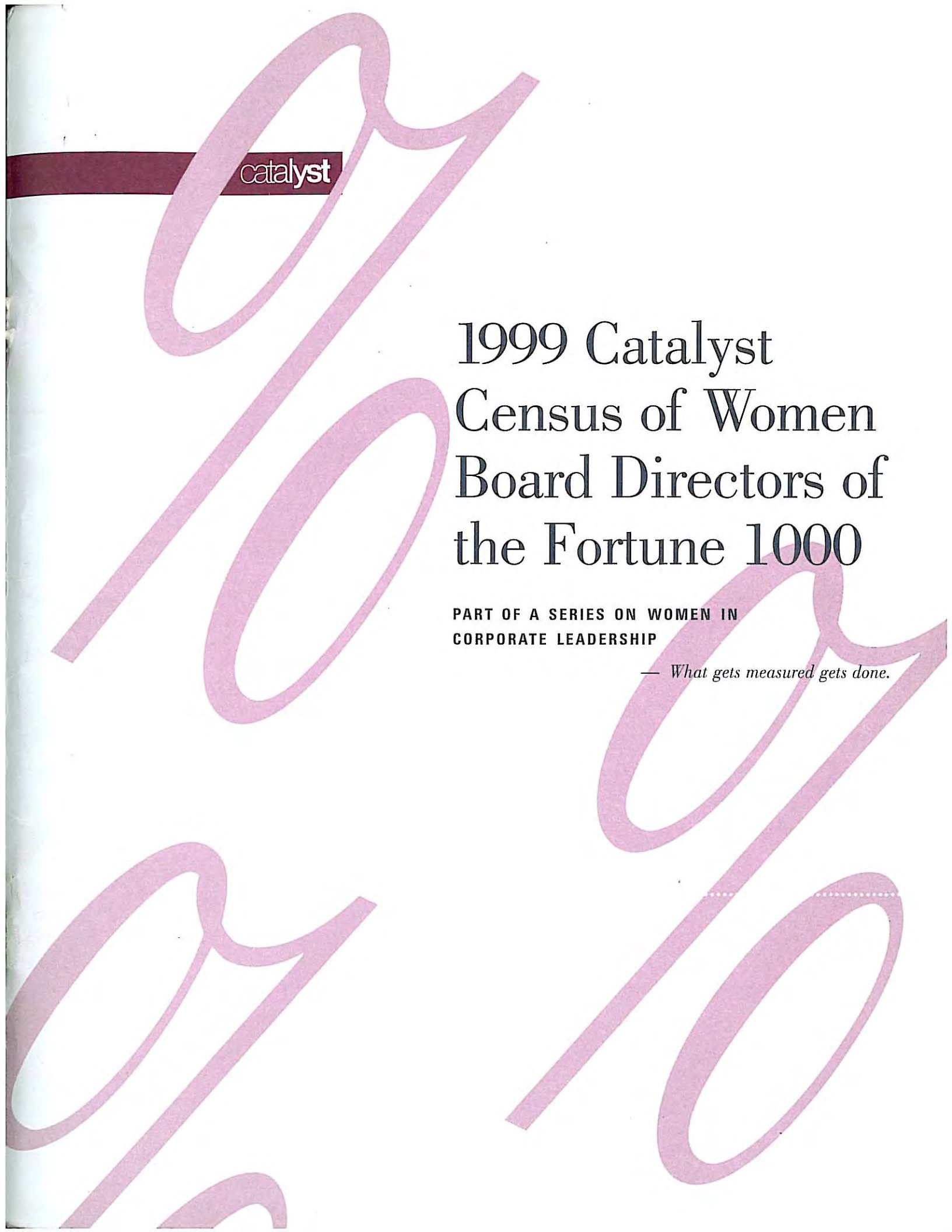




catalyst

1999 Catalyst Census of Women Board Directors of the Fortune 1000

PART OF A SERIES ON WOMEN IN
CORPORATE LEADERSHIP

— *What gets measured gets done.*

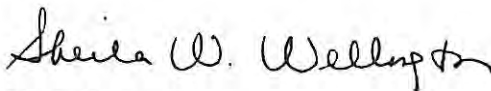
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Over the seven years that Catalyst has conducted a census of the women in America's most important boardrooms, progress has been made. For example, 39 percent of the Fortune 500 companies have multiple women directors compared to 29 percent in 1994. On the basis of that record, and in the belief that what gets measured gets done, we decided this year to look also at the status of women on the boards of the next largest corporations—those in the Fortune 501 to 1000.

What we see is not surprising: the Fortune 501-1000 is several percentage points behind the Fortune 500: women hold only 8.5 percent of their board seats, as opposed to 11.2 percent in the Fortune 500. It is our hope that this research will change that and encourage all companies to increase the representation of women on their boards. Women have a unique perspective. Diverse opinions and ideas are essential in today's global environment. Also, consumer decisions are made by women. Women board directors can put you in closer touch with millions of decision makers.

As to our count in the Fortune 500 this year, there's good news and there's bad news. The number of companies with multiple women directors is up. One hundred ninety-six of the Fortune 500 companies have multiple women directors, compared to 188 last year. However, the percentage of women in the total director pool has barely increased, going from 11.1 percent of all board seats last year to 11.2 percent this year. Is this lack of progress a blip or a trend? It's too early to assess, but of course we'll be watching and waiting to see how this develops.

We look forward to improvement and will continue to report and reflect women's progress in getting their seats at the boardroom table.



Sheila Wellington
President, Catalyst



John H. Bryan
Chairman and CEO, Sara Lee Corporation
Board of Directors, Catalyst

