

# 1999 Catalyst Census of Women Corporate Officers and Top Earners

PART OF A SERIES ON WOMEN IN CORPORATE LEADERSHIP

— *What gets measured gets done.*



## About Catalyst

Catalyst is the nonprofit research and advisory organization that works with business to advance women. It has a dual mission: to enable professional women to achieve their maximum potential and to help employers capitalize fully on the talents of their women employees. Catalyst maintains a pragmatic and solutions-oriented approach that has earned the confidence of business leaders, who count on Catalyst to help them address women's workplace issues and develop cost-effective responses.

Catalyst is supported by corporate and philanthropic sponsors who understand the bottom-line business motivations for tapping women's talent.



1999 marks the fourth year that Catalyst presents the *Census of Women Corporate Officers and Top Earners*. This annual count—a widely used benchmark in corporate America—grows out of the strong belief that solid data on women's advancement deserve the attention of the business community.

This year, the good news is women continue to make gains in the upper echelons of corporate America. Every metric used by Catalyst has consistently increased from 1995 until the present: women corporate officers have increased by 37 percent, women top earners by 175 percent, and women clout-title holders by 113 percent. In addition, each year since our first census, the number of companies with at least one woman among the five most highly compensated executives has increased. But, when it comes to those corporate officers who hold line positions—those posts with profit-and-loss or direct client responsibility—women are still only seven percent of the mix.

For the first time we delve into the data on women-of-color corporate officers. There is not good news on that front. In the 340 companies from whom we obtained data about the ethnicity/race of their corporate officers, there are only 105 women-of-color corporate officers—1.3 percent of the total officer pool in the responding companies.

We forward to continuing to report and reflect on the extent to which women's leadership talent is being tapped by America's largest companies.



Sheila W. Wellington  
President, Catalyst

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## Introductory Note

Catalyst believes it is important to establish accurate benchmarks for corporate success in the recruitment, retention, and advancement of women. Companies routinely benchmark their business results and processes against their own past performance and the performance of industry peers and leaders in order to increase the output or quality of their products and services. Therefore, we measure and publish the number of women corporate officers and top earners at America's largest companies,<sup>1</sup> because in business, what gets measured gets done.

The *Catalyst Census of Women Corporate Officers and Top Earners* was created in 1996 to determine and disseminate the facts about women in the topmost reaches of American business. Catalyst's goal is to encourage the leadership of America's largest companies to increase the number of women at the highest levels of management. In 1998, these U.S. companies employed over 22 million people and generated 5.74 trillion dollars of revenue.

This rigorous measurement provides an accurate accounting of the number of women corporate officers, their functional status, and the types of titles they hold. We also present the number of women corporate officers who are among the top earners at these companies.

## Rationale

### Why Focus on Corporate Officers?

Corporate officers have day-to-day responsibility for corporate operations and the power legally to bind their companies. They represent their companies on major decisions, are the most visible senior executives, and are defined as ipso facto "insiders" for certain financial and SEC purposes. Corporate officers are usually selected from among a company's most successful senior managers and embody the experiences, competencies, and contributions recognized as valuable by their companies. Many executives aspire to be officers because these officers are recognized as the highest level of employee in corporations. In 1999, companies reported on in this census have an average of 23 corporate officers each.

An alternative to a census of corporate officers would be a census of all corporate senior managers and executives based on title and/or cash compensation. After extensive consideration of this option, Catalyst decided to focus on corporate officers for the following reasons: (1) information on corporate officers is publicly available, while information on any other senior- or executive-level group is not, and (2) a focus on corporate officers<sup>2</sup> provides the only consistent basis for comparability over time and across companies and industry sectors.

### Why Focus on Functional Roles?

Studies conducted by Catalyst and others show that advancement in business organizations is significantly correlated with breadth of experience, especially meaningful assignments in line positions. These studies show that women frequently lack line experience, a factor that limits their opportunities to compete with men for the senior-most positions in their companies. Catalyst has referred to this phenomenon as "glass walls." Since line experience is a critical prerequisite for career advancement in busi-

<sup>1</sup> For the purposes of this census, Catalyst uses *Fortune's* list of the 500 largest U.S. corporations ranked by revenue, as published on April 26, 1999.

<sup>2</sup> Nomenclature used by companies includes: "principal officer," "company officer," "executive officer of the registrant," "senior management," "officer," "elected officers," "administrative officer," "senior officer," "management," "operating director," "executive," "corporate staff," "executive management," "division officer," "division officer," "elected executive officer," "principal corporate officer," "business executive," "corporate executive," and "corporate management." With the exception of the President or Chief Executive Officer, we do not count officers of corporate subsidiaries.



ness organizations, it is imperative that we measure the extent to which women hold these positions. In 1997, Catalyst began asking the largest 500 U.S. companies to verify the functional status of all of their corporate officers, thus enabling a comparison of women's line/staff positioning in these companies, within industries, and over time.

### Why Focus on Top-Earning Officers?

Corporate America rewards what it values, and financial compensation is the bottom-line indicator of executive status in corporations. Therefore, Catalyst also decided in 1996 to document the representation of women among corporate America's most highly paid executives and to monitor future changes in this area.

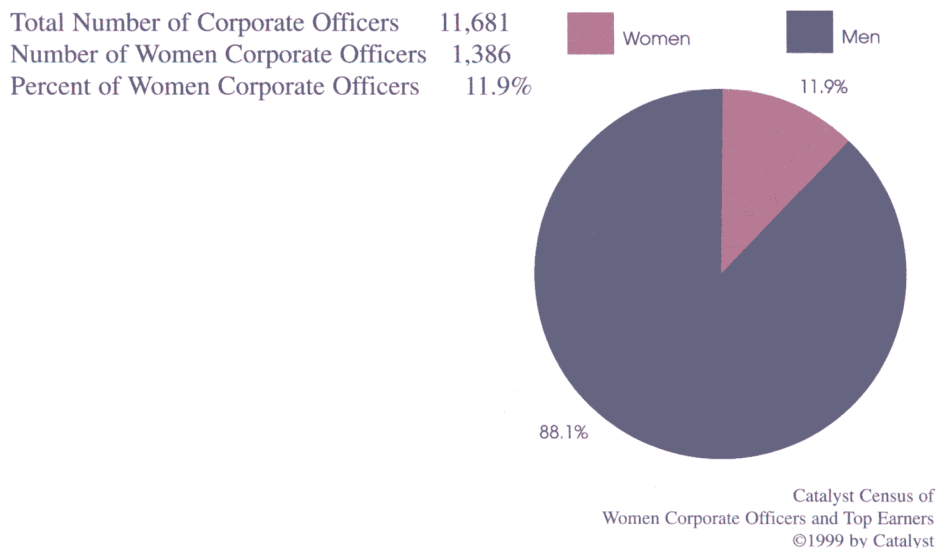
### Why Focus on Women-of-Color Corporate Officers?

In July 1999, Catalyst presented the results of its three-year, landmark study, *Women of Color in Corporate Management: Opportunities and Barriers*. As a result of that study we learned that corporate America must focus specifically on women of color in order to assure their advancement. Again, we measure what we value and we value what we measure. For that reason, Catalyst's census team asked the 500 companies for the first time how many of their corporate officers are women of color.

## 1999 Findings: Overview

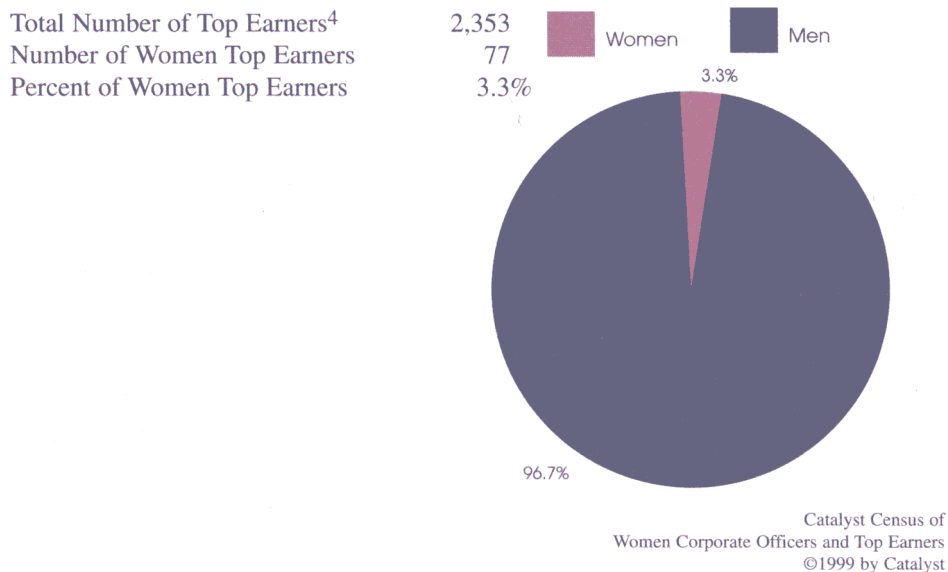
How are women faring in the upper echelons of corporate America? The 1999 *Catalyst Census of Women Corporate Officers and Top Earners* finds that women now represent 11.9 percent of corporate officers of America's largest 500 companies<sup>3</sup> (as of March 31, 1999), compared to 11.2 percent in 1998 and 8.7 percent in 1995 when Catalyst first collected this data.

Figure 1: Corporate Officers



As to top earners, this year there are 72 companies with female corporate officers who are top earners, compared to last year's total of 58.

Figure 2: Top Earners



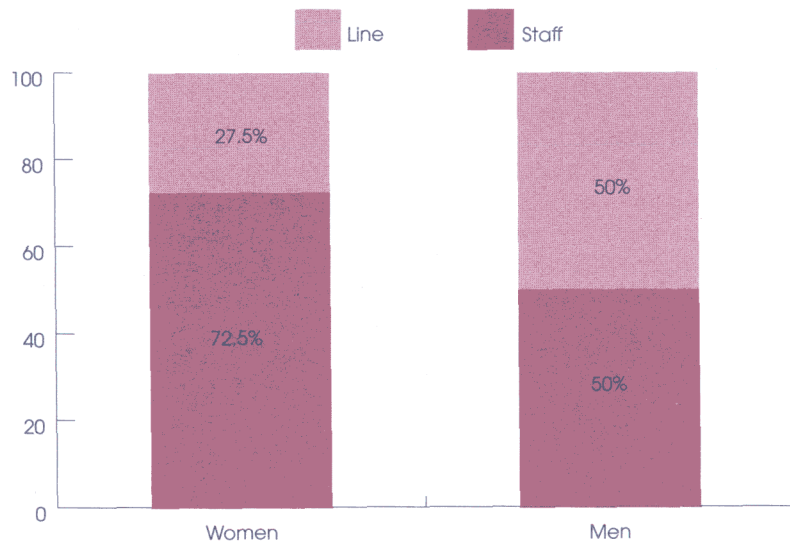
<sup>3</sup> For the purposes of this census, Catalyst uses *Fortune's* list of the 500 largest U.S. corporations ranked by revenue, as published on April 26, 1999.

<sup>4</sup> This number represents the total number of corporate officers who are also top earners of the Fortune 500 companies.

In 1999, 47.3 percent of all corporate officers have line responsibility. Line corporate officers have profit-and-loss or direct client responsibility, while staff positions provide functional support.

Men continue to hold the preponderance of line jobs by several measures. Of all male corporate officers, 50 percent hold line jobs, compared to 27.5 percent of women corporate officers who hold line jobs.

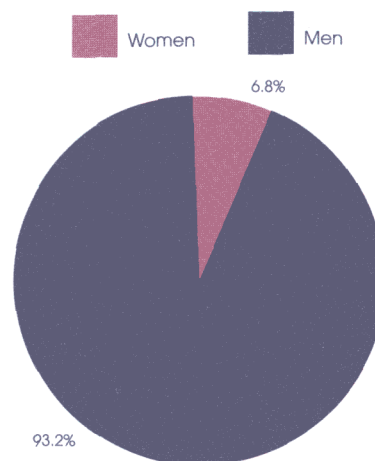
Figure 3: Line/Staff Positions of Corporate Officers, by Gender



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Of these line jobs, 93.2 percent are held by men while women fill the remaining 6.8 percent.

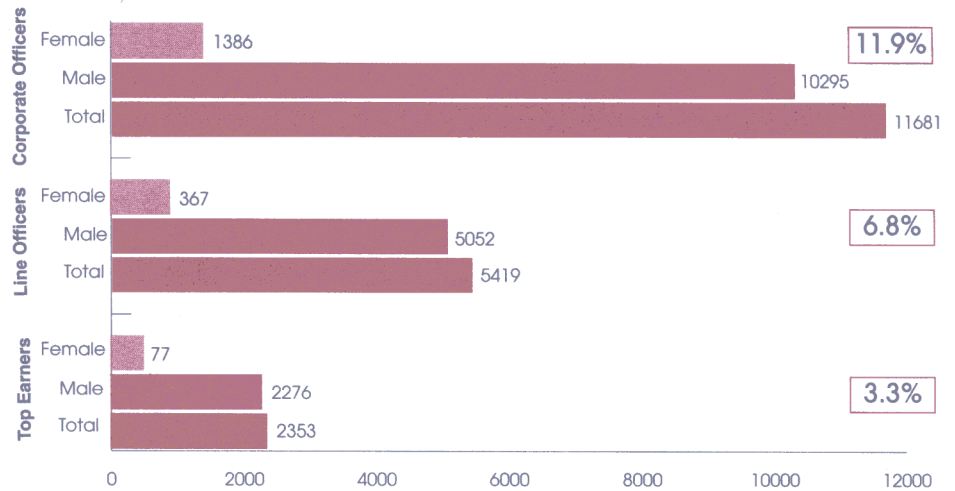
Figure 4: Line Corporate Officer Positions, by Gender



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Men hold 93.2 percent of all line positions among corporate officers; women hold 6.8 percent of these jobs. That's progress over 1998 when 6.2 percent of women officers had line jobs.

Figure 5: Women Corporate Officers, Line Corporate Officers, and Top Earners

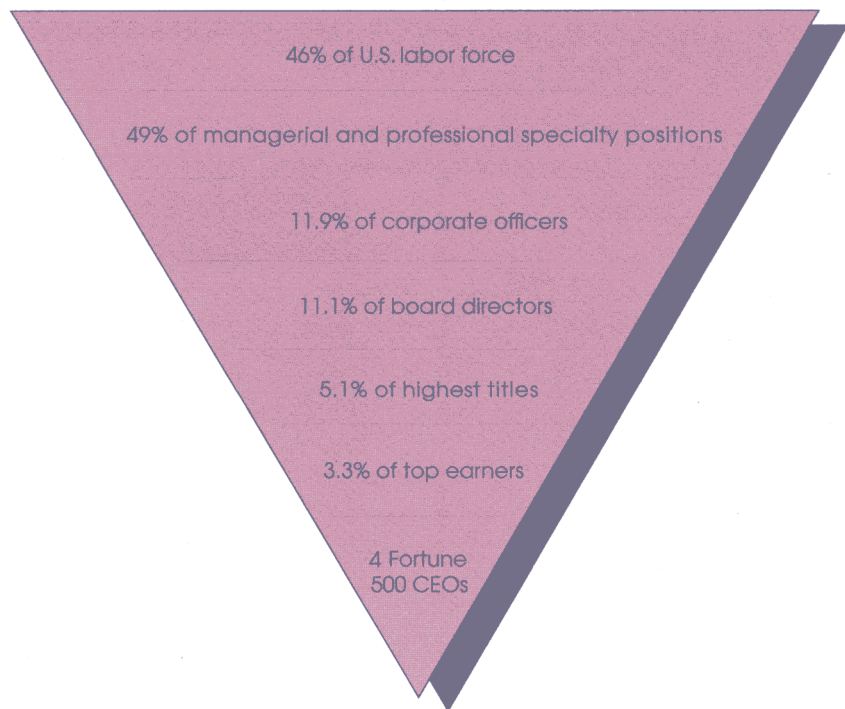


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Women have gained entry to business careers and have almost achieved parity with men early in the management pipelines. For further gains companies need to commit their resources to providing women with a depth and variety of line experience that prepares them for general management and equips them to compete for top executive jobs.



Figure 6: How Women Rank in the Workforce<sup>5</sup>



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Looking to the future, Catalyst has projected the percent of women corporate officers at critical five-year milestones, using the data from the past four census reports. Catalyst estimates that if progress continues as it has in the past, women will represent 17 percent of all corporate officers by the year 2005, 20.4 percent of all corporate officers by 2010 and by 2020, women will comprise 28 percent of the corporate officer pool. This progress can surely be accelerated. Catalyst issues a challenge to corporate America: fill 25 percent of your corporate officer positions with women by 2005 and make half of those line corporate officer jobs. Meeting that still conservative goal would demonstrate that U.S. business leaders understand the potential and ultimate value of women's contributions to their companies' success.

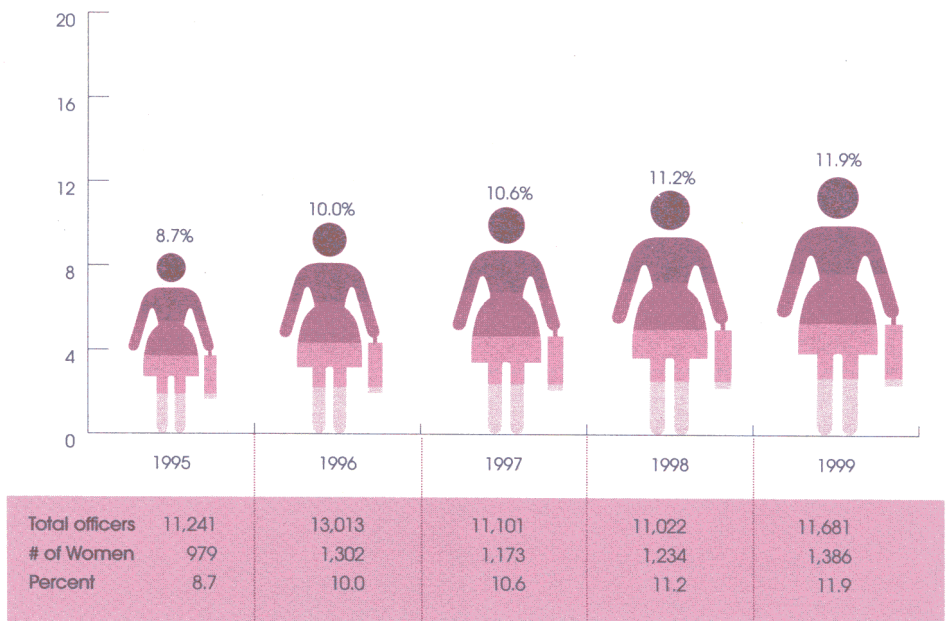
<sup>5</sup>Sources for the data in figure 6: Bureau of Labor Statistics, 1998 *Catalyst Census of Women Board Directors of the Fortune 500*, and 1999 *Catalyst Census of Women Corporate Officers and Top Earners*. All data from this census is as of March 31, 1999 with the exception of the number of women CEOs, which reflects the current number as of November 5, 1999.

## Additional 1999 Census Findings:

How many women occupy corporate officers positions in 1999?

Figure 7: Percent of Women Corporate Officers: A Five-Year Perspective

The 1999 *Catalyst Census of Women Corporate Officers and Top Earners* reveals that as of the cut-off date, March 31, 1999, women account for 1,386 out of a total of 11,681 corporate officers, or 11.9 percent of all corporate officers of America's largest companies. This represents an increase over last year, when women accounted for 11.2 percent of all corporate officers. Since 1995, when Catalyst first collected data for the census, the percent of women corporate officers in America's 500 largest corporations<sup>6</sup> has increased by 37 percent.



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How many companies have women corporate officers now?

In 1999, 394 (or 79 percent) of the 500 largest U.S. companies have women corporate officers. In 1998, 377 companies (75 percent) had women corporate officers.

<sup>6</sup>For the purposes of this Census, Catalyst uses *Fortune's* list of the 500 largest U.S. corporations, as published on April 26, 1999.

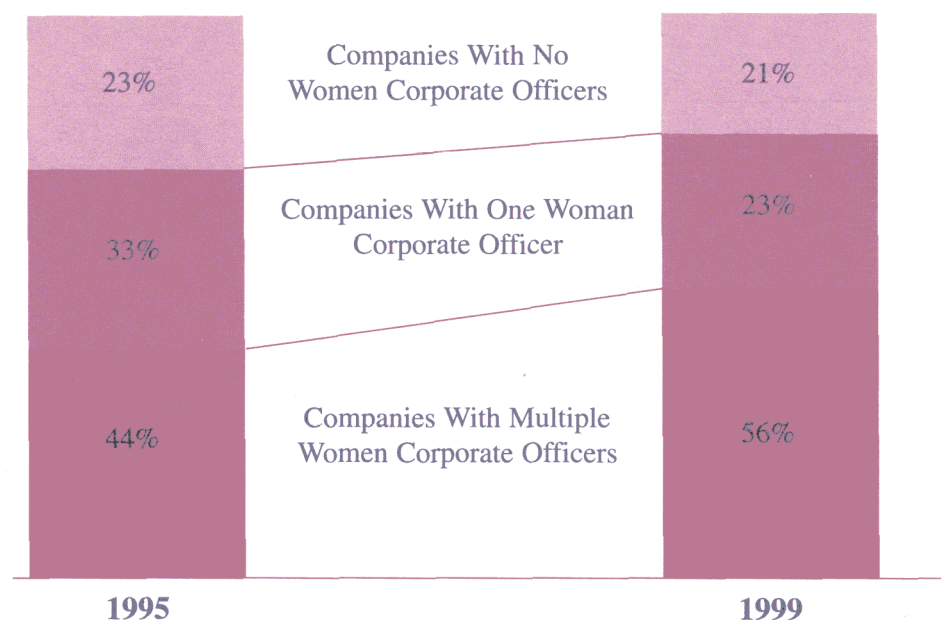
### How many companies have more than one female corporate officer?

Table 1: Companies with Multiple Women Corporate Officers

In 1999, 282 of America's largest 500 companies have more than one woman corporate officer, an increase of 28 percent since 1995.

	Number of Companies	Percent of Companies
1999	282	56%
1998	259	52
1997	234	47
1996	246	49
1995	220	44

Figure 8: Change in Percent of Companies in Terms of the Number of Women Corporate Officers—1995 - 1999



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### In how many companies are 25 percent or more of the corporate officers women?

Some companies are notable for their comparatively large pool of women corporate officers. This year 41 companies have women filling one-quarter or more of their corporate officer positions, an increase of 24 percent from 1998. Furthermore, in 1999, there are 15 companies where women hold one-third or more of corporate officer positions (see Table 2). In Catalyst's 1998 Census there were 12 such companies.



