anne Wexler	<b>CONTINENTAL AIRLINES (191)</b>	Francine I. Neff
<b>COMDISCO (433)</b>	Karen Hastie Williams	<b>DADE BEHRING (952)</b>
Carolyn L. Murphy	<b>CONVERGYS (666)</b>	None
<b>COMERICA (411)</b>	Judith G. Boynton	<b>DANA (153)</b>
Lillian Bauder	<b>COOPER CAMERON (922)</b>	Marilyn R. Marks
Patricia M. Wallington	None	<b>DANAHER (441)</b>
<b>COMFORT SYSTEMS USA (851)</b>	<b>COOPER INDUSTRIES (383)</b>	None
None	Linda A. Hill	<b>DARDEN RESTAURANTS (449)</b>
<b>COMMERCIAL METALS (562)</b>	<b>COOPER TIRE &amp; RUBBER (469)</b>	Rita P. Wilson
Dorothy G. Owen	Deborah M. Fretz	Maria A. Sastre
<b>COMMUNITY HEALTH SYSTEMS (939)</b>	<b>CORE-MARK INTERNATIONAL (608)</b>	<b>DAVITA (876)</b>
Sheila P. Burke	None	None
Sandra J. Horbach	<b>CORN PRODUCTS INTERNATIONAL (740)</b>	<b>DEAN FOODS (413)</b>
<b>COMPAQ COMPUTER (27)</b>	Karen L. Hendricks	Paula H. Crown
Judith L. Craven	<b>CORNING (252)</b>	Janet Hill
Lucille S. Salhany	Deborah D. Rieman	<b>DEERE (149)</b>
<b>COMPASS BANCSHARES (787)</b>	Catherine A. Rein	Regina E. Herzlinger
None	<b>COSTCO WHOLESALE (45)</b>	Crandall C. Bowles
<b>COMPUTER ASSOCIATES INTL. (295)</b>	Jill S. Ruckelshaus	<b>DEL MONTE FOODS (888)</b>
Shirley Strum Kenny	<b>COUNTRYWIDE CREDIT INDUSTRIES (506)</b>	Denise M. O'Leary
<b>COMPUTER SCIENCES (200)</b>	None	<b>DEL WEBB (693) †</b>
None	<b>COVENTRY HEALTH CARE (574)</b>	None
<b>COMPUWARE (647)</b>	Elizabeth E. Tallett	<b>DELL COMPUTER (48)</b>
Elaine K. Didier	<b>COX COMMUNICATIONS (466)</b>	Mary Alice Taylor
Elizabeth Chappell	Janet Morrison Clarke	Claudine B. Malone
<b>CONVERSE TECHNOLOGY (991)</b>	<b>CRANE (872)</b>	<b>DELPHI AUTOMOTIVE (57)</b>
Shaula A. Yemini	None	Susan A. McLaughlin
<b>CONAGRA (68)</b>	<b>CRESTLINE CAPITAL (359)</b>	Patricia C. Sultz
Marjorie M. Scardino	None	<b>DELTA AIR LINES (123)</b>
<b>CONCORD EFS (988)</b>	<b>CROMPTON (519)</b>	Mary Johnston Evans

† See addendum notes on page 53  
Catalyst Census of Women Board Directors from April 1, 2000 to March 31, 2001

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>DELUXE (825)</b>	Sheli Z. Rosenberg	Wendy L. Gramm
Barbara B. Grogan	<b>E*TRADE GROUP (704)</b>	<b>ENERGY (187)</b>
Cheryl E. Mayberry	None	Maureen Bateman
<b>DEVON ENERGY (541)</b>	<b>E.I. DU PONT DE NEMOURS (56)</b>	Kathleen Murphy
None	Louisa C. Duemling	<b>ENTERPRISE PRODUCTS (512)</b>
<b>DI GIORGIO (868)</b>	Deborah C. Hopkins	Jeri R. Eagan
Jane Scaccetti	Lois D. Juliber	Randa L. Duncan
<b>DIAL (822)</b>	<b>E.W. SCRIPPS (790)</b>	<b>EOG RESOURCES (874)</b>
Barbara S. Thomas	Nackey E. Scagliotti	None
Joy A. Amundson	Julie A. Wrigley	<b>EQUIFAX (707)</b>
<b>DIEBOLD (783)</b>	<b>EARTHGRAINS (694)</b>	Betty L. Siegel
Gale S. Fitzgerald	Maxine K. Clark	Jackie M. Ward
<b>DILLARD'S (218)</b>	<b>EASTMAN CHEMICAL (334)</b>	<b>EQUITABLE RESOURCES (818)</b>
Drue Corbusier	Marilyn R. Marks	Phyllis A. Domm
<b>DIME BANCORP (663)</b>	<b>EASTMAN KODAK (141)</b>	<b>EQUITY OFFICE PROPERTIES (638)</b>
Virginia M. Kopp	Patricia Russo	Sheli Z. Rosenberg
Sally Hernandez-Pinero	Alice F. Emerson	<b>EQUITY RESIDENTIAL PROPERTIES (695)</b>
Margaret Osmer-McQuade	Martha Layne Collins	Sheli Z. Rosenberg
<b>DIMON (881)</b>	Debra L. Lee	<b>ERIE INSURANCE GROUP (523)</b>
None	Laura D'Andrea Tyson	Patricia A. Goldman
<b>DOLE FOOD (362)</b>	<b>EATON (213)</b>	Susan Hirt Hagan
None	Deborah L. McCoy	Jan R. Van Gorder
<b>DOLLAR GENERAL (375)</b>	<b>ECHOSTAR COMMUNICATIONS (551)</b>	<b>ESTÉE LAUDER (389)</b>
Barbara M. Knuckles	None	Lynn Forester
Barbara L. Bowles	<b>ECOLAB (637)</b>	Faye Wattleton
<b>DOLLAR TREE STORES (804)</b>	Ruth S. Block	<b>EXELON (245)</b>
None	<b>EDISON INTERNATIONAL (164)</b>	Sue L. Gin
<b>DOMINION RESOURCES (203)</b>	Joan C. Hanley	Rosemarie B. Greco
Margaret A. McKenna	<b>EL PASO (86)</b>	<b>EXIDE (656)</b>
<b>DOVER (328)</b>	None	Jody G. Miller
Kristiane C. Graham	<b>ELECTRONIC ARTS (910)</b>	<b>EXPEDITORS INTL OF WASHINGTON (802)</b>
<b>DOW CHEMICAL (78)</b>	None	None
Jacqueline K. Barton	<b>ELECTRONIC DATA SYSTEMS (106)</b>	<b>EXPRESS SCRIPTS (276)</b>
Barbara Hackman Franklin	Judith Rodin	None
<b>DOW JONES (653)</b>	<b>ELI LILLY (176)</b>	<b>EXXON MOBIL (1)</b>
Leslie Hill	Karen N. Horn	Marilyn Carlson Nelson
<b>DPL (902)</b>	Kathi P. Seifert	Reatha Clark King
Jane G. Haley	<b>EMC (216)</b>	Helene L. Kaplan
<b>DQE (951)</b>	None	<b>FAIRCHILD SEMICONDUCTOR INTERNATIONAL, INC. (770)</b>
Doreen E. Boyce	<b>EMCOR GROUP (471)</b>	None
<b>DST SYSTEMS (932)</b>	None	<b>FAMILY DOLLAR STORES (505)</b>
M. Jeannine Strandjord	<b>EMERSON ELECTRIC (126) †</b>	Sharon Allred Decker
<b>DTE ENERGY (318)</b>	Rozanne L. Ridgway	<b>FANNIE MAE (26)</b>
Lillian Bauder	<b>ENCOMPASS SERVICES (409)</b>	Jamie S. Gorelick
<b>DUKE ENERGY (17)</b>	None	Ann McLaughlin Korologos
Ann Maynard Gray	<b>ENERGIZER HOLDINGS (724)</b>	Anne M. Mulcahy
<b>DUN &amp; BRADSTREET (912)</b>	None	<b>FARMLAND INDUSTRIES (160)</b>
Naomi O. Seligman	<b>ENERGY EAST (522)</b>	None
<b>DURA AUTOMOTIVE SYSTEMS (567)</b>	Lois B. DeFleur	<b>FEDERAL-MOGUL (298)</b>
None	Alison P. Casarett	None
<b>DYNCORP (793)</b>	<b>ENGELHARD (321)</b>	None
None	Norma T. Pace	<b>FEDERATED DEPARTMENT STORES (110)</b>
<b>DYNEGY (54)</b>	Linda G. Alvarado	Sara L. Levinson
Patricia A. Eckert	<b>ENRON (7)</b>	Marna C. Whittington

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>FEDEX (112)</b>	Shirley Ann Jackson Judith L. Estrin	<b>FORD MOTOR (4)</b>	Marie-Josée Kravis Ellen R. Marram	None
<b>FERRO (897)</b>	Sandra Austin Crayton	<b>FORTUNE BRANDS (325)</b>	Patricia O. Ewers Anne M. Tatlock	<b>GENTEK (915)</b>
<b>FIDELITY NATIONAL FINANCIAL (547)</b>	None	<b>FOSTER WHEELER (420)</b>	Constance J. Horner Martha Clark Goss	None
<b>FIFTH THIRD BANCORP (393)</b>	Joan R. Herschede	<b>FPL GROUP (264)</b>	Sherry S. Barrat	<b>GENTIVA HEALTH SERVICES (863)</b>
<b>FINOVA (982)</b>	Constance R. Curran Shoshana B. Tancer	<b>FRANKLIN RESOURCES (622)</b>	None	Gail Wilensky
<b>FIRST AMERICAN CORP. (526)</b>	Roslyn B. Payne Virginia M. Ueberroth	<b>FREDDIE MAC (50)</b>	Christina Seix	<b>GENUINE PARTS (229)</b>
<b>FIRST DATA (313)</b>	Joan E. Spero	<b>FREEPORT-MCMORAN COPPER &amp; GOLD (739)</b>	Gabrielle K. McDonald	Alana S. Shepherd
<b>FIRST NATIONAL OF NEBRASKA (968) †</b>	Margaret Dodge	<b>FREMONT GENERAL (843)</b>	None	<b>GEORGIA GULF (839)</b>
<b>FIRST TENNESSEE NATIONAL CORP. (603)</b>	Vicki R. Palmer	<b>FRITZ COMPANIES (829) †</b>	None	None
<b>FIRST UNION CORP. (73)</b>	Patricia A. McFate Ruth G. Shaw	<b>FRONTIER OIL (691)</b>	None	<b>GEORGIA-PACIFIC (84)</b>
<b>FIRSTSTAR CORP. (268) †</b>	Victoria Buyniski Gluckman	<b>FURNITURE BRANDS INTERNATIONAL (674)</b>	Katherine Button Bell	Jane Evans
<b>FIRSTENERGY (266)</b>	Carol A. Cartwright	<b>GALILEO INTERNATIONAL (821)</b>	Cheryl Ballenger Mina Gouran	Barbara L. Bowles
<b>FISERV (816)</b>	Thekla R. Shackelford	<b>GANNETT (288)</b>	Karen Hastie Williams Meredith A. Brokaw	<b>GILLETTE (188)</b>
<b>FISHER SCIENTIFIC INTERNATIONAL (570)</b>	None	<b>GAP (147)</b>	Glenda A. Hatchett Doris F. Fisher	Marjorie Yang Carol R. Goldberg
<b>FLEETBOSTON FINANCIAL (81)</b>	Marian L. Heard Alice F. Emerson Francene S. Rodgers	<b>GATEWAY (194)</b>	Elizabeth Dole	<b>GOLD KIST (797)</b>
<b>FLEETWOOD ENTERPRISES (447)</b>	Margaret S. Dano	<b>GATX (741)</b>	Deborah M. Fretz	None
<b>FLEMING (135)</b>	Alice M. Peterson Carol B. Hallett	<b>GENERAL CABLE CORPORATION (557)</b>	None	<b>GOLDEN STATE BANCORP (376)</b>
<b>FLOWERS INDUSTRIES (387) †</b>	Jackie M. Ward	<b>GENERAL DYNAMICS (180)</b>	None	Cora Tellez
<b>FLOWSERVE (857)</b>	Diane C. Harris	<b>GENERAL ELECTRIC (5)</b>	Rochelle B. Lazarus Andrea Jung Gertrude G. Michelson Ann M. Fudge	Gabrielle K. McDonald
<b>FLUOR (175)</b>	Vilma S. Martinez Martha Romayne Seger	<b>GENERAL ELECTRIC (5)</b>	Heidi G. Miller Judith Richards Hope Dorothy A. Terrell	<b>GOLDEN WEST FINANCIAL (421)</b>
<b>FMC (425)</b>	Patricia A. Buffer	<b>GENERAL MILLS (278)</b>	None	Marion O. Sandler Leslie Tang Schilling Patricia A. King Maryellen Cattani Herring Antonia Hernandez
<b>FOAMEX INTERNATIONAL (974)</b>	Virginia A. Kamsky	<b>GENERAL MOTORS (3)</b>	Karen Katen	<b>GOLDMAN SACHS GROUP (42)</b>
<b>FOOTSTAR (645)</b>	Bettye Martin Musham	<b>GENESIS HEALTH VENTURES (601)</b>	None	Ruth J. Simmons
				<b>GOODY'S FAMILY CLOTHING (975)</b>
				Cheryl L. Turnbull
				<b>GOODYEAR TIRE &amp; RUBBER (136)</b>
				Katherine Farley
				<b>GPU (338)</b>
				Patricia K. Woolf Catherine A. Rein
				<b>GRAND UNION (652) †</b>
				None
				<b>GRANITE (938)</b>
				Linda Griego Rebecca A. McDonald
				<b>GRAYBAR ELECTRIC (336)</b>
				Jaunita H. Hinshaw
				<b>GREAT LAKES CHEMICAL (812)</b>
				None
				<b>GREENPOINT FINANCIAL (862)</b>
				None
				<b>GREY GLOBAL (977)</b>
				None
				<b>GROUP 1 AUTOMOTIVE (458)</b>
				None
				<b>GUARDIAN LIFE INS. CO. OF AMERICA (214)</b>
				Kay Knight Clarke Karen Gordon Mills
				<b>GUIDANT (580)</b>

† See addendum notes on page 53  
Catalyst Census of Women Board Directors from April 1, 2000 to March 31, 2001

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Susan B. King	<b>HERCULES (502)</b>	Linda W. Hart
<b>H&amp;R BLOCK (599)</b>	Edith E. Holiday	<b>IMC GLOBAL (528)</b>
Donna R. Ecton	Paula A. Sneed	Pamela B. Strobel
<b>H.B. FULLER (935)</b>	<b>HERMAN MILLER (717)</b>	<b>IMPERIAL SUGAR (752)</b>
Reatha Clark King	Mary Vermeer Andringa	Ann O. Hamilton
Gail D. Fosler	Ruth Alkema Reister	<b>IMS HEALTH (908)</b>
<b>H.J. HEINZ (199)</b>	Dorothy A. Terrell	Victoria R. Fash
Edith E. Holiday	<b>HERSHEY FOODS (398)</b>	<b>INGERSOLL-RAND (205)</b>
Candace Kendle	Bonnie Guiton Hill	Constance J. Horner
Mary C. Choksi	<b>HEWLETT-PACKARD (19)</b>	<b>INGLES MARKETS (723)</b>
<b>HALLIBURTON (148)</b>	Patricia Dunn	Brenda S. Tudor
None	Carleton S. Fiorina	Laura Ingle Sharp
<b>HARCOURT GENERAL (611) †</b>	<b>HIBERNIA CORP. (883)</b>	<b>INGRAM MICRO (49)</b>
Lynn M. Martin	Janee M. Tucker	Martha R. Ingram
Paula Stern	<b>HILLENBRAND INDUSTRIES (679)</b>	<b>INSIGHT ENTERPRISES (692)</b>
<b>HARLEY-DAVIDSON (530)</b>	None	None
Sara L. Levinson	<b>HILTON HOTELS (472)</b>	<b>INTEGRATED ELECTRICAL SERVICES (810)</b>
<b>HARLEYSVILLE MUTUAL INSURANCE (995)</b>	Donna F. Tuttle	None
Mirian M. Graddick	Judy L. Shelton	<b>INTEGRATED HEALTH SERVICES (592)</b>
<b>HARMAN INTL. INDUSTRIES (808)</b>	<b>HOME DEPOT (23)</b>	None
Shirley Hufstedler	Bonnie Guiton Hill	<b>INTEL (41)</b>
Ann McLaughlin Korologos	M. Faye Wilson	Jane E. Shaw
<b>HARNISCHFEGER INDUSTRIES (957)</b>	<b>HOMEBASE (899)</b>	<b>INTERFACE (964)</b>
Donna M. Alvarado	None	Dianne Dillon-Ridgley
<b>HARRAH'S ENTERTAINMENT (470)</b>	<b>HON INDUSTRIES (690)</b>	June M. Henton
None	Abbie J. Smith	<b>INTERNATIONAL MULTIFOODS (588)</b>
<b>HARRIS (758)</b>	Cheryl A. Francis	Lois D. Rice
Karen Katen	<b>HONEYWELL INTERNATIONAL (71)</b>	Claire L. Arnold
<b>HARSCO (699)</b>	Ann M. Fudge	<b>INTERNATIONAL PAPER (61)</b>
Carolyn F. Scanlan	<b>HORMEL FOODS (452)</b>	Jane C. Pfeiffer
<b>HARTFORD FINANCIAL SERVICES (129)</b>	Luella G. Goldberg	<b>INTERPUBLIC GROUP (317)</b>
Dina Dublin	<b>HOST MARRIOTT (882)</b>	Jill M. Considine
<b>HASBRO (438)</b>	Ann McLaughlin Korologos	<b>INTERSTATE BAKERIES (464)</b>
Sylvia Hassenfeld	<b>HOUSEHOLD INTERNATIONAL (161)</b>	None
Norma T. Pace	Mary Johnston Evans	<b>INTL. BUSINESS MACHINES (8)</b>
Claudine B. Malone	<b>HUB GROUP (923)</b>	Nannerl O. Keohane
Marie-Josée Kravis	None	Cathleen P. Black
<b>HAWAIIAN ELECTRIC INDUSTRIES (792)</b>	<b>HUBBELL (909)</b>	<b>INTL. FLAVORS &amp; FRAGRANCES (885)</b>
Diane J. Plotts	None	Robin Chandler Duke
<b>HAYES LEMMERZ (662)</b>	<b>HUGHES SUPPLY (482)</b>	Margaret Hayes Adame
None	None	<b>IOMEGA (955)</b>
<b>HCA (119)</b>	<b>HUMANA (179)</b>	None
Magdalena H. Averhoff	W. Ann Reynolds	<b>IT GROUP (898)</b>
Glenda A. Hatchett	<b>HUNTINGTON BANCSHARES (575)</b>	None
<b>HEALTH MANAGEMENT ASSOCIATES (842)</b>	Patricia T. Hayot	<b>ITT INDUSTRIES (357)</b>
None	<b>IBP (117)</b>	Christina Gold
<b>HEALTH NET (209) †</b>	Jo Ann Smith	Linda Sanford
Gale S. Fitzgerald	Wendy L. Gramm	<b>J.B. HUNT TRANSPORT SERVICES (667)</b>
<b>HEALTHSOUTH (400)</b>	<b>IKON OFFICE SOLUTIONS (326)</b>	Johnelle Hunt
C. Sage Givens	Judith M. Bell	<b>J.C. PENNEY (43)</b>
<b>HEILIG-MEYERS (631)</b>	Marilyn Ware	Ann W. Richards
Beverly E. Dalton	<b>ILLINOIS TOOL WORKS (189)</b>	Jane C. Pfeiffer
<b>HENRY SCHEIN (615)</b>	Susan Crown	<b>J.P. MORGAN CHASE &amp; CO. (12)</b>
Pamela Joseph	<b>IMATION (983)</b>	Helene L. Kaplan