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Catalyst Blue Ribbon Board

Fortune 1000 Companies With Multiple Women Directors

1999: 296 Companies

ABM Industries, Incorporated	ConAgra, Inc.	Hercules Incorporated	New York Life Insurance	Safeco
Administaff Incorporated	Connectiv	Herman Miller	Newell	Sara Lee Corporation
Advantica Restaurant Group, Incorporated	Consolidated Edison Co. of New York	Hewlett-Packard Co.	The New York Times Company	SBC Communications, Inc.
AES Corporation	Consolidated Papers, Incorporated	The Home Depot	Niagara Mohawk Power	SCANA Corporation
Aetna, Inc.	CUNA Mutual	Honeywell, Inc.	Nine West Group, Incorporated	Schering-Plough Corporation
AFLAC	CVS	Hormel Foods	Nordstrom	Sears Roebuck & Company
Aid Association for Lutherans	Cyprus Amax Minerals Company	IBP, Inc.	Norrell Corporation	Sempra Energy
Airborne Freight	Dayton Hudson	Ilkon Office Solutions	Northeast Utilities System	SLM Holding
Alaska Air Group, Incorporated	Dean Foods Company	Illinova Corporation	Northern States Power Company	Sports Authority
Alberto-Culver Company	Dell Computer Corp.	Ingles Markets, Incorporated	Northern Trust Corporation	Springs Industries, Incorporated
Alcoa	The Dexter Corporation	Interface	Northwest Airlines Corporation	Standard Insurance Company
Alexander & Baldwin, Incorporated	The Dial Corporation	International Business Machines	Northwestern Mutual Life Insurance	The Stanley Works
Ameren	Dime Bancorp, Inc.	International Flavors & Fragrances Incorporated	Old Kent Financial Corporation	Staples
American Electric Power, Inc.	The Dow Chemical Company	International Multifoods Corporation	Omnicare, Incorporated	State Farm Insurance Cos.
American Express	Dow Jones & Company, Incorporated	Interstate Energy Corporation	ONEOK Inc.	State Street Corporation
American Family Ins. Group	E.I. DuPont de Nemours	ITT Industries	Outback Steakhouse Incorporated	Summit Bancorp
American International Group	Eastman Kodak	J.C. Penney Company Inc.	Owens Corning	Sunoco, Inc.
American Stores	EG&G, Incorporated	J.P. Morgan & Co.	Pacific Life Insurance Mutual Ins.	Sysco
Ameritech	Eli Lilly and Company	Jacobs Engineering Group Incorporated	PacifiCorp	Telephone and Data Systems, Inc.
AMR	Energy East Corporation	JoAnn Stores, Incorporated	Parker Hannifin	Texaco Incorporated
Anheuser Busch Cos., Inc.	Engelhard Corporation	John Hancock Mutual Life	PECO Energy Company	Texttron Incorporated
Anthem Insurance	Equifax Inc.	Johnson & Johnson	Pentair, Incorporated	The Times Mirror Company
Armco Inc.	Erie Insurance Group	Jones Apparel Group, Incorporated	Petsmart, Inc.	TIAA-CREF
Ashland Inc.	Exxon Corporation	Kellogg	Pfizer, Inc.	Tiffany
Avnet Incorporated	Fannie Mae	Kerr-McGee Corporation	PG&E Corporation	TIG Holdings, Inc.
Avon Products	Federated Department Stores, Inc.	Kimberly-Clark	Pharmacia & Upjohn	Time Warner, Inc.
B.F. Goodrich	First American Corporation	Kmart	Philip Morris Companies, Inc.	TJX
Baker Hughes Incorporated	First American Financial Corporation	Knight-Ridder, Inc.	Phillips Petroleum Company	Toys "R" Us
Baltimore Gas & Electric Company	First Security Corporation	The Kroger Co.	Phillips-Van Heusen Corporation	Trans World Airlines
Bank One Corporation	First Union Corp.	LG&E Energy Corp. Limited	Phoenix Home Life Mutual Ins.	Transamerica
BankAmerica Corporation	Fistar Corp.	Lincoln Electric Holdings Incorporated	Phycor, Incorporated	Tribune
BankBoston Corp.	Fleet Financial Group	Lincoln National Corporation	Pinnacle West Capital Corporation	Tricon Global Restaurants
Barnes & Noble	Fleming	Lockheed Martin Corporation	Pioneer Hi-Bred International, Inc.	TRW, Inc.
Bausch & Lomb Incorporated	Florida Progress Corporation	Lowe's	Pitney Bowes Inc.	US West, Inc.
Baxter International Inc.	Fluor Corp.	The Lubrizol Corporation	Potlatch Corporation	U.S. Bancorp
BEC Energy	Ford Motor Company	Lutheran Brotherhood	Potomac Electric Power Company	Ultramar Diamond Shamrock
Beckman Coulter Incorporated	Fort James	Mallinckrodt Inc.	Principal Financial Corporation	Unicom
Becton Dickinson & Co.	Fortune Brands	Massachusetts Mutual Life Insurance	The Procter & Gamble Company	Union Pacific Resources Group Incorporated
Bell Atlantic Corp.	Foster Wheeler Corporation	Mattel, Inc.	Providian Financial Corporation	United Healthcare
BellSouth Corporation	Frontier Corporation	The May Department Stores Company	Prudential Ins. Co. of America	United Parcel Service
Belo (A.H.) Corporation	Fuller (H.B.) Company	Maytag Corporation	PSS World Medical, Incorporated	United States Automobile Assn.
Bestfoods	Galileo International, Incorporated	McGraw-Hill Companies, Inc.	Publix Super Markets	United Technologies Corporation
Beverly Enterprises, Inc.	Gannett Co., Inc.	McKesson HBOC Corporation	Puget Sound Energy, Incorporated	Unum Corporation
Boise Cascade Corp.	The Gap, Inc.	Merck & Co., Inc.	Qualcomm	US Airways Group
Bristol-Myers Squibb Company	General Electric Company	Merrill Lynch & Co. Inc.	Quest Diagnostics Incorporated	USA Networks, Inc.
Brunswick Corporation	General Mills, Inc.	Metropolitan Life Insurance	Quintiles Transnational Corporation	USG
Cabot Corporation	General Motors Corporation	MicroAge	R.R. Donnelley & Sons	Varian Associates, Incorporated
Campbell Soup Company	The Geon Company	Mid Atlantic Medical Services, Incorporated	The Reader's Digest Association, Inc.	Vencor
Ceridian Corporation	Giant Food Inc.	Minnesota Mining & Manufacturing	ReliaStar Financial Corp.	VF Corporation
Charter One Financial, Incorporated	Gillette Company	Mobil Corporation	Revlon, Inc.	Viad Corp.
The Chase Manhattan Corporation	Golden State Bancorp	Montana Power Company	Reynolds Metals Company	Wackenhut Corporation
Chevron Corporation	Golden West Financial Corp.	Morgan Stanley, Dean Witter, Discover & Company	Rohm & Haas Company	Wal-Mart Stores, Inc.
The Chubb Corporation	GPU Service, Inc.	Motorola, Inc.	Rubbermaid Inc.	The Walt Disney Company
Cigna Corporation	Gulfstream Aerospace Corporation	National City Corp.	Ryder System	The Washington Post Company
Cinergy Corp.	Hannaford Bros.	Nationwide Insurance Enterprise	The Ryland Group, Incorporated	Washington Mutual, Inc.
Circus Circus Enterprises, Incorporated †	Harcourt General, Inc.	New England Electric System		WellPoint Health Networks
Cisco Systems	Harman International Industries, Incorporated			Wells Fargo & Company
Claiborne (Liz)	Hasbro, Inc.			Wendy's International, Incorporated
Coca-Cola Company	Heinz (H.J.) Company			Whirlpool Corporation
Colgate-Palmolive Company				The Williams Companies, Inc.
Compaq Computer Corporation				Wisconsin Energy Corporation
				Wrigley (Wm. Jr.) Company
				Xerox

Introductory Note

Catalyst measures the number of women directors because in business, what gets measured gets done. The *Catalyst Census of Women Board Directors of the Fortune 500* was created in 1993 to encourage the leadership of F500 companies to increase the number of women serving on their boards, and in turn to encourage the growing number of smaller corporations to do the same. Each census serves as a marker for corporate America, of accomplishment and of work yet to be done. In this, the 1999 Census, Catalyst extends its examination of corporate governance, by shining light on the numbers and names of women board directors in all Fortune 1000 companies and, continuing our focus this year on women of color, Catalyst counts the number of women of color serving on the F1000 corporate boards. This extensive and rigorous measurement, which Catalyst publishes annually, provides an accurate accounting of the extent to which women, and women of color, serve as directors of America's leading companies. In 1998, these companies employed over 27.4 million people and generated more than 6.63 trillion dollars of revenue.

About Catalyst

Catalyst is the nonprofit research and advisory organization that works with business to advance women. Its dual mission is 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 turn to Catalyst to help them address women's workplace issues and develop cost-effective responses.

Catalyst Corporate Board Placement

Catalyst Corporate Board Placement (CBP) is retained by corporations to identify women for their boards of directors. Unique in conducting searches exclusively for women directors, Catalyst CBP has worked with over 250 leading corporations to recruit women for their boards, since its inception in 1977.