Table 2: Companies with  
25 Percent or More  
Women Corporate Officers  
(listed in descending order of  
percentage)

Company	Total Officers	Women Officers	
		Number	Percent
Avon Products	21	9	42.9
Lincoln National	14	6	42.9
Pacificare Health Systems	35	15	42.9
US West	14	6	42.9
Nordstrom	36	15	41.7
FANNIE MAE	158	61	38.6
Washington Mutual	8	3	37.5
Times Mirror	31	11	35.5
Dayton Hudson	23	8	34.8
Venator	23	8	34.8
BJ's Wholesale Club	6	2	33.3
Knight-Ridder	24	8	33.3
Paine Webber Group	6	2	33.3
SLM Holding	12	4	33.3
Southwest Airlines	24	8	33.3
Cardinal Health	22	7	31.8
Mattel	16	5	31.3
Merck	16	5	31.3
Pitney Bowes	16	5	31.3
Ryder System	16	5	31.3
Philip Morris	13	4	30.8
Ameritech	33	10	30.3
CBS	10	3	30.0
Transamerica	20	6	30.0
Hannaford Bros	27	8	29.6
Enron	35	10	28.6
Kelly Services	14	4	28.6
New Century Energies	7	2	28.6
Humana	22	6	27.3
SBC Communications	26	7	26.9
PNC Bank Corp.	15	4	26.7
New York Times	19	5	26.3
Barnes & Noble	12	3	25.0
Brunswick	16	4	25.0
Edison International	12	3	25.0
GAP	20	5	25.0
GPU	8	2	25.0
Ralston Purina	8	2	25.0
Solelectron	8	2	25.0
Textron	24	6	25.0
Wellpoint Health Networks	8	2	25.0

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What industry patterns emerge in terms of numbers of women corporate officers in various industries?

Table 3: Industries with the Highest Percentages of Women Corporate Officers

Industries vary with respect to the presence of women officers, as the following tables demonstrate. A more detailed look at each of the industries can be found in Appendix III.

Industry	Number of Companies	Percent of Women Corporate Officers
Diversified financials	8	27.1
Transportation equipment	1	25.0
Toys, sporting goods	2	24.1
Publishing, printing	7	24.1
Tobacco	2	20.8

Table 4: Industries with the Lowest Percentages of Women Corporate Officers

Industry	Number of Companies	Percent of Women Corporate Officers
Mining, crude-oil product	2	3.7
Computer peripherals	5	3.3
Waste management	2	2.8
Textiles	1	0.0
Trucking	2	0.0

What geographic patterns can be seen in terms of numbers of women corporate officers in various geographic industries?

Table 5: Women Corporate Officers of the 500 Companies by Region

In 1999, women make up 13 percent of corporate officers in companies headquartered in the West and 12.2 percent in the South. The Northeast with 11.7 percent, and the Midwest with 11.2 percent, are slightly below the overall percentage for women corporate officers (11.9 percent). (See Table 5.)

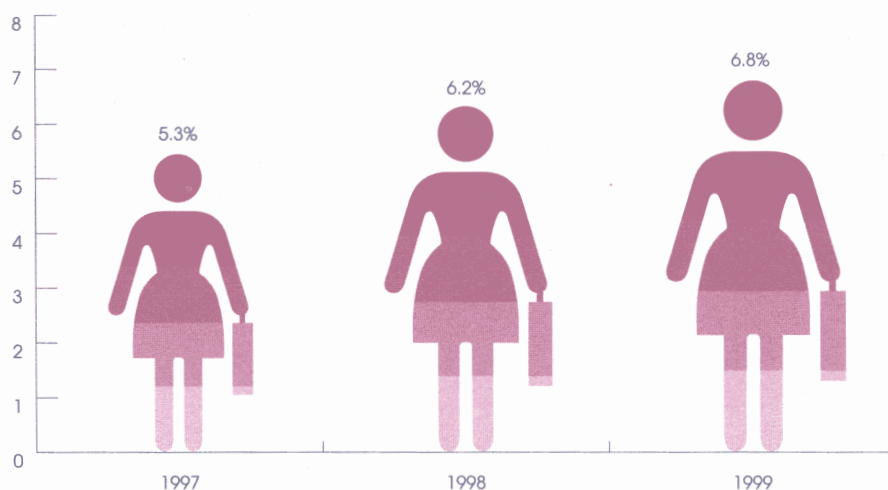
Region	Number of Companies	Percent of Total Officers
West	85	13.0
South	134	12.2
Northeast	147	11.7
Midwest	134	11.2

To find the representation of female corporate officers for each state, please refer to Appendix IV.

Has there been any increase in the number of women in line positions?

For the third year, Catalyst examines the functional responsibilities of corporate officers of America's 500 largest companies. In 1999, 47.3 percent of all corporate officers have line responsibility, defined as profit-and-loss or direct client responsibility. Line jobs are generally a prerequisite for top management jobs, while staff positions provide functional support to a corporation. Men continue to hold the preponderance of line jobs by several measures. Of all male corporate officers, 50 percent hold line jobs, compared to 27.5 percent of women corporate officers. Of these line jobs, 93.2 percent are held by men while women fill the remaining 6.8 percent, up from 6.2 percent in 1998.

Figure 9: Percent of Women Corporate Officers in Line Positions Over Time



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Which industries have a high percentage of women corporate officers in line positions?

There are no women corporate officers in line positions in 16 of the 61 industries profiled in this census (See Appendix III). Looking at the proportion of women line corporate officers by industry, women occupy the highest percentage (33 percent) of line positions in toys and sporting goods. This is also an industry that fares well for its overall percentage of women corporate officers with the third highest industry ranking. Other industries where over 15 percent of line positions are held by women are: savings institutions, airlines, insurance (life and health mutual), and publishing & printing.

Not all industries with high percentages of women corporate officers have correspondingly high proportions of women officers in line positions. The transportation equipment industry, for example, is the second highest in terms of percent of women officers, but has no women officers in line positions. The tobacco industry, the fourth highest industry in terms of percent of women officers, also has no women officers in line positions.

To what extent do women occupy the highest level positions within the corporate officer ranks? To what extent do they hold the "clout" titles?

Focusing on the positions that wield the most policy-making power, Catalyst examined the titles Chief Executive Officer, Chairman, Vice Chairman, President, Chief Operating Officer, Senior Executive Vice President, and Executive Vice President. In 1999, women hold 5.1 percent of these "clout" titles, up from 3.8 percent last year. Looking solely at the highest titles of Chief Executive Officer, Chairman, Vice Chairman, President, and Chief Operating Officer, women represent 1.2 percent of these positions, up from 0.9 percent last year. For the third consecutive year, there were just two women Chief Executives in the 500 largest U.S. companies, as of March 31, 1999: Jill Barad of Mattel and Marion Sandler of Golden West Financial. (Carleton S. Fiorina was named CEO of Hewlett-Packard in July, 1999, and Andrea Jung was named CEO of Avon in November, 1999. The 2000 Census will reflect this information.)

Table 6: Corporate Clout Titles Held by Women Corporate Officers: 1999

Officer Title	Total Number of Officers by Title	Number of Women Who Hold Title	Percent of Total Title Holders
Chief Executive*	506	2	0.4
Chairman Only	61	0	0.0
Vice Chairman	193	6	3.1
President	206	4	1.9
COO	39	0	0.0
SEVP	42	4	9.5
EVP	1,202	98	8.2
<b>Total</b>	<b>2,249</b>	<b>114</b>	<b>5.1%</b>

\* There are more CEOs than companies because of Co-CEOs which are included in this count.  
 \*\* This data is accurate as of the census cut off date, March 31, 1999.  
 Note: In cases where an officer held more than one title (e.g., President and COO), only the highest title was counted, so that each individual is only counted once in the analysis.

In cases where an officer held more than one title (e.g. President and COO), the highest title was counted, so that each individual is counted only once in the analysis.

To what extent are the female corporate officers women of color?

One hundred and five women of color are among the 7,994 corporate officers of the 340 companies for which Catalyst successfully obtained data on race/ethnicity, as well as gender. This means that women of color represent a low percentage of the corporate officer pool in these companies (1.3 percent). Furthermore, these 105 women of color represent only 11.2 percent of the total female officers (945) within the 340 companies.

In this sample, 67 African-American women officers are the largest grouping, followed by 21 Asian/Pacific Islanders, and 17 Hispanic female corporate officers.

In Catalyst's recent study *Women of Color in Corporate Management: Opportunities and Barriers*, women of color identified a lack of role models as a barrier to their advancement. When the small number of women corporate officers who are women of color is considered in that context, it is clear that barrier is borne out by census data.



In this first year of asking about the number of women of color in companies' officer ranks, Catalyst successfully obtained data from 340 of the 500 companies. Of these 340 companies, 106 have no women officers and therefore have no women of color. The remaining 234 companies provided us with information concerning the ethnicity/race of their female corporate officers.

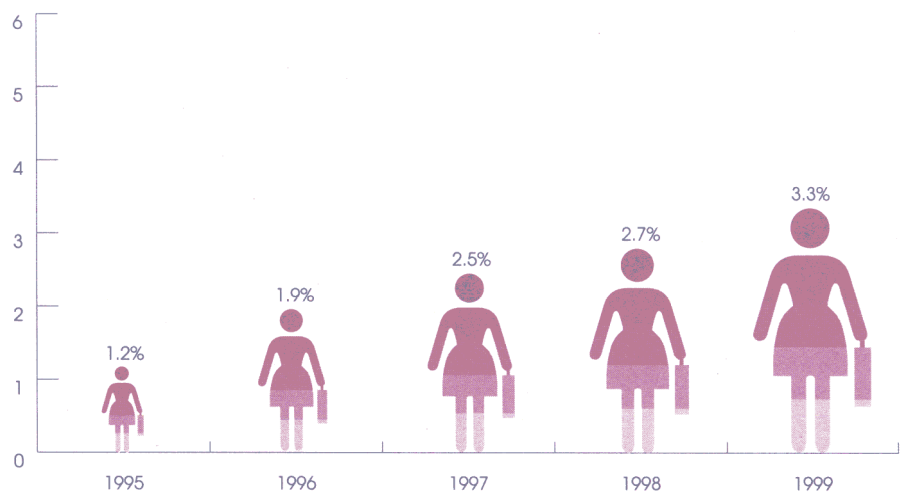
### How many women corporate officers are among the top five earners in their company?

In 1999, 77 women, or 3.3 percent, were among the 2,353 most highly compensated officers<sup>7</sup> listed in proxy statements of the 500 largest U.S. companies, reflecting an increase of 22 percent in the number of women top earners from the 1998 figure of 63. Out of a total 1,386 female corporate officers, 5.6 percent, are among the five top-earning officers in their company. Of the 10,295 male officers, 22.1 percent are top earners.<sup>8</sup>

Table 7: Women Top Earners

	Number of Women Corporate Officers Who Are Top Earners	Percent of Women Top Earners
1999	77	3.3
1998	63	2.7
1997	61	2.5
1996	47	1.9
1995	29	1.2

Figure 10: Percent of Top Earners Who Are Female in the 500 Companies—A Five-Year Perspective



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<sup>7</sup> It should be noted that not all top earners listed in the corporate proxy statements are corporate officers. The top earners referred to in this analysis are those who are also corporate officers. Further, the top earners listed in corporate proxy statements are not necessarily the most highly compensated individuals in a company. For example, individuals in sales might be more highly compensated when their commissions are included.

<sup>8</sup> Top-earner information was not available for all 500 companies, notably some private companies. Also, some companies reported fewer than five top earners in their proxy statement, while in other cases, a top earner may have retired subsequent to the proxy filing.



For the fifth consecutive year, the number of companies with at least one woman among the five most highly compensated officers has increased. (See Table 8.) In 1999, 72 of the 500 largest U.S. companies, or 14.4 percent, have at least one female top-earning corporate officer. This is an increase of 14 companies—24 percent over last year. Five companies, as of the cut-off date of March 31, 1999, have two women among their five most highly compensated executives: Arrow Electronics, Avon Products, Conectiv, Times Mirror, and Washington Mutual.

Table 8: Companies With Women Among Their Top Five Earners—72 of 500 (14 percent)

Abbott Laboratories	Fred Meyer	Paine Webber Group
Ace Hardware	General Mills	Pharmacia & Upjohn
AirTouch	Golden West	Phoenix Home Life
Communications	Financial Corp.	Mutual Ins.
Allegiance	Hannaford Bros	Quaker Oats
†American Stores	Hewlett-Packard	R.R. Donnelley & Sons
Anixter International	Integrated Health	Rite Aid
*Arrow Electronics	Services	Rohm and Haas
Atlantic Richfield	ITT Industries	Safeway
*Avon Products	J.C. Penney	Sara Lee
Bankers Trust Corp.	Kelly Services	SLM Holding
Barnes & Noble	Kimberly-Clark	Soletron
BJ's Wholesale Club	Knight-Ridder	Southwest Airlines
Boeing	Liberty Mutual	Starwood Hotels & Resorts
Campbell Soup	Insurance Group	Sunoco
Charles Schwab	Limited	SUPERVALU
Clark USA	Mattel	*Times Mirror
Colgate-Palmolive	Merck	U.S. Industries
*Conectiv	Morgan Stanley	Unicom
Consolidated Edison	Dean Witter	United Healthcare
Cooper Industries	Mutual of Omaha Ins.	Universal
Dayton Hudson	Niagara Mohawk	UNUM
Eli Lilly	Power	Vencor
Enron	Nike	*Washington Mutual
Estée Lauder	Owens Corning	Westvaco
Fannie Mae	Oxford Health Plans	
Federated Department Stores	Pacificare Health Systems	

†See addendum notes on page 41.

\*These companies have two top women earners.

## The History of This Research and Its Methodology: How Did We Produce the Census?

Catalyst first published the *Census of Women Corporate Officers and Top Earners* in 1996, several years after the publication of the first *Catalyst Census of Women Board Directors of the Fortune 500*. It was created to determine and disseminate the facts about women in the top most reaches of American business. Our goal is to encourage the leadership of Fortune 500 companies to increase the number of women serving as corporate officers.

In June, 1999, Catalyst sent a letter to the human resources or corporate secretary's office of each of the 500 largest U.S. corporations.<sup>9</sup> The letter sought:

- (1) to verify the company's total number of corporate officers as of the cut-off date of March 31, 1999, as reported in their Fiscal Year 1998 Annual Report, Proxy Statement, and 10-K;
- (2) to confirm the names, titles, and number of any women corporate officers, as reported in their Annual Report and 10-K;
- (3) to ascertain the functional status, i.e., line or staff, of both male and female corporate officers listed in their Annual Report and 10-K;
- (4) to certify the names, titles, and number of women among the company's five most highly compensated corporate officers, as reported in their proxy statement; and
- (5) to learn the extent to which women of color are represented in the female officer and top earner ranks.

After the deadline of July 16, 1999 noted in the letter to each company, members of our research team made over 287 phone calls to non-responding companies. If we still had not heard from a company by July 26, two letters were sent out over several weeks from Catalyst's President to the company's Chief Executive Officer. The purpose of these letters was to make clear that our first wish was to have accurate, company-verified data for this census, but that we would publish data gathered from public records even if the company did not provide verification. To understand the magnitude of the process it is important to note that Catalyst's database of corporate officers and top earners has 873,848 points of data. Our verification rate for the largest 100 U.S. companies is 97 percent, and the verification rate for all 500 companies is 80 percent.

For those companies that do not take the opportunity to verify the data, Catalyst reports the unverified data we obtained from public records and presented to the company. Corporations which provided data on women of color did so voluntarily to help Catalyst shed light upon an important business issue, with the understanding that Catalyst would report this data in aggregate only, and not on a company-by-company basis.

Research teams audited all data multiple times, comparing printouts from the database with the verification from companies and public records to ensure accuracy.

The *Catalyst Census of Women Corporate Officers and Top Earners* is a snapshot in time. It represents the gender diversity of leadership in America's 500 largest companies as of March 31, 1999. Catalyst continues this work, year after year, to monitor progress over time.

<sup>9</sup> For the purposes of this census, Catalyst uses *Fortune's* list of the 500 largest U.S. corporations ranked by revenue, as published on April 26, 1999.



# Appendix I: Women Corporate Officers and Top Earners by Number and Percent of Total Corporate Officers; Top 500 Companies Ranked by Revenue

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
1	GENERAL MOTORS	6	60	10.0	51	JOHNSON & JOHNSON	1	16	6.3
2	FORD MOTOR	6	54	11.1	52	BELLSOUTH	2	22	9.1
3	WAL-MART STORES	19	200	9.5	53	WALT DISNEY	0	8	0.0
4	EXXON	0	19	0.0	54	PEPSICO	1	10	10.0
5	GENERAL ELECTRIC	10	157	6.4	55	INGRAM MICRO	1	16	6.3
6	INTL. BUSINESS MACHINES	3	48	6.3	56	FIRST UNION CORP.	0	7	0.0
7	CITIGROUP	11	78	14.1	57	CIGNA	4	21	19.0
8	PHILIP MORRIS	4	13	30.8	58	CATERPILLAR	3	36	8.3
9	BOEING	1	11	9.1	59	MCKESSON HBOC	2	13	15.4
10	AT&T	2	18	11.1	60	LOEWS	0	15	0.0
11	BANKAMERICA CORP.	0	5	0.0	61	AETNA	1	11	9.1
12	STATE FARM INSURANCE COS.	38	221	17.2	62	WELLS FARGO	5	30	16.7
13	MOBIL	1	9	11.1	63	XEROX	6	52	11.5
14	HEWLETT-PACKARD	4	26	15.4	64	SARA LEE	6	41	14.6
15	SEARS ROEBUCK	2	14	14.3	65	PG&E CORP.	2	18	11.1
16	E.I. DU PONT DE NEMOURS	8	66	12.1	66	LEHMAN BROTHERS HOLDINGS	1	19	5.3
17	PROCTER & GAMBLE	2	33	6.1	67	AMERICAN STORES†	3	24	12.5
18	TIAA-CREF	3	15	20.0	68	NEW YORK LIFE INSURANCE	8	50	16.0
19	MERRILL LYNCH	2	18	11.1	69	RAYTHEON	3	34	8.8
20	PRUDENTIAL INS. CO. OF AMERICA	3	18	16.7	70	INTERNATIONAL PAPER	4	48	8.3
21	KMART	3	47	6.4	71	AMR	8	47	17.0
22	AMERICAN INTERNATIONAL GROUP	2	51	3.9	72	AMERICAN EXPRESS	3	17	17.6
23	CHASE MANHATTAN CORP.	6	26	23.1	73	COCA-COLA	7	37	18.9
24	TEXACO	4	19	21.1	74	COLUMBIA/HCA HEALTHCARE	4	21	19.0
25	BELL ATLANTIC	3	14	21.4	75	DOW CHEMICAL	1	15	6.7
26	FANNIE MAE	61	158	38.6	76	J.P. MORGAN & CO.	5	30	16.7
27	ENRON	10	35	28.6	77	BRISTOL-MYERS SQUIBB	1	14	7.1
28	COMPAQ COMPUTER	0	15	0.0	78	DELL COMPUTER	0	16	0.0
29	MORGAN STANLEY DEAN WITTER	2	18	11.1	79	FREDDIE MAC	4	24	16.7
30	DAYTON HUDSON	8	23	34.8	80	MCI WORLDCOM	0	13	0.0
31	J.C. PENNEY	2	11	18.2	81	DUKE ENERGY	5	26	19.2
32	HOME DEPOT	7	57	12.3	82	UAL	6	41	14.6
33	LUCENT TECHNOLOGIES	3	18	16.7	83	REPUBLIC INDUSTRIES†	1	6	16.7
34	MOTOROLA	9	180	5.0	84	UNITED HEALTHCARE	3	22	13.6
35	SBC COMMUNICATIONS	7	26	26.9	85	HALLIBURTON	2	13	15.4
36	KROGER	1	11	9.1	86	SUPERVALU	4	17	23.5
37	MERCK	5	16	31.3	87	AMERITECH	10	33	30.3
38	CHEVRON	2	18	11.1	88	SPRINT	1	16	6.3
39	METROPOLITAN LIFE INSURANCE	8	50	16.0	89	RJR NABISCO HOLDINGS	0	15	0.0
40	INTEL	3	30	10.0	90	ELECTRONIC DATA SYSTEMS	4	30	13.3
41	LOCKHEED MARTIN	3	48	6.3	91	ARCHER DANIELS MIDLAND	1	31	3.2
42	ALLSTATE	2	14	14.3	92	ALBERTSON'S	1	17	5.9
43	UNITED TECHNOLOGIES	2	49	4.1	93	CARDINAL HEALTH	7	22	31.8
44	BANK ONE CORP.	1	18	5.6	94	FDX	2	33	6.1
45	GTE	2	16	12.5	95	FEDERATED DEPARTMENT STORES	2	14	14.3
46	UNITED PARCEL SERVICE	1	15	6.7	96	ALCOA	6	40	15.0
47	USX	0	9	0.0	97	SYSCO	5	34	14.7
48	SAFEWAY	2	13	15.4	98	WALGREEN	3	43	7.0
49	COSTCO	1	31	3.2	99	CVS	1	8	12.5
50	CONAGRA	7	35	20.0	100	ALLIEDSIGNAL	1	28	3.6

† See addendum notes on page 41.