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Ellen V. Futter Marina von Neumann Whitman	<b>KLA-TENCOR (866)</b> Lida Urbaneck	<b>LINCOLN NATIONAL (274)</b> M. Leanne Lachman Jill S. Ruckelshaus
<b>JABIL CIRCUIT (460)</b> None	<b>KMART (36)</b> Robin B. Smith Lilyan H. Affinito	<b>LINENS'N THINGS (844)</b> None
<b>JACK IN THE BOX (823)</b> Alice B. Hayes	<b>KNIGHT TRADING GROUP (956)</b> None	<b>LITHIA MOTORS (815)</b> None
<b>JACOBS ENGINEERING GROUP (476)</b> Linda Fayne Levinson Linda K. Jacobs	<b>KNIGHT-RIDDER (499)</b> Barbara Barnes Hauptfuhrer Kathleen Foley Feldstein Joan Ridder Challinor	<b>LITTON INDUSTRIES (320) †</b> Carol B. Hallett
<b>JDS UNIPHASE (904)</b> None	<b>KNIGHTS OF COLUMBUS (903)</b> None	<b>LIZ CLAIBORNE (509)</b> Nancy J. Karch Christine A. Poon Kay Koplovitz
<b>JEFFERSON-PILOT (495)</b> None	<b>KOHL'S (293)</b> Arlene Meier	<b>LOCKHEED MARTIN (69)</b> Gwendolyn S. King
<b>JO ANN STORES (880)</b> Betty Rosskamm Alma Zimmerman	<b>KROGER (18)</b> Katherine D. Ortega Martha Romaine Seger	<b>LOEWS (92)</b> Gloria R. Scott
<b>JOHN HANCOCK FINANCIAL SERVICES (244)</b> Judith A. McHale Kathleen Foley Feldstein	<b>L-3 COMMUNICATIONS (725)</b> None	<b>LONGS DRUG STORES (415)</b> Mary S. Metz
<b>JOHNSON &amp; JOHNSON (58)</b> Maxine F. Singer Joan Ganz Cooney Ann Dibble Jordan	<b>LA-Z-BOY (794)</b> Helen O. Petrauskas	<b>LOUISIANA-PACIFIC (527)</b> Brenda J. Lauderback
<b>JOHNSON CONTROLS (115)</b> Natalie Black	<b>LABORATORY CORP. OF AMERICA (722)</b> Wendy E. Lane	<b>LOWE'S (108)</b> Dawn E. Hudson Claudine B. Malone
<b>JONES APPAREL GROUP (404)</b> Jackwyn Nemerov Geraldine Stutz	<b>LAM RESEARCH (986)</b> None	<b>LSI LOGIC (549)</b> None
<b>KB HOME (424) †</b> Jane Evans	<b>LANDAMERICA FINANCIAL GROUP (760)</b> Janet A. Alpert	<b>LTV (352)</b> Farah M. Walters
<b>KELLOGG (269)</b> Ann McLaughlin Korologos Dorothy A. Johnson	<b>LANDS' END (887)</b> Cheryl A. Francis	<b>LUBRIZOL (772)</b> Victoria F. Haynes Peggy Gordon Elliott
<b>KELLWOOD (618)</b> Kitty G. Dickerson Janice E. Page	<b>LANDSTAR SYSTEM (911)</b> Diana M. Murphy	<b>LUCENT TECHNOLOGIES (28)</b> Carla A. Hills Betsy S Atkins
<b>KELLY SERVICES (381)</b> Maureen A. Fay	<b>LANIER WORLDWIDE (946)</b> None	<b>LUTHERAN BROTHERHOOD (497)</b> Addie J. Butler Mary H. Schmitter
<b>KENNAMETAL (743)</b> Kathleen J. Hempel	<b>LEAR (140)</b> Irma B. Elder	<b>LYONDELL CHEMICAL (414)</b> Carol A. Anderson
<b>KERR-MCGEE (405)</b> Farah M. Walters Sylvia A. Earle	<b>LEGG MASON (928)</b> Margaret Deb. Tutwiler	<b>M &amp; T BANK CORP. (678)</b> C. Angela Bontempo
<b>KEYCORP (226)</b> Carol A. Cartwright	<b>LEGGETT &amp; PLATT (392)</b> Alice L. Walton	<b>MAGELLAN HEALTH SERVICES (700)</b> Darla D. Moore
<b>KEYSPAN (342)</b> Vicki Fuller Lilyan H. Affinito Andrea Christensen	<b>LEHMAN BROTHERS HOLDINGS (65)</b> Dina Merrill	<b>MAIL-WELL (604)</b> Janice C. Peters
<b>KIMBERLY-CLARK (142)</b> Pastora San Juan Cafferty Linda Johnson Rice	<b>LENNAR CORP. (365)</b> None	<b>MANDALAY RESORT GROUP (584)</b> Donna B. More Rose McKinney-James
<b>KINDER MORGAN (445)</b> None	<b>LENNOX INTERNATIONAL (493)</b> Janet K. Cooper Linda G. Alvarado	<b>MANOR CARE (616)</b> Gail R. Wilensky
	<b>LEXMARK INTERNATIONAL (437)</b> Teresa Beck	<b>MANPOWER (177)</b> Nancy G. Brinker
	<b>LIBERTY MUTUAL INSURANCE GROUP (121)</b> Marian L. Heard	<b>MARINER POST-ACUTE NETWORK (673)</b> None
	<b>LIMITED (185)</b> Abigail S. Wexner V. Ann Hailey	

† See addendum notes on page 53

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>MARK IV INDUSTRIES (682)</b>	None	<b>MDU RESOURCES GROUP (738)</b>	Sister Thomas Welder	<b>MINNESOTA MINING &amp; MFG. (118)</b>	Mary K. Brainerd
<b>MARRIOTT INTERNATIONAL (186)</b>	Floretta Dukes McKenzie	<b>MEAD (388)</b>	Heidi G. Miller	Linda G. Alvarado	
<b>MARSH &amp; MCLENNAN (183)</b>	Gwendolyn S. King		Susan J. Kropf	Aulana L. Peters	
<b>MARSH SUPERMARKETS (766)</b>	Adele Smith Simmons	<b>MEDTRONIC (349)</b>	Denise M. O'Leary	Rozanne L. Ridgway	
<b>MARSH SUPERMARKETS (766)</b>	Garnet R. Marsh		Bernadine P. Healy	<b>MINNESOTA POWER (944) †</b>	Glenda Hood
<b>MARSHALL &amp; ILSLEY CORP. (560)</b>	Catherine A. Langham	<b>MELLON FINANCIAL CORP. (299)</b>	Carol R. Brown	Kathleen A. Brekken	
<b>MARSHALL &amp; ILSLEY CORP. (560)</b>	Katharine C. Lyall	<b>MEN'S WEARHOUSE (941)</b>	Kathleen Mason	<b>MITCHELL ENERGY &amp; DEVEL. (811)</b>	None
<b>MARTIN MARIETTA MATERIALS (942)</b>	None	<b>MERCK (30)</b>	Heidi G. Miller	<b>MODIS PROFESSIONAL SERVICES (751)</b>	None
<b>MASCO (255)</b>	Mary Ann Krey Van Lokeren		Anne M. Tatlock	<b>MOHAWK INDUSTRIES (491)</b>	None
<b>MASS. MUTUAL LIFE INSURANCE (173)</b>	Patricia Diaz Dennis	<b>MERCURY GENERAL (930)</b>	Johnnetta B. Cole	<b>MOLEX (650)</b>	None
<b>MASS. MUTUAL LIFE INSURANCE (173)</b>	Barbara Barnes Hauptfuhrer		Gloria Joseph	<b>MONY GROUP (657)</b>	Jane C. Pfeiffer
<b>MASTEC (945)</b>	None	<b>MERISEL (419)</b>	None	<b>MORGAN STANLEY DEAN WITTER (24)</b>	Laura D'Andrea Tyson
<b>MATTEL (319)</b>	Andrea Rich	<b>MERISTAR HOTELS &amp; RESORTS (916)</b>	None	<b>MOTOROLA (34)</b>	Anne P. Jones
<b>MATTEL (319)</b>	Pleasant Rowland		Aulana L. Peters		Judy C. Lewent
<b>MAXTOR (554)</b>	None	<b>MERRILL LYNCH (25)</b>	Jill K. Conway	<b>MURPHY OIL (370)</b>	Caroline G. Theus
<b>MAXXAM (600)</b>	None	<b>METALS USA (696)</b>	None	<b>MUTUAL OF OMAHA INSURANCE (394)</b>	Carol B. Hallett
<b>MAY DEPARTMENT STORES (134)</b>	Marsha J. Evans	<b>METLIFE (47)</b>	Helene L. Kaplan	<b>NABORS INDUSTRIES (931)</b>	None
<b>MAYTAG (395)</b>	Helene L. Kaplan		Ruth J. Simmons	<b>NACCO INDUSTRIES (533)</b>	None
<b>MAYTAG (395)</b>	Carole J. Uhrich	<b>METRIS (900)</b>	Joan Ganz Cooney	<b>NASH FINCH (416)</b>	Carole F. Bitter
<b>MAYTAG (395)</b>	Barbara R. Allen		None		Laura Stein
<b>MAYTAG (395)</b>	W. Ann Reynolds	<b>METRO-GOLDWYN-MAYER (979)</b>	Priscilla Presley	<b>NATIONAL CITY CORP. (210)</b>	Bernadine P. Healy
<b>MBNA (240)</b>	None	<b>MGM MIRAGE (496)</b>	Lorena Thomas		Dorothy A. Johnson
<b>MCCORMICK (672)</b>	Karen D. Weatherholtz		Jane Garcia	<b>NATIONAL COMMERCE BANCORPORATION (867)</b>	None
<b>MCDONALD'S (138)</b>	Jeanne Jackson	<b>MICHAELS STORES (640)</b>	Elizabeth A. VanStory		None
<b>MCDONALD'S (138)</b>	Terry L. Savage		Lynda M. Applegate	<b>NATIONAL FUEL GAS (907)</b>	None
<b>MCGRAW-HILL (391)</b>	Lois D. Rice	<b>MICROAGE (451) †</b>	None	<b>NATIONAL SEMICONDUCTOR (670)</b>	None
<b>MCGRAW-HILL (391)</b>	Linda Koch Lorimer		Ann McLaughlin Korologos	<b>NATIONAL SERVICE INDUSTRIES (577)</b>	Betty L. Siegel
<b>MCKESSON HBOC (35)</b>	M. Christine Jacobs	<b>MID ATLANTIC MEDICAL SERVICES (877)</b>	Janet L. Norwood		Kathy Brittain White
<b>MCKESSON HBOC (35)</b>	Jane E. Shaw		Barbara Hackman Franklin	<b>NATIONWIDE INSURANCE ENTERPRISE (127)</b>	Yvonne M. Curl
<b>MCLEODUSA (918)</b>	Anne K. Bingaman	<b>MILACRON (837)</b>	None		Lydia Marshall
<b>MCN ENERGY GROUP (540) †</b>	Helen O. Petrauskas	<b>MILLENNIUM CHEMICALS (765)</b>	None	<b>NAVISTAR INTERNATIONAL (227)</b>	Abbie J. Griffin
<b>MDC HOLDINGS (782)</b>	None	<b>MINNESOTA LIFE INS. (708)</b>	Reatha Clark King	<b>NCR (301)</b>	Linda Fayne Levinson

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>NEIMAN MARCUS (537)</b>	Pamela Joseph	Ann Iverson
Paula Stern		W. Ann Reynolds
Matina S. Horner		
<b>NEW YORK LIFE INSURANCE (87)</b>	<b>NSTAR (555)</b>	<b>OWENS-ILLINOIS (306)</b>
Patricia T. Carbine	Sherry H. Penney	None
Betty C. Alewine	Matina S. Horner	
<b>NEW YORK TIMES (468)</b>	<b>NTL (538)</b>	<b>OXFORD HEALTH PLANS (408)</b>
Jacqueline Dryfoos	None	None
Brenda C. Barnes		
Ellen R. Marram	<b>NUCOR (373)</b>	<b>PACCAR (238)</b>
	Victoria F. Haynes	None
<b>NEWELL RUBBERMAID (270)</b>	<b>NVR (627)</b>	<b>PACIFIC CENTURY FINANCIAL (950)</b>
Cynthia A. Montgomery	None	Mary G.F. Bitterman
Elizabeth Cuthbert Millett		
<b>NEWMONT MINING (846)</b>	<b>OAKWOOD HOMES (963)</b>	<b>PACIFIC LIFE INSURANCE (354)</b>
None	None	Susan Westerberg Prager
		Audrey L. Milfs
<b>NEWPORT NEWS SHIPBUILDING (681)</b>	<b>OCCIDENTAL PETROLEUM (133)</b>	Jacqueline C. Morby
Shirley Ann Jackson	Rosemary Tomich	
		<b>PACIFICARE HEALTH SYSTEMS (169)</b>
<b>NEXTEL COMMUNICATIONS (311)</b>	<b>OFFICE DEPOT (167)</b>	Jean Bixby Smith
Janet Hill	Cynthia R. Cohen	
		<b>PACKAGING CORP. OF AMERICA (720)</b>
<b>NIAGARA MOHAWK HOLDINGS (377)</b>	<b>OFFICEMAX (339)</b>	None
Patti McGill Peterson	Jerry Sue Thornton	<b>PACTIV (504)</b>
Bonnie Guiton Hill	Sydell L. Miller	Mary R. Henderson
<b>NICOR (630)</b>	<b>OGE ENERGY (483)</b>	<b>PALL (992)</b>
Patricia A. Wier	Martha W. Griffin	Katharine Plourde
<b>NIKE (212)</b>	<b>OHIO CASUALTY (784)</b>	<b>PANTRY (602)</b>
Jill K. Conway	Catherine E. Dolan	None
		<b>PARK PLACE ENTERTAINMENT (355)</b>
<b>NISOURCE (294) †</b>	<b>OLD KENT FINANCIAL CORP. (671) †</b>	Barbara Bell Coleman
Carolyn Y. Woo	Erina Hanka	
	Marilyn J. Schlack	<b>PARKER HANNIFIN (330)</b>
<b>NOBLE AFFILIATES (919)</b>	Margaret Sellers Walker	Debra L. Starnes
None		
	<b>OLD REPUBLIC INTERNATIONAL (683)</b>	<b>PATHMARK STORES (442)</b>
<b>NORDSTROM (323)</b>	None	None
Ann McLaughlin Korologos		<b>PAYCHEX (890)</b>
	<b>OLIN (853)</b>	None
<b>NORFOLK SOUTHERN (291)</b>	None	<b>PAYLESS CASHWAYS (869) †</b>
Jane Margaret O'Brien		None
	<b>OMNICARE (705)</b>	<b>PAYLESS SHOESOURCE (524)</b>
<b>NORTEK (655)</b>	Andrea R. Lindell	Mylle B. Mangum
None	Mary Lou Fox	
	Sandra E. Laney	<b>PC CONNECTION (894)</b>
<b>NORTHEAST UTILITIES (305)</b>	Cheryl D. Hodges	Patricia Gallup
Cotton Mather Cleveland		
Elizabeth T. Kennan	<b>OMNICOM GROUP (292)</b>	<b>PENN MUTUAL LIFE INSURANCE (993)</b>
E. Gail de Planque	Susan S. Denison	Joan Pauline Carter
	Linda Johnson Rice	Julia Chang Bloch
<b>NORTHERN TRUST CORP. (462)</b>	<b>ON SEMICONDUCTOR (680)</b>	
Susan Crown	None	<b>PENN TRAFFIC (597)</b>
Dolores E. Cross		None
	<b>ONEOK (280)</b>	<b>PENNZOIL-QUAKER STATE (498)</b>
<b>NORTHROP GRUMMAN (232)</b>	Douglas Ann Newson	Terry L. Savage
Aulana L. Peters	Edwyna Anderson	
		<b>PENTAIR (520)</b>
<b>NORTHWEST AIRLINES (170)</b>	<b>ORACLE (184)</b>	Karen E. Welke
Doris Kearns Goodwin	Kay Koplovitz	Barbara B. Grogan
<b>NORTHWESTERN (261)</b>	<b>OSHKOSH TRUCK (947)</b>	<b>PEOPLES ENERGY (913)</b>
Marilyn R. Seymann	Kathleen J. Hempel	None
		<b>PEOPLESOFT (785)</b>
<b>NORTHWESTERN MUTUAL (116)</b>	<b>OUTBACK STEAKHOUSE (728)</b>	None
Kathryn D. Wriston	Debbie Fields-Rose	<b>PEP BOYS-MANNY, MOE &amp; JACK (606)</b>
Barbara A. King	Nancy Schneid	None
Patricia Albjerg Graham		
	<b>OWENS &amp; MINOR (467)</b>	
<b>NOVA CORPORATION (841)</b>	Anne Marie Whittemore	
	<b>OWENS CORNING (351)</b>	