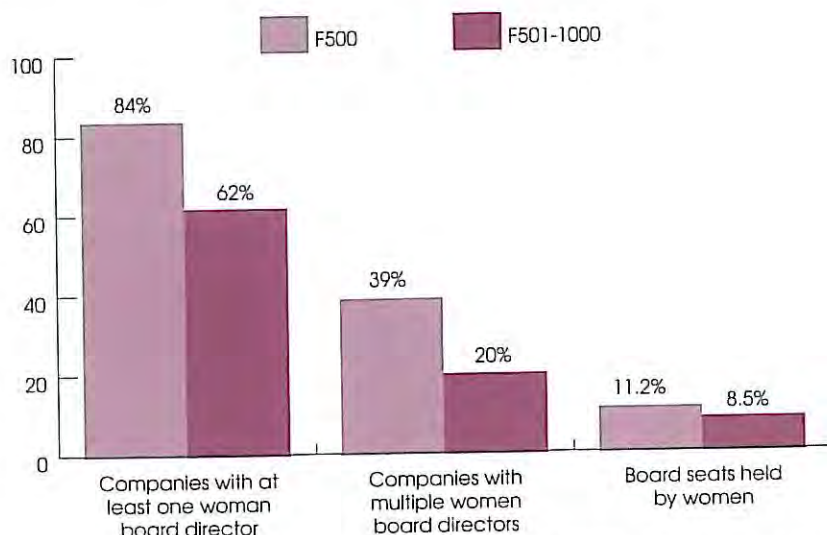
1999 Findings: Overview

This year for the first time, Catalyst extends its *Census of Women Board Directors of the Fortune 500* to the Fortune 1000, in order to provide a more comprehensive picture of women's representation on corporate boards. The percentage of board seats held by women in the Fortune 500 is 11.2. In the Fortune 501-1000, women hold only 8.5 percent of board seats. When looking at all 1000 of America's largest companies, the percentage of board seats held by women is just 10 percent. These figures, however, are another major reason for expanding the census. Since Catalyst began counting in 1993, the number of Fortune 500 companies with at least one woman board director has increased by 21 percent. We're hoping that by shining a spotlight on the 500 additional companies we will eventually see similar growth.

Other differences between the Fortune 500 and the 501 to 1000:

- Eighty-one of the F500 companies do not have any women on their boards. More than twice as many—190 companies—of the F501-1000 have no women directors.
- Two hundred ninety-six companies comprise this year's Catalyst Blue Ribbon Board (companies with two or more women directors). Two-thirds of those companies are in the F500 (196 companies); the remaining one-third are in the F501-1000 (100 companies).

Figure i: Differences
Between the Fortune 500
Companies and the
Fortune 501-1000
Companies



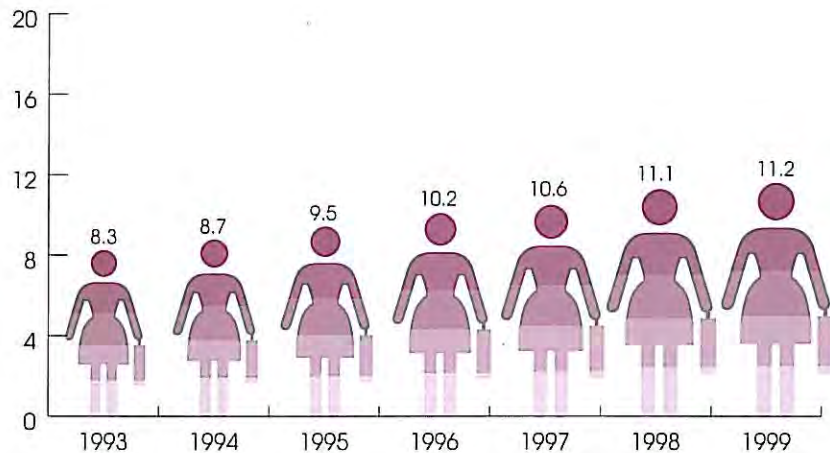
Catalyst Census of Women Board Directors
©1999 by Catalyst

In prior censuses of F500 companies, Catalyst has observed an association between a company's revenue and the likelihood of its having at least one woman director. That statistically significant correlation holds true for the Fortune 1000 as well. That is, the smaller the company's revenue, the greater the likelihood that it will have no women on its board.

Furthermore, Catalyst finds a statistically significant correlation between F1000 rank and board size. That is, the smaller a company's revenue, the fewer directors it is likely to have on its board. Thus, we can hypothesize, there are fewer seats which might be filled by a woman director. (See page 9).

Within the F500 itself, scant progress has been made since 1998. For example, the percentage of board seats held by women in the Fortune 500 has climbed 0.1 percent, from 11.1 percent in 1998 to 11.2 percent in 1999.

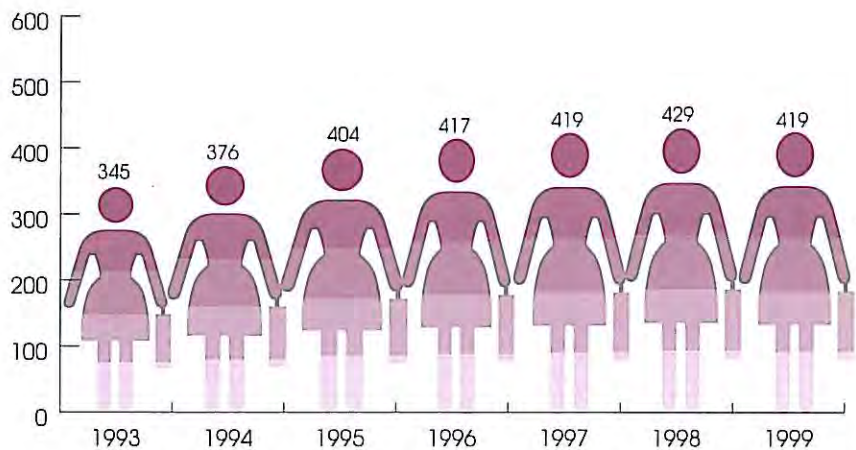
Figure ii: F500 Board Seats Held by Women



Catalyst Census of Women Board Directors
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For the first time in its history the Catalyst Census find a slight decrease in one major category. The number of Fortune 500 companies with at least one woman director has declined from 429 in 1998 to 419 in 1999, or from 86 percent of all F500 companies last year to 84 percent this year.

Figure iii: F500 Companies with Women Directors: Seven-Year Trend

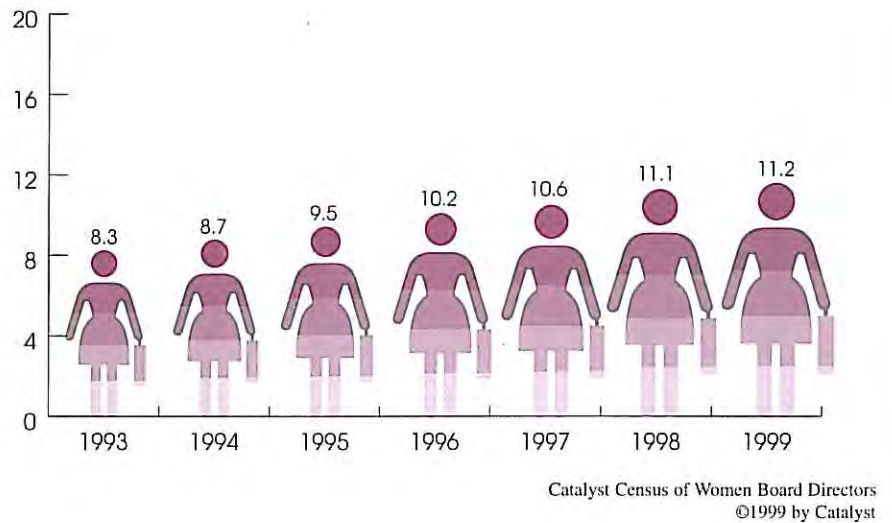


Catalyst Census of Women Board Directors
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Why do we see a decline this year? One factor may be that a higher number of new companies has been added to the F500 list than in recent years: 47 new companies in 1999, compared to 35 in 1998, 36 in 1997, and 37 in 1996.