# Appendix I: Women Corporate Officers and Top Earners by Number and Percent of Total Corporate Officers; Top 500 Companies Ranked by Revenue

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
101	FLEMING	1	15	6.7	151	TOYS "R" US	3	16	18.8
102	HARTFORD FINANCIAL SERVICES	3	28	10.7	152	WEYERHAEUSER	3	22	13.6
103	MINNESOTA MINING & MFG.	3	26	11.5	153	MASS. MUTUAL LIFE INS.	12	56	21.4
104	FRED MEYER†	2	15	13.3	154	UNION PACIFIC	3	20	15.0
105	TEXAS UTILITIES	1	8	12.5	155	WHIRLPOOL	0	24	0.0
106	PFIZER	1	20	5.0	156	AMERICAN GENERAL	5	42	11.9
107	NORTHWESTERN MUTUAL LIFE INS.	5	29	17.2	157	WARNER-LAMBERT	2	19	10.5
108	TIME WARNER	0	22	0.0	158	EDISON INTERNATIONAL	3	12	25.0
109	MICROSOFT	4	49	8.2	159	GILLETTE	3	31	9.7
110	DYNEGY	0	6	0.0	160	ELI LILLY	2	14	14.3
111	DELTA AIR LINES	4	35	11.4	161	FLEET FINANCIAL GROUP†	2	17	11.8
112	BERKSHIRE HATHAWAY	0	5	0.0	162	CSX	1	17	5.9
113	DEERE	0	29	0.0	163	TENET HEALTHCARE	8	78	10.3
114	BERGEN BRUNSWIG	2	12	16.7	164	SUN MICROSYSTEMS	1	29	3.4
115	WINN-DIXIE STORES	0	21	0.0	165	HUMANA	6	22	27.3
116	FLUOR	3	19	15.8	166	NIKE	2	17	11.8
117	AMERICAN HOME PRODUCTS	2	22	9.1	167	PACIFICARE HEALTH SYSTEMS	15	35	42.9
118	EMERSON ELECTRIC	0	30	0.0	168	PACIFICORP	2	24	8.3
119	COCA-COLA ENTERPRISES	6	26	23.1	169	LIMITED	4	29	13.8
120	MAY DEPARTMENT STORES	6	36	16.7	170	H.J. HEINZ	0	18	0.0
121	EASTMAN KODAK	5	52	9.6	171	ST. PAUL COS.	1	16	6.3
122	GEORGIA-PACIFIC	4	46	8.7	172	CBS	3	10	30.0
123	ATLANTIC RICHFIELD	2	13	15.4	173	LEAR	0	19	0.0
124	LIBERTY MUTUAL INSURANCE GROUP	17	132	12.9	174	GAP	5	20	25.0
125	NATIONWIDE INS. ENTERPRISE	1	10	10.0	175	NORTHWEST AIRLINES	0	9	0.0
126	IBP	0	61	0.0	176	OFFICE DEPOT	0	8	0.0
127	DANA	1	11	9.1	177	COLGATE-PALMOLIVE	2	21	9.5
128	WASHINGTON MUTUAL	3	8	37.5	178	BURLINGTON NORTHERN SANTA FE	1	16	6.3
129	WASTE MANAGEMENT	0	16	0.0	179	JOHN HANCOCK MUTUAL LIFE INS.	22	93	23.7
130	GOODYEAR TIRE & RUBBER	2	25	8.0	180	NORTHROP GRUMMAN	0	11	0.0
131	JOHNSON CONTROLS	3	20	15.0	181	FOUNDATION HEALTH SYSTEMS	2	13	15.4
132	UTILICORP UNITED	1	14	7.1	182	CIRCUIT CITY GROUP	5	49	10.2
133	ABBOTT LABORATORIES	4	38	10.5	183	MANPOWER	0	4	0.0
134	MCDONALD'S	23	152	15.1	184	FARMLAND INDUSTRIES	1	26	3.8
135	US WEST	6	14	42.9	185	HOUSEHOLD INTERNATIONAL	0	7	0.0
136	KIMBERLY-CLARK	16	98	16.3	186	US AIRWAYS GROUP	5	30	16.7
137	LOWE'S	0	16	0.0	187	MONSANTO	6	29	20.7
138	VIACOM	2	12	16.7	188	AMERISOURCE HEALTH	2	13	15.4
139	PUBLIX SUPER MARKETS	3	28	10.7	189	CHS ELECTRONICS	0	13	0.0
140	BANKERS TRUST CORP.†	1	14	7.1	190	TRICON GLOBAL RESTAURANTS	1	16	6.3
141	TOSCO	2	12	16.7	191	TEXAS INSTRUMENTS	1	13	7.7
142	TRW	3	27	11.1	192	CISCO SYSTEMS	14	90	15.6
143	PHILLIPS PETROLEUM	2	37	5.4	193	HONEYWELL†	3	15	20.0
144	TEXTRON	6	24	25.0	194	BESTFOODS	3	20	15.0
145	TECH DATA	0	14	0.0	195	BEST BUY	3	29	10.3
146	ENTERGY	0	9	0.0	196	ULTRAMAR DIAMOND SHAMROCK	2	29	6.9
147	HOUSTON INDUSTRIES†	2	23	8.7	197	ARROW ELECTRONICS	3	16	18.8
148	SOUTHERN	1	18	5.6	198	CROWN CORK & SEAL	2	27	7.4
149	RITE AID	3	36	8.3	199	INGERSOLL-RAND	1	16	6.3
150	ANHEUSER-BUSCH	4	39	10.3	200	SCHERING-PLOUGH	1	14	7.1

† See addendum notes on page 41.



# Appendix I: Women Corporate Officers and Top Earners by Number and Percent of Total Corporate Officers; Top 500 Companies Ranked by Revenue

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
201	NATIONAL CITY CORP.	3	36	8.3	251	AMERADA HESS	2	53	3.8
202	ROCKWELL INTERNATIONAL	0	16	0.0	252	GENUINE PARTS	1	26	3.8
203	DILLARD'S	9	64	14.1	253	COMPUTER SCIENCES	0	25	0.0
204	BEAR STEARNS	1	36	2.8	254	BAXTER INTERNATIONAL	1	11	9.1
205	GUARDIAN LIFE INS. CO. OF AMERICA	5	52	9.6	255	OCCIDENTAL PETROLEUM	0	14	0.0
206	MARRIOTT INTERNATIONAL	3	37	8.1	256	WELLPOINT HEALTH NETWORKS	2	8	25.0
207	CONTINENTAL AIRLINES	2	15	13.3	257	COLUMBIA ENERGY GROUP	1	7	14.3
208	TJX	1	22	4.5	258	NCR	0	13	0.0
209	PNC BANK CORP.	4	15	26.7	259	AON	2	13	15.4
210	PACCAR	2	14	14.3	260	SAFECO	2	26	7.7
211	NAVISTAR INTERNATIONAL	0	7	0.0	261	TRANSAMERICA†	6	20	30.0
212	CONSECO	5	79	6.3	262	ARAMARK	1	13	7.7
213	PRINCIPAL FINANCIAL	1	16	6.3	263	CHUBB	2	25	8.0
214	UNITED SERVICES AUTOMOBILE ASSN.	2	16	12.5	264	AMERICAN ELECTRIC POWER	1	5	20.0
215	U.S. BANCORP	1	12	8.3	265	BAKER HUGHES	1	21	4.8
216	WILLIAMS	2	16	12.5	266	CUMMINS ENGINE	5	49	10.2
217	BINDLEY WESTERN	2	11	18.2	267	SAKS†	3	17	17.6
218	BANKBOSTON CORP.	1	6	16.7	268	BOISE CASCADE	2	21	9.5
219	TENNECO	3	22	13.6	269	CASE	1	18	5.6
220	ITT INDUSTRIES	3	22	13.6	270	LINCOLN NATIONAL	6	14	42.9
221	PPG INDUSTRIES	1	29	3.4	271	DOMINION RESOURCES	2	13	15.4
222	CAMPBELL SOUP	1	18	5.6	272	GENERAL MILLS	4	23	17.4
223	GATEWAY 2000	0	14	0.0	273	APPLE COMPUTER	1	11	9.1
224	NEBCO EVANS	0	11	0.0	274	PUBLIC SERVICE ENTERPRISE GROUP	2	11	18.2
225	UNISOURCE	1	8	12.5	275	AVNET	1	25	4.0
226	TYSON FOODS	1	16	6.3	276	WACHOVIA CORP.	2	13	15.4
227	SUNTRUST BANKS	0	28	0.0	277	R. R. DONNELLEY & SONS	4	29	13.8
228	TELE-COMMUNICATIONS	0	9	0.0	278	ANTHEM INSURANCE	1	7	14.3
229	FORT JAMES	0	17	0.0	279	CINERGY	2	17	11.8
230	PAINE WEBBER GROUP	2	6	33.3	280	FIRSTENERGY	3	17	17.6
231	UNISYS	1	15	6.7	281	REYNOLDS METALS	3	20	15.0
232	MARSH & MCLENNAN	0	5	0.0	282	CENDANT	4	47	8.5
233	UNICOM	3	13	23.1	283	MELLON BANK	0	11	0.0
234	ORACLE	0	9	0.0	284	QUANTUM	2	9	22.2
235	COASTAL	0	22	0.0	285	BANK OF NEW YORK CO.	4	31	12.9
236	STAPLES	7	34	20.6	286	EL PASO ENERGY	0	10	0.0
237	AFLAC	2	17	11.8	287	VENATOR	8	23	34.8
238	KEYCORP	0	14	0.0	288	UNION CARBIDE	0	9	0.0
239	CONSOLIDATED EDISON	6	37	16.2	289	CHAMPION INTERNATIONAL	0	12	0.0
240	SUNOCO	2	16	12.5	290	ILLINOIS TOOL WORKS	0	13	0.0
241	MEDPARTNERS	1	9	11.1	291	IKON OFFICE SOLUTIONS	2	13	15.4
242	ASHLAND	0	19	0.0	292	COMCAST	2	18	11.1
243	PHARMACIA & UPJOHN	3	18	16.7	293	RALSTON PURINA	2	8	25.0
244	SEAGATE TECHNOLOGY	0	49	0.0	294	VALERO ENERGY	2	12	16.7
245	SCI SYSTEMS	0	34	0.0	295	LG&E ENERGY	1	14	7.1
246	KELLOGG	3	31	9.7	296	SEMPRA ENERGY	2	18	11.1
247	SODEXHO MARRIOTT SERVICES	4	17	23.5	297	MICROAGE	0	16	0.0
248	FPL GROUP	2	10	20.0	298	U.S. FOODSERVICE	0	11	0.0
249	AMERICAN STANDARD	0	27	0.0	299	AMP†	0	12	0.0
250	EATON	3	29	10.3	300	CENTRAL & SOUTHWEST	2	12	16.7

† See addendum notes on page 41.



# Appendix I: Women Corporate Officers and Top Earners by Number and Percent of Total Corporate Officers; Top 500 Companies Ranked by Revenue

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
301	VF	3	14	21.4	351	NORFOLK SOUTHERN	3	36	8.3
302	OWENS-ILLINOIS	0	20	0.0	352	DOLE FOOD	1	13	7.7
303	3COM	12	52	23.1	353	LITTON INDUSTRIES	3	20	15.0
304	UNOCAL	2	40	5.0	354	KN ENERGY	2	12	16.7
305	PROGRESSIVE	1	13	7.7	355	FMC	2	24	8.3
306	SOLECTRON	2	8	25.0	356	MASCO	1	11	9.1
307	COMPUSA	3	33	9.1	357	W.W. GRAINGER	1	28	3.6
308	AVON PRODUCTS	9	21	42.9	358	OFFICEMAX	2	36	5.6
309	PECO ENERGY	7	30	23.3	359	PITNEY BOWES	5	16	31.3
310	MBNA	13	84	15.5	360	TRUSERV	0	5	0.0
311	ALLTEL	0	9	0.0	361	UNIVERSAL	1	11	9.1
312	RYDER SYSTEM	5	16	31.3	362	LTV	0	8	0.0
313	AIRTOUCH COMMUNICATIONS	2	19	10.5	363	INACOM	8	42	19.0
314	CMS ENERGY	2	13	15.4	364	GPU	2	8	25.0
315	GANNETT	8	34	23.5	365	HARCOURT GENERAL	1	10	10.0
316	FIRST DATA	6	30	20.0	366	STATE STREET CORP.	2	12	16.7
317	COOPER INDUSTRIES	2	14	14.3	367	GIANT FOOD	1	25	4.0
318	NORDSTROM	15	36	41.7	368	DTE ENERGY	3	17	17.6
319	OWENS CORNING	2	15	13.3	369	CONSOLIDATED STORES	2	21	9.5
320	GENERAL DYNAMICS	0	23	0.0	370	ENGELHARD	0	16	0.0
321	CNF TRANSPORTATION	0	14	0.0	371	SOUTHWEST AIRLINES	8	24	33.3
322	SHERWIN-WILLIAMS	2	13	15.4	372	NASH FINCH	1	15	6.7
323	AIR PRODUCTS & CHEMICALS	2	16	12.5	373	PACIFIC LIFE INSURANCE	0	10	0.0
324	DOVER	0	11	0.0	374	NUCOR	0	23	0.0
325	QUAKER OATS	5	26	19.2	375	TURNER CORP	1	11	9.1
326	PRAXAIR	2	28	7.1	376	RYERSON TULL	1	9	11.1
327	STARWOOD HOTELS & RESORTS	11	84	13.1	377	KELLY SERVICES	4	14	28.6
328	AUTOMATIC DATA PROCESSING	1	25	4.0	378	OMNICOM GROUP	1	12	8.3
329	FORTUNE BRANDS	1	17	5.9	379	MAYTAG	0	19	0.0
330	TANDY	6	29	20.7	380	HILTON HOTELS	7	33	21.2
331	MATTEL	5	16	31.3	381	AMERICAN FINANCIAL GROUP	2	13	15.4
332	BROWNING-FERRIS INDUSTRIES	1	20	5.0	382	APPLIED MATERIALS	2	35	5.7
333	SERVICEMASTER	1	12	8.3	383	HEALTHSOUTH	0	10	0.0
334	OXFORD HEALTH PLANS	3	26	11.5	384	AMERICAN FAMILY INS. GROUP	2	27	7.4
335	COMPUTER ASSOCIATES INT'L.	1	7	14.3	385	CENTEX	2	12	16.7
336	PARKER HANNIFIN	0	17	0.0	386	EMC	0	10	0.0
337	UNUM†	1	7	14.3	387	INTERPUBLIC GROUP	0	9	0.0
338	OLSTEN	1	9	11.1	388	B.F. GOODRICH	3	22	13.6
339	FOSTER WHEELER	1	10	10.0	389	BRUNSWICK	4	16	25.0
340	MEAD	4	28	14.3	390	HARRIS	1	15	6.7
341	ALLEGIANCE	3	31	9.7	391	ALLEGHENY TELEDYNE	0	10	0.0
342	BLACK & DECKER	1	14	7.1	392	GENAMERICA	4	21	19.0
343	MERISEL	1	7	14.3	393	PROVIDENT COS.	0	8	0.0
344	UNION CAMP	1	24	4.2	394	THERMO ELECTRON	2	17	11.8
345	EASTMAN CHEMICAL	3	45	6.7	395	SMITHFIELD FOODS	0	5	0.0
346	BETHLEHEM STEEL	1	18	5.6	396	MARKETSPAN†	7	33	21.2
347	SCIENCE APPLICATIONS INTL.	0	15	0.0	397	MERITOR AUTOMOTIVE	2	10	20.0
348	CORPORATE EXPRESS	1	7	14.3	398	NIAGARA MOHAWK POWER	3	30	10.0
349	FEDERAL-MOGUL	2	14	14.3	399	MUTUAL OF OMAHA INS.	2	14	14.3
350	HERSHEY FOODS	0	19	0.0	400	SMURFIT-STONE CONTAINER	1	21	4.8

† See addendum notes on page 41.



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Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
401	PP&L RESOURCES	0	8	0.0	451	INTERSTATE BAKERIES	2	24	8.3
402	NORTHEAST UTILITIES	4	37	10.8	452	CABLEVISION SYSTEMS	2	14	14.3
403	PITTSTON	1	8	12.5	453	HORMEL FOODS	0	20	0.0
404	GRAYBAR ELECTRIC	0	16	0.0	454	TRANS WORLD AIRLINES	5	21	23.8
405	TEMPLE-INLAND	0	9	0.0	455	COMDISCO	2	14	14.3
406	MCGRAW-HILL	2	11	18.2	456	AUTOZONE	3	43	7.0
407	NEWELL	1	23	4.3	457	UNITED STATES FILTER†	0	14	0.0
408	ROHM & HAAS	3	32	9.4	458	REEBOK INTERNATIONAL	0	8	0.0
409	SONAT	1	10	10.0	459	DOLLAR GENERAL	1	13	7.7
410	WILLAMETTE INDUSTRIES	1	23	4.3	460	COMERICA	0	18	0.0
411	CORNING	4	42	9.5	461	AID ASSOCIATION FOR LUTHERANS	1	9	11.1
412	AVISTA CORP.	2	10	20.0	462	RICHFOOD HOLDINGS	1	9	11.1
413	KOHL'S	1	5	20.0	463	SUN HEALTHCARE GROUP	1	17	5.9
414	CLARK USA	1	5	20.0	464	VENCOR	1	8	12.5
415	SUPERMARKETS GENL. HOLDINGS	0	9	0.0	465	CAROLINA POWER & LIGHT	6	34	17.6
416	FLORIDA PROGRESS	2	11	18.2	466	USG	2	18	11.1
417	ESTÉE LAUDER	3	16	18.8	467	ACE HARDWARE	2	11	18.2
418	NEW CENTURY ENERGIES	2	7	28.6	468	BECTON DICKINSON	2	22	9.1
419	U.S. OFFICE PRODUCTS	0	5	0.0	469	YELLOW	0	4	0.0
420	CONSOLIDATED NATURAL GAS	0	8	0.0	470	SILICON GRAPHICS	1	13	7.7
421	BJ'S WHOLESALE CLUB	2	6	33.3	471	GOLDEN WEST FINANCIAL CORP.	1	9	11.1
422	SHAW INDUSTRIES	0	9	0.0	472	KNIGHT-RIDDER	8	24	33.3
423	WESTERN DIGITAL	0	9	0.0	473	ANIXTER INTERNATIONAL	1	9	11.1
424	REPUBLIC NEW YORK CORP.	0	13	0.0	474	OWENS & MINOR	1	17	5.9
425	HOST MARRIOTT	0	8	0.0	475	AIRBORNE FREIGHT	0	7	0.0
426	FLOWERS INDUSTRIES	1	6	16.7	476	REGIONS FINANCIAL	0	15	0.0
427	FIRSTAR CORP.	3	17	17.6	477	CONECTIV	2	11	18.2
428	AUTOLIV	0	10	0.0	478	SLM HOLDING	4	12	33.3
429	IMC GLOBAL	3	14	21.4	479	PHELPS DODGE	2	18	11.1
430	AVERY DENNISON	3	15	20.0	480	UNITED STATIONERS	2	9	22.2
431	HECHINGER	1	16	6.3	481	FLEETWOOD ENTERPRISES	0	19	0.0
432	PHOENIX HOME LIFE MUTUAL INS.	2	21	9.5	482	UNITED AUTO GROUP	0	14	0.0
433	ALLMERICA FINANCIAL	0	12	0.0	483	LUTHERAN BROTHERHOOD	8	43	18.6
434	PETER KIEWIT SONS'	0	12	0.0	484	GOLDEN STATE BANCORP	1	17	5.9
435	CHARLES SCHWAB	5	22	22.7	485	WESCO INTERNATIONAL	0	17	0.0
436	LEGGETT & PLATT	2	31	6.5	486	LEXMARK INTERNATIONAL	1	14	7.1
437	RELIANCE GROUP HOLDINGS	0	10	0.0	487	MICRON TECHNOLOGY	2	21	9.5
438	U.S. INDUSTRIES	2	9	22.2	488	BB&T CORP	1	8	12.5
439	BALTIMORE GAS & ELECTRIC	1	16	6.3	489	BARNES & NOBLE	3	12	25.0
440	QUALCOMM	1	14	7.1	490	SHOPKO STORES	6	47	12.8
441	SERVICE MERCHANDISE	0	8	0.0	491	TRIBUNE	2	18	11.1
442	HANNAFORD BROS	8	27	29.6	492	INTEGRATED HEALTH SERVICES	1	6	16.7
443	SUIZA FOODS	1	13	7.7	493	SOUTHTRUST CORP	0	15	0.0
444	AMEREN	0	8	0.0	494	AGCO	1	19	5.3
445	HASBRO	2	13	15.4	495	NEW YORK TIMES	5	19	26.3
446	TIMES MIRROR	11	31	35.5	496	MERCANTILE BANCORP.	0	10	0.0
447	YORK INTERNATIONAL	2	14	14.3	497	NIPSCO INDUSTRIES†	4	34	11.8
448	DARDEN RESTAURANTS	1	11	9.1	498	DANAHER	0	11	0.0
449	DEAN FOODS	1	21	4.8	499	WESTVACO	5	46	10.9
450	LONGS DRUG STORES	1	28	3.6	500	BALL	2	11	18.2

† See addendum notes on page 41.

## Appendix II: Company Listing (With Rank)

## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

**3COM (303)**

SVP & Corporate Services  
 SVP & Marketing & Business Development  
 VP & Controller, Worldwide Sales  
 VP & Corporate Controller  
 VP & Corporate Com.  
 VP & Executive, Residence  
 VP & Network Management Division  
 General Manager  
 VP & Small-Medium Enterprise Marketing  
 VP & Tax & Trade  
 VP, Workgroup Systems Division Operations &  
 Remote Access Prod. Div.  
 VP & Worldwide Field Marketing Operation  
 VP & Worldwide Business Appl.

**ABBOTT LABORATORIES (133)**

SVP & Ross Products  
 VP, Corporate Quality Assurance  
 Regulatory Affairs  
 VP, Diagnostics Operations, US & Canada  
 VP, Investor Relations & Public Affairs

**ACE HARDWARE (467)**

SVP, Wholesale  
 VP & Finance Controller

**AETNA (61)**

SVP, Corporate Human Resources

**AFILAC (237)**

SVP & Deputy Legal Counsel Director Comm.  
 SVP & Director, Human Resources

**AGCO (494)**

VP, Corporate Relations

**AID ASSOCIATION FOR****LUTHERANS (461)**

President, AAL Member Credit Union

**AIR PRODUCTS & CHEMICALS (323)**

VP, Energy & Materials  
 VP, Federal Relations

**AIRBORNE FREIGHT (475)**

None

**AIRTOUCH COMMUNICATIONS (313)**

EVP, CA Region & AirTouch Cellular  
 SVP, Legal & External Affairs Secretary

**ALBERTSON'S (92)**

SVP, Employee Development & Com.

**ALCOA (96)**

VP & Corporate Development  
 VP & CIO  
 Counsel & Asst. Secretary  
 Asst. Treasurer  
 Asst. Secretary  
 Tax Counsel

**ALLEGHENY TELEDYNE (391)**

None

**ALLEGIANCE (341)**

SVP & CIO  
 Corporate VP, Cost Management

Corporate VP, Comm.

**ALLIEDSIGNAL (100)**

President

**ALLMERICA FINANCIAL (433)**

None

**ALLSTATE (42)**

SVP, Human Resources  
 President, Allstate Indemnity Comp.