† See addendum notes on page 53

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

### PEPSI BOTTLING (237)

Linda G. Alvarado  
Susan D. Kronick

### PEPSIAMERICAS (583)

Victoria B. Jackson

### PEPSICO (94)

Cynthia M. Trudell  
Sharon Percy Rockefeller

### PERFORMANCE FOOD GROUP (573)

None

### PERKINELMER (701)

Tamara J. Erickson  
Greta E. Marshall

### PETER KIEWIT SONS' (358)

None

### PETSMART (649)

Jane Evans  
Barbara A. Munder

### PFIZER (53)

Constance J. Horner  
Ruth J. Simmons

### PG&E CORP. (82)

Mary S. Metz

### PHAR-MOR (959)

None

### PHARMACIA (113)

M. Kathryn Eickhoff  
Gwendolyn S. King

### PHELPS DODGE (378)

Marie L. Knowles

### PHILIP MORRIS (11)

Jane Evans  
Billie Jean King  
Elizabeth E. Bailey

### PHILLIPS PETROLEUM (89)

Kathryn C. Turner  
Victoria J. Tschinkel

### PHILLIPS-VAN HEUSEN (892)

Maria Elena Lagomasino

### PHOENIX HOME LIFE MUTUAL INS. (507)

Marilyn E. LaMarche  
Dona Davis Young

### PIER 1 IMPORTS (985)

Sally F. McKenzie

### PILGRIM'S PRIDE (865)

None

### PILLOWTEX (893)

Mary R. Silverthorne

### PINNACLE WEST CAPITAL (450)

Pamela Grant  
Kathryn L. Munro  
Martha O. Hesse

### PIONEER-STANDARD ELECTRONICS (579)

None

### PITNEY BOWES (379)

Jessica P. Einhorn  
Linda G. Alvarado  
Phyllis S. Sewell

### PITSTON (397)

Betty C. Alewine

### PLAINS RESOURCES (281)

None

### PNC FINANCIAL SERVICES GROUP (242)

Lorene K. Steffes  
Jane G. Pepper

### POLARIS INDUSTRIES (906)

None

### POLAROID (742)

Carole F. St. Mark  
Bernee D. L. Strom

### POLO RALPH LAUREN (712)

Joyce F. Brown  
Judith A. McHale

### POLYONE (733)

Carol A. Cartwright  
Gale Duff-Bloom  
Farah M. Walters

### POPULAR (571)

Brunilda Santos de Alvarez  
Maria Luisa Ferre

### POTLATCH (756)

Toni Rembe  
Judith M. Runstad  
Vivian W. Piasecki

### POTOMAC ELECTRIC POWER (569)

Floretta Dukes McKenzie  
Judith A. McHale  
Pauline A. Schneider

### PPG INDUSTRIES (220)

Michele J. Hooper

### PPL (315)

Marilyn Ware

### PRAXAIR (346)

Claire W. Gargalli

### PRECISION CASTPARTS (809)

None

### PREMCO (249)

Maura J. Clark

### PRICELINE COM (981)

Nancy B. Peretsman

### PRIMEDIA (803)

Beverly C. Chell

### PRINCIPAL FINANCIAL (215)

Elizabeth E. Tallett  
Betsy J. Bernard  
Jocelyn Carter-Miller

### PRO-FAC COOPERATIVE (969)

None

### PROCTER & GAMBLE (31)

Marina von Neumann Whitman  
Lynn M. Martin

### PROGRESS ENERGY (406)

E. Marie McKee  
Jean Giles Wittner  
Estell C. Lee

### PROGRESSIVE (277)

Janet Hill

### PROTECTIVE LIFE (786)

None

### PROVIDENT FINANCIAL GROUP (990)

None

### PROVIDIAN FINANCIAL (303)

Ruth M. Owades  
Christina L. Darwall

### PRUDENTIAL INS. CO. OF AMERICA (80)

Ida F.S. Schmertz  
Constance J. Horner  
Carolyne K. Davis

### PSS WORLD MEDICAL (763)

Delores O. Kesler  
Donna C. Williamson

### PUBLIC SERVICE CO. OF NEW MEXICO (830)

Joyce A. Godwin

### PUBLIC SERVICE ENTERPRISE GROUP (275)

Marilyn M. Pfaltz

### PUBLIX SUPER MARKETS (132)

Tina P. Johnson  
Carol Jenkins Barnett

### PUGET ENERGY (473) †

Phyllis J. Campbell  
Sally G. Narodick

### PULTE (402)

Debra Kelly-Ennis

### QUAKER OATS (347)

Judy C. Lewent  
Linda Johnson Rice

### QUALCOMM (500)

Adelia Coffman  
Diana Lady Dougan

### QUANTA SERVICES (764)

None

### QUANTUM (364)

None

### QUEST DIAGNOSTICS (475)

Mary A. Cirillo  
Gail R. Wilensky

### QUESTAR (971)

Teresa Beck

### QUINTILES TRANSNATIONAL (781)

Virginia V. Weldon

### QUORUM HEALTH GROUP (779) †

Colleen Conway-Welch



## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>QWEST COMMUNICATIONS (120)</b>	Betty C. Alewine	Linda B. Keene
None		Mae C. Jemison
<b>R. J. REYNOLDS TOBACCO (235)</b>	<b>ROHM &amp; HAAS (273)</b>	<b>SCI SYSTEMS (230)</b>
Denise Ilitch	Sandra O. Moose	Shirley Ann Jackson
Mary K. Bush	Marna C. Whittington	Jackie M. Ward
<b>R.R. DONNELLEY &amp; SONS (307)</b>	<b>ROSS STORES (553)</b>	<b>SCIENCE APPLICATIONS INTL. (296)</b>
Martha Layne Collins	Sharon Garrett	Anita B. Jones
Judith H. Hamilton	<b>ROUNDY'S (521)</b>	Claudine B. Malone
<b>RADIOSHACK (360)</b>	None	<b>SCIENTIFIC-ATLANTA (796)</b>
Edwina D. Woodbury	<b>RPM (713)</b>	Mylle B. Mangum
<b>RALSTON PURINA (543)</b>	Norrie Gustin	<b>SCOTTS COMPANY (777)</b>
Katherine D. Ortega	Jerry Sue Thornton	Karen Gordon Mills
<b>RAYMOND JAMES FINANCIAL (801)</b>	<b>RUDDICK (558)</b>	Katherine Hagerdorn Littlefield
Angela M. Biever	Anna Spangler Nelson	<b>SEABOARD (838)</b>
Elaine L. Chao	<b>RUSSELL (996)</b>	None
<b>RAYONIER (989)</b>	Margaret M. Porter	<b>SEAGATE TECHNOLOGY (285)</b>
Katherine D. Ortega	Mary Jane Robertson	Laurel L. Wilkening
<b>RAYTHEON (111)</b>	<b>RYDER SYSTEM (333)</b>	<b>SEALED AIR (514)</b>
Barbara M. Barrett	Christine A. Varney	Shirley Ann Jackson
<b>READER'S DIGEST ASSOCIATION (578)</b>	Lynn M. Martin	<b>SEARS ROEBUCK (29)</b>
M. Christine DeVita	<b>RYERSON TULL (535)</b>	Dorothy A. Terrell
Lynne V. Cheney	Jameson A. Baxter	Brenda C. Barnes
<b>REEBOK INTERNATIONAL (534)</b>	<b>RYLAND GROUP (624)</b>	<b>SEMPRA ENERGY (259)</b>
Dorothy E. Puhly	Leslie M. Frecon	Hyla H. Berteau
<b>REGIONS FINANCIAL (436)</b>	Charlotte St. Martin	Ann L. Burr
Sheila S. Blair	<b>SAFECO (262)</b>	Diana L. Walker
<b>RELIANCE GROUP HOLDINGS (459)</b>	Judith M. Runstad	<b>SENTRY INSURANCE GROUP (745)</b>
Jewell Jackson McCabe	Phyllis J. Campbell	None
<b>RELIANCE STEEL &amp; ALUMINUM (789)</b>	<b>SAFEGUARD SCIENTIFICS (542)</b>	<b>SEQUA (773)</b>
None	None	None
<b>RELIANT ENERGY (55)</b>	<b>SAFEWAY (46)</b>	<b>SERVICE CORP. INTERNATIONAL (536)</b>
Linnet F. Deily	Rebecca A. Stirn	Wanda A. McGee
Laree E. Perez	<b>SAKS (283)</b>	<b>SERVICE MERCHANDISE (852)</b>
<b>RENT A CENTER (832)</b>	Marguerite W. Sallee	None
None	<b>SANMINA (426)</b>	<b>SERVICEMASTER (300)</b>
<b>REPUBLIC SERVICES (676)</b>	None	Glenda A. Hatchett
None	<b>SARA LEE (96)</b>	Michele Hunt
<b>REVLON (871)</b>	Rozanne L. Ridgway	<b>SHERWIN-WILLIAMS (337)</b>
Martha Stewart	Joan D. Manley	Helen O. Petrauskas
Linda Gosden Robinson	<b>SBC COMMUNICATIONS (14)</b>	<b>SHOPKO STORES (422)</b>
<b>REYNOLDS &amp; REYNOLDS (836)</b>	Laura D'Andrea Tyson	None
None	Mary S. Metz	<b>SIEBEL SYSTEMS (761)</b>
<b>RGS ENERGY GROUP (896)</b>	Joyce M. Roché	None
Susan R. Holliday	Patricia P. Upton	<b>SIERRA HEALTH SERVICES (920)</b>
G. Jean Howard	Toni Rembe	Erin E. MacDonald
<b>RITE AID (130)</b>	Lynn M. Martin	<b>SIERRA PACIFIC RESOURCES (613)</b>
Nancy Lieberman	<b>SCANA (474)</b>	Krestine M. Corbin
<b>ROADWAY EXPRESS (518)</b>	Lynne M. Miller	Mary Lee Coleman
Sarah Roush Werner	Elaine T. Freeman	<b>SILGAN HOLDINGS (736)</b>
<b>ROBERT HALF INTERNATIONAL (556)</b>	<b>SCHERING-PLOUGH (192)</b>	None
None	Patricia Russo	<b>SILICON GRAPHICS (625)</b>
<b>ROCK-TENN (884)</b>	Regina E. Herzlinger	None
Lou Brown Jewell	<b>SCHOLASTIC (917)</b>	<b>SIMON PROPERTY GROUP (697)</b>
<b>ROCKWELL INTERNATIONAL (256)</b>	Rebeca M. Barrera	Denise DeBartolo York
	Helen V. Benham	

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>SMITH INTERNATIONAL (545)</b>		<b>SMITHFIELD FOODS (341)</b>
None		Carol T. Crawford
<b>SMURFIT-STONE CONTAINER (217)</b>		<b>SNAP-ON (659)</b>
None		Roxanne J. Decyk
<b>SODEXHO MARRIOTT SERVICES (363)</b>		<b>STARBUCKS (664)</b>
Mary S. Metz		Barbara Bass
<b>SOLETRON (139)</b>		<b>STARWOOD HOTELS &amp; RESORTS (386)</b>
None		None
<b>SOLUTIA (501)</b>		<b>STATE FARM INSURANCE COS. (21)</b>
Sally G. Narodick		Wendy L. Gramm
<b>SONIC AUTOMOTIVE (297)</b>		Janet Johnson
None		Barbara Cowden
<b>SONOCO PRODUCTS (552)</b>		Carla Temple
Dona Davis Young		Susan M. Watkins
<b>SOUTHERN (76)</b>		Laura Sullivan
Dorrit J. Bern		Susan M. Phillips
<b>SOUTHERN STATES COOP. (854)</b>		Hanne M. Merriman
None		<b>STATE STREET CORP. (304)</b>
<b>SOUTHTRUST CORP. (427)</b>		Linda A. Hill
None		Tenley E. Albright
<b>SOUTHWEST AIRLINES (316)</b>		Diana Chapman Walsh
June M. Morris		<b>STATER BROS. HOLDINGS (607)</b>
<b>SOVEREIGN BANCORP (617)</b>		None
Rhoda S. Oberholtzer		<b>STEELCASE (481)</b>
<b>SPARTAN STORES (516)</b>		Elizabeth Valk Long
Elizabeth Nickles		<b>STILWELL FINANCIAL (641)</b>
<b>SPHERION (443) †</b>		None
Cinda A. Hallman		<b>STORAGE TECHNOLOGY (688)</b>
<b>SPORTS AUTHORITY (864)</b>		None
Mary Elizabeth Burton		<b>STRYKER (633)</b>
Cynthia R. Cohen		Ronda E. Stryker
Carol Farmer		<b>SUIZA FOODS (308)</b>
<b>SPRINGS INDUSTRIES (636)</b>		None
Robin B. Smith		<b>SUMMIT BANCORP (494) †</b>
Crandall C. Bowles		Elinor J. Ferdon
<b>SPRINT (75)</b>		Anne Evans Estabrook
Liane J. Pelletier		<b>SUN HEALTHCARE GROUP (591)</b>
<b>SPX (559)</b>		Lois E. Silverman
Sarah R. Coffin		<b>SUN MICROSYSTEMS (125)</b>
<b>ST. PAUL COS. (222)</b>		Naomi O. Seligman
Anita M. Pampusch		Judith L. Estrin
<b>STAFF LEASING (508)</b>		<b>SUNGARD DATA SYSTEMS (814)</b>
None		None
<b>STANCORP FINANCIAL (886)</b>		<b>SUNOCO (154)</b>
Virginia L. Anderson		Rosemarie B. Greco
E. Kay Stepp		Mary Johnston Evans
<b>STANDARD PACIFIC (949)</b>		<b>SUNTRUST BANKS (221)</b>
None		Patricia C. Frist
<b>STANDARD REGISTER (972)</b>		<b>SUPERVALU (97)</b>
Ann Scavullo		Susan E. Engel
		Carole F. St. Mark
		Harriet K. Perlmutter
		<b>SWIFT TRANSPORTATION (973)</b>
		None
		<b>SYMBOL TECHNOLOGIES (895)</b>
		None
		<b>SYNOVUS FINANCIAL CORP. (718)</b>
		Elizabeth C. Ogie
		<b>SYSCO (105)</b>
		Phyllis S. Sewell
		Judith L. Craven
		<b>SYSTEMAX (805)</b>
		Ann R. Leven
		<b>T. ROWE PRICE (998)</b>
		Anne Marie Whittemore
		<b>TARGET (37)</b>
		Michele J. Hooper
		Anne M. Mulcahy
		<b>TECH DATA (95)</b>
		Kathy Misunas
		<b>TECO ENERGY (632)</b>
		Sara L. Baldwin
		<b>TECUMSEH PRODUCTS (819)</b>
		None
		<b>TEKTRONIX (873)</b>
		Pauline Lo Alker
		<b>TELEFLEX (776)</b>
		Patricia C. Barron
		<b>TELEPHONE &amp; DATA SYSTEMS (605)</b>
		Sandra L. Helton
		Letitia G.C. Carlson
		<b>TELLABS (479)</b>
		Stephanie Pace Marshall
		<b>TEMPLE-INLAND (390)</b>
		Charlotte Temple
		<b>TENET HEALTHCARE (171)</b>
		Bernice B. Bratter
		<b>TENNECO AUTOMOTIVE (461)</b>
		M. Kathryn Eickhoff
		<b>TERADYNE (517)</b>
		Patricia S. Wolpert
		<b>TEREX (684)</b>
		None
		<b>TESORO PETROLEUM (343)</b>
		None
		<b>TEXACO (16)</b>
		Mary K. Bush
		Robin B. Smith
		<b>TEXAS INDUSTRIES (954)</b>
		Elizabeth C. Williams
		<b>TEXAS INSTRUMENTS (163)</b>
		Ruth J. Simmons
		<b>TEXTRON (150)</b>
		Teresa Beck
		<b>THERMO ELECTRON (430)</b>
		Hutham S. Olayan

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>THOMAS &amp; BETTS (702)</b>	Jackie M. Ward	Ilene S. Gordon
Jeananne K. Hauswald	<b>TRINITY INDUSTRIES (548)</b>	<b>UNITED TECHNOLOGIES (64)</b>
<b>TIAA-CREF (33)</b>	Diana S. Natalicio	Jamie S. Gorelick
Elizabeth E. Bailey	<b>TRUE NORTH COMMUNICATIONS (849)</b>	Antonia Handler Chayes
Rochelle B. Lazarus	Marilyn R. Seymann	<b>UNITEDHEALTH GROUP (91)</b>
Ruth Simms Hamilton	Wenda H. Millard	Mary O. Mundinger
Estelle A. Fishbein	<b>TRUMP HOTELS &amp; CASINO RESORTS (936)</b>	Gail R. Wilensky
Marjorie Fine Knowles	None	<b>UNITRIN (714)</b>
Nancy L. Jacob	<b>TRUSERV (403)</b>	None
Edes P. Gilbert	Barbara B. Wilkerson	<b>UNIVERSAL (478)</b>
Joyce A. Fecske	<b>TRW (114)</b>	None
Rosalie J. Wolf	Lynn M. Martin	<b>UNIVERSAL FOREST PRODUCTS (921)</b>
<b>TIFFANY &amp; CO (813)</b>	Karen N. Horn	None
Rose Marie Bravo	<b>TXU (85)</b>	<b>UNIVERSAL HEALTH SERVICES (644)</b>
Geraldine Stutz	Margaret N. Maxey	Leatrice Ducat
<b>TIMKEN (564)</b>	<b>TYSON FOODS (257)</b>	<b>UNOCAL (207)</b>
Jacqueline F. Woods	Barbara Tyson	Marina von Neumann Whitman
<b>TJX (195)</b>	<b>U.S. BANCORP (190)</b>	<b>UNOVA (747)</b>
Willow B. Shire	Victoria Buyniski Gluckman	Claire W. Gargalli
Gail Deegan	Linda L. Ahlers	<b>UNUMPROVIDENT (198)</b>
<b>TMP WORLDWIDE (960)</b>	<b>U.S. INDUSTRIES (510)</b>	Cynthia A. Montgomery
None	None	Lois D. Rice
<b>TOLL BROTHERS (755)</b>	<b>U.S. OFFICE PRODUCTS (589) †</b>	<b>URS (651)</b>
None	None	Marie L. Knowles
<b>TORCHMARK (585)</b>	<b>UAL (104)</b>	<b>US AIRWAYS GROUP (202)</b>
None	Hazel R. O'Leary	Hilda Ochoa-Brillembourg
<b>TORO (940)</b>	<b>UGI (780)</b>	Hanne M. Merriman
Katherine J. Harless	Anne Pol	<b>USA EDUCATION (401)</b>
Janet K. Cooper	<b>ULTRAMAR DIAMOND SHAMROCK (137)</b>	Ann Torre Grant
<b>TOSCO (72)</b>	Katherine D. Ortega	Diane Suitt Gilleland
Eija Malmirvirta	Madeleine Saint-Jacques	<b>USA NETWORKS (371)</b>
<b>TOWER AUTOMOTIVE (582)</b>	<b>UNIFI (965)</b>	Diane VonFurstenberg
Georgia Nelson	None	Anne Busquet
<b>TOYS 'R' US (172)</b>	<b>UNIFIED WESTERN GROCERS (515)</b>	<b>USEC (875)</b>
RoAnn Costin	Mimi R. Song	Joyce F. Brown
Shirley Strum Kenny	<b>UNION CARBIDE (284) †</b>	<b>USFREIGHTWAYS (581)</b>
<b>TRANS WORLD AIRLINES (463) †</b>	Rozanne L. Ridgway	None
Sherry L. Cooper	<b>UNION PACIFIC (162)</b>	<b>USG (440)</b>
Blanche M. Touhill	Judith Richards Hope	Judith A. Sprieser
<b>TRANS WORLD ENTERTAINMENT (914)</b>	<b>UNION PLANTERS CORP. (511)</b>	Valerie B. Jarrett
None	Lou Ann Poynter	<b>UST (861)</b>
<b>TRANSMONTAIGNE (345)</b>	<b>UNISYS (272)</b>	Elaine J. Eisenman
None	Gail D. Fosler	<b>USX (39)</b>
<b>TRANSOCEAN SEDCO FOREX (987)</b>	<b>UNITED AUTO GROUP (356)</b>	Shirley Ann Jackson
None	None	<b>UTILICORP UNITED (60)</b>
<b>TRIAD HOSPITALS (980)</b>	<b>UNITED PARCEL SERVICE (52)</b>	Shirley Ann Jackson
Barbara A. Durand	Lea N. Soupata	Avis Green Tucker
<b>TRIBUNE (344)</b>	Ann M. Livermore	<b>VALERO ENERGY (131)</b>
Nancy Maynard	<b>UNITED RENTALS (529)</b>	Susan Kaufman Purcell
Kristie Miller	None	<b>VALSPAR (879)</b>
<b>TRICON GLOBAL RESTAURANTS (263)</b>	<b>UNITED SERVICES AUTOMOBILE ASSN. (224)</b>	Susan S. Boren
Jackie Trujillo	Marcelite J. Harris	<b>VALUE CITY (686)</b>
Jeanette S. Wagner	Patricia C. Barron	Geraldine Schottenstein
<b>TRIGON HEALTHCARE (572)</b>	<b>UNITED STATIONERS (423)</b>	<b>VECTREN (820)</b>

† See addendum notes on page 53

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Jean L. Wojtowicz	Reveta Franklin Bowers	<b>WHIRLPOOL (181)</b>
<b>VENATOR (366)</b>	Andrea L. Van de Kamp	Janice D. Stoney
Cheryl Turpin	Monica C. Lozano	Kathleen J. Hempel
Dona Davis Young	<b>WALTER INDUSTRIES (726)</b>	<b>WHOLE FOODS MARKET (730)</b>
<b>VENCOR (531)</b>	None	None
Donna R. Ecton	<b>WARNACO GROUP (628)</b>	<b>WHX (749)</b>
<b>VERITAS SOFTWARE (999)</b>	Linda J. Wachner	None
None	<b>WASHINGTON MUTUAL (124)</b>	<b>WILLAMETTE INDUSTRIES (368)</b>
<b>VERIZON COMMUNICATIONS (10)</b>	Elizabeth A. Sanders	Evelyn Cruz
Sandra O. Moose	Mary E. Pugh	<b>WILLIAMS (168)</b>
Helene L. Kaplan	Anne V. Farrell	Janice D. Stoney
<b>VF (309)</b>	<b>WASHINGTON POST (610)</b>	<b>WILLIAMS-SONOMA (750)</b>
Ursula F. Fairbairn	Katharine Graham	Heather M. Reisman
Barbara S. Feigin	<b>WASTE MANAGEMENT (157)</b>	<b>WINN-DIXIE STORES (145)</b>
<b>VIACOM (101)</b>	Pastora San Juan Cafferty	Julia B. North
Shari Redstone	<b>WATSCO (953)</b>	Tillie K. Fowler
Patricia Q. Stonesifer	None	<b>WISCONSIN ENERGY (480)</b>
<b>VIAD (788)</b>	<b>WEATHERFORD INTERNATIONAL (716)</b>	Barbara L. Bowles
Judith K. Hofer	None	<b>WM. WRIGLEY JR. (669)</b>
Linda Johnson Rice	<b>WEIS MARKETS (687)</b>	Penny Pritzker
<b>VIASYSTEMS GROUP (831)</b>	None	Melinda R. Rich
None	<b>WELLPOINT HEALTH NETWORKS (204)</b>	<b>WORLD FUEL SERVICES (994)</b>
None	Sheila P. Burke	None
<b>VISHAY INTERTECHNOLOGY (595)</b>	Elizabeth A. Sanders	<b>WORLDCOM (32)</b>
Luella B. Slaner	Julie A. Hill	Judith Areen
<b>VOICESTREAM WIRELESS (719) †</b>	<b>WELLS FARGO (62)</b>	<b>WORTHINGTON INDUSTRIES (709)</b>
Susan M.F. Woo Chow	Judith M. Runstad	Mary Fackler Schiavo
<b>VOLT INFORMATION SCIENCES (654)</b>	Susan E. Engel	<b>WPS RESOURCES (715)</b>
None	Susan G. Swenson	Kathryn M. Hasselblad-Pascale
<b>VULCAN MATERIALS (593)</b>	Reatha Clark King	<b>WYNDHAM INTERNATIONAL (590)</b>
Ann McLaughlin Korologos	Cynthia H. Milligan	Susan T. Groenteman
<b>W.R. BERKLEY (771)</b>	<b>WENDY'S INTERNATIONAL (646)</b>	<b>XCEL ENERGY (166)</b>
None	Janet Hill	Margaret R. Preska
<b>W.R. GRACE (827)</b>	Thekla R. Shackelford	A. Patricia Sampson
Marye Anne Fox	Kerrii B. Anderson	<b>XEROX (109)</b>
<b>W.W. GRAINGER (350)</b>	<b>WERNER ENTERPRISES (997)</b>	Anne M. Mulcahy
Janiece S. Webb	None	Martha Romaine Seger
<b>WABASH NATIONAL (943)</b>	<b>WESCO INTERNATIONAL (431)</b>	Antonia Ax:son Johnson
None	None	<b>YELLOW (457)</b>
<b>WACHOVIA CORP. (251)</b>	<b>WESTERN DIGITAL (711)</b>	Cassandra C. Carr
Dona Davis Young	Kathleen A. Cote	<b>YORK INTERNATIONAL (429)</b>
Elizabeth Valk Long	<b>WESTERN GAS RESOURCES (487)</b>	None
<b>WACKENHUT (586)</b>	None	<b>ZALE (762)</b>
Nancy Reynolds	<b>WESTERN RESOURCES (643)</b>	Beryl B. Raff
Ann Foreman	Jane D. Sadaka	<b>ZIONS BANCORP. (753)</b>
<b>WAL-MART STORES (2)</b>	<b>WESTPOINT STEVENS (754)</b>	Shelley Thomas
Paula Stern	M. Katherine Dwyer	
Elizabeth A. Sanders	<b>WESTVACO (446)</b>	
<b>WALGREEN (90)</b>	Jane L. Warner	
Marilou M. von Ferstel	<b>WEYERHAEUSER (122)</b>	
<b>WALLACE COMPUTER SERVICES (847)</b>	Martha R. Ingram	
Bettye Martin Musham	<b>WGL HOLDINGS (976)</b>	
<b>WALT DISNEY (67)</b>	Karen Hastie Williams	
Judith L. Estrin	Debra L. Lee	

# APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

## ADVERTISING, MARKETING (5/50) 10%

GREY GLOBAL (0/4)  
 INTERPUBLIC GROUP (1/11)  
 OMNICOM GROUP (2/17)  
 TMP WORLDWIDE (0/6)  
 TRUE NORTH COMMUNICATIONS (2/12)

## AEROSPACE AND DEFENSE (10/130) 8%

B.F. GOODRICH (2/14)  
 BOEING (1/11)  
 GENERAL DYNAMICS (0/10)  
 HONEYWELL INTERNATIONAL (1/13)  
 LOCKHEED MARTIN (1/12)  
 NORTHROP GRUMMAN (1/11)  
 PRECISION CASTPARTS (0/8)  
 RAYTHEON (1/14)  
 SEQUA (0/12)  
 TEXTRON (1/14)  
 UNITED TECHNOLOGIES (2/11)

## AIRLINES (14/119) 12%

ALASKA AIR GROUP (1/11)  
 AMERICA WEST HOLDINGS (2/12)  
 AMR (2/10)  
 CONTINENTAL AIRLINES (1/13)  
 DELTA AIR LINES (1/11)  
 NORTHWEST AIRLINES (1/14)  
 SOUTHWEST AIRLINES (1/9)  
 † TRANS WORLD AIRLINES (2/15)  
 UAL (1/12)  
 US AIRWAYS GROUP (2/12)

## APPAREL (17/96) 18%

JONES APPAREL GROUP (2/8)  
 KELLWOOD (2/9)  
 LIZ CLAIBORNE (3/10)  
 NIKE (1/11)  
 PHILLIPS-VAN HEUSEN (1/11)  
 POLO RALPH LAUREN (2/9)  
 REEBOK INTERNATIONAL (1/9)  
 RUSSELL (2/10)  
 VF (2/12)  
 WARNACO GROUP (1/7)

## AUTOMOTIVE RETAILING, SERVICES (2/59) 3%

AUTONATION (1/10)  
 † AVIS RENT A CAR (1/9)  
 BUDGET GROUP (0/8)  
 GROUP 1 AUTOMOTIVE (0/7)  
 LITHIA MOTORS (0/7)  
 SONIC AUTOMOTIVE (0/9)  
 UNITED AUTO GROUP (0/9)

## BEVERAGES (13/96) 14%

ADOLPH COORS (1/7)

ANHEUSER-BUSCH (2/15)  
 BROWN-FORMAN (1/10)  
 COCA-COLA (2/12)  
 COCA-COLA ENTERPRISES (1/13)  
 CONSTELLATION BRANDS (1/7)  
 PEPSI BOTTLING (2/9)  
 PEPSIAMERICAS (1/10)  
 PEPSICO (2/13)

## BUILDING MATERIALS, GLASS (7/59) 12%

ARMSTRONG HOLDINGS (1/10)  
 OWENS CORNING (2/10)  
 OWENS-ILLINOIS (0/9)  
 TEXAS INDUSTRIES (1/10)  
 USG (2/11)  
 VULCAN MATERIALS (1/9)

## CHEMICALS (40/333) 12%

AIR PRODUCTS & CHEMICALS (2/12)  
 ASHLAND (2/11)  
 AVERY DENNISON (1/12)  
 BORDEN (0/5)  
 CABOT (1/13)  
 CROMPTON (1/8)  
 CYTEC INDUSTRIES (1/7)  
 DOW CHEMICAL (2/15)  
 E.I. DU PONT DE NEMOURS (3/13)  
 EASTMAN CHEMICAL (1/11)  
 ECOLAB (1/13)  
 ENGELHARD (2/10)  
 FERRO (1/11)  
 FMC (1/10)  
 GEORGIA GULF (0/7)  
 GREAT LAKES CHEMICAL (0/9)  
 H.B. FULLER (2/11)  
 HERCULES (2/13)  
 IMC GLOBAL (1/8)  
 LUBRIZOL (2/11)  
 LYONDELL CHEMICAL (1/8)  
 MILLENNIUM CHEMICALS (0/8)  
 PPG INDUSTRIES (1/10)  
 PRAXAIR (1/10)  
 ROHM & HAAS (2/16)  
 RPM (2/11)  
 SCOTTS COMPANY (2/12)  
 SHERWIN-WILLIAMS (1/12)  
 SOLUTIA (1/10)  
 † UNION CARBIDE (1/9)  
 VALSPAR (1/11)  
 W.R. GRACE (1/6)

## COMMERCIAL BANKS (67/657) 10%

AMSOUTH BANCORP. (2/13)  
 BANK OF AMERICA CORP. (3/17)  
 BANK OF NEW YORK CO. (1/15)

BANK ONE CORP. (2/14)  
 BANKNORTH GROUP (4/21)  
 BB&T CORP. (1/21)  
 COMERICA (2/22)  
 COMPASS BANCSHARES (0/8)  
 FIFTH THIRD BANCORP. (1/22)  
 † FIRST NATIONAL OF NEBRASKA (1/7)  
 FIRST TENNESSEE NATIONAL CORP. (1/12)  
 FIRST UNION CORP. (2/14)  
 † FIRSTAR CORP. (1/18)  
 FLEETBOSTON FINANCIAL (3/24)  
 HIBERNIA CORP. (1/15)  
 HUNTINGTON BANCSHARES (1/11)  
 J.P. MORGAN CHASE & CO. (3/15)  
 KEYCORP. (1/17)  
 M & T BANK CORP. (1/25)  
 MARSHALL & ILSLEY CORP. (1/20)  
 MBNA (0/7)  
 MELLON FINANCIAL CORP. (1/17)  
 NATIONAL CITY CORP. (3/18)  
 NATIONAL COMMERCE BANCORPORATION (0/19)  
 NORTHERN TRUST CORP. (2/14)  
 † OLD KENT FINANCIAL CORP. (3/15)  
 PACIFIC CENTURY FINANCIAL (1/10)  
 PNC FINANCIAL SERVICES GROUP (2/15)  
 POPULAR (2/24)  
 PROVIDENT FINANCIAL GROUP (0/7)  
 PROVIDIAN FINANCIAL (2/9)  
 REGIONS FINANCIAL (1/12)  
 SOUTHTRUST CORP. (0/12)  
 STATE STREET CORP. (3/18)  
 † SUMMIT BANCORP. (2/17)  
 SUNTRUST BANKS (1/16)  
 SYNOVUS FINANCIAL CORP. (1/17)  
 U.S. BANCORP. (2/25)  
 UNION PLANTERS CORP. (1/10)  
 WACHOVIA CORP. (2/15)  
 WELLS FARGO (5/19)  
 ZIONS BANCORP. (1/10)

## COMPUTER AND DATA SERVICES (19/218) 9%

AFFILIATED COMPUTER SERVICES (0/9)  
 † AMERICA ONLINE (0/10)  
 AMERICAN MANAGEMENT SYSTEMS (1/8)  
 AUTOMATIC DATA PROCESSING (1/11)  
 CERIDIAN (1/9)  
 COMDISCO (1/10)  
 COMPUTER SCIENCES (0/9)  
 CONCORD EFS (0/9)  
 DST SYSTEMS (1/8)  
 DUN & BRADSTREET (1/5)  
 ELECTRONIC DATA SYSTEMS (1/10)  
 EQUIFAX (2/12)  
 FIRST DATA (1/10)  
 FISERV (1/7)

† See addendum notes on page 53

## APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

GALILEO INTERNATIONAL (2/10)  
 IMS HEALTH (1/8)  
 NOVA CORPORATION (1/9)  
 PRICELINE COM (1/10)  
 REYNOLDS & REYNOLDS (0/12)  
 SCIENCE APPLICATIONS INTL. (2/22)  
 SUNGARD DATA SYSTEMS (0/10)  
 UNISYS (1/10)

### COMPUTER PERIPHERALS (3/77) 4%

EMC (0/8)  
 IMATION (1/10)  
 IOMEGA (0/9)  
 LEXMARK INTERNATIONAL (1/12)  
 MAXTOR (0/7)  
 QUANTUM (0/8)  
 SEAGATE TECHNOLOGY (1/7)  
 STORAGE TECHNOLOGY (0/8)  
 SYMBOL TECHNOLOGIES (0/8)

### COMPUTER SOFTWARE (9/93) 10%

ADOBE SYSTEMS (1/7)  
 BMC SOFTWARE (0/7)  
 CADENCE DESIGN SYSTEMS (2/9)  
 COMPUTER ASSOCIATES INTL. (1/8)  
 COMPUWARE (2/11)  
 COMVERSE TECHNOLOGY (1/8)  
 ELECTRONIC ARTS (0/6)  
 MICROSOFT (1/7)  
 ORACLE (1/9)  
 PEOPLESOFT (0/7)  
 SIEBEL SYSTEMS (0/6)  
 VERITAS SOFTWARE (0/8)

### COMPUTERS, OFFICE EQUIPMENT (19/107) 18%

APPLE COMPUTER (0/7)  
 COMPAQ COMPUTER (2/9)  
 DELL COMPUTER (2/11)  
 GATEWAY (1/6)  
 HEWLETT-PACKARD (2/9)  
 INTL. BUSINESS MACHINES (2/12)  
 NCR (1/9)  
 PITNEY BOWES (3/12)  
 SILICON GRAPHICS (0/4)  
 SUN MICROSYSTEMS (2/8)  
 WESTERN DIGITAL (1/7)  
 XEROX (3/13)

### DIVERSIFIED FINANCIALS (23/257) 9%

AMERICAN EXPRESS (1/10)  
 AON (1/17)  
 CAPITAL ONE FINANCIAL (0/7)  
 CB RICHARD ELLIS SERVICES (1/13)  
 CIT GROUP (1/15)  
 CITIGROUP (1/18)

COUNTRYWIDE CREDIT INDUSTRIES (0/10)  
 FANNIE MAE (3/18)  
 FIDELITY NATIONAL FINANCIAL (0/12)  
 FINOVA (2/7)  
 FIRST AMERICAN CORP. (2/13)  
 FREDDIE MAC (1/18)  
 FREMONT GENERAL (0/6)  
 GENERAL ELECTRIC (4/19)  
 HOUSEHOLD INTERNATIONAL (1/14)  
 LANDAMERICA FINANCIAL GROUP (1/12)  
 MARSH & MCLENNAN (2/16)  
 METRIS (0/11)  
 STILLWELL FINANCIAL (0/5)  
 USA EDUCATION (2/16)

### DIVERSIFIED OUTSOURCING SERVICES (12/123) 10%

ABM INDUSTRIES (2/10)  
 ADMINISTAFF (1/7)  
 ARAMARK (1/10)  
 CINTAS (0/7)  
 CONVERGYS (1/11)  
 DYNACORP (0/10)  
 ENCOMPASS SERVICES (0/10)  
 PAYCHEX (0/9)  
 SERVICEMASTER (2/15)  
 SODEXHO MARRIOTT SERVICES (1/8)  
 STAFF LEASING (0/6)  
 VIAD (2/8)  
 WACKENHUT (2/12)

### ELECTRONICS, ELECTRICAL EQUIP. (21/199) 11%

A.O. SMITH (1/9)  
 AMERICAN POWER CONVERSION (0/5)  
 AMPHENOL (0/9)  
 COOPER INDUSTRIES (1/11)  
 DIEBOLD (1/10)  
 EATON (1/10)  
 † EMERSON ELECTRIC (1/16)  
 ENERGIZER HOLDINGS (0/9)  
 GENTEK (0/7)  
 HARMAN INTL. INDUSTRIES (2/7)  
 HARRIS (1/9)  
 HUBBELL (0/8)  
 † LITTON INDUSTRIES (1/9)  
 MAYTAG (3/10)  
 MOLEX (0/11)  
 NATIONAL SERVICE INDUSTRIES (2/11)  
 PENTAIR (2/9)  
 ROCKWELL INTERNATIONAL (1/10)  
 SPX (1/7)  
 THOMAS & BETTS (1/10)  
 WHIRLPOOL (2/12)

### ENERGY (17/139) 12%

ADAMS RESOURCES & ENERGY (1/9)  
 AGWAY (0/14)  
 AVISTA (2/11)  
 BLACK HILLS (1/10)  
 CALPINE (2/8)  
 DUKE ENERGY (1/12)  
 EQUITABLE RESOURCES (1/11)  
 MDU RESOURCES GROUP (1/11)  
 NORTHWESTERN (1/9)  
 RELIANT ENERGY (2/10)  
 UGI (1/7)  
 USEC (1/8)  
 UTILICORP UNITED (2/10)  
 WPS RESOURCES (1/9)

### ENGINEERING, CONSTRUCTION (17/256) 7%

BEAZER HOMES USA (0/7)  
 CENTEX (1/9)  
 CHAMPION ENTERPRISES (1/7)  
 CLAYTON HOMES (1/8)  
 COMFORT SYSTEMS USA (0/10)  
 D.R. HORTON (1/10)  
 EMCOR GROUP (0/7)  
 FLUOR (2/12)  
 FOSTER WHEELER (2/10)  
 GRANITE (2/9)  
 HALLIBURTON (0/10)  
 INTEGRATED ELECTRICAL SERVICES (0/13)  
 IT GROUP (0/10)  
 JACOBS ENGINEERING GROUP (2/13)  
 † KB HOME (1/10)  
 LENNAR CORP. (0/11)  
 MASTEC (0/7)  
 MDC HOLDINGS (0/6)  
 NVR (0/7)  
 OAKWOOD HOMES (0/10)  
 PETER KIEWIT SONS' (0/12)  
 PULTE (1/9)  
 QUANTA SERVICES (0/10)  
 RYLAND GROUP (2/10)  
 STANDARD PACIFIC (0/9)  
 TOLL BROTHERS (0/10)  
 URS (1/10)

### ENTERTAINMENT (9/74) 12%

CLEAR CHANNEL COMMUNICATIONS (0/13)  
 METRO-GOLDWYN-MAYER (1/12)  
 USA NETWORKS (2/15)  
 VIACOM (2/18)  
 WALT DISNEY (4/16)

### FOOD AND DRUG STORES (20/179) 11%

ALBERTSON'S (3/19)  
 CVS (2/12)

## APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

† GRAND UNION (0/1)  
 INGLES MARKETS (2/9)  
 KROGER (2/17)  
 LONGS DRUG STORES (1/13)  
 MARSH SUPERMARKETS (2/10)  
 PATHMARK STORES (0/7)  
 PENN TRAFFIC (0/9)  
 PHAR-MOR (0/5)  
 PUBLIX SUPER MARKETS (2/9)  
 RITE AID (1/8)  
 RUDDICK (1/12)  
 SAFEWAY (1/9)  
 STATER BROS. HOLDINGS (0/4)  
 WALGREEN (1/10)  
 WEIS MARKETS (0/8)  
 WHOLE FOODS MARKET (0/7)  
 WINN-DIXIE STORES (2/10)

### FOOD CONSUMER PRODUCTS (26/208) 13%

CAMPBELL SOUP (2/15)  
 CONAGRA (1/12)  
 CORN PRODUCTS INTERNATIONAL (1/12)  
 DEL MONTE FOODS (1/11)  
 DOLE FOOD (0/6)  
 EARTHGRAINS (1/9)  
 † FLOWERS INDUSTRIES (1/11)  
 GENERAL MILLS (3/11)  
 H.J. HEINZ (3/13)  
 HERSHEY FOODS (1/9)  
 HORMEL FOODS (1/14)  
 INTERSTATE BAKERIES (0/9)  
 KELLOGG (2/12)  
 MCCORMICK (1/12)  
 QUAKER OATS (2/9)  
 RALSTON PURINA (1/11)  
 SARA LEE (2/17)  
 SMITHFIELD FOODS (1/7)  
 WM. WRIGLEY JR. (2/8)

### FOOD PRODUCTION (7/134) 5%

ARCHER DANIELS MIDLAND (1/13)  
 CHIQUITA BRANDS INTERNATIONAL (0/7)  
 DEAN FOODS (2/10)  
 FARMLAND INDUSTRIES (0/22)  
 GOLD KIST (0/9)  
 IBP (2/10)  
 IMPERIAL SUGAR (1/10)  
 PILGRIM'S PRIDE (0/10)  
 PRO-FAC COOPERATIVE (0/16)  
 SEABOARD (0/5)  
 SUIZA FOODS (0/9)  
 TYSON FOODS (1/13)

### FOOD SERVICES (16/130) 12%

ADVANTICA (2/10)

BRINKER INTERNATIONAL (0/12)  
 CBRL GROUP (1/12)  
 CKE RESTAURANTS (0/9)  
 DARDEN RESTAURANTS (2/13)  
 JACK IN THE BOX (1/10)  
 MCDONALD'S (2/15)  
 OUTBACK STEAKHOUSE (2/13)  
 STARBUCKS (1/9)  
 TRICON GLOBAL RESTAURANTS (2/12)  
 WENDY'S INTERNATIONAL (3/15)

### FOREST AND PAPER PRODUCTS (24/211) 11%

BEMIS (1/10)  
 BOISE CASCADE (4/15)  
 BOWATER (1/9)  
 GEORGIA-PACIFIC (2/15)  
 INTERNATIONAL PAPER (1/14)  
 KIMBERLY-CLARK (2/13)  
 LOUISIANA-PACIFIC (1/10)  
 MEAD (2/11)  
 PACKAGING CORP. OF AMERICA (0/7)  
 POTLATCH (3/11)  
 RAYONIER (1/9)  
 ROCK-TENN (1/13)  
 SMURFIT-STONE CONTAINER (0/9)  
 SONOCO PRODUCTS (1/14)  
 TEMPLE-INLAND (1/12)  
 UNIVERSAL FOREST PRODUCTS (0/7)  
 WESTVACO (1/9)  
 WEYERHAEUSER (1/14)  
 WILLAMETTE INDUSTRIES (1/9)

### FURNITURE (9/64) 14%

FURNITURE BRANDS INTERNATIONAL (1/8)  
 HERMAN MILLER (3/10)  
 HON INDUSTRIES (2/11)  
 LA-Z-BOY (1/10)  
 LEGGETT & PLATT (1/14)  
 STEELCASE (1/11)