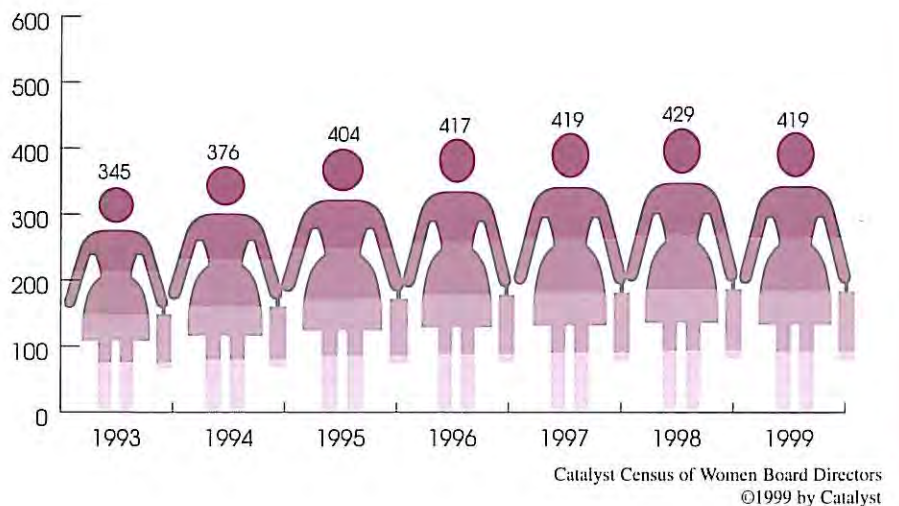
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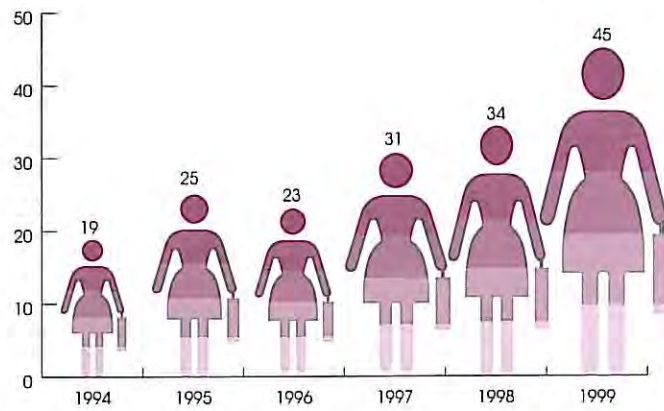


Why do we see a decline this year? One factor may be that a higher number of new companies has been added to the F500 list than in recent years: 47 new companies in 1999, compared to 35 in 1998, 36 in 1997, and 37 in 1996.

Among the 47 companies exiting the 1999 list, 13 had no women directors. In contrast, 23 of the newly added companies have no women directors, thereby increasing the number of companies in the F500 without a woman director by 10. This possibility is supported by the fact that among the 453 companies who remain on the list from 1998, the representation of women is virtually unchanged.

The only index in the census that has risen consistently is the number of boards with multiple women. For example, the number of boards with three or more women directors has risen by 32.4 percent this year, from 34 companies with such boards in 1998 to 45 this year. Five years ago, there were only 19 boards with three or more women; in 1999 that number has more than doubled.

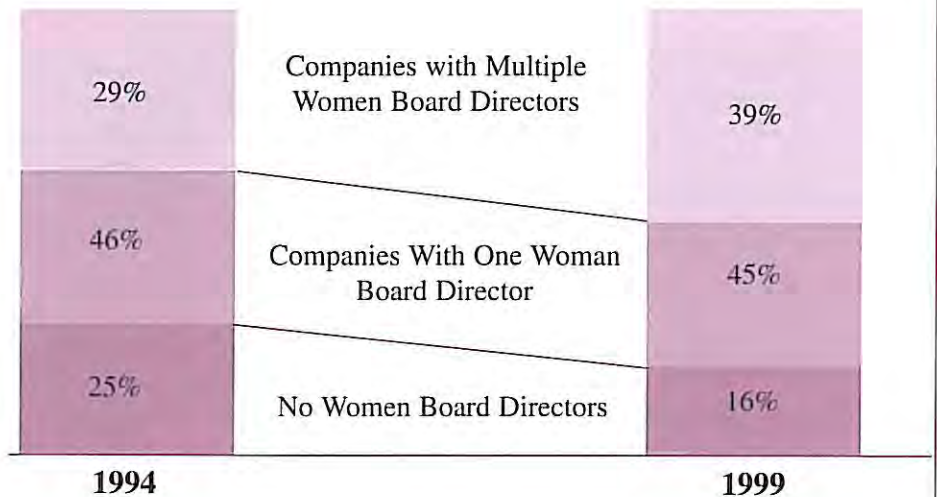
Figure iv: F500 Companies with Three or More Women Directors



Catalyst Census of Women Board Directors
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Additional analysis of the change over time in the F500 shows that the percent of companies with multiple women board directors is rising while the percent of companies with zero women directors is getting smaller (over a 5-year span). At the same time, the percent of companies with one woman director remains virtually unchanged.

Figure v: Progress for Women Board Directors in the Fortune 500



Catalyst Census of Women Board Directors
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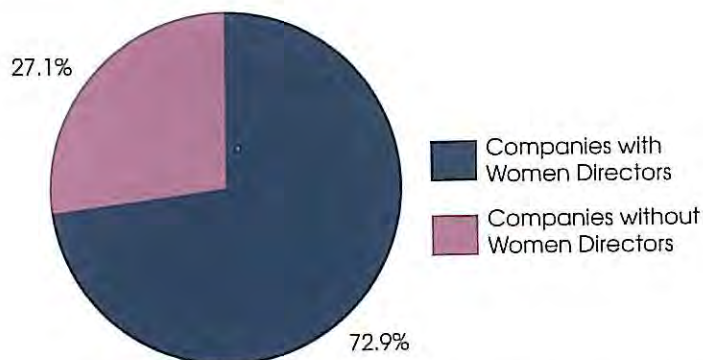
This year, the number of Fortune 500 company boards at gender parity or beyond has increased, from one—Golden West Financial Corporation (55.6 percent women directors)—to two, with the addition of Avon Products (50 percent women directors).

In keeping with Catalyst's focus on women of color in corporate management, the census this year tracks women-of-color board directors in the Fortune 1000. Women of color hold just 159 of the 8,463 board seats among the 777 companies from whom we were able to obtain data—that amounts to 1.9 percent of total board directors in these companies.

All these indicators are explored in greater depth on the following pages.

1999 F1000 Findings

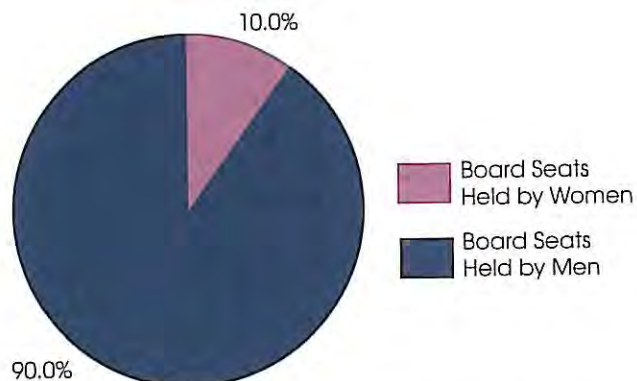
Figure 1: Companies with Women Directors



Catalyst Census of Women Board Directors
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As of the census cut-off date of March 31, 1999, 72.9 percent of F1000 companies—729 companies—have one or more women directors. Two hundred seventy-one companies (27.1 percent) have no women on their boards of directors. The percentage of F500 companies with at least one woman director is significantly greater, at 84 percent, than the 62 percent of F501-1000 companies with at least one woman director.