**ALLTEL (311)**

None

**AMERADA HESS (251)**

Asst. Corporate Secretary  
 VP

**AMEREN (444)**

None

**AMERICAN ELECTRIC POWER (264)**

Secretary

**AMERICAN EXPRESS (72)**

EVP & General Counsel  
 EVP, Human Resources & Quality  
 President, AmEx Relationship Svcs

**AMERICAN FAMILY INS. GROUP (384)**

VP, Human Resources  
 VP, Corporate Research

**AMERICAN FINANCIAL GROUP (381)**

VP, Investor Relations  
 VP, Taxation

**AMERICAN GENERAL (156)**

SVP, Investments  
 SVP, Investments  
 SVP, Deputy General Counsel & Corporate  
 Secretary  
 VP & Controller  
 VP, Tax

**AMERICAN HOME PRODUCTS (117)**

Secretary, International Legal Asst. &  
 General Counsel, International  
 VP, Global Public Affairs

**AMERICAN INTERNATIONAL  
GROUP (22)**

Treasurer  
 VP, Secretary & Assoc. General Counsel

**AMERICAN STANDARD (249)**

None

**AMERICAN STORES (67) †**

President  
 VP & Secretary  
 Chief Legal Officer & Asst. Secretary

**AMERISOURCE HEALTH (188)**

VP & Chief Procurement Officer  
 VP, Human Resources & Employment Counsel

**AMERITECH (87)**

President, Ameritech Ohio  
 President, Ameritech Wisconsin  
 President, Custom Business Services  
 President, Inf. Ind. Services

President, Long Dist. Ind. Services

President, Product Management

Secretary

SVP, Corporate Comm

VP & Comptroller

VP, Investor Relations

**AMP (299) †**

None

**AMR (71)**

SVP & General Counsel  
 VP, Customer Services Planning  
 VP, Dallas/Fort Worth  
 VP, Employee Relations  
 VP, Flight Service  
 VP, Human Resources  
 VP, Reno-Air Integration  
 VP, Reservations

**ANHEUSER-BUSCH (150)**

Executive Asst. to the Chairman  
 VP, Consumer Affairs  
 VP & Secretary  
 Asst. Secretary

**ANIXTER INTERNATIONAL (473)**

VP & Treasurer

**ANTHEM INSURANCE (278)**

Secretary

**AON (259)**

VP

Corporate Secretary

**APPLE COMPUTER (273)**

SVP, General Counsel & Secretary

**APPLIED MATERIALS (382)**

Corporate VP & Global Finance Head,  
 Corporate Finance  
 Corporate VP & President, AMT

**ARAMARK (262)**

SVP & Finance Treasurer

**ARCHER DANIELS MIDLAND (91)**

Asst. Secretary

**ARROW ELECTRONICS (197)**

SVP, Worldwide Operations  
 VP & President, Northern Europe  
 VP & President, SSG

**ASHLAND (242)**

None

**AT&T (10)**

EVP, Human Resources  
 VP & Law Secretary

**ATLANTIC RICHFIELD (123)**

EVP & Chief Financial Officer  
 VP, Communications, Public Affairs &  
 Investor Relations

**AUTOLIV (428)**

None

**AUTOMATIC DATA PROCESSING (328)**

Staff VP

† See addendum notes on page 41.



## Appendix II: Company Listing (With Rank)

## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

**AUTOZONE (456)**

VP, Financial Planning & Control  
Treasurer  
Asst. Treasurer

**AVERY DENNISON (430)**

VP, Technology & Chief Technology Officer  
VP, Worldwide Comm. & Advertising  
Group VP, Worldwide Off. Products

**AVISTA CORP. (412)**

VP, Human Resources & Support Services  
VP & Corporate Secretary

**AVNET (275)**

VP

**AVON PRODUCTS (308)**

EVP & President North America  
SVP, Human Resources  
SVP, Global Product Marketing  
SVP, Global Operations  
President & COO  
Group VP & Chief Scientific Officer  
VP, Investor Relations  
VP & Controller  
Group VP, Public Relations & Corporate Affairs

**B.F. GOODRICH (388)**

VP, Strategic Planning  
VP, Research and Development  
VP, Group Vice President Polymer Additives & Specialty Plast

**BAKER HUGHES (265)**

Corporate Secretary

**BALL (500)**

Corporate Secretary  
Asst. Corporate Secretary

**BALTIMORE GAS & ELECTRIC (439)**

VP, Human Resources

**BANK OF NEW YORK CO. (285)**

EVP (2)  
CLO & Secretary  
Asst. Secretary

**BANK ONE CORP. (44)**

EVP & Head of Comm. Bank Rel.

**BANKAMERICA CORP. (11)**

*None*

**BANKBOSTON CORP. (218)**

Vice Chair, Chief Financial Officer & Treasurer

**BANKERS TRUST CORP. (140) †**

EVP & Managing Director of BCo

**BARNES & NOBLE (489)**

EVP, Finance & Chief Financial Officer  
SVP, Corporate Comm. & Public Affairs  
VP, Marketing & Advertising

**BAXTER INTERNATIONAL (254)**

Corporate Secretary & Asst. General Counsel

**BB&T CORP (488)**

SEVP & Controller

**BEAR STEARNS (204)**

Senior Managing Director, Derivatives

**BECTON DICKINSON (468)**

President, Worldwide Immunocytometry Systems  
VP & Secretary

**BELL ATLANTIC (25)**

VP & Comptroller

VP & Treasurer

VP, Ethics & Corporate Compliance

**BELLSOUTH (52)**

SVP, Man. Netw. Sol.

VP, Investor Relations

**BERGEN BRUNSWIG (114)**

EVP, Human Resources

EVP & CIO

**BERKSHIRE HATHAWAY (112)**

*None*

**BEST BUY (195)**

SVP, Advertising  
VP, Organizational Effectiveness  
VP, Corporate Comm. & PR

**BESTFOODS (194)**

VP & President, BestFoods Grocery Unit  
VP, Health, Safety, & Quality Assurance  
VP, Corporate Communications

**BETHLEHEM STEEL (346)**

VP, Human Resources

**BINDLEY WESTERN (217)**

Director, Compensation  
Director, Corporate Communications

**BJ'S WHOLESALE CLUB (421)**

EVP, Merchandise  
VP & General Counsel

**BLACK & DECKER (342)**

SVP, Public Affairs & Corporate Secretary

**BOEING (9)**

SVP & Chief Financial Officer

**BOISE CASCADE (268)**

VP, Office Products  
VP, Assoc. General Counsel & Corporate Secretary

**BRISTOL-MYERS SQUIBB (77)**

President, Intern. Medicines

**BROWNING-FERRIS INDUSTRIES (332)**

SVP, Marketing & Sales

**BRUNSWICK (389)**

VP, Tax  
VP, Controller  
VP, Law, General Counsel & Secretary  
VP, Corporate & Investor Relations

**BURLINGTON NORTHERN****SANTA FE (178)**

VP, Investors Relations & Corporate Secretary

**CABLEVISION SYSTEMS (452)**

SVP, Communications & Public Affairs  
SVP, Planning & Performance

**CAMPBELL SOUP (222)**

SVP, Law & Government Affairs

**CARDINAL HEALTH (93)**

President, Cardinal Health Cap. Corp.  
SVP, Strategic Init.  
VP & Acting Chief HR Officer  
CVP & CIO  
CVP, Professional & Government Rel.  
CVP, Corporate Comm.  
Asst. Secretary

**CAROLINA POWER & LIGHT (465)**

VP, Economic Development  
VP, Strategic Planning  
VP, Eastern Region  
VP, Information Technology Services  
VP, Human Resources  
VP, Transmission

**CASE (269)**

VP, Communications & Government Affairs

**CATERPILLAR (58)**

VP  
Asst. Secretary (2)

**CBS (172)**

VP & CAO, Finance  
VP, Secretary  
VP, Treasurer

**CENDANT (282)**

SVP & Secretary  
President, Wizcom International, Ltd  
President & Chief Eexecutive Officer,  
Howard Johnson International  
President & Chief Executive Officer,  
Cendant Interactive Services

**CENTEX (385)**

VP, Corporate Communication  
Treasurer

**CENTRAL & SOUTHWEST (300)**

SVP, Corporate Development & Customer  
Relations, and Asst. Corporate Secretary  
Treasurer

**CHAMPION INTERNATIONAL (289)**

*None*

**CHARLES SCHWAB (435)**

President, Retail Group  
EVP & Chief Information Officer  
EVP, Corporate Oversight & General Counsel  
Enterprise President, Retail Client Services  
Enterprise President, General Investor Services

**CHASE MANHATTAN CORP. (23)**

EVP & Treasurer  
EVP, Chase Business Services  
EVP, Community Development  
EVP, Global Asset Management & Mutual Funds  
Managing Director, Domestic Treasury  
Sr. Managing Director, Global Private Business

† See addendum notes on page 41.

## Appendix II: Company Listing (With Rank)

## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

**CHEVRON (38)**

Corporate VP, Chevron Prod. Comp.

Corporate Secretary

**CHS ELECTRONICS (189)**

None

**CHUBB (263)**

SVP (2)

**CIGNA (57)**

President, CIGNA Reinsurance

SVP &amp; Assoc. General Counsel

SVP &amp; CIO

Corporate Secretary

**CINERGY (279)**

VP &amp; Chief Financial Officer

VP, Secretary & President, International  
Business Unit**CIRCUIT CITY GROUP (182)**

VP, Financial &amp; Public Relations

AVP, Merchandising (2)

AVP &amp; Asst. Controller

Assistant to the Chairman

**CISCO SYSTEMS (192)**

SVP &amp; Chief Technology Officer

VP &amp; General Manager, Consumer LOB

VP, Applic. Services &amp; Marketing

VP, Area Sales

VP &amp; Corporate Controller

VP & General Manager, Customer and SMB,  
Customer Advocacy

VP, Human Resources

VP &amp; General Manager, RIBU

VP, Marketing IOS

VP, Marketing Internet Business Unit

VP, Marketing Workgroup BU

VP, Quality

VP, U.S. Service Providers

VP, Worldwide Real Estate &  
Workplace Resources**CITIGROUP (7)**

Chief Financial Officer

Head of Global Comm. Relations

Credit Policy Head

Asst. Secretary & Secretary Pro Tem.,  
Corporate Law

Senior HR Officer, Global Cons. HR

Business Head, Worldwide Sec. Svcs.

Co-General Counsel, Legal

Business Head, Commercial/Credit Global R.  
Management

Business Head, Retail

Executive Officer, Global Ops. &amp; Tech.

Chief Administrative Officer, Global

Consumer Business

**CLARK USA (414)**

EVP, Corporate Development &amp;

Chief Financial Officer

**CMS ENERGY (314)**

VP &amp; Treasurer

VP, Planning &amp; Investors Relations

**CNF TRANSPORTATION (321)**

None

**COASTAL (235)**

None

**COCA-COLA (73)**

VP (6)

Secretary

**COCA-COLA ENTERPRISES (119)**

VP, Tax

VP, Investor Relations &amp; Planning

VP &amp; Treasurer

Director, Internal Audit

Asst. Treasurer

Asst. Secretary &amp; Deputy General Counsel

**COLGATE-PALMOLIVE (177)**

EVP &amp; Chief of Operations, Developed Markets

VP, Deputy General Counsel & Asst. Secretary,  
Corporate & International**COLUMBIA ENERGY GROUP (257)**

Secretary, Legal

**COLUMBIA/HCA HEALTHCARE (74)**

SVP &amp; CIO

VP, Managed Care

VP, Reimbursement

VP, Financial Planning

**COMCAST (292)**

VP

Asst. Treasurer

**COMDISCO (455)**

President, Financial Management Division

VP, Human Resources

**COMERICA (460)**

None

**COMPAQ COMPUTER (28)**

None

**COMPUSA (307)**

Asst. Secretary &amp; Asst. General Counsel

VP, Advertising

VP, Systems Operations

**COMPUTER ASSOCIATES  
INTERNATIONAL (335)**

VP &amp; Treasurer

**COMPUTER SCIENCES (253)**

None

**CONAGRA (50)**

VP, Employee Relations

VP, Executive Staffing &amp; Development

VP &amp; Asst. Corporate Controller

VP, Taxes

VP &amp; Corporate Treasurer

VP, Real Estate

VP, Corporate Relations

**CONECTIV (477)**

President &amp; COO

SVP

**CONSECO (212)**

SVP (4)

EVP, Corp. Dev. &amp; President, Conseco

Private Capital Group

**CONSOLIDATED EDISON (239)**

EVP, Finance &amp; Chief Financial Officer

SVP, Gas

VP, Customer Operations

VP, Information Resources

VP, Staten Island

AVP, Manhattan

**CONSOLIDATED NATURAL GAS (420)**

None

**CONSOLIDATED STORES (369)**

SVP, Store Operation

VP, Human Resources

**CONTINENTAL AIRLINES (207)**

SVP, Sales &amp; Distribution

SVP &amp; CIO

**COOPER INDUSTRIES (317)**

SVP, General Counsel &amp; Secretary

VP, Public Affairs

**CORNING (411)**

VP, Human Resources

VP, Environmental Products &amp; General Manager

VP, Controller &amp; CAO

Chairman, Steuben &amp; President,

Corning Glass Center &amp; SVP, Corning Inc.

**CORPORATE EXPRESS (348)**

VP &amp; Controller

**COSTCO (49)**SVP & General Manager, Eastern  
Canada Region**CROWN CORK & SEAL (198)**

SVP, Taxes

VP, Risk Management

**CSX (162)**

General Counsel, Corporate

**CUMMINS ENGINE (266)**

VP, Human Resources

VP, Corporate Responsibility &amp; Diversity

VP, General Counsel &amp; Corporate Secretary

VP, Worldwide Marketing-Business &amp;

Lt. Automobiles

VP, Worldwide Marketing-Med. &amp; Heavytrucks

**CVS (99)**

VP, CVS Corporation &amp; SVP,

Human Resources, CVS Corporation

**DANA (127)**

Asst. Secretary

**DANAHER (498)**

None

† See addendum notes on page 41.



## Appendix II: Company Listing (With Rank)

### Titles of Women Corporate Officers of the Top 500 Companies by Revenue

#### DARDEN RESTAURANTS (448)

SVP, Corporate Controller & Business IS

#### DAYTON HUDSON (30)

President, Department Store Division

President, Rivertown Trading Company

EVP & CIO, Dayton Hudson Corp

VP, Communications, Dayton Hudson Corp

VP, E-Commerce, Techn. and Strat.

VP, Investor Relations, Dayton Hudson Corp.

Asst. Treasurer, Dayton Hudson Corp.

Controller & CAO, Dayton Hudson Corp.

#### DEAN FOODS (449)

VP, Sales & Marketing, Specialty Foods

#### DEERE (113)

None

#### DELL COMPUTER (78)

None

#### DELTA AIR LINES (111)

EVP, Airport Customer Service

SVP, Inflight Service

VP, Pricing and Revenue Management

Asst. Secretary

#### DILLARD'S (203)

EVP

VP (8)

#### DOLE FOOD (352)

VP

#### DOLLAR GENERAL (459)

VP, Human Resources & Employee

Support Services

#### DOMINION RESOURCES (271)

AVP, Financial Planning

Corporate Secretary

#### DOVER (324)

None

#### DOW CHEMICAL (75)

Asst. Secretary

#### DTE ENERGY (368)

VP & Corporate Secretary

VP, Human Resources

VP & Chief Information Officer

#### DUKE ENERGY (81)

VP, Public Affairs

VP, Investor Relations

VP, Energy Public Policy & Regulatory Affairs

VP & Corporate General Counsel,

Corporate Electric Operation

EVP & Chief Administrative Officer

#### DYNEGY (110)

None

#### E.I. DU PONT DE NEMOURS (16)

SVP

VP & Treasurer

VP, DuPont Safety Resources &

General Manager

VP, Global Public Affairs

VP, Government Affairs

VP, Marketing, Dupont Crop. Protection

Products

VP & General Manager, DuPont Advanced

Fiber Systems

VP & General Manager, DuPont Polyester Film

#### EASTMAN CHEMICAL (345)

President, Carolina Eastman Division

VP, Assoc. General Counsel & Secretary

VP, Communication & Public Affairs

#### EASTMAN KODAK (121)

EVP & General Manager

VP, General Manager

VP & President, Business Imaging System

VP & President Global Customer Services and

Support

Corporate Secretary

#### EATON (250)

VP, Semiconductor Equipment Operation

VP, Human Resources

VP, Finance & Controller

#### EDISON INTERNATIONAL (158)

SVP, Human Resources

VP & CIO

Corporate Secretary

#### EL PASO ENERGY (286)

None

#### ELECTRONIC DATA SYSTEMS (90)

SVP, Controller & Asst. Treasurer

VP (3)

#### ELI LILLY (160)

SVP & General Counsel

Asst. Treasurer

#### EMC (386)

None

#### EMERSON ELECTRIC (118)

None

#### ENGELHARD (370)

None

#### ENRON (27)

Vice Chairman

SVP, Corporate Affairs

SVP, Board Communications

SVP, Advertising, Comm. & Org. Dev.

VP, Work Force Diversity

VP, Strategic Initiatives

VP, North American Indian Affrs.

VP, Investor Relations

VP, Comp. & Benefits

VP & Secretary

#### ENTERGY (146)

None

#### ESTÉE LAUDER (417)

Vice Chairman, Estee Lauder Companies

SVP, Corporate communications

Senior Corporate VP

#### EXXON (4)

None

#### FANNIE MAE (26)

Vice Chair

EVP, Single Family Mortgage Business

SVP, Midwestern Region

SVP, Investor Relations

SVP, Guaranty & Franchise Technology

SVP, Financial Reporting & Controller

SVP, Finance & Treasurer

SVP & Deputy General Counsel

SVP, Corporate Development

SVP, Capital Markets

VP, Training & Development

VP, Technology Sales & Consulting (3)

VP, Technology Management Center

VP, Technology Development

VP, Systems Development

VP, Single Family Mortgage Business

VP, Single Family Modeling

VP, Single Family Ops

VP, Regulatory Compliance

VP, Quality Ops

VP, Quality Control & Operations

VP, Quality Assurance & Systems Test

VP, Public Affairs

VP, Portfolio Activities

VP, Multifamily Business Strategy & Port. Mgt

VP, Multifamily Activities - SWRO

VP, Multifamily - Activities - WRO (2)

VP, Mortgage Security Trading

VP, Mortgage Capital Markets (3)

VP, Marketing (5)

VP, Marketing - SWRO

VP, Legal Deputy General Counsel

VP, Legal Counsel

VP, Investor Relations

VP, Industry Affairs

VP, Human Resources

VP, Housing & Community Developing - SERO

VP, Housing & Community Developing - NERO

VP, Housing & Community Developing - MWRO

VP, Housing & Community Developing

VP, Financial Information

VP, Diversity

VP & Deputy General Counsel

VP, Database Systems Dev.

VP, Corporate Communications

VP, Contract & Procurement Services

VP, Community Lending

VP, Capital Markets & Aggregation

VP, Business Planning

VP, Budget & Expense Management

VP & Assistant to the Chairman

VP, Acquisitions

† See addendum notes on page 41.

## Appendix II: Company Listing (With Rank) Titles of Women Corporate Officers of the Top 500 Companies by Revenue

### FARMLAND INDUSTRIES (184)

VP, Human Resources

### FDX (94)

Staff VP, International Government Affrs.

Staff VP, FDX Worldwide Svcs.

### FEDERAL-MOGUL (349)

None

### FEDERATED DEPARTMENT STORES (95)

SVP, Planning, Chief Financial Officer &  
Treasurer

VP, Corporate Communications &  
External Affairs

### FIRST DATA (316)

EVP, Delivery Operations & COO,

First Data Resources

EVP, Architecture Services &

First Data Resources

SVP, First Data Corporation

SVP, Human Resources

SVP, Program Management Office Pricing, FDMS

Chief Financial Officer, First Data Resources

### FIRST UNION CORP. (56)

None

### FIRSTAR CORP. (427)

EVP, Metro & In-Store Banking

EVP, Credit Card/Debit Card

President and Chief Executive Officer,

Firststar Invest. Research & Managemen Co.

### FIRSTENERGY (280)

VP, Energy Services & Business Group

VP, Corporate Affairs & Contributions

Corporate Secretary

### FLEET FINANCIAL GROUP (161) †

EVP, Human Resources

SVP, Marketing Communications & Advertising

### FLEETWOOD ENTERPRISES (481)

None

### FLEMING (101)

VP, Communications & Public Affairs

### FLORIDA PROGRESS (416)

Secretary & VP, Compliance Officer

Treasurer

### FLOWERS INDUSTRIES (426)

VP, Public Affairs

### FLUOR (116)

VP, Investor Relations

VP, Government Relations

Asst. Secretary

### FMC (355)

VP, Treasurer

VP, Communications

### FORD MOTOR (2)

VP, Washington Affairs

VP, Quality

VP, Finance Assist. & Treasurer, Ford Motor Co.

VP, Environmental & Safety Engineering

Asst. Treasurer

Asst. Secretary

### FORT JAMES (229)

None

### FORTUNE BRANDS (329)

VP, Human Resources

### FOSTER WHEELER (339)

VP, Secretary & Chief Compliance Officer

### FOUNDATION HEALTH SYSTEMS (181)

President & Chief Executive Officer, FHS

California Division

President & Chief Executive Officer,

FHS Northeast Division

### FPL GROUP (248)

VP, Corporate Communications

Treasurer

### FRED MEYER (104) †

President & Chief Executive Officer,

Fred Meyer Stores

SVP, Corporate Relations

### FREDDIE MAC (79)

Executive, General Counsel & Secretary

SVP, Corporate Relations

SVP, Business Area Services

SVP, Human Resources

### GANNETT (315)

President, Gannett NW Newspaper & Group

President, Statesman Journal Publisher

President, Gannett Gulf Coast Newspaper &

Group President Pensacola News Journal

Publisher \

President, Gannett MW Newspaper & Group

President, Rockford Register Star Publisher

SVP, Gannett Television

SVP, Public Affairs & Government Relations

VP & Sr. Legal Counsel

VP, Investor Relations & Treasurer

Sr. Group President, Gannett Pacific Newspaper

Group President Reno Gazette-Journal

Publisher

### GAP (174)

Chief Executive Officer, Banana Republic

EVP, Merchandising, Old Navy

EVP, Human Resources Legal and

Corporate Administration

EVP, Product Design and Development, GAP

EVP, Merchandising, GAP

### GATEWAY 2000 (223)

None

### GENAMERICA (392)

VP, Individual Product

VP, Group Ops.

VP, Human Resources

VP, Individual Ops.

### GENERAL DYNAMICS (320)

None

### GENERAL ELECTRIC (5)

President, GE Cap. Auto Fin. Serv.

VP & Senior Counsel, Transactions

VP, Sales

VP, Public Relations

VP & President, GE Fund

VP & General Counsel, Power Systems

VP, Human Resources

VP, Government Relations

VP, Audit Staff

SVP, General Counsel & Secretary, Cap. Services

### GENERAL MILLS (272)

SVP & General Counsel

SVP, President Betty Crocker

VP, Corporate Secretary

VP, President General Mills Canada

### GENERAL MOTORS (1)

VP, Human Resources

VP, China Strategy Dev.