### GENERAL MERCHANDISERS (23/182) 13%

AMES DEPARTMENT STORES (0/7)  
 BELK (1/9)  
 DILLARD'S (1/15)  
 DOLLAR GENERAL (2/10)  
 FAMILY DOLLAR STORES (1/9)  
 FEDERATED DEPARTMENT STORES (2/11)  
 J.C. PENNEY (2/10)  
 KMART (2/12)  
 KOHL'S (1/12)  
 MAY DEPARTMENT STORES (2/11)  
 NORDSTROM (1/9)  
 SAKS (1/18)  
 SEARS ROEBUCK (2/12)  
 TARGET (2/11)

VALUE CITY (1/11)  
 WAL-MART STORES (2/15)

### HEALTH CARE (46/355) 13%

ADVANCE PCS (0/10)  
 AETNA (4/12)  
 ANTHEM INSURANCE (2/13)  
 BEVERLY ENTERPRISES (4/10)  
 CAREMARK RX (1/11)  
 CIGNA (2/10)  
 COMMUNITY HEALTH SYSTEMS (2/10)  
 COVENTRY HEALTH CARE (1/10)  
 DAVITA (0/7)  
 EXPRESS SCRIPTS (0/8)  
 GENESIS HEALTH VENTURES (0/12)  
 GENTIVA HEALTH SERVICES (1/8)  
 HCA (2/14)  
 HEALTH MANAGEMENT ASSOCIATES (0/7)  
 † HEALTH NET (1/11)  
 HEALTHSOUTH (1/9)  
 HUMANA (1/9)  
 INTEGRATED HEALTH SERVICES (0/4)  
 LABORATORY CORP. OF AMERICA (1/7)  
 MAGELLAN HEALTH SERVICES (1/12)  
 MANOR CARE (1/10)  
 MARINER POST-ACUTE NETWORK (0/4)  
 MID ATLANTIC MEDICAL SERVICES (1/14)  
 OMNICARE (4/13)  
 OXFORD HEALTH PLANS (0/10)  
 PACIFICARE HEALTH SYSTEMS (1/10)  
 QUEST DIAGNOSTICS (2/9)  
 † QUORUM HEALTH GROUP (1/10)  
 SIERRA HEALTH SERVICES (1/8)  
 SUN HEALTHCARE GROUP (1/7)  
 TENET HEALTHCARE (1/10)  
 TRIAD HOSPITALS (1/10)  
 TRIGON HEALTHCARE (1/14)  
 UNITEDHEALTH GROUP (2/12)  
 UNIVERSAL HEALTH SERVICES (1/7)  
 VENCOR (1/5)  
 WELLPOINT HEALTH NETWORKS (3/8)

### HOTELS, CASINOS, RESORTS (10/142) 7%

CRESTLINE CAPITAL (0/8)  
 HARRAH'S ENTERTAINMENT (0/11)  
 HILTON HOTELS (2/14)  
 HOST MARRIOTT (1/9)  
 MANDALAY RESORT GROUP (2/8)  
 MARRIOTT INTERNATIONAL (1/10)  
 MERISTAR HOTELS & RESORTS (0/8)  
 MGM MIRAGE (2/26)  
 PARK PLACE ENTERTAINMENT (1/12)  
 STARWOOD HOTELS & RESORTS (0/13)  
 TRUMP HOTELS & CASINO RESORTS (0/4)  
 WYNDHAM INTERNATIONAL (1/19)

## APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

### INDUSTRIAL AND FARM EQUIPMENT (25/303) 8%

ACTUANT (0/7)  
AGCO (0/11)  
AMERICAN STANDARD (0/8)  
BAKER HUGHES (2/14)  
BLACK & DECKER (1/8)  
BRIGGS & STRATTON (1/9)  
CATERPILLAR (1/12)  
COOPER CAMERON (0/7)  
CRANE (0/10)  
† CUMMINS ENGINE (2/12)  
DEERE (2/12)  
DOVER (1/9)  
HARNISCHFEGER INDUSTRIES (1/9)  
INGERSOLL-RAND (1/9)  
ITT INDUSTRIES (2/6)  
KENNAMETAL (1/9)  
LAM RESEARCH (0/7)  
LENNOX INTERNATIONAL (2/15)  
MILACRON (1/10)  
NACCO INDUSTRIES (0/11)  
NORTEK (0/5)  
PALL (1/12)  
PARKER HANNIFIN (1/12)  
SMITH INTERNATIONAL (0/7)  
TECUMSEH PRODUCTS (0/9)  
TELEFLEX (1/7)  
TEREX (0/7)  
TIMKEN (1/12)  
TORO (2/11)  
UNOVA (1/10)  
WEATHERFORD INTERNATIONAL (0/8)  
YORK INTERNATIONAL (0/8)

### INSURANCE: LIFE, HEALTH (MUTUAL) (32/206) 16%

AID ASSOCIATION FOR LUTHERANS (4/17)  
CUNA MUTUAL GROUP (1/15)  
GUARDIAN LIFE INS. CO. OF AMERICA (2/15)  
KNIGHTS OF COLUMBUS (0/15)  
LUTHERAN BROTHERHOOD (2/12)  
MASS. MUTUAL LIFE INSURANCE (2/18)  
MUTUAL OF OMAHA INSURANCE (1/9)  
NEW YORK LIFE INSURANCE (2/13)  
NORTHWESTERN MUTUAL (3/26)  
PACIFIC LIFE INSURANCE (3/15)  
PRUDENTIAL INS. CO. OF AMERICA (3/21)  
TIAA-CREF (9/30)

### INSURANCE: LIFE, HEALTH (STOCK) (25/219) 11%

AFLAC (2/18)  
AMERICAN GENERAL (1/12)  
AMERICAN NATIONAL INSURANCE (1/9)  
CONSECO (0/7)  
JEFFERSON-PILOT (0/10)  
JOHN HANCOCK FINANCIAL SERVICES (2/16)

LINCOLN NATIONAL (2/9)  
METLIFE (3/15)  
MINNESOTA LIFE INS. (2/12)  
MONEY GROUP (1/13)  
PENN MUTUAL LIFE INSURANCE (2/12)  
PHOENIX HOME LIFE MUTUAL INS. (2/16)  
PRINCIPAL FINANCIAL (3/15)  
PROTECTIVE LIFE (0/10)  
STANCORP FINANCIAL (2/14)  
TORCHMARK (0/10)  
UNITRIN (0/7)  
UNUMPROVIDENT (2/14)

### INSURANCE: P & C (MUTUAL) (13/105) 12%

AMICA MUTUAL INSURANCE (2/11)  
AUTO-OWNERS INSURANCE (1/12)  
HARLEYSVILLE MUTUAL INSURANCE (1/8)  
LIBERTY MUTUAL INSURANCE GROUP (1/13)  
SENTRY INSURANCE GROUP (0/10)  
STATE FARM INSURANCE COS. (8/51)

### INSURANCE: P & C (STOCK) (26/262) 10%

ALLMERICA FINANCIAL (1/13)  
ALLSTATE (2/13)  
AMERICAN FAMILY INS. GROUP (2/13)  
AMERICAN FINANCIAL GROUP (0/8)  
AMERICAN INTERNATIONAL GROUP (2/18)  
BERKSHIRE HATHAWAY (1/7)  
CHUBB (2/15)  
CINCINNATI FINANCIAL (0/14)  
ERIE INSURANCE GROUP (3/12)  
HARTFORD FINANCIAL SERVICES (1/12)  
LOEWS (1/13)  
MERCURY GENERAL (1/9)  
NATIONWIDE INSURANCE ENTERPRISE (2/20)  
OHIO CASUALTY (1/11)  
OLD REPUBLIC INTERNATIONAL (0/12)  
PROGRESSIVE (1/11)  
RELIANCE GROUP HOLDINGS (1/13)  
SAFECO (2/11)  
ST. PAUL COS. (1/13)  
UNITED SERVICES AUTOMOBILE ASSN. (2/16)  
W.R. BERKLEY (0/8)

### MAIL, PACKAGE, FREIGHT DELIVERY (7/57) 12%

† AIRBORNE FREIGHT (2/9)  
EXPEDITORS INTL OF WASHINGTON (0/6)  
FEDEX (2/13)  
† FRITZ COMPANIES (0/5)  
PITTSSTON (1/11)  
UNITED PARCEL SERVICE (2/13)

### MEDICAL PRODUCTS & EQUIPMENT (8/89) 9%

BAUSCH & LOMB (2/10)  
BAXTER INTERNATIONAL (2/12)

BECTON DICKINSON (1/14)  
BOSTON SCIENTIFIC (0/9)  
DADE BEHRING (0/8)  
GUIDANT (1/12)  
HILLENBRAND INDUSTRIES (0/11)  
MEDTRONIC (2/13)

### METAL PRODUCTS (15/165) 9%

ALPINE GROUP (0/7)  
BALL (1/10)  
CROWN CORK & SEAL (1/14)  
DANAHER (0/8)  
FLOWSERVE (1/9)  
FORTUNE BRANDS (2/11)  
GENERAL CABLE CORPORATION (0/6)  
GILLETTE (2/12)  
HARSCO (1/8)  
ILLINOIS TOOL WORKS (1/10)  
MASCO (1/10)  
NEWELL RUBBERMAID (2/15)  
SILGAN HOLDINGS (0/6)  
SNAP-ON (1/11)  
STANLEY WORKS (2/8)  
U.S. INDUSTRIES (0/10)  
WALTER INDUSTRIES (0/10)

### METALS (10/106) 9%

AK STEEL HOLDING (1/11)  
ALCOA (2/9)  
ALLEGHENY TECHNOLOGIES (1/12)  
BETHLEHEM STEEL (1/10)  
COMMERCIAL METALS (1/9)  
LTV (1/8)  
MAXXAM (0/7)  
NUCOR (1/7)  
OLIN (0/7)  
PHELPS DODGE (1/10)  
WHX (0/8)  
WORTHINGTON INDUSTRIES (1/8)

### MINING, CRUDE-OIL PRODUCTION (7/156) 5%

ANADARKO PETROLEUM (0/13)  
APACHE (1/12)  
BURLINGTON RESOURCES (1/9)  
DEVON ENERGY (0/11)  
EOG RESOURCES (0/7)  
FREEPORT-MCMORAN COPPER & GOLD (1/14)  
KERR-MCGEE (2/11)  
MARTIN MARIETTA MATERIALS (0/9)  
MITCHELL ENERGY & DEVEL. (0/9)  
NEWMONT MINING (0/11)  
NOBLE AFFILIATES (0/9)  
OCCIDENTAL PETROLEUM (1/11)  
PLAINS RESOURCES (0/8)  
TRANSOCEAN SEDCO FOREX (0/12)



## APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

UNOCAL (1/10)

### MISCELLANEOUS (13/99) 13%

AMERICAN WATER WORKS (4/15)  
 CENDANT (2/13)  
 CH2M HILL COMPANIES (2/11)  
 GATX (1/9)  
 H&R BLOCK (1/10)  
 NEWPORT NEWS SHIPBUILDING (1/8)  
 QUINTILES TRANSNATIONAL (1/9)  
 SERVICE CORP. INTERNATIONAL (1/13)  
 UNITED RENTALS (0/11)

### MOTOR VEHICLES AND PARTS (20/239) 8%

AMERICAN AXLE & MANUFACTURING (0/9)  
 † ARVINMERITOR (2/14)  
 AUTOLIV (0/8)  
 BORGWARNER (1/9)  
 COLLINS & AIKMAN (1/12)  
 DANA (1/11)  
 DELPHI AUTOMOTIVE (2/13)  
 DURA AUTOMOTIVE SYSTEMS (0/10)  
 EXIDE (1/7)  
 FEDERAL-MOGUL (0/8)  
 FLEETWOOD ENTERPRISES (1/11)  
 FORD MOTOR (2/14)  
 GENERAL MOTORS (1/13)  
 HAYES LEMMERZ (0/11)  
 JOHNSON CONTROLS (1/12)  
 LEAR (1/10)  
 NAVISTAR INTERNATIONAL (1/12)  
 OSHKOSH TRUCK (1/10)  
 PACCAR (0/10)  
 TENNECO AUTOMOTIVE (1/7)  
 TOWER AUTOMOTIVE (1/9)  
 TRW (2/13)  
 WABASH NATIONAL (0/6)

### NETWORK AND OTHER COMMUNICATIONS

#### EQUIPMENT (14/112) 13%

3COM (0/10)  
 ADC TELECOMMUNICATIONS (1/8)  
 CABLETRON SYSTEMS (0/5)  
 CISCO SYSTEMS (3/13)  
 CORNING (2/15)  
 JDS UNIPHASE (0/9)  
 LUCENT TECHNOLOGIES (2/7)  
 MOTOROLA (2/15)  
 QUALCOMM (2/13)  
 SCIENTIFIC-ATLANTA (1/8)  
 TELLABS (1/9)

#### OILFIELD SERVICES (0/16) 0%

BJ SERVICES (0/8)  
 NABORS INDUSTRIES (0/8)

### PETROLEUM REFINING (21/170) 12%

AMERADA HESS (1/15)  
 CHEVRON (2/12)  
 CONOCO (1/9)  
 † CROWN CENTRAL PETROLEUM (1/8)  
 EXXON MOBIL (3/17)  
 FRONTIER OIL (0/7)  
 MURPHY OIL (1/11)  
 PHILLIPS PETROLEUM (2/10)  
 PREMCOR (1/7)  
 SUNOCO (2/12)  
 TESORO PETROLEUM (0/7)  
 TEXACO (2/13)  
 TOSCO (1/10)  
 ULTRAMAR DIAMOND SHAMROCK (2/11)  
 USX (1/13)  
 VALERO ENERGY (1/8)

### PHARMACEUTICALS (21/149) 14%

ABBOTT LABORATORIES (2/13)  
 ALLERGAN (1/12)  
 AMERICAN HOME PRODUCTS (1/11)  
 AMGEN (1/11)  
 BRISTOL-MYERS SQUIBB (2/12)  
 ELI LILLY (2/12)  
 JOHNSON & JOHNSON (3/15)  
 MERCK (3/14)  
 PFIZER (2/19)  
 PHARMACIA (2/15)  
 SCHERING-PLOUGH (2/15)

### PIPELINES (6/93) 6%

DYNEGY (2/16)  
 EL PASO (0/12)  
 ENRON (1/14)  
 ENTERPRISE PRODUCTS (2/10)  
 KINDER MORGAN (0/10)  
 TRANSMONTAIGNE (0/8)  
 WESTERN GAS RESOURCES (0/9)  
 WILLIAMS (1/14)

### PUBLISHING, PRINTING (38/210) 18%

AMERICAN GREETINGS (2/9)  
 BANTA (1/9)  
 † BELO (2/13)  
 DELUXE (2/10)  
 DOW JONES (1/14)  
 E.W. SCRIPPS (2/12)  
 GANNETT (2/7)  
 † HARCOURT GENERAL (3/12)  
 KNIGHT-RIDDER (3/10)  
 MAIL-WELL (1/7)  
 MCGRAW-HILL (2/12)  
 NEW YORK TIMES (3/14)  
 PRIMEDIA (1/10)

R.R. DONNELLEY & SONS (2/10)  
 READER'S DIGEST ASSOCIATION (2/8)  
 SCHOLASTIC (4/13)  
 STANDARD REGISTER (1/8)  
 TRIBUNE (2/16)  
 WALLACE COMPUTER SERVICES (1/6)  
 WASHINGTON POST (1/10)

### RAILROADS (4/51) 8%

BURLINGTON NORTHERN SANTA FE (1/15)  
 CSX (1/14)  
 NORFOLK SOUTHERN (1/9)  
 UNION PACIFIC (1/13)

### REAL ESTATE (3/53) 6%

† DEL WEBB (0/11)  
 EQUITY OFFICE PROPERTIES (1/16)  
 EQUITY RESIDENTIAL PROPERTIES (1/14)  
 SIMON PROPERTY GROUP (1/12)

### RUBBER AND PLASTIC PRODUCTS (9/73) 12%

CARLISLE (1/11)  
 COOPER TIRE & RUBBER (1/10)  
 FOAMEX INTERNATIONAL (1/8)  
 GOODYEAR TIRE & RUBBER (1/11)  
 MARK IV INDUSTRIES (0/6)  
 PACTIV (1/7)  
 POLYONE (3/11)  
 SEALED AIR (1/9)

### SAVINGS INSTITUTIONS (18/121) 15%

ASTORIA FINANCIAL (0/13)  
 † BANK UNITED CORP. (1/10)  
 CHARTER ONE FINANCIAL (3/20)  
 DIME BANCORP (3/18)  
 GOLDEN STATE BANCORP (2/15)  
 GOLDEN WEST FINANCIAL (5/9)  
 GREENPOINT FINANCIAL (0/13)  
 SOVEREIGN BANCORP (1/7)  
 WASHINGTON MUTUAL (3/16)

### SCIENTIFIC, PHOTO, CONTROL EQUIP. (21/129) 16%

† APPLERA (1/10)  
 APPLIED MATERIALS (1/9)  
 BECKMAN COULTER (2/11)  
 EASTMAN KODAK (5/12)  
 KLA-TENCOR (1/9)  
 L-3 COMMUNICATIONS (0/10)  
 MINNESOTA MINING & MFG. (3/11)  
 PERKINELMER (2/10)  
 POLAROID (2/10)  
 STRYKER (1/7)  
 TEKTRONIX (1/10)  
 TERADYNE (1/11)  
 THERMO ELECTRON (1/9)

† See addendum notes on page 53

## APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

### SECURITIES (11/145) 8%

A.G. EDWARDS (1/7)  
BEAR STEARNS (0/9)  
CHARLES SCHWAB (1/14)  
E\*TRADE GROUP (0/9)  
FRANKLIN RESOURCES (0/9)  
GOLDMAN SACHS GROUP (1/9)  
KNIGHT TRADING GROUP (0/14)  
LEGG MASON (1/16)  
LEHMAN BROTHERS HOLDINGS (1/8)  
MERRILL LYNCH (2/11)  
MORGAN STANLEY DEAN WITTER (1/11)  
RAYMOND JAMES FINANCIAL (2/13)  
T. ROWE PRICE (1/15)

### SEMICONDUCTORS AND OTHER ELECTRONIC COMPONENTS (6/169) 4%

ACT MANUFACTURING (0/6)  
ADVANCED MICRO DEVICES (0/8)  
ALTERA (1/8)  
AMKOR TECHNOLOGY (0/7)  
ANALOG DEVICES (0/8)  
ATMEL (0/6)  
BENCHMARK ELECTRONICS (0/7)  
CONEXANT SYSTEMS (0/5)  
CYPRESS SEMICONDUCTOR (0/6)  
FAIRCHILD SEMICONDUCTOR INTERNATIONAL, INC. (0/7)  
INTEL (1/11)  
JABIL CIRCUIT (0/7)  
LSI LOGIC (0/7)  
MICRON TECHNOLOGY (0/7)  
NATIONAL SEMICONDUCTOR (0/7)  
ON SEMICONDUCTOR (0/10)  
SANMINA (0/6)  
SCI SYSTEMS (2/8)  
SOLETRON (0/10)  
TEXAS INSTRUMENTS (1/10)  
VIASYSTEMS GROUP (0/8)  
VISHAY INTERTECHNOLOGY (1/10)

### SOAPS, COSMETICS (20/91) 22%

ALBERTO-CULVER (2/11)  
AVON PRODUCTS (6/10)  
CLOROX (0/11)  
COLGATE-PALMOLIVE (2/8)  
DIAL (2/9)  
ESTÉE LAUDER (2/8)  
INTL. FLAVORS & FRAGRANCES (2/10)  
PROCTER & GAMBLE (2/13)  
REVLON (2/11)

### SPECIALTY RETAILERS (66/488) 14%

ABERCROMBIE & FITCH (1/8)  
AMAZON.COM (1/5)