Figure 2: Board Seats Held by Women



Catalyst Census of Women Board Directors
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Women hold 10 percent of the seats on the boards of F1000 companies. The percentage of board seats held by women in the Fortune 500 (11.2 percent) is significantly greater than those held by women in Fortune 501-1000 companies (8.5 percent).

The Catalyst Blue Ribbon Board is made up of companies with more than one woman on their boards. In 1999, nearly 30 percent of the F1000 qualify (296 companies—196 from the F500). (See back cover and page iv)

Of the companies with multiple women directors, three companies have more than five women directors: TIAA-CREF with nine women directors, and Avon Products and State Farm Insurance Cos. with six each. Additionally, 38 companies have three women on their boards; 12 companies have four women; and 2 companies have five women. Table 1 highlights the 55 companies who, with three or more women directors, are leading the way in terms of gender diversity on their Boards of Directors.

Table 1: Fortune 1000
Companies with Three or
More Women Directors: 55
Companies

Aetna	Heinz (H.J.)	Pacific Life Insurance
Aid Association for Lutherans	Hasbro	Phoenix Home
Ameritech	Interstate Energy	Life Mutual Ins.
Anheuser-Busch	Jo Ann Stores	Potlatch
Avon Products	Johnson & Johnson	Principal Financial
BankAmerica Corp.	Kellogg	Prudential Ins. Co. of America
Baxter International	Knight-Ridder	Sara Lee Corporation
Bell Atlantic	Mattel	SBC Communications
BellSouth	Maytag	Sempra Energy
Beverly Enterprises	Metropolitan Life Insurance	SLM Holding
Boise Cascade	Montana Power	State Farm Ins. Cos.
Chase Manhattan Corp.	National City Corp.	TIAA-CREF
Consolidated Edison	Nationwide Insurance Enterprise	Times Mirror
Dayton Hudson	New York Times	Walt Disney
Dime Bancorp	Northeast Utilities	Wellpoint Health Networks
Eastman Kodak	Northwestern Mutual	Wells Fargo
Fannie Mae	Life	Wisconsin Energy
Gannett	Old Kent Financial Corp.	Xerox
Golden West Financial Corp.	Omnicare	
Gulfstream Aerospace		

The disparity between the Fortune 500 and the Fortune 501-1000 is even more pronounced when looking at companies with three or more women directors. Forty-five of these 55 companies are among the F500, while only 10 are among the F501-1000 companies. That makes F500 companies four-and-a-half times more likely than the F501-1000 companies to have women holding three or more board seats.

In 1999, 3 percent, or 30 of the F1000 companies report that women hold one-quarter or more of their board seats. In addition to the two companies who have achieved parity on their boards—Golden West and Avon—two companies achieved percentages of 40 percent or above: Beverly Enterprises at 44 percent and WellPoint Health Networks at 43 percent. There are several companies where 25-40 percent of the directors are women. (See Table 2.)

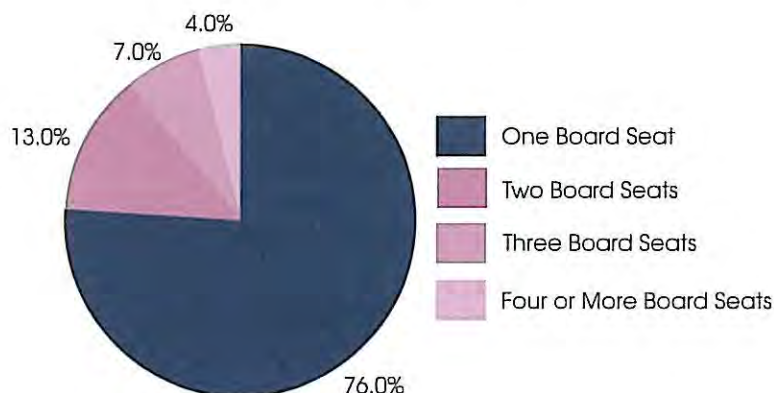
Table 2: Fortune 1000
Companies with 25
Percent or More Women
Directors: 30 Companies

Companies 30 Companies	Percent Women Directors
Golden West Financial Corp.	56
Avon Products	50
Beverly Enterprises	44
WellPoint Health Networks	43
JoAnn Stores	38
Consolidated Edison	36
Omnicare	33
Aetna	31
Northeast Utilities	30
Wisconsin Energy	30
Harman International Industries	29
Ikon Office Solutions	29
Jones Apparel Group	29
Microage	29
Nine West Group	29
PetsMart	29
Quest Diagnostics	29
TIAA-CREF	28
Dayton Hudson	27
Gannett	27
Hasbro	27
Mattel	27
Montana Power	27
Admnistaff	25
Circus Circus Enterprises	25
Fleming	25
International Multifoods	25
Vencor	25
Viad	25
Wrigley (Wm. Jr.)	25

Women on Boards

The total number of individual women serving on boards of F1000 companies is 786. These 786 women hold a total of 1,107 F1000 board seats, for an average of 1.4 board seats each, mirroring last year's average for the F500. Five hundred and ninety-nine women (76 percent) serve on only one board; 102 (13 percent) serve on two boards; 52 (7 percent) serve on three boards; and 33 (4 percent) serve on four or more boards.

Figure 3: Number of Fortune 1000 Board Seats Per Woman Director



Catalyst Census of Women Board Directors
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Women Directors by Fortune Revenue Decile

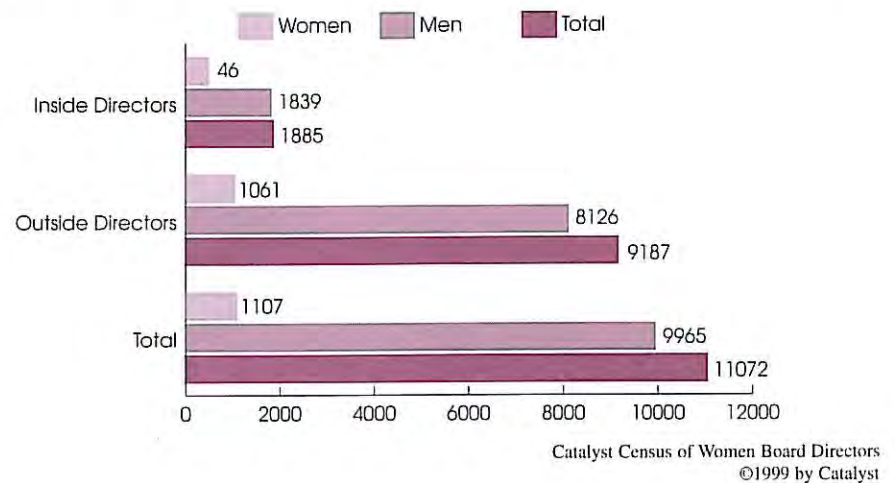
Catalyst analyses of F1000 companies by revenue decile reveal that revenue, board size, and the likelihood of a company having at least one woman director are significantly related. There is a statistically significant correlation between a company's revenue and its likelihood of having at least one woman director: the smaller the company's revenue, the greater the likelihood that it will have no women on its board. In addition, Catalyst finds another statistically significant correlation, one between the size of a company's board and its likelihood of having at least one woman director. That is, the smaller the company's board, the less likely it is to have a woman director.

Table 3: Average Number of Directors by Company Revenue

Decile/Company Rank by revenue	Average # of Directors per Company	Average # of Women Directors per Company	# of Companies with No Women Directors
1 1-100	14.1	1.95	4
2 101-200	12.5	1.36	9
3 201-300	12.1	1.29	18
4 301-400	10.9	1.15	17
5 401-500	11.5	1.1	33
6 501-600	10.4	0.93	35
7 601-700	10.3	0.94	32
8 701-800	10.0	0.86	35
9 801-900	9.5	0.79	42
10 901-1000	9.6	0.71	46

In F1000 companies, there are 1,885 inside directors¹ (19 percent of all directors²), clearly the most powerful of the corporation's executives. Just 46 (2.4 percent) of these directors are women. (See Figure 4.) This low number is not surprising, given the comparable, continuing low number of women in the highest positions in corporations, as documented in the *1999 Catalyst Census of Women Corporate Officers and Top Earners*³ published in November.