VP, President & General Manager, Canada

VP

Secretary

General Auditor

### GENUINE PARTS (252)

Corporate Secretary

### GEORGIA-PACIFIC (122)

SVP, Human Resources

VP, Containerboard & Recycling

VP, Corporate Communications

VP, Environmental Affairs

### GIANT FOOD (367)

VP, Consumer Affairs

### GILLETTE (159)

VP, Corp. Public Relations

Secretary

Asst. General Counsel

### GOLDEN STATE BANCORP (484)

EVP & Controller

### GOLDEN WEST FINANCIAL CORP. (471)

CEO & Chairman of the Board,

Golden West Financial Corp.

### GOODYEAR TIRE & RUBBER (130)

VP & Treasurer

VP, Info. Tech.

### GPU (364)

Asst. Secretary

Secretary

### GRAYBAR ELECTRIC (404)

None

### GTE (45)

SVP, Public Affairs & Communications

Corporate Secretary

† See addendum notes on page 41.

## Appendix II: Company Listing (With Rank)

## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

**GUARDIAN LIFE INS. CO. OF AMERICA (205)**

VP, Invest. & Real Estate Counsel  
 VP, Real Estate Assessment Management  
 VP, Strategic Mktg & Planning  
 VP, Corporate & Mktg. Communications  
 VP, Group Pensions

**H.J. HEINZ (170)**

*None*

**HALLIBURTON (85)**

VP & Secretary  
 VP, Administration

**HANNAFORD BROS (442)**

EVP, CFO  
 VP, Compensation & Associate Wellness  
 VP, Mktg  
 VP, Organizational Development & Training  
 VP, Perishable Merchandising  
 VP, Retail Operations-Southern Division  
 VP, Retail Ops-Western Division  
 VP, Southeast Merchandising

**HARCOURT GENERAL (365)**

VP & Controller

**HARRIS (390)**

VP, Investor Relations

**HARTFORD FINANCIAL SERVICES (102)**

President, Business Insurance  
 Group SVP, Human Resources  
 Group SVP & Chief Actuary, Property and Casualty

**HASBRO (445)**

SVP & Sector Head, Toys  
 SVP & General Counsel

**HEALTHSOUTH (383)**

*None*

**HECHINGER (431)**

SVP & General Merchandise Manager

**HERSHEY FOODS (350)**

*None*

**HEWLETT-PACKARD (14)**

VP, Human Resources  
 VP & General Manager, Software & Svcs.  
 VP & General Manager, Laser Jet Sol. Group  
 Asst. Secretary & Managing Counsel

**HILTON HOTELS (380)**

SVP, Diversity  
 VP  
 VP, Tax Strategy  
 VP, Employment & Compensation  
 VP, Corporate Communication  
 VP & Counsel  
 Asst. Corporate Secretary, Stock Administrator

**HOME DEPOT (32)**

President, Home Depot Canada  
 VP, Treasurer

VP, Real Est. Law. Grp.  
 VP, Public Relations  
 VP, Investor Relations  
 VP, Community Affairs  
 VP, Merchandise Accounting

**HONEYWELL (193) †**

VP & Asst. Secretary  
 VP, Communications  
 VP & Treasurer

**HORMEL FOODS (453)**

*None*

**HOST MARRIOTT (425)**

*None*

**HOUSEHOLD INTERNATIONAL (185)**

*None*

**HOUSTON INDUSTRIES (147) †**

SVP & Comptroller  
 VP, Human Resources

**HUMANA (165)**

SVP & Chief Compliance Officer  
 SVP, Human Resources  
 VP & Associated General Counsel  
 VP, Government Affairs  
 VP, Women's Health  
 Secretary

**IBP (126)**

*None*

**IKON OFFICE SOLUTIONS (291)**

VP, Human Resources  
 Corporate Counsel & Secretary

**ILLINOIS TOOL WORKS (290)**

*None*

**IMC GLOBAL (429)**

SVP, Environment, Health & Safety  
 VP & Finance Controller  
 Corporate Secretary

**INACOM (363)**

VP, Rentals & Leasing  
 VP, Channel Services  
 VP, Human Resources  
 VP, Organizational Development  
 VP, Corporate Communications & Programs  
 VP, Quality Systems  
 VP, Technical Recruiting  
 VP, Ops.

**INGERSOLL-RAND (199)**

VP & General Counsel

**INGRAM MICRO (55)**

SVP

**INTEGRATED HEALTH SERVICES (492)**

EVP & President, Symphony  
 Health Services Division

**INTEL (40)**

VP & Director, Education  
 VP & Director, New Business Development  
 VP & Director, Human Resources

**INTERNATIONAL PAPER (70)**

SVP & Chief Financial Officer  
 VP, Public Affairs  
 VP, People Development  
 VP, Investor Relations

**INTERPUBLIC GROUP (387)**

*None*

**INTERSTATE BAKERIES (451)**

VP, Research & Development  
 Asst. Secretary & Director, Shareholder Relations

**INTL. BUSINESS MACHINES (6)**

VP, Corporate Marketing  
 VP, Server Marketing  
 General Manager, Global Industries

**ITT INDUSTRIES (220)**

EVP & CFO, ITT Industries  
 VP, Secretary & Associate General Counsel  
 VP & Director Environment, Safety and Health

**J.C. PENNEY (31)**

President, Marketing and Company Comm.  
 President, Merchandising, JC Penn. St. and Cat.

**J.P. MORGAN & CO. (76)**

Auditor  
 Corporate Communication  
 Human Resources  
 Proprietary Positioning  
 General Counsel

**JOHN HANCOCK MUTUAL LIFE INS. (179)**

EVP, Corp. Admin. & Chief  
 Administrative Officer  
 SVP, Group Sales  
 SVP, Investor Relations  
 SVP, Pension Products  
 SVP, Product Management  
 SVP, Retail Operations  
 VP, Finance  
 VP, Government Relations  
 VP, Investing  
 VP, ITS  
 VP, Law  
 VP, Product Management  
 VP, Real Estate Invest.  
 VP, Sales  
 Second VP, & Staff to Board and CEO  
 Second VP, Law (2)  
 Second VP, Investing  
 Second VP, International Group Ins.  
 Second VP, Government Relations  
 Second VP, Corporate Special Project  
 Second VP, Comm. Rel.

**JOHNSON & JOHNSON (51)**

VP & CIO

**JOHNSON CONTROLS (131)**

VP, Human Resources  
 VP, Communications

† See addendum notes on page 41.



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## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

Asst. Secretary & Asst. General Counsel <b>KELLOGG (246)</b> SVP, Global Innovation VP & President, McCamly Square Division VP <b>KELLY SERVICES (377)</b> EVP, Service, Quality and Information Svcs. Chief Admin. & Tech. Officer SVP & Division General Manager SVP & General Manager, Strategic Customer Relationships SVP, Service Delivery <b>KEYCORP (238)</b> <i>None</i> <b>KIMBERLY-CLARK (136)</b> President (2) Group President VP & Asst. Secretary VP (7) Asst. Secretary (4) Asst. Controller <b>KMART (21)</b> VP & Secretary VP & Corporate Affairs VP & Controller <b>KN ENERGY (354)</b> VP & Treasurer General Counsel & Secretary <b>KNIGHT-RIDDER (472)</b> SVP, Human Resources SVP, General counsel VP, Research VP, Ops. VP, News VP, Taxation AVP, Human Resources AVP, Corp. Learning & Diversity <b>KOHL'S 413</b> EVP & Chief Financial Officer <b>KROGER (36)</b> Group VP <b>LEAR (173)</b> <i>None</i> <b>LEGETT &amp; PLATT (436)</b> VP, National Internal Sales Bedding Services Treasurer <b>LEHMAN BROTHERS HOLDINGS (66)</b> Managing Director & Chief HR Officer <b>LEXMARK INTERNATIONAL (486)</b> VP, Human Resources <b>LG&amp;E ENERGY (295)</b> VP, Information Technology, LG&E Energy <b>LIBERTY MUTUAL INSURANCE GROUP (124)</b> VP (13) SVP (3)	Regional VP <b>LIMITED (169)</b> EVP & Chief Financial Officer VP, Store Systems VP, Compensation & Benefits VP, Communications <b>LINCOLN NATIONAL (270)</b> SVP, Corp. Planning & Development SVP, CTO General Auditor (2) Secretary Treasurer <b>LITTON INDUSTRIES (353)</b> VP & Controller VP & Secretary VP <b>LOCKHEED MARTIN (41)</b> VP, Corp. Secretary & Assoc. General Counsel VP (2) <b>LOEWS (60)</b> <i>None</i> <b>LONGS DRUG STORES (450)</b> VP & District Manager <b>LOWE'S (137)</b> <i>None</i> <b>LTV (362)</b> <i>None</i> <b>LUCENT TECHNOLOGIES (33)</b> Group President, Global Service Provider EVP, Corporate Staff Ops SVP, Public, Investor Relations & Advert. <b>LUTHERAN BROTHERHOOD (483)</b> SVP VP (7) <b>MANPOWER (183)</b> <i>None</i> <b>MARKETSPAN (396) †</b> SVP & Chief Information Officer SVP, Customer Relations VP, Customer Relations VP, Financial Planning VP, Government and Regulatory Affairs VP, Public Affairs VP, Staffing and Development <b>MARRIOTT INTERNATIONAL (206)</b> EVP, Strategic Planning EVP, Corporate Communications VP, Finance & Asst. Treasurer <b>MARSH &amp; MCLENNAN (232)</b> <i>None</i> <b>MASCO (356)</b> VP, Corporate Affairs <b>MASSACHUSETTS MUTUAL LIFE INSURANCE (153)</b> Exec. Director, Investment Mgmt Exec. Director, Securities Investment	SVP, Corporate Financial SVP, Corporate Human Resources SVP, Individual Accumulation (2) SVP, Information Systems SVP, Life Services VP, Law & Assoc. General Counsel VP, Law, Secretary & Deputy General Counsel VP, Life Sales & Marketing VP, Life Services <b>MATTEL (331)</b> Chairman & CEO President, Mattel International President, Girls/Barbie Vice Chairman & President, Pleasant Company EVP, WorldWide Business Planning & Resources <b>MAY DEPARTMENT STORES (120)</b> SVP & Assistant to the Vice Chairman VP, Consumer Res. VP, Corp. Communications VP, Corp. Purchasing VP, Executive Development VP, Human Resources <b>MAYTAG (379)</b> <i>None</i> <b>MBNA (310)</b> Operating Executive (12) Division Executive <b>MCDONALD'S (134)</b> EVP (7) Division President (2) AVP (3) Group VP (3) Regional VP U.S. Regional Manager VP, Secretary & Deputy General Counsel VP (5) <b>MCGRAW-HILL (406)</b> EVP, Organizational Effectiveness SVP, New Initiatives <b>MCI WORLDCOM (80)</b> <i>None</i> <b>MCKESSON HBOC (59)</b> VP & Corp. Secretary VP & Controller <b>MEAD (340)</b> President, Mead Specialty Paper VP, Corporate Communications VP & Deputy General Counsel Director, Audits <b>MEDPARTNERS (241)</b> President, Team Health <b>MELLON BANK (283)</b> <i>None</i> <b>MERCANTILE BANCORP. (496)</b> <i>None</i>
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† See addendum notes on page 41.



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## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

**MERCK (37)**

SVP & Chief Financial Officer  
SVP & General Counsel  
VP, Secretary & Asst. General Counsel  
VP & Treasurer  
VP, Public Affairs

**MERISEL (343)**

VP, General Counsel & Secretary

**MERITOR AUTOMOTIVE (397)**

SVP & Chief Information Officer  
VP & Controller

**MERRILL LYNCH (19)**

SVP, Human Resources  
Co-Head, ML Mercury Asset Mgmt.

**METROPOLITAN LIFE****INSURANCE (39)**

CEO, Financial  
EVP, Financial & Chief Actuary  
SVP, Office of the COB, President & Chief Executive Officer  
SVP, Client Services  
SVP, International & Corporate Marketing  
SVP, Client Services  
SVP, Ind. Bus.  
VP, International Corporate Marketing & General Counsel

**MICROAGE (297)**

*None*

**MICRON TECHNOLOGY (487)**

VP, Administration  
Asst. Secretary

**MICROSOFT (109)**

SVP, Interactive Media Division  
VP, Enterprise Customer Unit  
VP, Eastern U.S. Division  
VP, The Microsoft Network

**MINNESOTA MINING & MFG. (103)**

VP, Human Resources  
VP & Treasurer  
Group VP, Medical Markets

**MOBIL (13)**

Secretary

**MONSANTO (187)**

SVP (3)  
VP  
Asst. Corporate Secretary  
Asst. Controller

**MORGAN STANLEY****DEAN WITTER (29)**

Chief Legal Officer,  
Controller & Principal Acct. Officer

**MOTOROLA (34)**

Senior Vice President & Asst. General Counsel  
Senior Vice President & General Manager (2)  
Corporate Vice President & General Manager  
Corporate Vice President & CMO

Corporate Vice President & Director (4)

**MUTUAL OF OMAHA INS. (399)**

EVP, Corporate & Federal Affairs & Corporate Secretary

EVP, Customer Service Operation & President,  
Companion Life Ins. Co.

**NASH FINCH (372)**

Treasurer

**NATIONAL CITY CORP. (201)**

SVP, Human Resources  
SVP, Marketing Communications  
SVP, Corporate Accounting

**NATIONWIDE INS. ENTERPRISE (125)**

SVP, Human Resources

**NAVISTAR INTERNATIONAL (211)**

*None*

**NCR (258)**

*None*

**NEBCO EVANS (224)**

*None*

**NEW CENTURY ENERGIES (418)**

Controller & Corporate Secretary  
Corporate Secretary, New Century Services Inc.

**NEW YORK LIFE INSURANCE (68)**

SVP (8)

**NEW YORK TIMES (495)**

SVP, Human Resources  
VP, Corporate Relations  
VP & Secretary  
Asst. Secretary  
Asst. Treasurer

**NEWELL (407)**

Asst. Corporate Secretary

**NIAGARA MOHAWK POWER (398)**

EVP, Energy Delivery  
Corporate Secretary  
VP, Corporate Strategic Planning

**NIKE (166)**

*1 title unavailable*

Treasurer

**NIPSCO INDUSTRIES (497) †**

VP, Corporate Communication & Human Resources, Bay State Gas Co.  
VP, Commercial Ops, NIPSCO  
Secretary  
Assistant Treasurer

**NORDSTROM (318)**

EVP, Cosmetics Corp. Merchandise  
EVP & General Manager, Nordstrom Product Development  
EVP & General Manager, The Rack  
EVP & General Manager, East Coast  
EVP & General Manager, Northwest  
VP & Chief Information Officer  
VP, Corporate Merchandise Manager & Designer Apparel

VP & Division Merchandise Manager,  
Women's Specialized Apparel-NW, CA  
VP & Divisional Merchandise Manager,  
Brass Plum & Kids Wear

VP & General Manager, Cosmetics Direct  
Sales Division

VP & South Regional Manager, East Coast

VP, Wm's Appar. & Corporate Genral  
Merchandise Manager

VP, Diversity Affairs

VP, Sales Promotion

Corporate Secretary

**NORFOLK SOUTHERN (351)**

VP, Financial Planning  
VP

Corporate Secretary

**NORTHEAST UTILITIES (402)**

President & COO, WMECO  
SVP, CAO, Secretary & General Counsel  
VP, Regulatory Affairs & Compliance  
VP, Corporate Communications

**NORTHROP GRUMMAN (180)**

*None*

**NORTHWEST AIRLINES (175)**

*None*

**NORTHWESTERN MUTUAL  
LIFE INS. (107)**

SVP, Insurance Ops & Compliance,  
Chief Compliance Officer  
VP, Annuity & Accumulation Products  
VP, Corporate Development  
VP, Policyowner Svcs  
VP, Human Resources

**NUCOR (374)**

*None*

**OCCIDENTAL PETROLEUM (255)**

*None*

**OFFICE DEPOT (176)**

*None*

**OFFICEMAX (358)**

EVP, Human Resources & Admin.  
VP, Finance & Controller

**OLSTEN (338)**

SVP, Human Resources

**OMNICOM GROUP (378)**

Asst. Treasurer

**ORACLE (234)**

*None*

**OWENS & MINOR (474)**

SVP, Human Resources & Managing Director

**OWENS CORNING (319)**

SVP, General Counsel & Secretary  
VP, President Roofing System

**OWENS-ILLINOIS (302)**

*None*

† See addendum notes on page 41.

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**OXFORD HEALTH PLANS (334)**

EVP & Chief Financial Officer  
VP, Claims  
VP, Customer Service

**PACCAR (210)**

VP  
Secretary

**PACIFIC LIFE INSURANCE (373)**

*None*

**PACIFICARE HEALTH SYSTEMS (167)**

SVP, Finance & Corporate Controller  
SVP, Corporate Human Resources  
SVP, Health Svcs  
VP, Corporate Auditing (4)  
VP, Finance & Asst. Controller  
VP, Finance, Analytics & Budgeting  
VP, Human Resources  
VP, IS  
VP, Medical Mgt  
VP, National Provider Delivery System  
VP, Regulatory Affairs  
VP, Secure Horizons Corporate Marketing

**PACIFICORP (168)**

VP, Regulation  
Corporate Secretary

**PAINWEBBER GROUP (230)**

Chairman & CEO, Mitchell Hutchins Asset Management Inc. & EVP, PaineWebber, Inc.  
SVP, Chief Financial Officer & Chief Administrative Officer

**PARKER HANNIFIN (336)**

*None*

**PECO ENERGY (309)**

VP, Support Services  
VP, Power Team  
VP, Information Technology & Chief Information Officer  
VP, Cust. & Mktg Services, PECO Energy Distribution  
VP & Controller  
Corp. Secretary  
Asst. Treasurer

**PEPSICO (54)**

SVP, Corp. Strategy & Development

**PETER KIEWIT SONS' (434)**

*None*

**PFIZER (106)**

SVP & EVP, Pfizer Pharmaceutical Group & President U.S. Pharmaceuticals

**PG&E CORP. (65)**

VP & Corporate Secretary  
VP, Business Planning

**PHARMACIA & UPJOHN (243)**

SVP & CIO  
SVP, Global Bus. Management  
VP & Finance Treasurer

**PHELPS DODGE CORPORATION (479)**

VP, Org. Effectiveness & Com.  
VP, Government Relations

**PHILIP MORRIS (8)**

VP & Treasurer  
VP, Corp. Planning  
Asst. Secretary (2)

**PHILLIPS PETROLEUM (143)**

VP, Health, Environment & Safety  
VP, Specialty, Chemicals & Plastics

**PHOENIX HOME LIFE****MUTUAL INS. (432)**

EVP, Individual Insurance & General Counsel  
SVP, Public Affairs

**PITNEY BOWES (359)**

VP, Corp. Mktg. & Chief Communications Officer  
VP, Chief Personnel Officer  
VP & General Counsel  
Corp. Secretary & Sr. Assoc. General Counsel  
Treasurer

**PITTSTON (403)**

Controller

**PNC BANK CORP. (209)**

SVP, Risk Management & Compliance  
SVP, Consumer Banking-Regional  
SVP, Marketing  
SVP & General Counsel

**PP&L RESOURCES (401)**

*None*

**PPG INDUSTRIES (221)**

VP, Purchasing & Distribution

**PRAXAIR (326)**

VP, Healthcare Mkt.  
VP, Human Resources

**PRINCIPAL FINANCIAL (213)**

SVP, Corp. Relations & Human Resources

**PROCTER & GAMBLE (17)**

VP & Treasurer  
Global P.A. Officer, Public Affairs

**PROGRESSIVE (305)**

Chief of Human Resources

**PROVIDENT COS. (393)**

*None*

**PRUDENTIAL INS. CO. OF AMERICA (20)**

EVP, Prud. Inst.  
EVP, HR, Community Resources, Employee Health & Wellness  
VP & Secretary

**PUBLIC SERVICE ENTERPRISE GROUP (274)**

President, PSEG Resources, Inc. & Ent. Group Dev  
VP, PSEG Group Inc., Controller & VP, PSE&G

**PUBLIX SUPER MARKETS (139)**

SVP (2)  
Asst. Secretary

**QUAKER OATS (325)**

SVP, Human Resources  
VP, President Hot Breakfast  
VP, President U.S. Beverages  
VP, Investor Relations & Corp. Affairs  
VP, Public Affairs

**QUALCOMM (440)**

SVP, Technology Applications & General Manager

**QUANTUM CORPORATION (284)**

EVP, Hard Disk Drive Operations  
VP, Human Resources

**R. R. DONNELLEY & SONS (277)**

EVP & Chief Financial Officer  
SVP, General Counsel & Corporate Secretary  
VP, Treasurer  
VP, Application & Solution Delivery

**RALSTON PURINA (293)**

VP, Ralston Purina Co. & Controller  
Secretary, Ralston Purina Co., VP & Senior Counsel

**RAYTHEON(69)**

VP, Corp. Affairs & Comm.  
VP, Systems Comp. & General Manager  
VP & Corporate Controller

**REEBOK INTERNATIONAL (458)**

*None*

**REGIONS FINANCIAL (476)**

*None*

**RELIANCE GROUP HOLDINGS (437)**

*None*

**REPUBLIC INDUSTRIES (83) †**

VP & Controller

**REPUBLIC NEW YORK CORP. (424)**

*None*

**REYNOLDS METALS (281)**

VP, Corp. Communications  
VP, Consumer Products  
Secretary & Asst. General Counsel

**RICHFOOD HOLDINGS (462)**

VP, Risk & Insurance Services

**RITE AID (149)**

SEVP, Marketing  
SVP, Corp. Communications  
VP, Application Development

**RJR NABISCO HOLDINGS (890)**

*None*

**ROCKWELL INTERNATIONAL (202)**

*None*

**ROHM & HAAS (408)**

SVP & Business Group Director, Chemical Specialties, European Region  
VP & Director, Human Resources

† See addendum notes on page 41.