ANNTAYLOR (2/8)  
AUTOZONE (1/11)  
BARNES & NOBLE (2/9)  
BED BATH & BEYOND (0/6)  
BEST BUY (1/11)  
BJ'S WHOLESALE CLUB (1/9)  
BORDERS GROUP (2/8)  
BROWN SHOE (2/8)  
BURLINGTON COAT FACTORY (1/8)  
CASEY'S GENERAL STORES (1/7)  
CHARMING SHOPPES (4/9)  
CIRCUIT CITY STORES (1/12)  
† CONSOLIDATED STORES (1/9)  
COSTCO WHOLESALE (1/10)  
CSK AUTO (0/13)  
DOLLAR TREE STORES (0/8)  
FOOTSTAR (1/8)  
GAP (2/12)  
GOODY'S FAMILY CLOTHING (1/4)  
HEILIG-MEYERS (1/7)  
HOME DEPOT (2/11)  
HOMEBASE (0/7)  
JO ANN STORES (2/7)  
LANDS' END (1/7)  
LIMITED (2/11)  
LINENS'N THINGS (0/5)  
LOWE'S (2/11)  
MEN'S WEARHOUSE (1/11)  
MICHAELS STORES (1/5)  
NEIMAN MARCUS (2/9)  
OFFICE DEPOT (1/11)  
OFFICEMAX (2/9)  
PANTRY (0/8)  
† PAYLESS CASHWAYS (0/7)  
PAYLESS SHOESOURCE (1/8)  
PC CONNECTION (1/6)  
PEP BOYS-MANNY, MOE & JACK (0/8)  
PETSMAST (2/9)  
PIER 1 IMPORTS (1/6)  
RADIOSHACK (1/11)  
RENT A CENTER (0/7)  
ROSS STORES (1/8)  
SERVICE MERCHANDISE (0/6)  
SHOPKO STORES (0/7)  
SPORTS AUTHORITY (3/9)  
STAPLES (2/13)  
SYSTEMAX (1/7)  
TIFFANY & CO (2/7)  
TJX (2/12)  
TOYS 'R' US (2/10)  
TRANS WORLD ENTERTAINMENT (0/6)  
† U.S. OFFICE PRODUCTS (0/9)  
VENATOR (2/10)  
WILLIAMS-SONOMA (1/11)  
ZALE (1/9)

### TELECOMMUNICATIONS (27/263) 10%

ADELPHIA COMMUNICATIONS (0/9)  
ALLTEL (1/14)  
AT&T (1/15)  
BELLSOUTH (2/13)  
BROADWING (2/11)  
CABLEVISION SYSTEMS (1/13)  
CENTURYTEL (1/14)  
CHARTER COMMUNICATIONS (1/7)  
CITIZENS COMMUNICATIONS (1/13)  
COMCAST (1/9)  
COX COMMUNICATIONS (1/7)  
ECHOSTAR COMMUNICATIONS (0/5)  
MCLEODUSA (1/13)  
NEXTEL COMMUNICATIONS (1/9)  
NTL (0/12)  
QWEST COMMUNICATIONS (0/11)  
SBC COMMUNICATIONS (6/21)  
SPRINT (1/10)  
TELEPHONE & DATA SYSTEMS (2/12)  
VERIZON COMMUNICATIONS (2/16)  
† VOICESTREAM WIRELESS (1/17)  
WORLDCOM (1/12)

### TEMPORARY HELP (4/58) 7%

CDI (1/8)  
KELLY SERVICES (1/5)  
MANPOWER (1/11)  
MODIS PROFESSIONAL SERVICES (0/9)  
ROBERT HALF INTERNATIONAL (0/8)  
† SPHERION (1/8)  
VOLT INFORMATION SCIENCES (0/9)

### TEXTILES (7/64) 11%

BURLINGTON INDUSTRIES (1/8)  
INTERFACE (2/13)  
MOHAWK INDUSTRIES (0/7)  
PILLOWTEX (1/7)  
SPRINGS INDUSTRIES (2/11)  
UNIFI (0/9)  
WESTPOINT STEVENS (1/9)

### TOBACCO (6/52) 12%

DIMON (0/9)  
PHILIP MORRIS (3/13)  
R. J. REYNOLDS TOBACCO (2/9)  
UNIVERSAL (0/13)  
UST (1/8)

### TOYS, SPORTING GOODS (6/24) 25%

HASBRO (4/13)  
MATTEL (2/11)

### TRANSPORTATION (0/13) 0%

AMTRAN (0/7)

# APPENDIX 3: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

HUB GROUP (0/6)

## TRANSPORTATION EQUIPMENT (4/40) 10%

BRUNSWICK (2/12)

HARLEY-DAVIDSON (1/9)

POLARIS INDUSTRIES (0/9)

TRINITY INDUSTRIES (1/10)

## TRUCKING, TRUCK LEASING (7/108) 6%

AMERCO (0/8)

ARKANSAS BEST (0/6)

C.H. ROBINSON WORLDWIDE, INC. (0/8)

CNF TRANSPORTATION (1/12)

CONSOLIDATED FREIGHTWAYS (0/8)

J.B. HUNT TRANSPORT SERVICES (1/10)

LANDSTAR SYSTEM (1/7)

ROADWAY EXPRESS (1/7)

RYDER SYSTEM (2/12)

SWIFT TRANSPORTATION (0/6)

USFREIGHTWAYS (0/7)

WERNER ENTERPRISES (0/9)

YELLOW (1/8)

## UTILITIES: GAS & ELECTRIC (90/639) 14%

AES (2/9)

ALLEGHENY ENERGY (1/8)

ALLIANT ENERGY (4/12)

AMEREN (2/14)

AMERICAN ELECTRIC POWER (2/15)

CINERGY (1/12)

CMS ENERGY (1/10)

CONNECTIV (2/13)

CONSOLIDATED EDISON (4/12)

CONSTELLATION ENERGY (2/18)

DOMINION RESOURCES (1/12)

DPL (1/11)

DQE (1/7)

DTE ENERGY (1/10)

EDISON INTERNATIONAL (1/13)

ENERGY EAST (2/12)

ENTERGY (2/14)

EXELON (2/16)

FIRSTENERGY (1/11)

FPL GROUP (1/14)

GPU (2/9)

HAWAIIAN ELECTRIC INDUSTRIES (1/12)

KEYSPAN (3/19)

† MCN ENERGY GROUP (1/9)

† MINNESOTA POWER (2/12)

NATIONAL FUEL GAS (0/9)

NIAGARA MOHAWK HOLDINGS (2/14)

NICOR (1/11)

† NISOURCE (1/10)

NORTHEAST UTILITIES (3/11)

NSTAR (2/13)

OGE ENERGY (1/9)

ONEOK (2/11)

PEOPLES ENERGY (0/9)

PG&E CORP. (1/9)

PINNACLE WEST CAPITAL (3/12)

POTOMAC ELECTRIC POWER (3/11)

PPL (1/9)

PROGRESS ENERGY (3/14)

PUBLIC SERVICE CO. OF NEW MEXICO (1/9)

PUBLIC SERVICE ENTERPRISE GROUP (1/10)

† PUGET ENERGY (2/10)

QUESTAR (1/13)

RGS ENERGY GROUP (2/12)

SCANA (2/15)

SEMPRA ENERGY (3/13)

SIERRA PACIFIC RESOURCES (2/11)

SOUTHERN (1/12)

TECO ENERGY (1/12)

TXU (1/10)

VECTREN (1/16)

WESTERN RESOURCES (1/9)

WGL HOLDINGS (2/8)

WISCONSIN ENERGY (1/9)

XCEL ENERGY (2/14)

## WASTE MANAGEMENT (1/27) 4%

ALLIED WASTE INDUSTRIES (0/12)

REPUBLIC SERVICES (0/6)

WASTE MANAGEMENT (1/9)

## WHOLESALEERS: DIVERSIFIED (9/185) 5%

ACE HARDWARE (1/10)

AIRGAS (1/9)

APPLIED INDUSTRIAL TECHNOLOGIES (1/11)

AUDIOVOX (1/8)

CENTRAL GARDEN & PET (0/5)

CORE-MARK INTERNATIONAL (0/6)

FISHER SCIENTIFIC INTERNATIONAL (0/9)

GENUINE PARTS (1/11)

HUGHES SUPPLY (0/7)

METALS USA (0/9)

PENNZOIL-QUAKER STATE (1/11)

RELIANCE STEEL & ALUMINUM (0/9)

RYERSON TULL (1/8)

SOUTHERN STATES COOP. (0/23)

TRUSERV (1/13)

W.W. GRAINGER (1/11)

WATSCO (0/8)

WESCO INTERNATIONAL (0/8)

WORLD FUEL SERVICES (0/9)

## WHOLESALEERS: ELECTRONICS AND OFFICE

EQUIPMENT (12/158) 8%

ANIXTER INTERNATIONAL (1/10)

ARROW ELECTRONICS (1/11)

AVNET (2/10)

BELL MICROPRODUCTS (0/6)

BRIGHTPOINT (0/8)

CDW COMPUTER CENTERS (1/9)

CELLSTAR (0/6)

GRAYBAR ELECTRIC (1/13)

IKON OFFICE SOLUTIONS (2/10)

INGRAM MICRO (1/8)

INSIGHT ENTERPRISES (0/5)

LANIER WORLDWIDE (0/7)

MERISEL (0/6)

† MICROAGE (1/7)

PIONEER-STANDARD ELECTRONICS (0/9)

SAFEGUARD SCIENTIFICS (0/15)

TECH DATA (1/10)

UNITED STATIONERS (1/8)

## WHOLESALEERS: FOOD AND GROCERY (14/117) 12%

CENEX HARVEST STATES (0/17)

DI GIORGIO (1/7)

FLEMING (2/8)

INTERNATIONAL MULTIFOODS (2/8)

NASH FINCH (2/11)

PERFORMANCE FOOD GROUP (0/7)

ROUNDY'S (0/10)

SPARTAN STORES (1/7)

SUPERVALU (3/12)

SYSCO (2/12)

UNIFIED WESTERN GROCERS (1/18)

## WHOLESALEERS: HEALTH CARE (7/85) 8%

AMERISOURCE HEALTH (0/8)

BERGEN BRUNSWIG (0/11)

CARDINAL HEALTH (1/14)

D & K HEALTHCARE RESOURCES (0/9)

HENRY SCHEIN (1/11)

MCKESSON HBCO (2/13)

OWENS & MINOR (1/11)

PSS WORLD MEDICAL (2/8)

† See addendum notes on page 53

## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

### States Ranked by Percentage of Board Seats Held by Women

IOWA	18%	WASHINGTON	12%	CALIFORNIA	10%	OREGON	9%
IDAHO	17%	NEW JERSEY	12%	WISCONSIN	10%	TEXAS	8%
KENTUCKY	15%	OKLAHOMA	12%	TENNESSEE	10%	MISSISSIPPI	8%
DELAWARE	15%	MASSACHUSETTS	12%	GEORGIA	10%	PUERTO RICO	8%
RHODE ISLAND	15%	ARIZONA	12%	KANSAS	10%	INDIANA	8%
MAINE	14%	ARKANSAS	12%	FLORIDA	10%	VIRGINIA	8%
DISTRICT OF COLUMBIA	14%	ILLINOIS	12%	NEVADA	10%	ALABAMA	8%
SOUTH DAKOTA	14%	MICHIGAN	11%	MISSOURI	9%	NEBRASKA	7%
SOUTH CAROLINA	14%	PENNSYLVANIA	11%	MARYLAND	9%	COLORADO	5%
MINNESOTA	13%	NORTH CAROLINA	11%	NORTH DAKOTA	9%	UTAH	5%
NEW YORK	13%	OHIO	11%	HAWAII	9%	NEW HAMPSHIRE	4%
NEW MEXICO	13%	CONNECTICUT	11%	LOUISIANA	9%		

#### ALABAMA (9/120) 8%

AMSOUTH BANCORP. (2/13)  
 CAREMARK RX (1/11)  
 COMPASS BANCSHARES (0/8)  
 HEALTHSOUTH (1/9)  
 PROTECTIVE LIFE (0/10)  
 REGIONS FINANCIAL (1/12)  
 SAKS (1/18)  
 SCI SYSTEMS (2/8)  
 SOUTHTRUST CORP. (0/12)  
 TORCHMARK (0/10)  
 VULCAN MATERIALS (1/9)

#### ARIZONA (17/141) 12%

ALLIED WASTE INDUSTRIES (0/12)  
 AMERICA WEST HOLDINGS (2/12)  
 AVNET (2/10)  
 CSK AUTO (0/13)  
 † DEL WEBB (0/11)  
 DIAL (2/9)  
 FINOVA (2/7)  
 INSIGHT ENTERPRISES (0/5)  
 † MICROAGE (1/7)  
 ON SEMICONDUCTOR (0/10)  
 PETSMAST (2/9)  
 PHELPS DODGE (1/10)  
 PINNACLE WEST CAPITAL (3/12)  
 SWIFT TRANSPORTATION (0/6)  
 VIAD (2/8)

#### ARKANSAS (11/94) 12%

ALLTEL (1/14)  
 ARKANSAS BEST (0/6)  
 BEVERLY ENTERPRISES (4/10)  
 DILLARD'S (1/15)  
 J.B. HUNT TRANSPORT SERVICES (1/10)  
 MURPHY OIL (1/11)  
 TYSON FOODS (1/13)

WAL-MART STORES (2/15)

#### CALIFORNIA (108/1036) 10%

3COM (0/10)  
 ABM INDUSTRIES (2/10)  
 ADOBE SYSTEMS (1/7)  
 ADVANCED MICRO DEVICES (0/8)  
 ALLERGAN (1/12)  
 ALTERA (1/8)  
 AMGEN (1/11)  
 APPLE COMPUTER (0/7)  
 APPLIED MATERIALS (1/9)  
 ATMEL (0/6)  
 AVERY DENNISON (1/12)  
 BECKMAN COULTER (2/11)  
 BELL MICROPRODUCTS (0/6)  
 BERGEN BRUNSWIG (0/11)  
 CADENCE DESIGN SYSTEMS (2/9)  
 CALPINE (2/8)  
 CB RICHARD ELLIS SERVICES (1/13)  
 CENTRAL GARDEN & PET (0/5)  
 CHARLES SCHWAB (1/14)  
 CHEVRON (2/12)  
 CISCO SYSTEMS (3/13)  
 CKE RESTAURANTS (0/9)  
 CLOROX (0/11)  
 CNF TRANSPORTATION (1/12)  
 COMPUTER SCIENCES (0/9)  
 CONEXANT SYSTEMS (0/5)  
 CORE-MARK INTERNATIONAL (0/6)  
 COUNTRYWIDE CREDIT INDUSTRIES (0/10)  
 CYPRESS SEMICONDUCTOR (0/6)  
 DAVITA (0/7)  
 DEL MONTE FOODS (1/11)  
 DOLE FOOD (0/6)  
 E\*TRADE GROUP (0/9)  
 EDISON INTERNATIONAL (1/13)  
 ELECTRONIC ARTS (0/6)

FIDELITY NATIONAL FINANCIAL (0/12)

FIRST AMERICAN CORP. (2/13)  
 FLEETWOOD ENTERPRISES (1/11)  
 FLUOR (2/12)  
 FRANKLIN RESOURCES (0/9)  
 FREMONT GENERAL (0/6)  
 † FRITZ COMPANIES (0/5)  
 GAP (2/12)  
 GATEWAY (1/6)  
 GOLDEN STATE BANCORP (2/15)  
 GOLDEN WEST FINANCIAL (5/9)  
 GRANITE (2/9)  
 † HEALTH NET (1/11)  
 HEWLETT-PACKARD (2/9)  
 HILTON HOTELS (2/14)  
 HOMEBASE (0/7)  
 INGRAM MICRO (1/8)  
 INTEL (1/11)  
 JACK IN THE BOX (1/10)  
 JACOBS ENGINEERING GROUP (2/13)  
 JDS UNIPHASE (0/9)  
 † KB HOME (1/10)  
 KLA-TENCOR (1/9)  
 KNIGHT-RIDDER (3/10)  
 LAM RESEARCH (0/7)  
 † LITTON INDUSTRIES (1/9)  
 LONGS DRUG STORES (1/13)  
 LSI LOGIC (0/7)  
 MATTEL (2/11)  
 MAXTOR (0/7)  
 MCKESSON HBOC (2/13)  
 MEN'S WEARHOUSE (1/11)  
 MERCURY GENERAL (1/9)  
 MERISEL (0/6)  
 METRO-GOLDWYN-MAYER (1/12)  
 NATIONAL SEMICONDUCTOR (0/7)  
 NORTHROP GRUMMAN (1/11)  
 OCCIDENTAL PETROLEUM (1/11)

## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

ORACLE (1/9)  
 PACIFIC LIFE INSURANCE (3/15)  
 PACIFICARE HEALTH SYSTEMS (1/10)  
 PEOPLESOFT (0/7)  
 PG&E CORP. (1/9)  
 PROVIDIAN FINANCIAL (2/9)  
 QUALCOMM (2/13)  
 QUANTUM (0/8)  
 RELIANCE STEEL & ALUMINUM (0/9)  
 ROBERT HALF INTERNATIONAL (0/8)  
 ROSS STORES (1/8)  
 RYLAND GROUP (2/10)  
 SAFEWAY (1/9)  
 SANMINA (0/6)  
 SCIENCE APPLICATIONS INTL. (2/22)  
 SEAGATE TECHNOLOGY (1/7)  
 SEMPR ENERGY (3/13)  
 SIEBEL SYSTEMS (0/6)  
 SILICON GRAPHICS (0/4)  
 SOLECTRON (0/10)  
 STANDARD PACIFIC (0/9)  
 STATER BROS. HOLDINGS (0/4)  
 SUN MICROSYSTEMS (2/8)  
 TENET HEALTHCARE (1/10)  
 UNIFIED WESTERN GROCERS (1/18)  
 UNOCAL (1/10)  
 UNOVA (1/10)  
 URS (1/10)  
 VERITAS SOFTWARE (0/8)  
 WALT DISNEY (4/16)  
 WELLPOINT HEALTH NETWORKS (3/8)  
 WELLS FARGO (5/19)  
 WESTERN DIGITAL (1/7)  
 WILLIAMS-SONOMA (1/11)

### COLORADO (5/93) 5%

ADOLPH COORS (1/7)  
 BALL (1/10)  
 CH2M HILL COMPANIES (2/11)  
 ECHOSTAR COMMUNICATIONS (0/5)  
 MAIL-WELL (1/7)  
 MDC HOLDINGS (0/6)  
 NEWMONT MINING (0/11)  
 QWEST COMMUNICATIONS (0/11)  
 STORAGE TECHNOLOGY (0/8)  
 TRANSMONTAIGNE (0/8)  
 WESTERN GAS RESOURCES (0/9)

### CONNECTICUT (33/305) 11%

AETNA (4/12)  
 AMES DEPARTMENT STORES (0/7)  
 AMPHENOL (0/9)  
 † APPLERA (1/10)  
 CITIZENS COMMUNICATIONS (1/13)  
 CRANE (0/10)

CROMPTON (1/8)  
 EMCOR GROUP (0/7)  
 GENERAL ELECTRIC (4/19)  
 HARTFORD FINANCIAL SERVICES (1/12)  
 HUBBELL (0/8)  
 IMS HEALTH (1/8)  
 KNIGHTS OF COLUMBUS (0/15)  
 NORTHEAST UTILITIES (3/11)  
 OLIN (0/7)  
 OXFORD HEALTH PLANS (0/10)  
 PHOENIX HOME LIFE MUTUAL INS. (2/16)  
 PITNEY BOWES (3/12)  
 PRAXAIR (1/10)  
 PRICELINE COM (1/10)  
 SILGAN HOLDINGS (0/6)  
 STANLEY WORKS (2/8)  
 TEREX (0/7)  
 TOSCO (1/10)  
 † UNION CARBIDE (1/9)  
 UNITED RENTALS (0/11)  
 UNITED TECHNOLOGIES (2/11)  
 UST (1/8)  
 W.R. BERKLEY (0/8)  
 XEROX (3/13)

### DELAWARE (7/46) 15%

CONNECTIV (2/13)  
 E.I. DU PONT DE NEMOURS (3/13)  
 HERCULES (2/13)  
 MBNA (0/7)

### DISTRICT OF COLUMBIA (11/79) 14%

DANAHER (0/8)  
 FANNIE MAE (3/18)  
 HARMAN INTL. INDUSTRIES (2/7)  
 MERISTAR HOTELS & RESORTS (0/8)  
 POTOMAC ELECTRIC POWER (3/11)  
 † U.S. OFFICE PRODUCTS (0/9)  
 WASHINGTON POST (1/10)  
 WGL HOLDINGS (2/8)