Figure 4: Number of Board Directors Occupying Inside Director Positions and Number of all Board Directors by Gender



Industry Analysis

Table 4: Industries with High Representation of Women on Boards of Directors

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

Industry	Number of Companies	Percent of Women Board Directors
Toys, sporting goods	2	26.9
Soaps, cosmetics	9	20.0
Savings institutions	7	15.0
Publishing, printing	22	14.9
Insurance: life & health (mutual)	12	13.9
Scientific, photo, and control equipment	11	13.8
Computers, office equipment	12	13.4
Health care	35	13.4
Utilities, gas and electric	64	13.4
Apparel	13	13.2
Pharmaceuticals	12	13.1
General merchandisers	20	12.6
Insurance: life & health (stock)	23	12.0
Airlines	20	12.0
Specialist retailers	44	11.7

¹ For the purpose of this census, Catalyst considers as "inside directors" officers of the company who serve as members of its board of directors.

² This excludes 11 companies for whom we do not have inside director information.

³ *1999 Catalyst Census of Women Corporate Officers and Top Earners*. New York: Catalyst, 1999. An annual comprehensive accounting and analysis of the representation of women among the corporate officers and five highest-earning officers in each of the Fortune 500 companies.

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

Table 5: Industries with Low Representation of Women on Boards of Directors

Industry	Number of Companies	Percent of Women Board Directors
Semiconductors	7	3.6
Waste management	4	4.7
Energy	4	5.3
Tobacco	5	5.4
Pipelines	9	5.6
Computer peripherals	8	6.0
Miscellaneous	12	6.0
Industrial & farm equipment	37	6.2
Motor vehicles & parts	20	6.2
Railroads	5	6.3
Advertising, marketing	4	6.4
Automotive retailing & services	8	6.5
Trucking	9	6.7
Engineering, construction	23	6.8
Rubber & plastic products	10	6.8

Geographical Analysis

Companies in the Midwest are more likely than companies in other geographic regions to have one or more women directors: 78 percent of all companies headquartered in the Midwest have women serving on their boards of directors. The Northeast follows with 77 percent of its companies having women directors; the South with 68 percent; and the West with 66 percent.

Table 6: Percent of Fortune 1000 Companies with Women Directors, by Region

Region	Number of Companies	Percent of Women Directors
Midwest	278	78.0
West	269	77.0
South	284	68.0
Northeast	168	66.0
Total	999⁴	

Women of Color

Women of color hold just 159 of the 8,463 board seats among the 777 companies from whom we were able to obtain data. These 159 seats held by women of color comprise just 1.9 percent of the total board seats among these companies. Board seats held by women of color represent 19.7 percent of board seats held by all women among the 777 companies from whom we were able to obtain data.

One hundred eleven of the 159 board seats are held by African-American women, representing the largest minority group among women directors, followed by 25 board seats held by Hispanic women, 18 seats held by Asian-American women, and 5 seats classified as "Other."

⁴ One of the F1000 companies has its headquarters in Puerto Rico.

In the recently published *Catalyst Census of Women Corporate Officers and Top Earners*⁵, we reported that there are only 105 women of color among the 7,994 corporate officers of the 340 companies with such data. Therefore, women of color are represented in low numbers as both board directors (1.9 percent of board seats occupied by women of color) and corporate officers (1.3 percent) of America's leading corporations. Women of color fare a little better on boards, perhaps because boards can and have expanded their pool beyond the corporate officer pool to include those who have excelled in a variety of arenas, such as higher education and not-for-profit work.

In July 1999, Catalyst presented the results of its three-year, landmark study, *Women of Color in Corporate America: Opportunities and Barriers*. Continuing our efforts to promote diversity in corporate America, Catalyst's census team asked the Fortune 1000 companies how many of their women board directors are women of color. Unlike the other data gathered for this census which comes from public records, corporations provided this data voluntarily to help shed light upon an important business issue.⁶

We have data concerning 777 of the 1000 companies. Of these companies, 270 companies have no female board directors and therefore have no women of color directors. The remainder, 507 companies, provided us with information concerning the ethnicity/race of their female corporate officers.

⁵ See note 3, page 10.

⁶ It should be noted that in our letter to each company, we explained that we would not publish company-by-company statistics on female board directors who are women of color. Rather we intended to report at the aggregate level on the extent to which women of color have attained corporate governance positions in America.

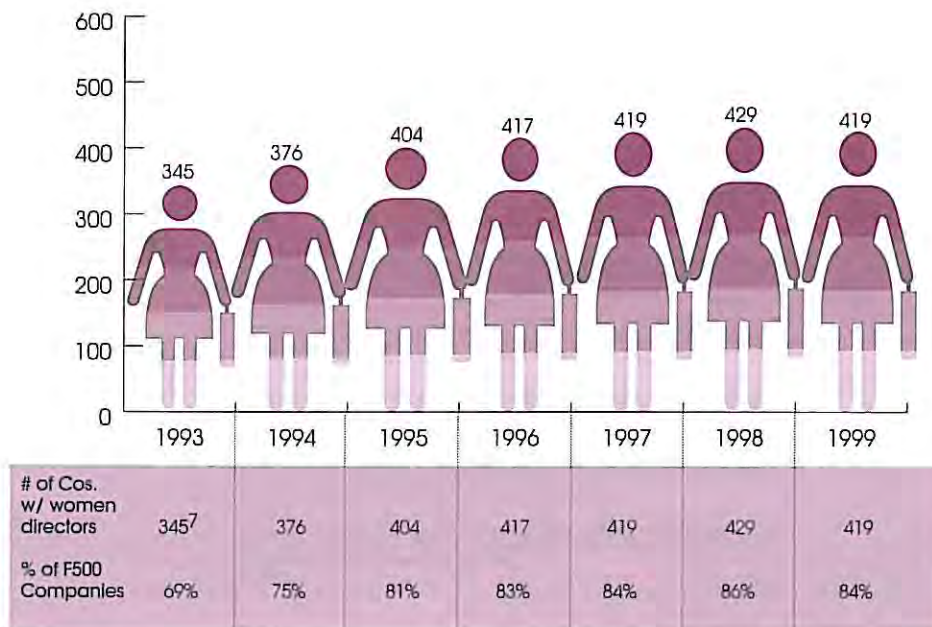
1999 F500 Findings: Trends Over Time

Trends Concerning Women on Boards of the Fortune 500 Companies

This is Catalyst's seventh year monitoring the progress of America's Fortune 500 companies toward offering women a substantial place in their boardrooms. Having such a perspective allows a comparison of this year's data on Fortune 500 companies with last year's, thus determining trends since Catalyst began collecting this data in 1993.

During this time the trend has been for an increasing number of companies to appoint women to their boards. Since 1993, we have seen a 21 percent increase in the number of companies with women on their boards. For the first time, however, this year we see a reversal of that trend, though it is too soon to assess whether this is merely a blip or the beginning of a shift. (See Figure 5.) In 1999, 84 percent of F500 companies—419 companies—have one or more women directors (as of the census cut-off date of March 31, 1999). This is a decrease of two percentage points since last year. Eighty-one companies (16.2 percent) now have no women on their boards of directors, versus 71 companies in 1998. Why the change? One factor is that of the forty-seven companies new to the F500 this year, twenty-three have no women on their boards. Furthermore, 10 companies that exited the list this year had women directors. In the coming years, Catalyst will continue to closely monitor the addition and subtraction of companies to the Fortune 500 list in order to determine more clearly the presence of a connection between those sets of companies and the number of companies in the full F500 list with women serving as directors. We will, of course, also do this for the full F1000 list.