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Secretary		
<b>RYDER SYSTEM (312)</b>	<b>SHERWIN-WILLIAMS (322)</b>	SVP, GMM/Supplies
EVP, General Counsel & Secretary	VP & Asst. Treasurer	SVP, SCC Merchandise & Replenishment
SVP, Government Relations	VP, Info. Services	<b>STARWOOD HOTELS &amp; RESORTS (327)</b>
VP, Human Resources Operations	<b>SHOPKO STORES (490)</b>	EVP, Human Resources
VP, Information Technology Alliance	SVP, Stores	SVP, Franchise Services
VP & Treasurer	VP, Advertising	VP, Sheraton Brand
<b>RYERSON TULL (376)</b>	VP, Divisional Merchandise Manager	VP, Public Relations
Treasurer & Director, Corporate Planning	VP, Human Resources & ProVantage	VP, Global Sales
<b>SAFECO (260)</b>	VP & Legal/Secretary, ProVantage	VP, Brand Manager Four Points
VP & CIO	VP, Visual Merchandising	VP, Public Relations
VP & Assoc. General Counsel	<b>SILICON GRAPHICS (470)</b>	VP, Global Retail Travel Sales
<b>SAFEWAY (48)</b>	VP & Controller	VP, Franchise Services
SVP, Finance & Public Affairs	<b>SLM HOLDING (478)</b>	VP, Organizational Development
SVP, Corporate Retail Operation	SVP & General Counsel	VP, Westin Brand Management
<b>SAKS (267) †</b>	VP, Marketing	<b>STATE FARM INSURANCE COS. (12)</b>
EVP, Private Label & Brand Dev.	AVP & Executive Administration	VP-EIS,
SVP, Investor Rel. & Comm.	AVP, Assoc. General Counsel &	VP, Public Affairs (5)
SVP, Marketing	Corporate Secretary	VP, Operations (6)
<b>SARA LEE (64)</b>	<b>SMITHFIELD FOODS (395)</b>	VP, Operations
EVP & Chief Financial Officer	None	VP, Oper ations
SVP, Secretary & General Counsel	<b>SMURFIT-STONE CONTAINER (400)</b>	VP, Life/Health (10)
VP, Corporate Development	VP, Environmental Affairs	VP, Life/Health Und
VP, Chief Executive Officer &	<b>SODEXHO MARRIOTT SERVICES (247)</b>	VP, Human Resources
President, Hosiery	VP & Corporate Secretary	VP, Agency
VP, Public Responsibility	VP, Finance, Investor Relations	VP & Counsel Secretary (4)
VP, Investor Relations & Corp. Affairs	VP, Corporate Controller & Chief	SVP, Corporate
<b>SBC COMMUNICATIONS (35)</b>	Accounting Officer	Regional VP, Regional
President, SBC Center for Learning	SVP	Executive Assistant
SEVP, Ext. Affairs	<b>SOLECTRON (306)</b>	Div. VP, Ed. Dev.
SVP, Corporate Communications	SVP, CFO & Secretary	AVP-ISC, Regional Services
SVP, Human Resources	SVP & President, Solectron Washington	Assoc. General Counsel
SVP, Regulation & Public Affairs	<b>SONAT (409)</b>	Asst. VP, Research
VP & Secretary	VP & Secretary	<b>STATE STREET CORP. (366)</b>
VP, Corporate Real Estate	<b>SOUTHERN (148)</b>	EVP, Global Human Resources
<b>SCHERING-PLOUGH (200)</b>	Asst. Secretary	EVP, Legal and External & General Counsel
SVP, Investor Relations &	<b>SOUTHTRUST CORP (493)</b>	<b>SUIZA FOODS (443)</b>
Corporate Communications	None	EVP, General Counsel & Corporate Secretary
<b>SCI SYSTEMS (245)</b>	<b>SOUTHWEST AIRLINES (371)</b>	<b>SUN HEALTHCARE GROUP (463)</b>
None	EVP, Customers & Corporate Secretary	CAO
<b>SCIENCE APPLICATIONS INTL. (347)</b>	VP, In-flight Service & Provisioning	<b>SUN MICROSYSTEMS (164)</b>
None	VP, Marketing	VP, WW Operations, Computer Systems
<b>SEAGATE TECHNOLOGY (244)</b>	VP, People	<b>SUNOCO (240)</b>
None	VP, Public Relations & Corporate Com.	SVP, Lubricants & Logistics
<b>SEARS ROEBUCK (15)</b>	VP, Reservations	General Attorney, Law & Corporate Secretary
President, Sears Direct	VP, Special Marketing	<b>SUNTRUST BANKS (227)</b>
EVP, Legal, General Counsel & Secretary	Treasurer	None
<b>SEMPRA ENERGY (296)</b>	<b>SPRINT (88)</b>	<b>SUPERMARKETS GENL.</b>
SVP & Chief Administrative Officer	President, Long Distance Division & COO	<b>HOLDINGS (415)</b>
SVP, Human Resources	<b>ST. PAUL COS. (171)</b>	None
<b>SERVICE MERCHANDISE (441)</b>	SVP, Corporate Affairs	<b>SUPERVALU (86)</b>
None	<b>STAPLES (236)</b>	EVP & Chief Financial Officer (2)
<b>SERVICEMASTER (333)</b>	EVP, Human Resources	SVP, Finance
VP, Controller	EVP, Marketing	VP & Controller
<b>SHAW INDUSTRIES (422)</b>	SVP, Direct Delivery	<b>SYSCO (97)</b>
None	SVP, Distribution, Transportation & SCC	VP & Treasurer
	SVP, GMM/Furniture & Technology	VP, Merch., Logistics & Nat'l Brands

† See addendum notes on page 41.



## Appendix II: Company Listing (With Rank)

## Titles of Women Corporate Officers of the Top 500 Companies by Revenue

<p>Secretary</p> <p>Asst. VP, Training &amp; Development</p> <p>Asst. VP, Investor &amp; Media Relations</p> <p><b>TANDY CORPORATION (330)</b></p> <p>SVP &amp; CIO</p> <p>VP, Public Relations/Corporate Commun.</p> <p>VP, People</p> <p>VP, Benefits</p> <p>Asst. Treasurer</p> <p>Asst. Secretary</p> <p><b>TECH DATA (145)</b></p> <p>None</p> <p><b>TELE-COMMUNICATION (228)</b></p> <p>None</p> <p><b>TEMPLE-INLAND (405)</b></p> <p>None</p> <p><b>TENET HEALTHCARE CORPORATION (163)</b></p> <p>EVP &amp; General Counsel</p> <p>VP, Info. Systems</p> <p>VP, Acq. &amp; Dev.</p> <p>VP, Div. Bus. Dev. (2)</p> <p>VP, Employee Benefits</p> <p>VP, Finance Ops.</p> <p>VP, Government Relations</p> <p><b>TENNECO (219)</b></p> <p>VP, Corp. Strat.</p> <p>VP, Finance &amp; Treasurer</p> <p>VP, Communications</p> <p><b>TEXACO, INC. (24)</b></p> <p>VP, North America Production</p> <p>VP, Investor Services</p> <p>VP, Human Resources</p> <p>Secretary &amp; VP, Corp. Comm.</p> <p><b>TEXAS INSTRUMENTS (191)</b></p> <p>SVP</p> <p><b>TEXAS UTILITIES (105)</b></p> <p>Asst. Secretary</p> <p><b>TEXTRON (144)</b></p> <p>EVP, Govt./Int'l Commun. &amp; Investor Relations</p> <p>VP, Communications /Investor Relations</p> <p>VP, Litigation &amp; Deputy General Counsel</p> <p>VP, Human Resources &amp; Industrial Products Segment</p> <p>VP, Human Resources</p> <p>VP, Exec. Devlpmt/Policy Compliance</p> <p><b>THERMO ELECTRON (394)</b></p> <p>SVP, Human Resources</p> <p>VP &amp; Corporate Secretary</p> <p><b>TIAA-CREF (18)</b></p> <p>EVP, Human Resources</p> <p>EVP, TIAA-CREF Mktg.</p> <p>EVP, Retirement Administ.</p> <p><b>TIME WARNER (108)</b></p> <p>None</p>	<p><b>TIMES MIRROR (446)</b></p> <p>EVP, Los Angeles Times, President &amp; Chief Executive Officer</p> <p>VP, Corp. Communications</p> <p>VP, Hartford Courant Publisher &amp; Chief Executive Officer, Hartford Courant</p> <p>VP, Human Resources</p> <p>VP, Investor Relations</p> <p>VP, Editor of the Editorial Pages &amp; VP, Los Angeles Times</p> <p>VP, Los Angeles Times &amp; SVP</p> <p>VP, President &amp; CEO, Staywell</p> <p>VP, Taxes</p> <p>VP, Times Mirror Foundation &amp; LA Times, SVP &amp; Chief Executive Officer Los Angeles Times</p> <p>EVP &amp; President, Eastern Newspapers</p> <p><b>TJX (208)</b></p> <p>VP, Legal</p> <p><b>TOSCO (141)</b></p> <p>VP, Government Relations</p> <p>VP, Human Resources</p> <p><b>TOYS "R" US (151)</b></p> <p>VP, Corp. Communications</p> <p>VP, Real Estate</p> <p>VP, Info. Systems</p> <p><b>TRANS WORLD AIRLINES (454)</b></p> <p>SVP &amp; General Counsel</p> <p>VP, In-Flight Svcs</p> <p>VP, Marketing &amp; Services</p> <p>VP &amp; Controller</p> <p>VP &amp; Treasurer</p> <p><b>TRANSAMERICA (261) †</b></p> <p>SVP, General Counsel &amp; Secretary</p> <p>VP, Public Affairs &amp; Chief Investment Officer</p> <p>VP, Human Resources</p> <p>VP, Risk Management</p> <p>VP, Control Svcs.</p> <p>VP, Executive Development</p> <p><b>TRIBUNE (491)</b></p> <p>VP, Corporate Relations</p> <p>VP, Finance Service Center</p> <p><b>TRICON GLOBAL RESTAURANTS (190)</b></p> <p>SVP &amp; Treasurer</p> <p><b>TRUSERV (360)</b></p> <p>None</p> <p><b>TRW (142)</b></p> <p>VP, Automotive IS</p> <p>Asst. Controller</p> <p>Asst. Secretary</p> <p><b>TURNER CORP (375)</b></p> <p>VP, Secretary &amp; General Counsel</p> <p><b>TYSON FOODS (226)</b></p> <p>Secretary &amp; Director, Investor Relations</p> <p><b>U.S. BANCORP (215)</b></p> <p>EVP &amp; Chief Financial Officer</p>	<p><b>U.S. FOODSERVICE (298)</b></p> <p>None</p> <p><b>U.S. INDUSTRIES (438)</b></p> <p>SVP, Administration</p> <p>VP, Investor Relations</p> <p><b>U.S. OFFICE PRODUCTS (419)</b></p> <p>None</p> <p><b>UAL (82)</b></p> <p>SVP, Secretary &amp; General Counsel</p> <p>SVP, Governmental Affairs</p> <p>SVP, Onboard Service</p> <p>VP, Financial Controls</p> <p>VP, Latin America</p> <p>VP, North America Sales</p> <p><b>ULTRAMAR DIAMOND SHAMROCK (196)</b></p> <p>VP, Crude Oil Supply</p> <p>VP, Human Resources</p> <p><b>UNICOM (233)</b></p> <p>EVP, UNICOM/ComEd &amp; General Counsel</p> <p>SVP, UNICOM/ComEd</p> <p>Treasurer, UNICOM/ComEd</p> <p><b>UNION CAMP (344)</b></p> <p>SVP &amp; CIO</p> <p><b>UNION CARBIDE (288)</b></p> <p>None</p> <p><b>UNION PACIFIC (154)</b></p> <p>SVP, Human Resources</p> <p>VP, External Relations</p> <p>VP &amp; Treasurer, UPC</p> <p><b>UNISOURCE (225)</b></p> <p>VP &amp; Treasurer</p> <p><b>UNISYS (231)</b></p> <p>VP &amp; Controller</p> <p><b>UNITED AUTO GROUP (482)</b></p> <p>None</p> <p><b>UNITED HEALTHCARE (84)</b></p> <p>Chief Executive Officer, Ovations</p> <p>Chief Executive Officer, United HealthCare &amp; Chief Executive Officer, Health Plans</p> <p>Chief Financial Officer, Specialized Care Services</p> <p><b>UNITED PARCEL SERVICE (46)</b></p> <p>SVP &amp; Director</p> <p><b>UNITED SERVICES AUTOMOBILE ASSN. (214)</b></p> <p>President, USAA Buying Svcs Inc.</p> <p>VP, Recorder &amp; Executive Assistant to the Chairman</p> <p><b>UNITED STATES FILTER (457) †</b></p> <p>None</p> <p><b>UNITED STATIONERS (480)</b></p> <p>VP, Investors Relations &amp; Asst. Secretary</p> <p>VP, General Counsel &amp; Secretary</p>
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† See addendum notes on page 41.



## Appendix II: Company Listing (With Rank)

### Titles of Women Corporate Officers of the Top 500 Companies by Revenue

#### UNITED TECHNOLOGIES (43)

SVP, International Affairs & Government Relations  
VP, Environment, Health & Safety

#### UNIVERSAL (361)

VP & Treasurer

#### UNOCAL (304)

VP, External Affairs  
Corp. Secretary

#### UNUM (337) †

EVP & President, UNUM Life Insurance Co. of America

#### US AIRWAYS GROUP (186)

SVP, Human Resources  
VP & Deputy General Counsel  
VP, Customer Products & Service Planning  
VP & Controller  
Secretary

#### US WEST (135)

EVP, Retail Markets  
SVP, Law, Human Resources & Asst. Secretary  
VP, Strategy  
VP, Treasurer & Controller  
Asst. Secretary (2)

#### USG (466)

VP, Communications  
VP & CIO

#### USX (47)

None

#### UTILICORP UNITED (132)

SVP, Corporate Com.

#### VALERO ENERGY (294)

VP, Corporate Communications  
Treasurer

#### VENATOR (287)

SVP, Merchandise Operations  
VP, Public Affairs  
VP, Organization & Leadership Development  
VP, Human Resources  
VP, Financial Planning & Analysis  
VP & Controller  
Asst. Treasurer  
Asst. Secretary

#### VENCOR (464)

SVP, General Counsel & Secretary

#### VF (301)

VP, Human Resources  
VP, Admin. & General Counsel  
Asst. Treasurer

#### VIACOM (138)

SVP  
VP, Controller & CAO

#### W.W. GRAINGER (357)

VP & President, PCA

#### WACHOVIA CORP. (276)

SEVP, Operations/Technology  
EVP, Retail Financial Services

#### WAL-MART STORES (3)

SVP, Human Resources  
VP, ISO  
VP & Asst. General Counsel  
VP, Finance  
VP, ISD  
VP, Marketing (12)  
VP, Operations (2)

#### WALGREEN (98)

Asst. Secretary & Division VP,  
Employee Relations (2)  
Asst. Secretary

#### WALT DISNEY (53)

None

#### WARNER-LAMBERT (157)

VP & President  
Secretary

#### WASHINGTON MUTUAL (128)

President, Consumer Banking Group  
Vice Chair, Corporate Technology  
SEVP & General Counsel

#### WASTE MANAGEMENT (129)

None

#### WELLPOINT HEALTH NETWORKS (256)

SVP, Chief Accounting Officer & Controller  
Group President, Senior & Speciality Division

#### WELLS FARGO (62)

EVP, Consumer Bkg.  
EVP, Human Resources  
EVP, Marketing  
SVP, Asst. General Counsel & Secretary  
Group EVP, California Banking

#### WESCO INTERNATIONAL (485)

None

#### WESTERN DIGITAL (423)

None

#### WESTVACO (499)

SVP & Chief Financial Officer (2)  
VP  
Asst. Treasurer  
Asst. Comptroller

#### WEYERHAEUSER (152)

VP, Government Affairs &  
Corporate Contributions  
VP, Quality, Corporate Region Services &  
Aviation  
VP, Communications

#### WHIRLPOOL (155)

None

#### WILLAMETTE INDUSTRIES (410)

VP, Communications

#### WILLIAMS (216)

VP, Government Affairs  
General Auditor

#### WINN-DIXIE STORES (115)

None

#### XEROX (63)

EVP  
VP, SVP, Color, Business Unit &  
General Manager  
VP, Treasurer & Secretary  
VP, Human Resources  
VP, Manufacturing Support & VP Dept.  
Copier Group  
Asst. Treasurer & Chief Investment Officer

#### YELLOW (469)

None

#### YORK INTERNATIONAL (447)

VP, Secretary & General Counsel  
VP, Investor Relations & Corporate Comm.

† See addendum notes on page 41.



# Appendix IIIa: Industry Listing Ranked by Percent of Women Corporate Officers

INDUSTRY	TOTAL OFFICERS	TOTAL WOMEN	%	INDUSTRY	TOTAL OFFICERS	TOTAL WOMEN	%
Diversified financials	314	85	27.1	Computer and data services	139	14	10.1
Transportation equipment	16	4	25.0	Medical products and equipment	50	5	10.0
Toys, sporting goods	29	7	24.1	Forest and paper products	415	41	9.9
Publishing, printing	166	40	24.1	Entertainment	52	5	9.6
Tobacco	24	5	20.8	Food and drug stores	324	31	9.6
Temporary help	27	5	18.5	Engineering, construction	96	9	9.4
Network Communications	142	26	18.3	Motor vehicles and parts	256	24	9.4
Ins: life & health (mutual)	371	66	17.8	Semiconductors	43	4	9.3
Soaps, cosmetics	91	16	17.6	Railroads	89	8	9.0
Airlines	222	38	17.1	Metals	146	13	8.9
Pipelines	89	15	16.9	Scientific, photo, and control equip	113	10	8.8
Automotive Retailing and Services	36	6	16.7	Miscellaneous	47	4	8.5
Telecommunications	223	37	16.6	Building Materials, Glass	95	8	8.4
Health care	345	56	16.2	Computers, office equipment	253	21	8.3
Beverages	112	18	16.1	Food	490	40	8.2
Ins: prop. & casualty (mutual)	353	55	15.6	Rubber and plastic products	25	2	8.0
Savings institutions	34	5	14.7	Metal products	153	12	7.8
General merchandisers	537	78	14.5	Computer software	65	5	7.7
Diversified outsourcing services	42	6	14.3	Petroleum refining	292	22	7.5
Utilities, gas and electric	641	91	14.2	Aerospace	216	16	7.4
Ins: life & health (stock)	313	43	13.7	Ins: prop. & casualty (stock)	281	20	7.1
Food services	190	25	13.2	Furniture	31	2	6.5
Hotels, casinos, resorts	162	21	13.0	Electronics, electrical equipment	660	42	6.4
Apparel	39	5	12.8	Mail, package, and freight delivery	63	4	6.3
Specialty retailers	562	67	11.9	Industrial and farm equipment	307	18	5.9
Pharmaceuticals	191	22	11.5	Advertising, marketing	21	1	4.8
Securities	119	13	10.9	Mining, crude-oil production	54	2	3.7
Commercial banks	505	54	10.7	Computer peripherals	91	3	3.3
Wholesalers	505	54	10.7	Waste management	36	1	2.8
Chemicals	351	36	10.3	Textiles	9	0	0.0
				Trucking	18	0	0.0

† See addendum notes on page 41.



## Appendix IIIb: Industry Listing

## Number of Women Corporate Officers by Industry and Company, plus Percentage by Industry

**ADVERTISING, MARKETING (1/21) 5%**

INTERPUBLIC GROUP (0/9)

OMNICOM GROUP (1/12)

**AEROSPACE (16/216) 7%**

ALLIEDSIGNAL (1/28)

BOEING (1/11)

GENERAL DYNAMICS (0/23)

GOODRICH (B.F.) (3/22)

LOCKHEED MARTIN (3/48)

NORTHROP GRUMMAN (0/11)

TEXTRON (6/24)

UNITED TECHNOLOGIES (2/49)

**AIRLINES (38/222) 17%**

AMR (8/47)

CONTINENTAL AIRLINES (2/15)

DELTA AIR LINES (4/35)

NORTHWEST AIRLINES (0/9)

SOUTHWEST AIRLINES (8/24)

TRANS WORLD AIRLINES (5/21)

UAL (6/41)

US AIRWAYS GROUP (5/30)

**APPAREL (5/39) 13%**

NIKE (2/17)

REEBOK INTERNATIONAL (0/8)

VF (3/14)

**AUTOMOTIVE RETAILING AND SERVICES (6/36) 17%**

†REPUBLIC INDUSTRIES (1/6)

RYDER SYSTEM (5/16)

UNITED AUTO GROUP (0/14)

**BEVERAGES (18/112) 16%**

ANHEUSER-BUSCH (4/39)

COCA-COLA (7/37)

COCA-COLA ENTERPRISES (6/26)

PEPSICO (1/10)

**BUILDING MATERIALS, GLASS (8/95) 8%**

CORNING (4/42)

OWENS CORNING (2/15)

OWENS-ILLINOIS (0/20)

USG (2/18)

**CHEMICALS (36/351) 10%**

AIR PRODUCTS &amp; CHEMICALS (2/16)

AVERY DENNISON (3/15)

DOW CHEMICAL (1/15)

E.I. DU PONT DE NEMOURS (8/66)

EASTMAN CHEMICAL (3/45)

ENGELHARD (0/16)

FMC (2/24)

IMC GLOBAL (3/14)

MONSANTO (6/29)

PPG INDUSTRIES (1/29)

PRAXAIR (2/28)

ROHM &amp; HAAS (3/32)

SHERWIN-WILLIAMS (2/13)

UNION CARBIDE (0/9)

**COMMERCIAL BANKS (54/505) 11%**

BANK OF NEW YORK CO. (4/31)

BANK ONE CORP. (1/18)

BANKAMERICA CORP. (0/5)

BANKBOSTON CORP. (1/6)

†BANKERS TRUST CORP. (1/14)

BB&amp;T CORP (1/8)

CHASE MANHATTAN CORP. (6/26)

COMERICA (0/18)

FIRST UNION CORP. (0/7)

FIRSTSTAR CORP. (3/17)

†FLEET FINANCIAL GROUP (2/17)

J.P. MORGAN &amp; CO. (5/30)

KEYCORP (0/14)

MBNA (13/84)

MELLON BANK (0/11)

MERCANTILE BANCORP. (0/10)

NATIONAL CITY CORP. (3/36)

PNC BANK CORP. (4/15)

REGIONS FINANCIAL (0/15)

REPUBLIC NEW YORK CORP. (0/13)

SOUTHTRUST CORP (0/15)

STATE STREET CORP. (2/12)

SUNTRUST BANKS (0/28)

U.S. BANCORP (1/12)

WACHOVIA CORP. (2/13)

WELLS FARGO (5/30)

**COMPUTER AND****DATA SERVICES (14/139) 10%**

AUTOMATIC DATA PROCESSING (1/25)

COMDISCO (2/14)

COMPUTER SCIENCES (0/25)

ELECTRONIC DATA SYSTEMS (4/30)

FIRST DATA (6/30)

UNISYS (1/15)

**COMPUTER PERIPHERALS (3/91) 3%**

EMC (0/10)

LEXMARK INTERNATIONAL (1/14)

QUANTUM (2/9)

SEAGATE TECHNOLOGY (0/49)

WESTERN DIGITAL (0/9)

**COMPUTER SOFTWARE (5/65) 8%**

COMPUTER ASSOCIATES INTL. (1/7)

MICROSOFT (4/49)

ORACLE (0/9)

**COMPUTERS,****OFFICE EQUIPMENT (21/253) 8%**

APPLE COMPUTER (1/11)

COMPAQ COMPUTER (0/15)

DELL COMPUTER (0/16)

GATEWAY 2000 (0/14)

HEWLETT-PACKARD (4/26)

INTL. BUSINESS MACHINES (3/48)

NCR (0/13)

PITNEY BOWES (5/16)

SILICON GRAPHICS (1/13)

SUN MICROSYSTEMS (1/29)

XEROX (6/52)

**DIVERSIFIED FINANCIALS (85/314) 27%**

AMERICAN EXPRESS (3/17)

AON (2/13)

CITIGROUP (11/78)

FANNIE MAE (61/158)

FREDDIE MAC (4/24)

HOUSEHOLD INTERNATIONAL (0/7)

MARSH &amp; MCLENNAN (0/5)

SLM HOLDING (4/12)

**DIVERSIFIED****OUTSOURCING SERVICES (6/42) 14%**

ARAMARK (1/13)

SERVICEMASTER (1/12)

SODEXHO MARRIOTT SERVICES (4/17)

**ELECTRONICS,****ELECTRICAL EQUIPMENT (42/660) 6%**

†AMP (0/12)

COOPER INDUSTRIES (2/14)

EATON (3/29)

EMERSON ELECTRIC (0/30)

GENERAL ELECTRIC (10/157)

HARRIS (1/15)

†HONEYWELL (3/15)

LITTON INDUSTRIES (3/20)

LUCENT TECHNOLOGIES (3/18)

MAYTAG (0/19)

MICRON TECHNOLOGY (2/21)

MOTOROLA (9/180)

QUALCOMM (1/14)

RAYTHEON (3/34)

ROCKWELL INTERNATIONAL (0/16)

SCI SYSTEMS (0/34)

SOLETRON (2/8)

WHIRLPOOL (0/24)

† See addendum notes on page 41.