### FLORIDA (28/284) 10%

AUTONATION (1/10)  
 BUDGET GROUP (0/8)  
 DARDEN RESTAURANTS (2/13)  
 FPL GROUP (1/14)  
 HARRIS (1/9)  
 HEALTH MANAGEMENT ASSOCIATES (0/7)  
 HUGHES SUPPLY (0/7)  
 JABIL CIRCUIT (0/7)  
 LANDSTAR SYSTEM (1/7)  
 LENNAR CORP. (0/11)  
 MASTEC (0/7)  
 MODIS PROFESSIONAL SERVICES (0/9)  
 OFFICE DEPOT (1/11)

OUTBACK STEAKHOUSE (2/13)  
 PSS WORLD MEDICAL (2/8)  
 PUBLIX SUPER MARKETS (2/9)  
 RAYMOND JAMES FINANCIAL (2/13)  
 RAYONIER (1/9)  
 REPUBLIC SERVICES (0/6)  
 RYDER SYSTEM (2/12)  
 † SPHERION (1/8)  
 SPORTS AUTHORITY (3/9)  
 STAFF LEASING (0/6)  
 TECH DATA (1/10)  
 TECO ENERGY (1/12)  
 WACKENHUT (2/12)  
 WALTER INDUSTRIES (0/10)  
 WATSCO (0/8)  
 WINN-DIXIE STORES (2/10)  
 WORLD FUEL SERVICES (0/9)

### GEORGIA (33/327) 10%

AFLAC (2/18)  
 AGCO (0/11)  
 BEAZER HOMES USA (0/7)  
 BELLSOUTH (2/13)  
 COCA-COLA (2/12)  
 COCA-COLA ENTERPRISES (1/13)  
 COX COMMUNICATIONS (1/7)  
 DELTA AIR LINES (1/11)  
 EQUIFAX (2/12)  
 FIRST DATA (1/10)  
 † FLOWERS INDUSTRIES (1/11)  
 GENUINE PARTS (1/11)  
 GEORGIA GULF (0/7)  
 GEORGIA-PACIFIC (2/15)  
 GOLD KIST (0/9)  
 HOME DEPOT (2/11)  
 INTERFACE (2/13)  
 LANIER WORLDWIDE (0/7)  
 MARINER POST-ACUTE NETWORK (0/4)  
 MOHAWK INDUSTRIES (0/7)  
 NATIONAL SERVICE INDUSTRIES (2/11)  
 NOVA CORPORATION (1/9)  
 ROCK-TENN (1/13)  
 RUSSELL (2/10)  
 SCIENTIFIC-ATLANTA (1/8)  
 SOUTHERN (1/12)  
 SUNTRUST BANKS (1/16)  
 SYNOVUS FINANCIAL CORP. (1/17)  
 UNITED PARCEL SERVICE (2/13)  
 WESTPOINT STEVENS (1/9)

### HAWAII (2/22) 9%

HAWAIIAN ELECTRIC INDUSTRIES (1/12)  
 PACIFIC CENTURY FINANCIAL (1/10)  
 IDAHO (7/41) 17%  
 ALBERTSON'S (3/19)

† See addendum notes on page 53

## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

BOISE CASCADE (4/15)  
MICRON TECHNOLOGY (0/7)

### ILLINOIS (87/749) 12%

ABBOTT LABORATORIES (2/13)  
ACE HARDWARE (1/10)  
ALBERTO-CULVER (2/11)  
ALLSTATE (2/13)  
ANIXTER INTERNATIONAL (1/10)  
AON (1/17)  
ARCHER DANIELS MIDLAND (1/13)  
BANK ONE CORP. (2/14)  
BAXTER INTERNATIONAL (2/12)  
BORGWARNER (1/9)  
BRUNSWICK (2/12)  
CATERPILLAR (1/12)  
CDW COMPUTER CENTERS (1/9)  
COMDISCO (1/10)  
CORN PRODUCTS INTERNATIONAL (1/12)  
DADE BEHRING (0/8)  
DEAN FOODS (2/10)  
DEERE (2/12)  
EQUITY OFFICE PROPERTIES (1/16)  
EQUITY RESIDENTIAL PROPERTIES (1/14)  
EXELON (2/16)  
FMC (1/10)  
FORTUNE BRANDS (2/11)  
GALILEO INTERNATIONAL (2/10)  
GATX (1/9)  
HOUSEHOLD INTERNATIONAL (1/14)  
HUB GROUP (0/6)  
ILLINOIS TOOL WORKS (1/10)  
IMC GLOBAL (1/8)  
MCDONALD'S (2/15)  
MOLEX (0/11)  
MOTOROLA (2/15)  
NAVISTAR INTERNATIONAL (1/12)  
NEWELL RUBBERMAID (2/15)  
NICOR (1/11)  
NORTHERN TRUST CORP. (2/14)  
OLD REPUBLIC INTERNATIONAL (0/12)  
PACKAGING CORP. OF AMERICA (0/7)  
PACTIV (1/7)  
PEOPLES ENERGY (0/9)  
PEPSIAMERICAS (1/10)  
QUAKER OATS (2/9)  
R.R. DONNELLEY & SONS (2/10)  
RYERSON TULL (1/8)  
SARA LEE (2/17)  
SEARS ROEBUCK (2/12)  
SERVICEMASTER (2/15)  
SMURFIT-STONE CONTAINER (0/9)  
STATE FARM INSURANCE COS. (8/51)  
TELEPHONE & DATA SYSTEMS (2/12)  
TELLABS (1/9)

TENNECO AUTOMOTIVE (1/7)  
TRIBUNE (2/16)  
TRUE NORTH COMMUNICATIONS (2/12)  
TRUSERV (1/13)  
UAL (1/12)  
UNITED STATIONERS (1/8)  
UNITRIN (0/7)  
USFREIGHTWAYS (0/7)  
USG (2/11)  
W.W. GRAINGER (1/11)  
WALGREEN (1/10)  
WALLACE COMPUTER SERVICES (1/6)  
WM. WRIGLEY JR. (2/8)

### INDIANA (12/145) 8%

AMTRAN (0/7)  
ANTHEM INSURANCE (2/13)  
BRIGHTPOINT (0/8)  
CONSECO (0/7)  
† CUMMINS ENGINE (2/12)  
ELI LILLY (2/12)  
GREAT LAKES CHEMICAL (0/9)  
GUIDANT (1/12)  
HILLENBRAND INDUSTRIES (0/11)  
MARSH SUPERMARKETS (2/10)  
† NISOURCE (1/10)  
SIMON PROPERTY GROUP (1/12)  
VECTREN (1/16)  
WABASH NATIONAL (0/6)

### IOWA (10/56) 18%

CASEY'S GENERAL STORES (1/7)  
HON INDUSTRIES (2/11)  
MAYTAG (3/10)  
MCLEODUSA (1/13)  
PRINCIPAL FINANCIAL (3/15)

### KANSAS (4/40) 10%

PAYLESS SHOESOURCE (1/8)  
SEABOARD (0/5)  
SPRINT (1/10)  
WESTERN RESOURCES (1/9)  
YELLOW (1/8)

### KENTUCKY (12/78) 15%

ASHLAND (2/11)  
BROWN-FORMAN (1/10)  
GENERAL CABLE CORPORATION (0/6)  
HUMANA (1/9)  
LEXMARK INTERNATIONAL (1/12)  
OMNICARE (4/13)  
TRICON GLOBAL RESTAURANTS (2/12)  
VENCOR (1/5)

### LOUISIANA (5/57) 9%

CENTURYTEL (1/14)

ENTERGY (2/14)  
FREEPORT-MCMORAN COPPER & GOLD  
HIBERNIA CORP. (1/15)

### MAINE (4/28) 14%

BANKNORTH GROUP (4/21)  
FAIRCHILD SEMICONDUCTOR

### MARYLAND (17/186) 9%

ALLEGHENY ENERGY (1/8)  
BLACK & DECKER (1/8)  
CONSTELLATION ENERGY (2/18)  
COVENTRY HEALTH CARE (1/10)  
CRESTLINE CAPITAL (0/8)  
† CROWN CENTRAL PETROLEUM (1/8)  
HOST MARRIOTT (1/9)  
INTEGRATED HEALTH SERVICES (0/4)  
LEGG MASON (1/16)  
LOCKHEED MARTIN (1/12)  
MAGELLAN HEALTH SERVICES (1/12)  
MARRIOTT INTERNATIONAL (1/10)  
MCCORMICK (1/12)  
MID ATLANTIC MEDICAL SERVICES (1/14)  
SODEXHO MARRIOTT SERVICES (1/8)  
T. ROWE PRICE (1/15)  
USEC (1/8)  
W.R. GRACE (1/6)

### MASSACHUSETTS (35/289) 12%

ACT MANUFACTURING (0/6)  
ALLMERICA FINANCIAL (1/13)  
ANALOG DEVICES (0/8)  
BJ'S WHOLESALE CLUB (1/9)  
BOSTON SCIENTIFIC (0/9)  
CABOT (1/13)  
EMC (0/8)  
FLEETBOSTON FINANCIAL (3/24)  
GILLETTE (2/12)  
† HARCOURT GENERAL (3/12)  
JOHN HANCOCK FINANCIAL SERVICES (2/16)  
LIBERTY MUTUAL INSURANCE GROUP (1/13)  
MASS. MUTUAL LIFE INSURANCE (2/18)  
NEIMAN MARCUS (2/9)  
NSTAR (2/13)  
PERKINELMER (2/10)  
POLAROID (2/10)  
RAYTHEON (1/14)  
REEBOK INTERNATIONAL (1/9)  
STAPLES (2/13)  
STATE STREET CORP. (3/18)  
TERADYNE (1/11)  
THERMO ELECTRON (1/9)  
TJX (2/12)  
**MICHIGAN (42/370) 11%**  
AMERICAN AXLE & MANUFACTURING (0/9)

## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

† ARVINMERITOR (2/14)  
 AUTO-OWNERS INSURANCE (1/12)  
 BORDERS GROUP (2/8)  
 CHAMPION ENTERPRISES (1/7)  
 CMS ENERGY (1/10)  
 COLLINS & AIKMAN (1/12)  
 COMERICA (2/22)  
 COMPUWARE (2/11)  
 DELPHI AUTOMOTIVE (2/13)  
 DOW CHEMICAL (2/15)  
 DTE ENERGY (1/10)  
 DURA AUTOMOTIVE SYSTEMS (0/10)  
 FEDERAL-MOGUL (0/8)  
 FORD MOTOR (2/14)  
 GENERAL MOTORS (1/13)  
 HAYES LEMMERZ (0/11)  
 HERMAN MILLER (3/10)  
 KELLOGG (2/12)  
 KELLY SERVICES (1/5)  
 KMART (2/12)  
 LA-Z-BOY (1/10)  
 LEAR (1/10)  
 MASCO (1/10)  
 † MCN ENERGY GROUP (1/9)  
 † OLD KENT FINANCIAL CORP. (3/15)  
 PULTE (1/9)  
 SPARTAN STORES (1/7)  
 SPX (1/7)  
 STEELCASE (1/11)  
 STRYKER (1/7)  
 TECUMSEH PRODUCTS (0/9)  
 UNITED AUTO GROUP (0/9)  
 UNIVERSAL FOREST PRODUCTS (0/7)  
 WHIRLPOOL (2/12)

### MINNESOTA (48/372) 13%

ADC TELECOMMUNICATIONS (1/8)  
 BEMIS (1/10)  
 BEST BUY (1/11)  
 C.H. ROBINSON WORLDWIDE, INC. (0/8)  
 CENEX HARVEST STATES (0/17)  
 CERIDIAN (1/9)  
 DELUXE (2/10)  
 ECOLAB (1/13)  
 GENERAL MILLS (3/11)  
 H.B. FULLER (2/11)  
 HORMEL FOODS (1/14)  
 IMATION (1/10)  
 INTERNATIONAL MULTIFOODS (2/8)  
 LUTHERAN BROTHERHOOD (2/12)  
 MEDTRONIC (2/13)  
 METRIS (0/11)  
 MINNESOTA LIFE INS. (2/12)  
 MINNESOTA MINING & MFG. (3/11)  
 † MINNESOTA POWER (2/12)

NASH FINCH (2/11)  
 NORTHWEST AIRLINES (1/14)  
 PENTAIR (2/9)  
 POLARIS INDUSTRIES (0/9)  
 ST. PAUL COS. (1/13)  
 SUPERVALU (3/12)  
 TARGET (2/11)  
 TORO (2/11)  
 TOWER AUTOMOTIVE (1/9)  
 U.S. BANCORP (2/25)  
 UNITEDHEALTH GROUP (2/12)  
 VALSPAR (1/11)  
 XCEL ENERGY (2/14)

### MISSISSIPPI (1/12) 8%

WORLDCOM (1/12)

### MISSOURI (26/279) 9%

A.G. EDWARDS (1/7)  
 AMEREN (2/14)  
 ANHEUSER-BUSCH (2/15)  
 BROWN SHOE (2/8)  
 CHARTER COMMUNICATIONS (1/7)  
 D & K HEALTHCARE RESOURCES (0/9)  
 DST SYSTEMS (1/8)  
 EARTHGRAINS (1/9)  
 † EMERSON ELECTRIC (1/16)  
 ENERGIZER HOLDINGS (0/9)  
 EXPRESS SCRIPTS (0/8)  
 FARMLAND INDUSTRIES (0/22)  
 FURNITURE BRANDS INTERNATIONAL (1/8)  
 GRAYBAR ELECTRIC (1/13)  
 H&R BLOCK (1/10)  
 INTERSTATE BAKERIES (0/9)  
 KELLWOOD (2/9)  
 LEGGETT & PLATT (1/14)  
 MAY DEPARTMENT STORES (2/11)  
 † PAYLESS CASHWAYS (0/7)  
 PREMCOR (1/7)  
 RALSTON PURINA (1/11)  
 SOLUTIA (1/10)  
 STILWELL FINANCIAL (0/5)  
 † TRANS WORLD AIRLINES (2/15)  
 UTILICORP UNITED (2/10)  
 VIASYSTEMS GROUP (0/8)

### NEBRASKA (5/69) 7%

BERKSHIRE HATHAWAY (1/7)  
 CONAGRA (1/12)  
 † FIRST NATIONAL OF NEBRASKA (1/7)  
 MUTUAL OF OMAHA INSURANCE (1/9)  
 PETER KIEWIT SONS' (0/12)  
 UNION PACIFIC (1/13)  
 WERNER ENTERPRISES (0/9)

### NEVADA (8/84) 10%

AMERCO (0/8)  
 HARRAH'S ENTERTAINMENT (0/11)  
 MANDALAY RESORT GROUP (2/8)  
 MGM MIRAGE (2/26)  
 PARK PLACE ENTERTAINMENT (1/12)  
 SIERRA HEALTH SERVICES (1/8)  
 SIERRA PACIFIC RESOURCES (2/11)

### NEW HAMPSHIRE (1/27) 4%

CABLETRON SYSTEMS (0/5)  
 FISHER SCIENTIFIC INTERNATIONAL (0/9)  
 GENTEK (0/7)  
 PC CONNECTION (1/6)

### NEW JERSEY (47/384) 12%

AMERICAN HOME PRODUCTS (1/11)  
 AMERICAN STANDARD (0/8)  
 AMERICAN WATER WORKS (4/15)  
 AUTOMATIC DATA PROCESSING (1/11)  
 BECTON DICKINSON (1/14)  
 BED BATH & BEYOND (0/6)  
 BURLINGTON COAT FACTORY (1/8)  
 CAMPBELL SOUP (2/15)  
 CHUBB (2/15)  
 CYTEC INDUSTRIES (1/7)  
 DI GIORGIO (1/7)  
 DUN & BRADSTREET (1/5)  
 ENGELHARD (2/10)  
 FOOTSTAR (1/8)  
 FOSTER WHEELER (2/10)  
 GPU (2/9)  
 † GRAND UNION (0/1)  
 HONEYWELL INTERNATIONAL (1/13)  
 INGERSOLL-RAND (1/9)  
 JOHNSON & JOHNSON (3/15)  
 KNIGHT TRADING GROUP (0/14)  
 LINENS'N THINGS (0/5)  
 LUCENT TECHNOLOGIES (2/7)  
 MERCK (3/14)  
 MILLENNIUM CHEMICALS (0/8)  
 NTL (0/12)  
 PATHMARK STORES (0/7)  
 PHARMACIA (2/15)  
 PRUDENTIAL INS. CO. OF AMERICA (3/21)  
 PUBLIC SERVICE ENTERPRISE GROUP  
 QUEST DIAGNOSTICS (2/9)  
 SCHERING-PLOUGH (2/15)  
 SEALED AIR (1/9)  
 † SUMMIT BANCORP (2/17)  
 TOYS 'R' US (2/10)  
 TRUMP HOTELS & CASINO RESORTS (0/4)  
 U.S. INDUSTRIES (0/10)  
 NEW MEXICO (2/16) 13%  
 PUBLIC SERVICE CO. OF NEW MEXICO (1/9)

† See addendum notes on page 53

## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

SUN HEALTHCARE GROUP (1/7)

### NEW YORK (148/1149) 13%

AGWAY (0/14)  
ALPINE GROUP (0/7)  
AMERADA HESS (1/15)  
† AMERICA ONLINE (0/10)  
AMERICAN EXPRESS (1/10)  
AMERICAN INTERNATIONAL GROUP (2/18)  
ANN TAYLOR (2/8)  
ARROW ELECTRONICS (1/11)  
ASTORIA FINANCIAL (0/13)  
AT&T (1/15)  
AUDIOVOX (1/8)  
† AVIS RENT A CAR (1/9)  
AVON PRODUCTS (6/10)  
BANK OF NEW YORK CO. (1/15)  
BARNES & NOBLE (2/9)  
BAUSCH & LOMB (2/10)  
BEAR STEARNS (0/9)  
BRISTOL-MYERS SQUIBB (2/12)  
CABLEVISION SYSTEMS (1/13)  
CARLISLE (1/11)  
CENDANT (2/13)  
CIT GROUP (1/15)  
CITIGROUP (1/18)  
COLGATE-PALMOLIVE (2/8)  
COMPUTER ASSOCIATES INTL. (1/8)  
COMVERSE TECHNOLOGY (1/8)  
CONSOLIDATED EDISON (4/12)  
CONSTELLATION BRANDS (1/7)  
CORNING (2/15)  
DIME BANCORP (3/18)  
DOVER (1/9)  
DOW JONES (1/14)  
EASTMAN KODAK (5/12)  
ENERGY EAST (2/12)  
ESTÉE LAUDER (2/8)  
GENTIVA HEALTH SERVICES (1/8)  
GOLDMAN SACHS GROUP (1/9)  
GREENPOINT FINANCIAL (0/13)  
GREY GLOBAL (0/4)  
GUARDIAN LIFE INS. CO. OF AMERICA (2/15)  
HENRY SCHEIN (1/11)  
INTERNATIONAL PAPER (1/14)  
INTERPUBLIC GROUP (1/11)  
INTL. BUSINESS MACHINES (2/12)  
INTL. FLAVORS & FRAGRANCES (2/10)  
ITT INDUSTRIES (2/6)  
J.P. MORGAN CHASE & CO. (3/15)  
KEYSPAN (3/19)  
L-3 COMMUNICATIONS (0/10)  
LEHMAN BROTHERS HOLDINGS (1/8)  
LIZ CLAIBORNE (3/10)  
LOEWS (1/13)