Figure 5: Fortune 500
Companies with Women
Directors: Seven-Year Trend

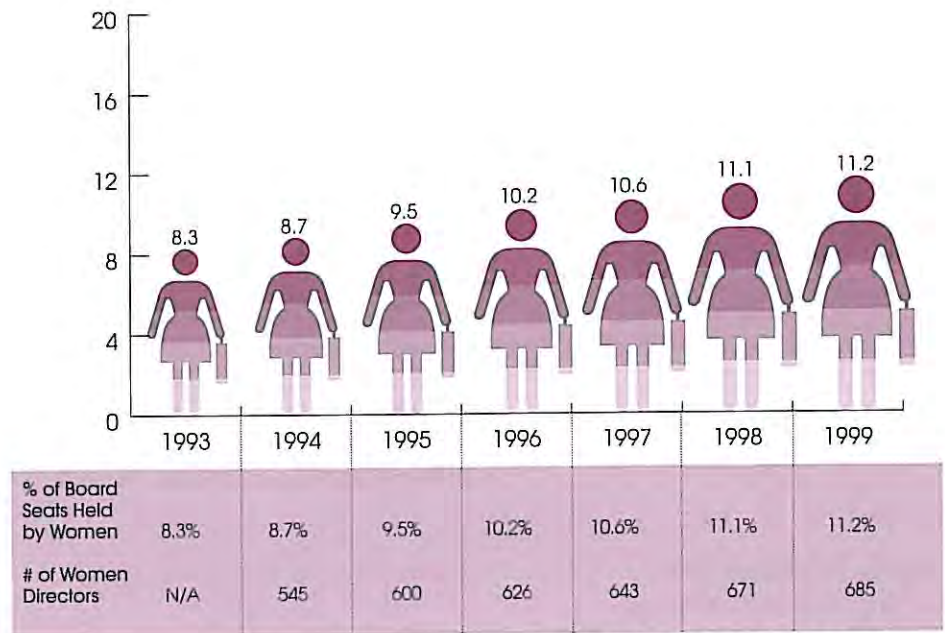


Catalyst Census of Women Board Directors
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⁷ In 1995, when Fortune magazine consolidated the industrial and service companies into one list, Catalyst followed the new listing. In order to have comparison data, Catalyst created a parallel list of the Fortune 500 companies for 1994 and an adjusted list for 1993.

The number of board seats held by women continues to increase, although the incremental change is small this year. Women hold 11.2 percent of the seats on the boards of F500 companies, up slightly from 11.1 percent in 1998. Women occupy 14 more board seats this year than last—685, out of a total of 6,120. However, since 1994, women have gained a total 140 seats. (See Figure 6)

Figure 6: Percent of Board Seats in Fortune 500 Companies Held by Women

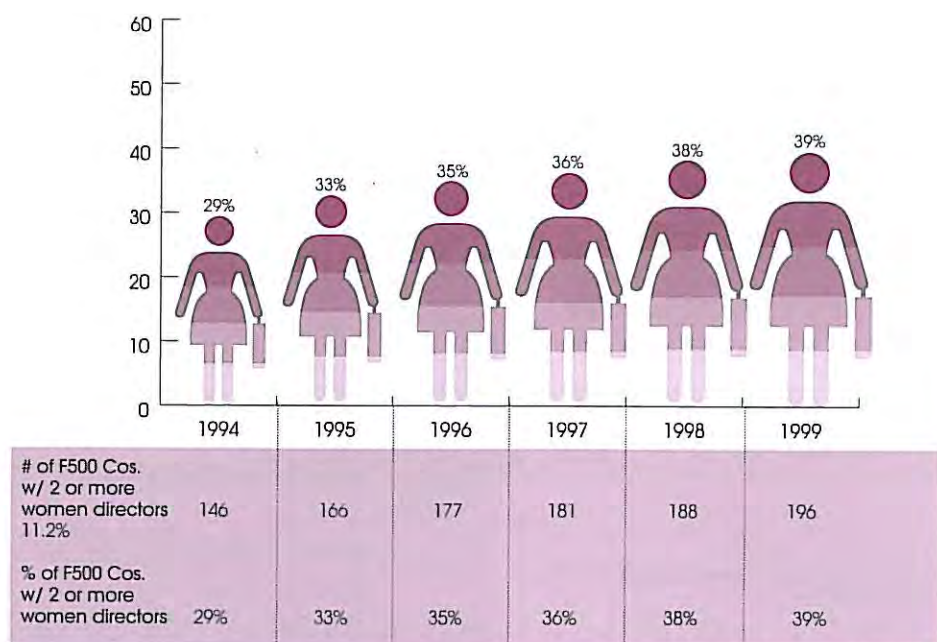


Catalyst Census of Women Board Directors
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One hundred ninety-six (39.2 percent) of F500 companies have more than one woman on their boards. That number was 188 (38%) in 1998.⁸

⁸ The Catalyst Blue Ribbon Board lists all F1000 companies with more than one female director (inside front cover.).

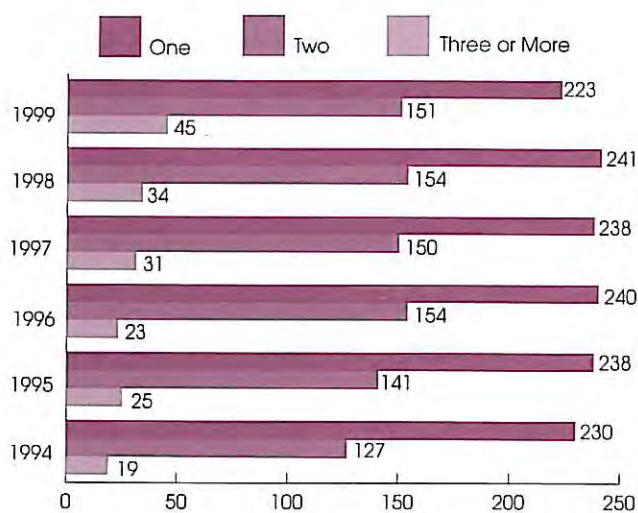
Figure 7: Percent of Fortune 500 Companies with Two or More Women Directors



Catalyst Census of Women Board Directors
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Five years ago, there were only 19 boards with three or more women directors. This year that number is 45—a 137 percent gain since Catalyst began collecting this data, and a 32.4 percent increase over last year. (See Figure 8.)

Figure 8: Fortune 500 Companies and Number of Women Directors



Catalyst Census of Women Board Directors
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In 1999, 15 of the F500 companies report that women hold one-quarter or more of their board seats. This is a slight decrease from 1998 when 17 F500 companies had one-quarter or more of their board seats held by women.

Table 7: Fortune 500
Companies with 25
Percent or More Women
Directors: 15 Companies

Companies 15 Companies	Percent Women Directors
Golden West Financial Corp.	56
Avon Products	50
WellPoint Health Networks	43
Consolidated Edison	36
Aetna	31
Northeast Utilities	30
Ikon Office Solutions	29
Microage	29
TIAA-CREF	28
Dayton Hudson	27
Gannett	27
Hasbro	27
Mattel	27
Fleming	25
Vencor	25

Trends Concerning Individual Women Sitting on Boards of the Fortune 500 Companies

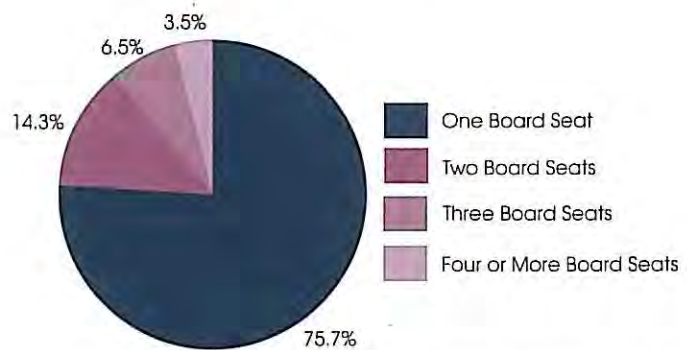
This year, 19 more individual women serve on the boards of F500 companies, thus continuing the upward trend. The total number of women serving on boards is 490, up from 471 in 1998, and 352 in 1994, an increase of 39 percent from when we started this count. (See Table 8.)