## Appendix IIIb: Industry Listing

### Number of Women Corporate Officers by Industry and Company, plus Percentage by Industry

#### ENGINEERING, CONSTRUCTION (9/96) 9%

CENTEX (2/12)  
FLEETWOOD ENTERPRISES (0/19)  
FLUOR (3/19)  
FOSTER WHEELER (1/10)  
HALLIBURTON (2/13)  
PETER KIEWIT SONS' (0/12)  
TURNER CORP. (1/11)

#### ENTERTAINMENT (5/52) 10%

CBS (3/10)  
TIME WARNER (0/22)  
VIACOM (2/12)  
WALT DISNEY (0/8)

#### FOOD (40/490) 8%

ARCHER DANIELS MIDLAND (1/31)  
BESTFOODS (3/20)  
CAMPBELL SOUP (1/18)  
CONAGRA (7/35)  
DEAN FOODS (1/21)  
DOLE FOOD (1/13)  
FARMLAND INDUSTRIES (1/26)  
FLOWERS INDUSTRIES (1/6)  
GENERAL MILLS (4/23)  
H.J. HEINZ (0/18)  
HERSHEY FOODS (0/19)  
HORMEL FOODS (0/20)  
IBP (0/61)  
INTERSTATE BAKERIES (2/24)  
KELLOGG (3/31)  
QUAKER OATS (5/26)  
RALSTON PURINA (2/8)  
RJR NABISCO HOLDINGS (0/15)  
SARA LEE (6/41)  
SMITHFIELD FOODS (0/5)  
SUIZA FOODS (1/13)  
TYSON FOODS (1/16)

#### FOOD AND DRUG STORES (31/324) 10%

ALBERTSON'S (1/17)  
† AMERICAN STORES (3/24)  
BJ'S WHOLESALE CLUB (2/6)  
CVS (1/8)  
†FRED MEYER (2/15)  
GIANT FOOD (1/25)  
HANNAFORD BROS. (8/27)  
KROGER (1/11)  
LONGS DRUG STORES (1/28)  
PUBLIX SUPER MARKETS (3/28)  
RITE AID (3/36)  
SAFEWAY (2/13)  
SUPERMARKETS GENL. HOLDINGS (0/9)

WALGREEN (3/43)  
WINN-DIXIE STORES (0/21)

#### FOOD SERVICES (25/190) 13%

DARDEN RESTAURANTS (1/11)  
MCDONALD'S (23/152)  
NEBCO EVANS (0/11)  
TRICON GLOBAL RESTAURANTS (1/16)

#### FOREST AND

#### PAPER PRODUCTS (41/415) 10 %

BOISE CASCADE (2/21)  
CHAMPION INTERNATIONAL (0/12)  
FORT JAMES (0/17)  
GEORGIA-PACIFIC (4/46)  
INTERNATIONAL PAPER (4/48)  
KIMBERLY-CLARK (16/98)  
MEAD (4/28)  
SMURFIT-STONE CONTAINER (1/21)  
TEMPLE-INLAND (0/9)  
UNION CAMP (1/24)  
WESTVACO (5/46)  
WEYERHAEUSER (3/22)  
WILLAMETTE INDUSTRIES (1/23)

#### FURNITURE (2/31) 6%

LEGGETT & PLATT (2/31)

#### GENERAL

#### MERCHANDISERS (78/537) 15%

DAYTON HUDSON (8/23)  
DILLARD'S (9/64)  
DOLLAR GENERAL (1/13)  
FEDERATED DEPARTMENT  
STORES (2/14)  
HARCOURT GENERAL (1/10)  
J.C. PENNEY (2/11)  
K MART (3/47)  
KOHL'S (1/5)  
MAY DEPARTMENT STORES (6/36)  
NORDSTROM (15/3)  
†SAKS (3/17)  
SEARS ROEBUCK (2/14)  
SHOPKO STORES (6/47)  
WAL-MART STORES (19/200)

#### HEALTH CARE (56/345) 16%

AETNA (1/11)  
ALLEGIANCE (3/31)  
ANTHEM INSURANCE (1/7)  
CIGNA (4/21)  
COLUMBIA/HCA HEALTHCARE (4/21)  
FOUNDATION HEALTH SYSTEMS (2/13)  
HEALTHSOUTH (0/10)  
HUMANA (6/22)

INTEGRATED HEALTH SERVICES (1/6)  
MEDPARTNERS (1/9)  
OXFORD HEALTH PLANS (3/26)  
PACIFICARE HEALTH SYSTEMS (15/35)  
SUN HEALTHCARE GROUP (1/17)  
TENET HEALTHCARE (8/78)  
UNITED HEALTHCARE (3/22)  
VENCOR (1/8)  
WELLPOINT HEALTH NETWORKS (2/8)

#### HOTELS, CASINOS, RESORTS (21/162) 13%

HILTON HOTELS (7/33)  
HOST MARRIOTT (0/8)  
MARRIOTT INTERNATIONAL (3/37)  
STARWOOD HOTELS & RESORTS (11/84)

#### INDUSTRIAL AND FARM EQUIPMENT (18/307) 6%

AGCO (1/19)  
AMERICAN STANDARD (0/27)  
BAKER HUGHES (1/21)  
BLACK & DECKER (1/14)  
CASE (1/18)  
CATERPILLAR (3/36)  
CUMMINS ENGINE (5/49)  
DEERE (0/29)  
DOVER (0/11)  
INGERSOLL-RAND (1/16)  
ITT INDUSTRIES (3/22)  
PARKER HANNIFIN (0/17)  
†UNITED STATES FILTER (0/14)  
YORK INTERNATIONAL (2/14)

#### INSURANCE: LIFE & HEALTH (MUTUAL) (66/371) 18%

AID ASSOCIATION  
FOR LUTHERANS (1/9)  
GUARDIAN LIFE INS. CO.  
OF AMERICA (5/52)  
JOHN HANCOCK MUTUAL  
LIFE INS. (22/93)  
LUTHERAN BROTHERHOOD (8/43)  
MASS. MUTUAL LIFE INS. (12/56)  
MUTUAL OF OMAHA INSURANCE (2/14)  
NEW YORK LIFE INSURANCE (8/50)  
NORTHWESTERN  
MUTUAL LIFE INS. (5/29)  
PACIFIC LIFE INSURANCE (0/10)  
TIAA-CREF (3/15)

#### INSURANCE: LIFE & HEALTH (STOCK) (43/313) 14%

AFLAC (2/17)  
AMERICAN GENERAL (5/42)

† See addendum notes on page 41.

## Appendix IIIb: Industry Listing

## Number of Women Corporate Officers by Industry and Company, plus Percentage by Industry

CONSECO (5/79)  
 GENAMERICA (4/21)  
 LINCOLN NATIONAL (6/14)  
 METROPOLITAN LIFE  
 INSURANCE (8/50)  
 PHOENIX HOME LIFE  
 MUTUAL INS. (2/21)  
 PRINCIPAL FINANCIAL (1/16)  
 PROVIDENT COS. (0/8)  
 PRUDENTIAL INS. CO. OF AMERICA (3/18)  
 †TRANSAMERICA (6/20)  
 †UNUM (1/7)

**INSURANCE: PROPERTY & CASUALTY (MUTUAL) (55/353) 16%**

LIBERTY MUTUAL INSURANCE  
 GROUP (17/132)  
 STATE FARM INSURANCE COS. (38/221)

**INSURANCE: PROPERTY & CASUALTY (STOCK) (20/281) 7%**

ALLMERICA FINANCIAL (0/12)  
 ALLSTATE (2/14)  
 AMERICAN FAMILY INS. GROUP (2/27)  
 AMERICAN FINANCIAL GROUP (2/13)  
 AMERICAN INTERNATIONAL  
 GROUP (2/51)  
 BERKSHIRE HATHAWAY (0/5)  
 CHUBB (2/25)  
 HARTFORD FINANCIAL SERVICES (3/28)  
 LOEWS (0/15)  
 NATIONWIDE INS. ENTERPRISE (1/10)  
 PROGRESSIVE (1/13)  
 RELIANCE GROUP HOLDINGS (0/10)  
 SAFECO (2/26)  
 ST. PAUL COS. (1/16)  
 UNITED SERVICES  
 AUTOMOBILE ASSN. (2/16)

**MAIL, PACKAGE, AND FREIGHT DELIVERY (4/63) 6%**

AIRBORNE FREIGHT (0/7)  
 FDX (2/33)  
 PITTSTON (1/8)  
 UNITED PARCEL SERVICE (1/15)

**MEDICAL PRODUCTS AND EQUIPMENT (5/50) 10%**

BAXTER INTERNATIONAL (1/11)  
 BECTON DICKINSON (2/22)  
 THERMO ELECTRON (2/17)

**METAL PRODUCTS (12/153) 8%**

BALL (2/11)  
 CROWN CORK & SEAL (2/27)

DANAHER (0/11)  
 FORTUNE BRANDS (1/17)  
 GILLETTE (3/31)  
 ILLINOIS TOOL WORKS (0/13)  
 MASCO (1/11)  
 NEWELL (1/23)  
 U.S. INDUSTRIES (2/9)

**METALS (13/146) 9%**

ALCOA (6/40)  
 ALLEGHENY TELEDYNE (0/10)  
 BETHLEHEM STEEL (1/18)  
 LTV (0/8)  
 NUCOR (0/23)  
 PHELPS DODGE (2/18)  
 REYNOLDS METALS (3/20)  
 RYERSON TULL (1/9)

**MINING, CRUDE-OIL**

**PRODUCTION (2/54) 4%**  
 OCCIDENTAL PETROLEUM (0/14)  
 UNOCAL (2/40)

**MISCELLANEOUS (4/47) 9%**

CENDANT (4/47)

**MOTOR VEHICLES AND PARTS (24/256) 9%**

AUTOLIV (0/10)  
 DANA (1/11)  
 FEDERAL-MOGUL (2/14)  
 FORD MOTOR (6/54)  
 GENERAL MOTORS (6/60)  
 JOHNSON CONTROLS (3/20)  
 LEAR (0/19)  
 NAVISTAR INTERNATIONAL (0/7)  
 PACCAR (2/14)  
 TENNECO (3/22)  
 TRW (3/27)

**NETWORK**

**COMMUNICATIONS (26/142) 18%**  
 3COM (12/52)  
 CISCO SYSTEMS (14/90)

**PETROLEUM REFINING (22/292) 8%**

AMERADA HESS (2/53)  
 ASHLAND (0/19)  
 ATLANTIC RICHFIELD (2/13)  
 CHEVRON (2/18)  
 CLARK USA (1/5)  
 COASTAL (0/22)  
 EXXON (0/19)  
 MOBIL (1/9)  
 PHILLIPS PETROLEUM (2/37)

SUNOCO (2/16)  
 TEXACO (4/19)  
 TOSCO (2/12)  
 ULTRAMAR DIAMOND  
 SHAMROCK (2/29)  
 USX (0/9)  
 VALERO ENERGY (2/12)

**PHARMACEUTICALS (22/191) 12%**

ABBOTT LABORATORIES (4/38)  
 AMERICAN HOME PRODUCTS (2/22)  
 BRISTOL-MYERS SQUIBB (1/14)  
 ELI LILLY (2/14)  
 JOHNSON & JOHNSON (1/16)  
 MERCK (5/16)  
 PFIZER (1/20)  
 PHARMACIA & UPJOHN (3/18)  
 SCHERING-PLOUGH (1/14)  
 WARNER-LAMBERT (2/19)

**PIPELINES (15/89) 17%**

DYNEGY (0/6)  
 EL PASO ENERGY (0/10)  
 ENRON (10/35)  
 KN ENERGY (2/12)  
 SONAT (1/10)  
 WILLIAMS (2/16)

**PUBLISHING, PRINTING (40/166) 24%**

GANNETT (8/34)  
 KNIGHT-RIDDER (8/24)  
 MCGRAW-HILL (2/11)  
 NEW YORK TIMES (5/19)  
 R. R. DONNELLEY & SONS (4/29)  
 TIMES MIRROR (11/31)  
 TRIBUNE (2/18)

**RAILROADS (8/89) 9%**

BURLINGTON NORTHERN  
 SANTA FE (1/16)  
 CSX (1/17)  
 NORFOLK SOUTHERN (3/36)  
 UNION PACIFIC (3/20)

**RUBBER AND**

**PLASTIC PRODUCTS (2/25) 8%**  
 GOODYEAR TIRE & RUBBER (2/25)

**SAVINGS INSTITUTIONS (5/34) 15%**

GOLDEN STATE BANCORP (1/17)  
 GOLDEN WEST FINANCIAL CORP. (1/9)  
 WASHINGTON MUTUAL (3/8)

† See addendum notes on page 41.

## Appendix IIIb: Industry Listing

## Number of Women Corporate Officers by Industry and Company, plus Percentage by Industry

**SCIENTIFIC, PHOTO, AND****CONTROL EQUIPMENT (10/113) 9%**

APPLIED MATERIALS (2/35)  
EASTMAN KODAK (5/52)  
MINNESOTA MINING & MFG. (3/26)

**SECURITIES (13/119) 11%**

BEAR STEARNS (1/36)  
CHARLES SCHWAB (5/22)  
LEHMAN BROTHERS HOLDINGS (1/19)  
MERRILL LYNCH (2/18)  
MORGAN STANLEY  
DEAN WITTER (2/18)  
PAINWEBBER GROUP (2/6)

**SEMICONDUCTORS (4/43) 9%**

INTEL (3/30)  
TEXAS INSTRUMENTS (1/13)

**SOAPS, COSMETICS (16/91) 18%**

AVON PRODUCTS (9/21)  
COLGATE-PALMOLIVE (2/21)  
ESTÉE LAUDER (3/16)  
PROCTER & GAMBLE (2/33)

**SPECIALTY RETAILERS (67/562) 12%**

AUTOZONE (3/43)  
BARNES & NOBLE (3/12)  
BEST BUY (3/29)  
CIRCUIT CITY GROUP (5/49)  
COMCAST (2/18)  
COMPUSA (3/33)  
CONSOLIDATED STORES (2/21)  
CORPORATE EXPRESS (1/7)  
COSTCO (1/31)  
GAP (5/20)  
HECHINGER (1/16)  
HOME DEPOT (7/57)  
LIMITED (4/29)  
LOWE'S (0/16)  
OFFICE DEPOT (0/8)  
OFFICEMAX (2/36)  
SERVICE MERCHANDISE (0/8)  
STAPLES (7/34)  
TANDY (6/29)  
TJX (1/22)  
TOYS "R" US (3/16)  
TRUSERV (0/5)  
VENATOR (8/23)

**TELECOMMUNICATIONS (37/223) 17%**

AIRTOUCH COMMUNICATIONS (2/19)  
ALLTEL (0/9)  
AMERITECH (10/33)  
AT&T (2/18)  
BELL ATLANTIC (3/14)

BELLSOUTH (2/22)  
CABLEVISION SYSTEMS (2/14)  
GTE (2/16)  
MCI WORLDCOM (0/13)  
SBC COMMUNICATIONS (7/26)  
SPRINT (1/16)  
TELE-COMMUNICATIONS (0/9)  
US WEST (6/14)

**TEMPORARY HELP (5/27) 19%**

KELLY SERVICES (4/14)  
MANPOWER (0/4)  
OLSTEN (1/9)

**TEXTILES (0/9) 0%**

SHAW INDUSTRIES (0/9)

**TOBACCO (5/24) 21%**

PHILIP MORRIS (4/13)  
UNIVERSAL (1/11)

**TOYS, SPORTING GOODS (7/29) 24%**

HASBRO (2/13)  
MATTEL (5/16)

**TRANSPORTATION****EQUIPMENT (4/16) 25%**

BRUNSWICK (4/16)

**TRUCKING (0/18) 0%**

CNF TRANSPORTATION (0/14)  
YELLOW (0/4)

**UTILITIES, GAS AND****ELECTRIC (91/641) 14%**

AMEREN (0/8)  
AMERICAN ELECTRIC POWER (1/5)  
AVISTA CORP. (2/10)  
BALTIMORE GAS & ELECTRIC (1/16)  
CAROLINA POWER & LIGHT (6/34)  
CENTRAL & SOUTH WEST (2/12)  
CINERGY (2/17)  
CMS ENERGY (2/13)  
COLUMBIA ENERGY GROUP (1/7)  
CONECTIV (2/11)  
CONSOLIDATED EDISON (6/37)  
CONSOLIDATED NATURAL GAS (0/8)  
DOMINION RESOURCES (2/13)  
DTE ENERGY (3/17)  
DUKE ENERGY (5/26)  
EDISON INTERNATIONAL (3/12)  
ENTERGY (0/9)  
FIRSTENERGY (3/17)  
FLORIDA PROGRESS (2/11)  
FPL GROUP (2/10)  
GPU (2/8)

†HOUSTON INDUSTRIES (2/23)  
LG&E ENERGY (1/14)  
†MARKETSPAN (7/33)  
NEW CENTURY ENERGIES (2/7)  
NIAGARA MOHAWK POWER (3/30)  
†NIPSCO INDUSTRIES (4/34)  
NORTHEAST UTILITIES (4/37)  
PACIFICORP (2/24)  
PECO ENERGY (7/30)  
PG&E CORP. (2/18)  
PP&L RESOURCES (0/8)  
PUBLIC SERVICE ENTERPRISE  
GROUP (2/11)  
SEMPRA ENERGY (2/18)  
SOUTHERN (1/18)  
TEXAS UTILITIES (1/8)  
UNICOM (3/13)  
UTILICORP UNITED (1/14)

**WASTE MANAGEMENT (1/36) 3%**

BROWNING-FERRIS INDUSTRIES (1/20)  
WASTE MANAGEMENT (0/16)

**WHOLESALEERS (54/505) 11%**

ACE HARDWARE (2/11)  
AMERISOURCE HEALTH (2/13)  
ANIXTER INTERNATIONAL (1/9)  
ARROW ELECTRONICS (3/16)  
AVNET (1/25)  
BERGEN BRUNSWICK (2/12)  
BINDLEY WESTERN (2/11)  
CARDINAL HEALTH (7/22)  
CHS ELECTRONICS (0/13)  
FLEMING (1/15)  
GENUINE PARTS (1/26)  
GRAYBAR ELECTRIC (0/16)  
IKON OFFICE SOLUTIONS (2/13)  
INACOM (8/42)  
INGRAM MICRO (1/16)  
MCKESSON HBOC (2/13)  
MERISEL (1/7)  
MERITOR AUTOMOTIVE (2/10)  
MICROAGE (0/16)  
NASH FINCH (1/15)  
OWENS & MINOR (1/17)  
RICHFOOD HOLDINGS (1/9)  
SCIENCE APPLICATIONS INTL. (0/15)  
SUPERVALU (4/17)  
SYSCO (5/34)  
TECH DATA (0/14)  
U.S. FOODSERVICE (0/11)  
U.S. OFFICE PRODUCTS (0/5)  
UNISOURCE (1/8)  
UNITED STATIONERS (2/9)  
W.W. GRAINGER (1/28)  
WESCO INTERNATIONAL (0/17)

† See addendum notes on page 41.