M & T BANK CORP. (1/25)  
MARK IV INDUSTRIES (0/6)  
MARSH & MCLENNAN (2/16)  
MCGRAW-HILL (2/12)  
MERRILL LYNCH (2/11)  
METLIFE (3/15)  
MONY GROUP (1/13)  
MORGAN STANLEY DEAN WITTER (1/11)  
NATIONAL FUEL GAS (0/9)  
NEW YORK LIFE INSURANCE (2/13)  
NEW YORK TIMES (3/14)  
NIAGARA MOHAWK HOLDINGS (2/14)  
OMNICOM GROUP (2/17)  
PALL (1/12)  
PAYCHEX (0/9)  
PENN TRAFFIC (0/9)  
PEPSI BOTTLING (2/9)  
PEPSICO (2/13)  
PFIZER (2/19)  
PHILIP MORRIS (3/13)  
PHILLIPS-VAN HEUSEN (1/11)  
POLO RALPH LAUREN (2/9)  
PRIMEDIA (1/10)  
PRO-FAC COOPERATIVE (0/16)  
READER'S DIGEST ASSOCIATION (2/8)  
RELIANCE GROUP HOLDINGS (1/13)  
REVLON (2/11)  
RGS ENERGY GROUP (2/12)  
SCHOLASTIC (4/13)  
SEQUA (0/12)  
STARWOOD HOTELS & RESORTS (0/13)  
SYMBOL TECHNOLOGIES (0/8)  
SYSTEMAX (1/7)  
TEXACO (2/13)  
TIAA-CREF (9/30)  
TIFFANY & CO (2/7)  
TMP WORLDWIDE (0/6)  
TRANS WORLD ENTERTAINMENT (0/6)  
USA NETWORKS (2/15)  
VENATOR (2/10)  
VERIZON COMMUNICATIONS (2/16)  
VIACOM (2/18)  
VOLT INFORMATION SCIENCES (0/9)  
WARNACO GROUP (1/7)  
WESTVACO (1/9)  
WHX (0/8)

### NORTH CAROLINA (29/264) 11%

B.F. GOODRICH (2/14)  
BANK OF AMERICA CORP. (3/17)  
BB&T CORP. (1/21)  
BELK (1/9)  
BURLINGTON INDUSTRIES (1/8)  
DUKE ENERGY (1/12)  
FAMILY DOLLAR STORES (1/9)

FIRST UNION CORP. (2/14)  
INGLES MARKETS (2/9)  
JEFFERSON-PILOT (0/10)  
LABORATORY CORP. OF AMERICA (1/7)  
LOWE'S (2/11)  
MARTIN MARIETTA MATERIALS (0/9)  
NUCOR (1/7)  
OAKWOOD HOMES (0/10)  
PANTRY (0/8)  
PROGRESS ENERGY (3/14)  
QUINTILES TRANSNATIONAL (1/9)  
R. J. REYNOLDS TOBACCO (2/9)  
RUDDICK (1/12)  
SONIC AUTOMOTIVE (0/9)  
UNIFI (0/9)  
VF (2/12)  
WACHOVIA CORP. (2/15)

### NORTH DAKOTA (1/11) 9%

MDU RESOURCES GROUP (1/11)

### OHIO (77/701) 11%

ABERCROMBIE & FITCH (1/8)  
AK STEEL HOLDING (1/11)  
AMERICAN ELECTRIC POWER (2/15)  
AMERICAN FINANCIAL GROUP (0/8)  
AMERICAN GREETINGS (2/9)  
APPLIED INDUSTRIAL TECHNOLOGIES (1/11)  
BORDEN (0/5)  
BROADWING (2/11)  
CARDINAL HEALTH (1/14)  
CHARTER ONE FINANCIAL (3/20)  
CHIQUITA BRANDS INTERNATIONAL (0/7)  
CINCINNATI FINANCIAL (0/14)  
CINERGY (1/12)  
CINTAS (0/7)  
† CONSOLIDATED STORES (1/9)  
CONVERGYS (1/11)  
COOPER TIRE & RUBBER (1/10)  
DANA (1/11)  
DIEBOLD (1/10)  
DPL (1/11)  
E.W. SCRIPPS (2/12)  
EATON (1/10)  
FEDERATED DEPARTMENT STORES (2/11)  
FERRO (1/11)  
FIFTH THIRD BANCORP (1/22)  
FIRSTENERGY (1/11)  
GOODYEAR TIRE & RUBBER (1/11)  
HUNTINGTON BANCSHARES (1/11)  
JO ANN STORES (2/7)  
KEYCORP (1/17)  
KROGER (2/17)  
LIMITED (2/11)  
LTV (1/8)



## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

LUBRIZOL (2/11)  
 MANOR CARE (1/10)  
 MEAD (2/11)  
 MILACRON (1/10)  
 NACCO INDUSTRIES (0/11)  
 NATIONAL CITY CORP. (3/18)  
 NATIONWIDE INSURANCE ENTERPRISE  
 NCR (1/9)  
 OFFICEMAX (2/9)  
 OHIO CASUALTY (1/11)  
 OWENS CORNING (2/10)  
 OWENS-ILLINOIS (0/9)  
 PARKER HANNIFIN (1/12)  
 PHAR-MOR (0/5)  
 PIONEER-STANDARD ELECTRONICS (0/9)  
 POLYONE (3/11)  
 PROCTER & GAMBLE (2/13)  
 PROGRESSIVE (1/11)  
 PROVIDENT FINANCIAL GROUP (0/7)  
 REYNOLDS & REYNOLDS (0/12)  
 ROADWAY EXPRESS (1/7)  
 RPM (2/11)  
 SCOTTS COMPANY (2/12)  
 SHERWIN-WILLIAMS (1/12)  
 STANDARD REGISTER (1/8)  
 TIMKEN (1/12)  
 TRW (2/13)  
 VALUE CITY (1/11)  
 WENDY'S INTERNATIONAL (3/15)  
 WORTHINGTON INDUSTRIES (1/8)

### OKLAHOMA (8/66) 12%

DEVON ENERGY (0/11)  
 KERR-MCGEE (2/11)  
 OGE ENERGY (1/9)  
 ONEOK (2/11)  
 PHILLIPS PETROLEUM (2/10)  
 WILLIAMS (1/14)

### OREGON (6/69) 9%

LITHIA MOTORS (0/7)  
 LOUISIANA-PACIFIC (1/10)  
 NIKE (1/11)  
 PRECISION CASTPARTS (0/8)  
 STANCORP FINANCIAL (2/14)  
 TEKTRONIX (1/10)  
 WILLAMETTE INDUSTRIES (1/9)

### PENNSYLVANIA (57/514) 11%

ADELPHIA COMMUNICATIONS (0/9)  
 AIR PRODUCTS & CHEMICALS (2/12)  
 AIRGAS (1/9)  
 ALCOA (2/9)  
 ALLEGHENY TECHNOLOGIES (1/12)  
 AMERISOURCE HEALTH (0/8)

AMKOR TECHNOLOGY (0/7)  
 ARAMARK (1/10)  
 ARMSTRONG HOLDINGS (1/10)  
 BETHLEHEM STEEL (1/10)  
 CDI (1/8)  
 CHARMING SHOPPES (4/9)  
 CIGNA (2/10)  
 COMCAST (1/9)  
 CROWN CORK & SEAL (1/14)  
 DQE (1/7)  
 EQUITABLE RESOURCES (1/11)  
 ERIE INSURANCE GROUP (3/12)  
 EXIDE (1/7)  
 FOAMEX INTERNATIONAL (1/8)  
 GENESIS HEALTH VENTURES (0/12)  
 H.J. HEINZ (3/13)  
 HARLEYSVILLE MUTUAL INSURANCE (1/8)  
 HARSCO (1/8)  
 HERSHEY FOODS (1/9)  
 IKON OFFICE SOLUTIONS (2/10)  
 IT GROUP (0/10)  
 JONES APPAREL GROUP (2/8)  
 KENNAMETAL (1/9)  
 LINCOLN NATIONAL (2/9)  
 MELLON FINANCIAL CORP. (1/17)  
 PENN MUTUAL LIFE INSURANCE (2/12)  
 PEP BOYS-MANNY, MOE & JACK (0/8)  
 PNC FINANCIAL SERVICES GROUP (2/15)  
 PPG INDUSTRIES (1/10)  
 PPL (1/9)  
 RITE AID (1/8)  
 ROHM & HAAS (2/16)  
 SAFEGUARD SCIENTIFICS (0/15)  
 SOVEREIGN BANCORP (1/7)  
 SUNGARD DATA SYSTEMS (0/10)  
 SONOCO (2/12)  
 TELEFLEX (1/7)  
 TOLL BROTHERS (0/10)  
 UGI (1/7)  
 UNISYS (1/10)  
 UNIVERSAL HEALTH SERVICES (1/7)  
 USX (1/13)  
 VISHAY INTERTECHNOLOGY (1/10)  
 WEIS MARKETS (0/8)  
 WESCO INTERNATIONAL (0/8)  
 YORK INTERNATIONAL (0/8)

### PUERTO RICO (2/24) 8%

POPULAR (2/24)

### RHODE ISLAND (9/60) 15%

AMERICAN POWER CONVERSION (0/5)  
 AMICA MUTUAL INSURANCE (2/11)  
 CVS (2/12)  
 HASBRO (4/13)

NORTEK (0/5)  
 TEXTRON (1/14)

### SOUTH CAROLINA (8/59) 14%

ADVANTICA (2/10)  
 BOWATER (1/9)  
 SCANA (2/15)  
 SONOCO PRODUCTS (1/14)  
 SPRINGS INDUSTRIES (2/11)

### SOUTH DAKOTA (4/29) 14%

BLACK HILLS (1/10)  
 IBP (2/10)  
 NORTHWESTERN (1/9)

### TENNESSEE (19/183) 10%

AUTOZONE (1/11)  
 CBRL GROUP (1/12)  
 CLAYTON HOMES (1/8)  
 COMMUNITY HEALTH SYSTEMS (2/10)  
 CONCORD EFS (0/9)  
 DOLLAR GENERAL (2/10)  
 EASTMAN CHEMICAL (1/11)  
 FEDEX (2/13)  
 FIRST TENNESSEE NATIONAL CORP. (1/12)  
 GOODY'S FAMILY CLOTHING (1/4)  
 HCA (2/14)  
 NATIONAL COMMERCE BANCORPORATION  
 † QUORUM HEALTH GROUP (1/10)  
 SERVICE MERCHANDISE (0/6)  
 THOMAS & BETTS (1/10)  
 UNION PLANTERS CORP. (1/10)  
 UNUMPROVIDENT (2/14)

### TEXAS (75/885) 8%

ADAMS RESOURCES & ENERGY (1/9)  
 ADMINISTAFF (1/7)  
 ADVANCE PCS (0/10)  
 AFFILIATED COMPUTER SERVICES (0/9)  
 AMERICAN GENERAL (1/12)  
 AMERICAN NATIONAL INSURANCE (1/9)  
 AMR (2/10)  
 ANADARKO PETROLEUM (0/13)  
 APACHE (1/12)  
 BAKER HUGHES (2/14)  
 † BANK UNITED CORP. (1/10)  
 † BELO (2/13)  
 BENCHMARK ELECTRONICS (0/7)  
 BJ SERVICES (0/8)  
 BMC SOFTWARE (0/7)  
 BRINKER INTERNATIONAL (0/12)  
 BURLINGTON NORTHERN SANTA FE (1/15)  
 BURLINGTON RESOURCES (1/9)  
 CELLSTAR (0/6)  
 CENTEX (1/9)

† See addendum notes on page 53

## APPENDIX 4: NUMBER AND PERCENT OF WOMEN BOARD DIRECTORS BY STATE AND COMPANY

CLEAR CHANNEL COMMUNICATIONS (0/13)  
COMFORT SYSTEMS USA (0/10)  
COMMERCIAL METALS (1/9)  
COMPAQ COMPUTER (2/9)  
CONOCO (1/9)  
CONTINENTAL AIRLINES (1/13)  
COOPER CAMERON (0/7)  
COOPER INDUSTRIES (1/11)  
D.R. HORTON (1/10)  
DELL COMPUTER (2/11)  
DYNEGY (2/16)  
EL PASO (0/12)  
ELECTRONIC DATA SYSTEMS (1/10)  
ENCOMPASS SERVICES (0/10)  
ENRON (1/14)  
ENTERPRISE PRODUCTS (2/10)  
EOG RESOURCES (0/7)  
EXXON MOBIL (3/17)  
FLEMING (2/8)  
FLOWSERVE (1/9)  
FRONTIER OIL (0/7)  
GROUP 1 AUTOMOTIVE (0/7)  
HALLIBURTON (0/10)  
IMPERIAL SUGAR (1/10)  
INTEGRATED ELECTRICAL SERVICES (0/13)  
J.C. PENNEY (2/10)  
KIMBERLY-CLARK (2/13)  
KINDER MORGAN (0/10)  
LENNOX INTERNATIONAL (2/15)  
LYONDELL CHEMICAL (1/8)  
MAXXAM (0/7)  
METALS USA (0/9)  
MICHAELS STORES (1/5)  
MITCHELL ENERGY & DEVEL. (0/9)  
NABORS INDUSTRIES (0/8)  
NOBLE AFFILIATES (0/9)  
PENNZOIL-QUAKER STATE (1/11)  
PIER 1 IMPORTS (1/6)  
PILGRIM'S PRIDE (0/10)  
PILLOWTEX (1/7)  
PLAINS RESOURCES (0/8)  
QUANTA SERVICES (0/10)  
RADIOSHACK (1/11)  
RELIANT ENERGY (2/10)  
RENT A CENTER (0/7)  
SBC COMMUNICATIONS (6/21)  
SERVICE CORP. INTERNATIONAL (1/13)  
SMITH INTERNATIONAL (0/7)  
SOUTHWEST AIRLINES (1/9)  
SUIZA FOODS (0/9)  
SYSCO (2/12)  
TEMPLE-INLAND (1/12)  
TESORO PETROLEUM (0/7)  
TEXAS INDUSTRIES (1/10)  
TEXAS INSTRUMENTS (1/10)

TRANSOCEAN SEDCO FOREX (0/12)  
TRIAD HOSPITALS (1/10)  
TRINITY INDUSTRIES (1/10)  
TXU (1/10)  
ULTRAMAR DIAMOND SHAMROCK (2/11)  
UNITED SERVICES AUTOMOBILE ASSN.  
VALERO ENERGY (1/8)  
WASTE MANAGEMENT (1/9)  
WEATHERFORD INTERNATIONAL (0/8)  
WHOLE FOODS MARKET (0/7)  
WYNDHAM INTERNATIONAL (1/19)  
ZALE (1/9)

### UTAH (2/40) 5%

AUTOLIV (0/8)  
IOMEGA (0/9)  
QUESTAR (1/13)  
ZIONS BANCORP. (1/10)

### VIRGINIA (22/290) 8%

AES (2/9)  
AMERICAN MANAGEMENT SYSTEMS (1/8)  
CAPITAL ONE FINANCIAL (0/7)  
CIRCUIT CITY STORES (1/12)  
CSX (1/14)  
DIMON (0/9)  
DOLLAR TREE STORES (0/8)  
DOMINION RESOURCES (1/12)  
DYNACORP (0/10)  
FREDDIE MAC (1/18)  
GANNETT (2/7)  
GENERAL DYNAMICS (0/10)  
HEILIG-MEYERS (1/7)  
LANDAMERICA FINANCIAL GROUP (1/12)  
NEWPORT NEWS SHIPBUILDING (1/8)  
NEXTEL COMMUNICATIONS (1/9)  
NORFOLK SOUTHERN (1/9)  
NVR (0/7)  
OWENS & MINOR (1/11)  
PERFORMANCE FOOD GROUP (0/7)  
PITTSBURGH (1/11)  
SMITHFIELD FOODS (1/7)  
SOUTHERN STATES COOP. (0/23)  
TRIGON HEALTHCARE (1/14)  
UNIVERSAL (0/13)  
US AIRWAYS GROUP (2/12)  
USA EDUCATION (2/16)

### WASHINGTON (23/185) 12%

† AIRBORNE FREIGHT (2/9)  
ALASKA AIR GROUP (1/11)  
AMAZON.COM (1/5)  
AVISTA (2/11)  
BOEING (1/11)  
CONSOLIDATED FREIGHTWAYS (0/8)

COSTCO WHOLESALE (1/10)  
EXPEDITORS INTL OF WASHINGTON (0/6)  
MICROSOFT (1/7)  
NORDSTROM (1/9)  
PACCAR (0/10)  
POTLATCH (3/11)  
† PUGET ENERGY (2/10)  
SAFECO (2/11)  
STARBUCKS (1/9)  
† VOICESTREAM WIRELESS (1/17)  
WASHINGTON MUTUAL (3/16)  
WEYERHAEUSER (1/14)

### WISCONSIN (31/298) 10%

A.O. SMITH (1/9)  
ACTUANT (0/7)  
AID ASSOCIATION FOR LUTHERANS (4/17)  
ALLIANT ENERGY (4/12)  
AMERICAN FAMILY INS. GROUP (2/13)  
BANTA (1/9)  
BRIGGS & STRATTON (1/9)  
CUNA MUTUAL GROUP (1/15)  
† FIRSTSTAR CORP. (1/18)  
FISERV (1/7)  
HARLEY-DAVIDSON (1/9)  
HARNISCHFEGER INDUSTRIES (1/9)  
JOHNSON CONTROLS (1/12)  
KOHL'S (1/12)  
LANDS' END (1/7)  
MANPOWER (1/11)  
MARSHALL & ILSLEY CORP. (1/20)  
NORTHWESTERN MUTUAL (3/26)  
OSHKOSH TRUCK (1/10)  
ROCKWELL INTERNATIONAL (1/10)  
ROUNDY'S (0/10)  
SENTRY INSURANCE GROUP (0/10)  
SHOPKO STORES (0/7)  
SNAP-ON (1/11)  
WISCONSIN ENERGY (1/9)  
WPS RESOURCES (1/9)

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### Addendum Notes

A.H. Belo Corp. changed its name to Belo Corp.  
Airborne Freight Corp. changed its name to Airborne Inc.  
Also known as the First National of Omaha.  
America Online and Time Warner Inc. have merged and formed AOL Time Warner Inc.  
Avis Rent A Car was acquired by Cendant Corporation.  
Bank United Corp. merged with Washington Mutual, February 13, 2001.  
Changed its name from Meritor Automotive after acquiring Arvin.  
Consolidated Stores changed its name to Big Lots, Inc.  
Crown Central Petroleum was acquired by Rosemore Inc.  
Cummins Engine Company, Inc. changed its name to Cummins Inc.  
Del Webb is merging with Pulte Homes, Inc. approved by shareholders on July 31, 2001.  
Emerson Electric Company changed its name to Emerson.  
Firstar is now called U.S. Bancorp.  
Flowers Industries Inc, spun-off Flower Foods Inc. after selling Keebler Foods Co. to Kellogg Co.  
Foundation Health Systems Inc. changed its name to Health Net Inc.  
Fritz Companies was acquired by United Parcel Service on May 24 2001.  
Grand Union is now out of business.

Harcourt General was acquired by Reed Elsevier, a London based company, July 13, 2001.  
Kaufman and Broad Home Corp. changed its name to KB Home.  
Litton Industries Inc. was acquired by Northrop Grumman Corp.  
MCN Energy Group is now called DTE Energy, May 31, 2001.  
MicroAge filed for bankruptcy.  
Minnesota Power changed its name to ALLETE.  
NiSource undergoing merger with Columbia Energy Group.  
Old Kent Financial Corp. merged with Fifth Third Bankcorp. on Sept 21, 2001.  
Payless Cashways went bankrupt, June 21, 2001.  
PE Corp. changed its name to Applera Corp.  
Puget Sound Energy Inc. has undergone a restructuring and is now a subsidiary of Puget Energy, Inc.  
Quorum has merged with Triad Hospitals Inc.  
Spherion changed its name to SPHERION CORP.  
Summit Bancorp was acquired by FleetBoston Financial, March 2001.  
Trans World Airlines was acquired by American Airlines Inc.  
U.S. Office Products filed for bankruptcy.  
Union Carbide was acquired by Dow Chemical.  
Voicestream Wireless was acquired by Deutsche Telekom.

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The staff of Catalyst conceived and executed this study under the guidance of President Sheila W. Wellington and Vice President of Research and Information Services Marcia Kropf, Ph.D. Katherine Tobin, Ph.D., directed the research. Mathieu Belanger, Ph.D., developed the database needed to support the project, produced the analyses, and wrote this report. Meesha Rosa managed the team effort of the seven people responsible for communicating with companies: Kenitra Boone, Grace Lee, Natalia Lee Soy, Katie Rooney, Donya Williams, and Katie Worth.

Donna Manning provided expertise on Fortune 1000 corporate board members. She carefully verified the content of our database and ensured the accuracy of the names. Merle Pollak, Executive Director of Catalyst's Corporate Board Placement, provided guidance regarding the listing and compiling of women board members.

Elizabeth McCormick directed the editorial and production efforts of the report with the guidance of Nancy Guida, Executive Director of Marketing and Strategic Planning. The report was designed and formatted by Regina Chung. Andrea Juncos copyedited the report and managed the production process. Jan Combopiano fact checked the report.

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