## Appendix IV: Geographical Listing

### Number of Women Corporate Officers by State and Company, plus Percentage by State

**ALABAMA (5/110) 5%**

HEALTHSOUTH (0/10)  
MEDPARTNERS (1/9)  
REGIONS FINANCIAL (0/15)  
†SAKS (3/17)  
SCI SYSTEMS (0/34)  
SONAT (1/10)  
SOUTHTRUST CORP. (0/15)

**ARIZONA (3/59) 5%**

AVNET (1/25)  
MICROAGE (0/16)  
PHELPS DODGE (2/18)

**ARKANSAS (29/289) 10%**

ALLTEL (0/9)  
DILLARD'S (9/64)  
TYSON FOODS (1/16)  
WAL-MART STORES (19/200)

**CALIFORNIA (158/1194) 13%**

3COM (12/52)  
AIRTOUCH COMMUNICATIONS (2/19)  
APPLE COMPUTER (1/11)  
APPLIED MATERIALS (2/35)  
ATLANTIC RICHFIELD (2/13)  
AVERY DENNISON (3/15)  
BERGEN BRUNSWIG (2/12)  
CHARLES SCHWAB (5/22)  
CHEVRON (2/18)  
CISCO SYSTEMS (14/90)  
CNF TRANSPORTATION (0/14)  
COMPUTER SCIENCES (0/25)  
DOLE FOOD (1/13)  
EDISON INTERNATIONAL (3/12)  
FLEETWOOD ENTERPRISES (0/19)  
FLUOR (3/19)  
FOUNDATION HEALTH SYSTEMS (2/13)  
GAP (5/20)  
GATEWAY 2000 (0/14)  
GOLDEN STATE BANCORP (1/17)  
GOLDEN WEST FINANCIAL CORP (1/9)  
HEWLETT-PACKARD (4/26)  
HILTON HOTELS (7/33)  
INGRAM MICRO (1/16)  
INTEL (3/30)  
KNIGHT-RIDDER (8/24)  
LITTON INDUSTRIES (3/20)  
LONGS DRUG STORES (1/28)  
MATTEL (5/16)  
MCKESSON HBOC (2/13)  
MERISEL (1/7)  
NORTHROP GRUMMAN (0/11)  
OCCIDENTAL PETROLEUM (0/14)

ORACLE (0/9)  
PACIFIC LIFE INSURANCE (0/10)  
PACIFICARE HEALTH SYSTEMS (15/35)  
PG&E CORP. (2/18)  
QUALCOMM (1/14)  
QUANTUM (2/9)  
ROCKWELL INTERNATIONAL (0/16)  
SAFEWAY (2/13)  
SCIENCE APPLICATIONS INTL (0/15)  
SEAGATE TECHNOLOGY (0/49)  
SEMPRA ENERGY (2/18)  
SILICON GRAPHICS (1/13)  
SOLETRON (2/8)  
SUN MICROSYSTEMS (1/29)  
TENET HEALTHCARE (8/79)  
TIMES MIRROR (11/31)  
†TRANSAMERICA (6/20)  
†UNITED STATES FILTER (0/14)  
UNOCAL (2/40)  
WALT DISNEY (0/8)  
WELLPOINT HEALTH NETWORKS (2/8)  
WELLS FARGO (5/30)  
WESTERN DIGITAL (0/9)

**COLORADO (13/60) 22%**

BALL (2/11)  
CORPORATE EXPRESS (1/7)  
KN ENERGY (2/12)  
NEW CENTURY ENERGIES (2/7)  
TELE-COMMUNICATIONS (0/9)  
US WEST (6/14)

**CONNECTICUT (44/508) 9%**

AETNA (1/11)  
CHAMPION INTERNATIONAL (0/12)  
FORTUNE BRANDS (1/17)  
GENERAL ELECTRIC (10/157)  
HARTFORD FINANCIAL SERVICE (3/28)  
NEBCO EVANS (0/11)  
NORTHEAST UTILITIES (4/37)  
OXFORD HEALTH PLANS (3/26)  
PHOENIX HOME LIFE MUTUAL (2/21)  
PITNEY BOWES (5/16)  
PRAXAIR (2/28)  
TENNECO (3/22)  
TOSCO (2/12)  
UNION CARBIDE (0/9)  
UNITED TECHNOLOGIES (2/49)  
XEROX (6/52)

**DISTRICT OF COLUMBIA (61/174) 35%**

DANAHER (0/11)  
FANNIE MAE (61/158)  
U.S. OFFICE PRODUCTS (0/5)

**DELAWARE (23/161) 14%**

CONECTIV (2/11)  
E.I. DU PONT DE NEMOURS (8/66)  
MBNA (13/84)

**FLORIDA (15/153) 10%**

CHS ELECTRONICS (0/13)  
DARDEN RESTAURANTS (1/11)  
FLORIDA PROGRESS (2/11)  
FPL GROUP (2/10)  
HARRIS (1/15)  
OFFICE DEPOT (0/8)  
PUBLIX SUPER MARKETS (3/28)  
†REPUBLIC INDUSTRIES (1/6)  
RYDER SYSTEM (5/16)  
TECH DATA (0/14)  
WINN-DIXIE STORES (0/21)

**GEORGIA (43/391) 11%**

AFLAC (2/17)  
AGCO (1/9)  
BELLSOUTH (2/22)  
COCA-COLA (7/37)  
COCA-COLA ENTERPRISES (6/26)  
DELTA AIR LINES (4/35)  
FIRST DATA (6/30)  
FLOWERS INDUSTRIES (1/6)  
GENUINE PARTS (1/26)  
GEORGIA-PACIFIC (4/46)  
HOME DEPOT (7/57)  
SHAW INDUSTRIES (0/9)  
SOUTHERN (1/18)  
SUNTRUST BANKS (0/28)  
UNITED PARCEL SERVICE (1/15)

**IDAHO (5/59) 8%**

ALBERTSON'S (1/17)  
BOISE CASCADE (2/21)  
MICRON TECHNOLOGY (2/21)

**ILLINOIS (152/1293) 12%**

ABBOTT LABORATORIES (4/38)  
ACE HARDWARE (2/11)  
ALLEGIANCE (3/31)  
ALLSTATE (2/14)  
AMERITECH (10/33)  
ANIXTER INTERNATIONAL (1/9)  
AON (2/13)  
ARCHER DANIELS MIDLAND (1/31)  
BANK ONE CORP. (1/18)  
BAXTER INTERNATIONAL (1/11)  
BRUNSWICK (4/16)  
CATERPILLAR (3/36)  
COMDISCO (2/14)

† See addendum notes on page 41.

## Appendix IV: Geographical Listing

## Number of Women Corporate Officers by State and Company, plus Percentage by State

DEAN FOODS (1/21)  
 DEERE (0/29)  
 FMC (2/24)  
 HOUSEHOLD INTERNATIONAL (0/7)  
 ILLINOIS TOOL WORKS (0/13)  
 IMC GLOBAL (3/14)  
 MCDONALD'S (23/152)  
 MOTOROLA (9/180)  
 NAVISTAR INTERNATIONAL (0/7)  
 NEWELL (1/23)  
 QUAKER OATS (5/26)  
 R. R. DONNELLEY & SONS (4/29)  
 RYERSON TULL (1/9)  
 SARA LEE (6/41)  
 SEARS ROEBUCK (2/14)  
 SERVICEMASTER (1/12)  
 SMURFIT-STONE CONTAINER (1/21)  
 STATE FARM INSURANCE COS. (38/221)  
 TRIBUNE (2/18)  
 TRUSERV (0/5)  
 UAL (6/41)  
 UNICOM (3/13)  
 UNITED STATIONERS (2/9)  
 USG (2/18)  
 W.W. GRAINGER (1/28)  
 WALGREEN (3/43)

**INDIANA (25/208) 12%**  
 ANTHEM INSURANCE (1/7)  
 BINDLEY WESTERN (2/11)  
 CONSECO (5/79)  
 CUMMINS ENGINE (5/49)  
 ELI LILLY (2/14)  
 LINCOLN NATIONAL (6/14)  
 †NIPSCO INDUSTRIES (4/34)

**IOWA (1/35) 3%**  
 MAYTAG (0/19)  
 PRINCIPAL FINANCIAL (1/16)

**KANSAS (1/20) 5%**  
 SPRINT (1/16)  
 YELLOW (0/4)

**KENTUCKY (10/93) 11%**  
 ASHLAND (0/19)  
 HUMANA (6/22)  
 LEXMARK INTERNATIONAL (1/14)  
 LG&E ENERGY (1/14)  
 TRICON GLOBAL RESTAURANTS (1/16)  
 VENCOR (1/8)

**LOUISIANA (0/9) 0%**  
 ENTERGY (0/9)

**MAINE (9/34) 26%**  
 HANNAFORD BROS. (8/27)  
 †UNUM (1/7)

**MARYLAND (15/198) 8%**  
 BALTIMORE GAS & ELECTRIC (1/16)  
 BLACK & DECKER (1/14)  
 GIANT FOOD (1/25)  
 HECHINGER (1/16)  
 HOST MARRIOTT (0/8)  
 INTEGRATED HEALTH SERVICE (1/6)  
 LOCKHEED MARTIN (3/48)  
 MARRIOTT INTERNATIONAL (3/37)  
 SODEXHO MARRIOTT SERVICES (4/17)  
 U.S. FOODSERVICE (0/11)

**MASSACHUSETTS (75/500) 15%**  
 ALLMERICA FINANCIAL (0/12)  
 BANKBOSTON CORP. (1/6)  
 BJ'S WHOLESALE CLUB (2/6)  
 EMC (0/10)  
 †FLEET FINANCIAL GROUP (2/17)  
 GILLETTE (3/31)  
 HARCOURT GENERAL (1/10)  
 JOHN HANCOCK MUTUAL LIFE (22/93)  
 LIBERTY MUTUAL INSURANCE (17/132)  
 MASS. MUTUAL LIFE INS. (12/56)  
 RAYTHEON (3/34)  
 REEBOK INTERNATIONAL (0/8)  
 STAPLES (7/34)  
 STATE STREET CORP. (2/12)  
 THERMO ELECTRON (2/17)  
 TJX (1/22)

**MICHIGAN (33/347) 10%**  
 CMS ENERGY (2/13)  
 COMERICA (0/18)  
 DOW CHEMICAL (1/15)  
 DTE ENERGY (3/17)  
 FEDERAL-MOGUL (2/14)  
 FORD MOTOR (6/54)  
 GENERAL MOTORS (6/60)  
 KELLOGG (3/31)  
 KELLY SERVICES (4/14)  
 KMART (3/47)  
 LEAR (0/19)  
 MASCO (1/11)  
 MERITOR AUTOMOTIVE (2/10)  
 WHIRLPOOL (0/24)

**MINNESOTA (39/270) 14%**  
 BEST BUY (3/29)  
 DAYTON HUDSON (8/23)  
 GENERAL MILLS (4/23)

†HONEYWELL (3/15)  
 HORMEL FOODS (0/20)  
 LUTHERAN BROTHERHOOD (8/43)  
 MINNESOTA MINING & MFG. (3/26)  
 NASH FINCH (1/15)  
 NORTHWEST AIRLINES (0/9)  
 ST. PAUL COS. (1/16)  
 SUPERVALU (4/17)  
 U.S. BANCORP (1/12)  
 UNITED HEALTHCARE (3/22)

**MISSISSIPPI (0/13) 0%**  
 MCI WORLDCOM (0/13)

**MISSOURI (34/318) 11%**  
 AMEREN (0/8)  
 ANHEUSER-BUSCH (4/39)  
 CLARK USA (1/5)  
 EMERSON ELECTRIC (0/30)  
 FARMLAND INDUSTRIES (1/26)  
 GENAMERICA (4/21)  
 GRAYBAR ELECTRIC (0/16)  
 INTERSTATE BAKERIES (2/24)  
 LEGGETT & PLATT (2/31)  
 MAY DEPARTMENT STORES (6/36)  
 MERCANTILE BANCORP. (0/10)  
 MONSANTO (6/29)  
 RALSTON PURINA (2/8)  
 TRANS WORLD AIRLINES (5/21)  
 UTILICORP UNITED (1/14)

**NEBRASKA (17/169) 10%**  
 BERKSHIRE HATHAWAY (0/5)  
 CONAGRA (7/35)  
 IBP (0/61)  
 INACOM (8/42)  
 MUTUAL OF OMAHA INS. (2/14)  
 PETER KIEWIT SONS (0/12)

**NEW JERSEY (42/425) 10%**  
 ALLIEDSIGNAL (1/28)  
 AMERICAN HOME PRODUCTS (2/22)  
 AMERICAN STANDARD (0/27)  
 AUTOMATIC DATA PROCESSING (1/25)  
 BECTON DICKINSON (2/22)  
 BESTFOODS (3/20)  
 CAMPBELL SOUP (1/18)  
 CHUBB (2/25)  
 ENGELHARD (0/16)  
 FOSTER WHEELER (1/10)  
 GPU (2/8)  
 INGERSOLL-RAND (1/16)  
 JOHNSON & JOHNSON (1/16)  
 LUCENT TECHNOLOGIES (3/18)

† See addendum notes on page 41.

## Appendix IV: Geographical Listing

## Number of Women Corporate Officers by State and Company, plus Percentage by State

MERCK (5/16)  
 PHARMACIA & UPJOHN (3/18)  
 PRUDENTIAL INS. CO. OF AM(3/18)  
 PUBLIC SERVICE ENTERPRISE (2/11)  
 SCHERING-PLOUGH (1/14)  
 SUPERMARKETS GEN. HOLDING (0/9)  
 TOYS "R" US (3/16)  
 U.S. INDUSTRIES (2/9)  
 UNION CAMP (1/24)  
 WARNER-LAMBERT (2/19)

**NEW MEXICO (1/17) 6%**

SUN HEALTHCARE GROUP (1/17)

**NEW YORK (183/1489) 12%**

AMERADA HESS (2/53)  
 AMERICAN EXPRESS (3/17)  
 AMERICAN INTERNATIONAL  
 GROUP (2/51)  
 ARROW ELECTRONICS (3/16)  
 AT&T (2/18)  
 AVON PRODUCTS (9/21)  
 BANK OF NEW YORK CO.(4/31)  
 †BANKERS TRUST CORP. (1/14)  
 BARNES & NOBLE (3/12)  
 BEAR STEARNS (1/36)  
 BELL ATLANTIC (3/14)  
 BRISTOL-MYERS SQUIBB (1/14)  
 CABLEVISION SYSTEMS (2/14)  
 CBS (3/10)  
 CENDANT (4/47)  
 CHASE MANHATTAN CORP. (6/26)  
 CITIGROUP (11/78)  
 COLGATE-PALMOLIVE (2/21)  
 COMPUTER ASSOCIATES INTL. (1/7)  
 CONSOLIDATED EDISON (6/37)  
 CORNING (4/42)  
 DOVER (0/11)  
 EASTMAN KODAK (5/52)  
 ESTÉE LAUDER (3/16)  
 GUARDIAN LIFE INS. CO. OF (5/52)  
 INTERNATIONAL PAPER (4/48)  
 INTERPUBLIC GROUP (0/9)  
 INTL. BUSINESS MACHINES (3/48)  
 ITT INDUSTRIES (3/22)  
 J.P. MORGAN & CO. (5/30)  
 LEHMAN BROTHERS HOLDINGS (1/19)  
 LOEWS (0/15)  
 †MARKETSPAN (7/33)  
 MARSH & MCLENNAN (0/5)  
 MCGRAW-HILL (2/11)  
 MERRILL LYNCH (2/18)  
 METROPOLITAN LIFE  
 INSURANCE (8/50)

MORGAN STANLEY  
 DEAN WITTER (2/18)  
 NEW YORK LIFE INSURANCE (8/50)  
 NEW YORK TIMES (5/19)  
 NIAGARA MOHAWK POWER (3/30)  
 OLSTEN (1/9)  
 OMNICOM GROUP (1/12)  
 PAINE WEBBER GROUP (2/6)  
 PEPSICO (1/10)  
 PFIZER (1/20)  
 PHILIP MORRIS (4/13)  
 RELIANCE GROUP HOLDINGS (0/10)  
 REPUBLIC NEW YORK CORP. (0/13)  
 RJR NABISCO HOLDINGS (0/15)  
 STARWOOD HOTELS & RESORTS (11/84)  
 TEXACO (4/19)  
 TIAA-CREF (3/15)  
 TIME WARNER (0/22)  
 TURNER CORP (1/11)  
 UNITED AUTO GROUP (0/14)  
 VENATOR (8/23)  
 VIACOM (2/12)  
 WESTVACO (5/46)

**NORTH CAROLINA (17/146) 12%**

BANKAMERICA CORP. (0/5)  
 BB&T CORP (1/8)  
 CAROLINA POWER & LIGHT (6/34)  
 DUKE ENERGY (5/26)  
 FIRST UNION CORP. (0/7)  
 LOWE'S (0/16)  
 NUCOR(0/23)  
 VF (3/14)  
 WACHOVIA CORP. (2/13)

**OHIO (53/519) 10%**

AMERICAN ELECTRIC POWER (1/5)  
 AMERICAN FINANCIAL GROUP (2/13)  
 B.F. GOODRICH (3/22)  
 CARDINAL HEALTH (7/22)  
 CINERGY (2/17)  
 CONSOLIDATED STORES (2/21)  
 DANA (1/11)  
 EATON (3/29)  
 FEDERATED DEPARTMENT  
 STORES (2/14)  
 FIRSTENERGY (3/17)  
 GOODYEAR TIRE & RUBBER (2/25)  
 KEYCORP (0/14)  
 KROGER (1/11)  
 LIMITED (4/29)  
 LTV (0/8)  
 MEAD (4/28)  
 NATIONAL CITY CORP. (3/36)

NATIONWIDE INS. ENTERPRISE (1/10)  
 NCR (0/13)  
 OFFICEMAX (2/36)  
 OWENS CORNING (2/15)  
 OWENS-ILLINOIS (0/20)  
 PARKER HANNIFIN (0/17)  
 PROCTER & GAMBLE (2/33)  
 PROGRESSIVE (1/13)  
 SHERWIN-WILLIAMS (2/13)  
 TRW (3/27)

**OKLAHOMA (5/68) 7%**

FLEMING (1/15)  
 PHILLIPS PETROLEUM (2/37)  
 WILLIAMS (2/16)

**OREGON (7/79) 9%**

†FRED MEYER (2/15)  
 NIKE (2/17)  
 PACIFICORP (2/24)  
 WILLAMETTE INDUSTRIES (1/23)

**PENNSYLVANIA (46/486) 9%**

AIR PRODUCTS & CHEMICALS (2/16)  
 ALCOA (6/40)  
 ALLEGHENY TELEDYNE (0/10)  
 AMERISOURCE HEALTH (2/13)  
 †AMP (0/12)  
 ARAMARK (1/13)  
 BETHLEHEM STEEL (1/18)  
 CIGNA (4/21)  
 COMCAST (2/18)  
 CONSOLIDATED NATURAL GAS (0/8)  
 CROWN CORK & SEAL (2/27)  
 H.J. HEINZ (0/18)  
 HERSHEY FOODS (0/19)  
 IKON OFFICE SOLUTIONS (2/13)  
 MELLON BANK (0/11)  
 PECO ENERGY (7/30)  
 PNC BANK CORP. (4/15)  
 PP&L RESOURCES (0/8)  
 PPG INDUSTRIES (1/29)  
 RITE AID (3/36)  
 ROHM & HAAS (3/32)  
 SUNOCO (2/16)  
 UNISOURCE (1/8)  
 UNISYS (1/15)  
 USX (0/9)  
 WESCO INTERNATIONAL (0/17)  
 YORK INTERNATIONAL (2/14)

† See addendum notes on page 41.



## Appendix IV: Geographical Listing

## Number of Women Corporate Officers by State and Company, plus Percentage by State

**RHODE ISLAND (9/45) 20%**

CVS (1/8)  
HASBRO (2/13)  
TEXTRON (6/24)

**TENNESSEE (13/171) 8%**

AUTOZONE (3/43)  
COLUMBIA/HCA HEALTHCARE (4/21)  
DOLLAR GENERAL (1/13)  
EASTMAN CHEMICAL (3/45)  
FDX (2/33)  
PROVIDENT COS. (0/8)  
SERVICE MERCHANDISE (0/8)

**TEXAS (103/795) 13%**

AMERICAN GENERAL (5/42)  
AMR (8/47)  
BAKER HUGHES (1/21)  
BROWNING-FERRIS INDUSTRIES (1/20)  
BURLINGTON NORTHERN SANTA (1/16)  
CENTEX (2/12)  
CENTRAL & SOUTH WEST (2/12)  
COASTAL (0/22)  
COMPAQ COMPUTER (0/15)  
COMPUSA (3/33)  
CONTINENTAL AIRLINES (2/15)  
COOPER INDUSTRIES (2/14)  
DELL COMPUTER (0/16)  
DYNEGY (0/6)  
EL PASO ENERGY (0/10)  
ELECTRONIC DATA SYSTEMS (4/30)  
ENRON (10/35)  
EXXON (0/19)  
GTE (2/16)  
HALLIBURTON (2/13)  
†HOUSTON INDUSTRIES (2/23)  
J.C. PENNEY (2/11)  
KIMBERLY-CLARK (16/98)  
SBC COMMUNICATIONS (7/26)  
SOUTHWEST AIRLINES (8/24)  
SUIZA FOODS (1/13)  
SYSCO (5/34)  
TANDY (6/29)  
TEMPLE-INLAND (0/9)  
TEXAS INSTRUMENTS (1/13)  
TEXAS UTILITIES (1/8)  
ULTRAMAR DIAMOND  
SHAMROCK (2/29)  
UNION PACIFIC (3/20)  
UNITED SERVICE AUTOMOBILE (2/16)  
VALERO ENERGY (2/12)  
WASTE MANAGEMENT (0/16)

**UTAH (3/34) 9%**

AMERICAN STORES (3/24)  
AUTOLIV (0/10)

**VIRGINIA (41/341) 12%**

CIRCUIT CITY GROUP (5/49)  
COLUMBIA ENERGY GROUP (1/7)  
CSX (1/17)  
DOMINION RESOURCES (2/13)  
FORT JAMES (0/17)  
FREDDIE MAC (4/24)  
GANNETT (8/34)  
GENERAL DYNAMICS (0/23)  
MOBIL (1/9)  
NORFOLK SOUTHERN (3/36)  
OWENS & MINOR (1/17)  
PITTSTON (1/8)  
REYNOLDS METALS (3/20)  
RICHFOOD HOLDINGS (1/9)  
SLM HOLDING (4/12)  
SMITHFIELD FOODS (0/5)  
UNIVERSAL (1/11)  
US AIRWAYS GROUP (5/30)

**WASHINGTON (33/214) 15%**

AIRBORNE FREIGHT (0/7)  
AVISTA CORP. (2/10)  
BOEING (1/11)  
COSTCO(1/31)  
MICROSOFT (4/49)  
NORDSTROM (15/36)  
PACCAR (2/14)  
SAFECO (2/26)  
WASHINGTON MUTUAL (3/8)  
WEYERHAEUSER (3/22)

**WISCONSIN (22/176) 13%**

AID ASSOCIATION  
FOR LUTHERANS (1/9)  
AMERICAN FAMILY INS. GROUP (2/27)  
CASE (1/18)  
FIRST CORP (3/17)  
JOHNSON CONTROLS (3/20)  
KOHL'S (1/5)  
MANPOWER (0/4)  
NORTHWESTERN MUTUAL LIFE (5/29)  
SHOPKO STORES (6/47)

**Addendum Notes**

The following notes provide details on organizational changes made since the publication of the Fortune 500 list of April 26, 1999.

American Stores Company merged with Albertson's after March 31, 1999.

AMP became a subsidiary of Tyco International Limited on April 2, 1999.

Bankers Trust Corporation merged in June 1999 and is now Deutsche Bank.

Fleet Financial Group recently merged with BankBoston.

Fred Meyer was recently acquired by The Kroger Company.

Honeywell, Inc. is in the process of being acquired by Allied Signal. The new name will be Honeywell International.

Houston Industries has changed its name to Reliant Energy.

MarketSpan Corporation has changed its name to KeySpan Energy.

Nipsco Industries became NiSource Inc. on April 16, 1999.

Republic Industries no longer exists; the new company name is AutoNation.

Saks changed its name in September 1999 to Saks Incorporated.

Transamerica merged with AEGON, N.V. in July 1999.

UNUM Corporation recently merged and is now called UNUM Provident Corporation.

United States Filter merged with Vivendi on April 21, 1999.

† See addendum notes on page 41.

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Our annual count on a company-by-company basis of women board members in Fortune 500 companies.

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