Table 8: Number of
Individual Women Serving
as Directors of Fortune 500
Companies

Year	Number of Women Directors
1999	490
1998	471
1997	444
1996	420
1995	390
1994	352

In 1999, women hold an average of 1.4 board seats each. Three hundred seventy-one (75.7 percent) women serve on only one board; 70 (14.3 percent) serve on two boards; 32 (6.5 percent) serve on three boards; and 17 (3.5 percent) serve on four or more boards. These statistics are comparable to last year's.

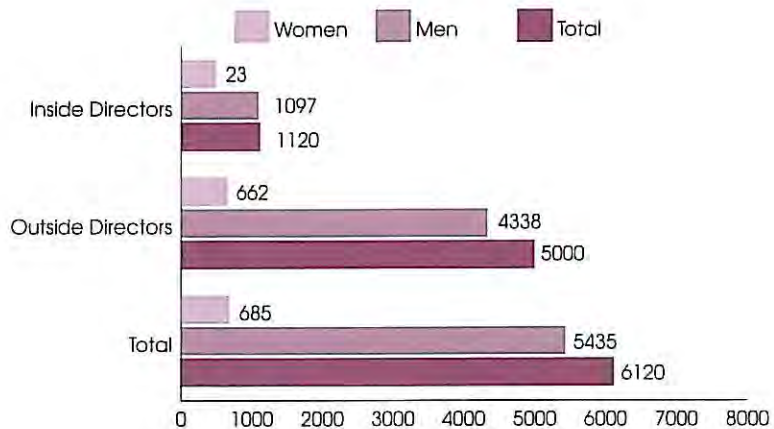
Figure 9: Number of Fortune 500 Board Seats Per Woman Director



Catalyst Census of Women Board Directors
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In F500 companies, there are 1,120 inside directors (18.8 percent).⁹ Women hold just 2 percent of these inside director seats. Though their numbers grew from 13 last year to 23 in 1999, the numbers are still small. These statistics are similar to those of women in the highest positions in corporations, as documented in the annual *Catalyst Census of Women Corporate Officers and Top Earners*.¹⁰

Figure 10: Number of Fortune 500 Board Directors Occupying Inside Director Positions and Number of All Board Directors by Gender



Catalyst Census of Women Board Directors
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⁹ This is 18.8 percent of the 5,955 directors from the 486 companies who provided us with information on inside directors.

¹⁰ 1999 *Catalyst Census of Women Corporate Officers and Top Earners*, New York: Catalyst, 1999. An annual comprehensive accounting and analysis of the representation of women among the corporate officers and five highest-earning officers in each of the F500 companies.

Table 9: Percent of Fortune 500 Companies with Women Directors, by Region

There are several slight changes in the regional distribution of women board members since 1998. The Northeast has always been the region with the highest percentage of companies with women on boards. It remains so. Currently, 92 percent of companies headquartered there have women on their board of directors. The Midwest, which increased by one percentage point over last year, now has 87 percent of its companies with women board directors. The South, which in 1998 had 81 percent of its companies with women board directors, decreased to 78 percent. The West also experienced a decrease from 78 percent to 74 percent.

Region	Number of Companies	Percent of Cos. with Women in 1999	Percent of Cos. with Women in 1998
Northeast	147	92	93
Midwest	134	87	86
South	134	78	81
West	85	74	78
Total	500	84	86

Methodology: How Did We Produce the Census?

During the summer of 1999, Catalyst sent a letter to the human resources or corporate secretary's office of each of the F1000 companies (as published in the April 26, 1999 issue of *Fortune* magazine.) The letter sought:

- (1) to verify the company's total number of board directors as of the cut-off date of March 31, 1999;
- (2) to confirm the names and numbers of any women board directors;
- (3) to determine the total number of inside directors serving on the board, as well as the number of inside women directors; and
- (4) to learn the extent to which women of color are represented on the board of directors.

After the deadline of July 16, 1999, for the F500 companies and August 20, for the F501-1000 companies, members of our research team made over 500 calls to non-responding companies. If we still had not heard from a company by the deadline, 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. Our verification rate for the Fortune 1000 companies is 80 percent.

For those companies who do not take the opportunity to verify the data, Catalyst reports the unverified data we presented to the company.

Once Catalyst received verification forms from each company, additions and revisions were incorporated into our Census database. Research teams audited the data multiple times to ensure accuracy, comparing printouts from the database with the verification from companies and public records.

The *Catalyst Census: Women Board Directors of the Fortune 1000* is a snapshot in time. It represents the gender diversity of corporate governance in F1000 companies as of March 31, 1999. Catalyst continues this work, year after year, to monitor progress over time.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
1	GENERAL MOTORS	2	15	13.33%	51	JOHNSON & JOHNSON	3	13	23.08%
2	FORD MOTOR	2	11	18.18%	52	BELLSOUTH	3	14	21.43%
3	WAL-MART STORES	2	15	13.33%	53	WALT DISNEY	3	16	18.75%
4	EXXON	2	13	15.38%	54	PEPSICO	1	13	7.69%
5	GENERAL ELECTRIC	2	16	12.50%	55	INGRAM MICRO	1	7	14.29%
6	INTL. BUSINESS MACHINES	2	12	16.67%	56	FIRST UNION CORP.	2	27	7.41%
7	CITIGROUP	1	18	5.56%	57	CIGNA	2	12	16.67%
8	PHILIP MORRIS	2	15	13.33%	58	CATERPILLAR	1	14	7.14%
9	BOEING	1	13	7.69%	59	MCKESSON HBOC	2	9	22.22%
10	AT&T	1	13	7.69%	60	LOEWS	1	12	8.33%
11	BANKAMERICA CORP.	4	19	21.05%	61	AETNA	4	13	30.77%
12	STATE FARM INSURANCE COS.	6	39	15.38%	62	WELLS FARGO	5	24	20.83%
13	MOBIL	2	13	15.38%	63	XEROX	3	16	18.75%
14	HEWLETT-PACKARD	2	13	15.38%	64	SARA LEE	3	17	17.65%
15	SEARS ROEBUCK	2	11	18.18%	65	PG&E CORP.	2	14	14.29%
16	E. I. DUPONT DE NEMOURS	2	12	16.67%	66	LEHMAN BROTHERS HOLDINGS	1	9	11.11%
17	PROCTER & GAMBLE	2	16	12.50%	67	AMERICAN STORES †	2	12	16.67%
18	TIAA-CREF	9	32	28.13%	68	NEW YORK LIFE INSURANCE	2	16	12.50%
19	MERRILL LYNCH	2	15	13.33%	69	RAYTHEON	1	15	6.67%
20	PRUDENTIAL INS. CO. OF AMERICA	3	23	13.04%	70	INTERNATIONAL PAPER	1	12	8.33%
21	KMART	2	13	15.38%	71	AMR	2	11	18.18%
22	AMERICAN INTERNATIONAL GROUP	2	19	10.53%	72	AMERICAN EXPRESS	2	14	14.29%
23	CHASE MANHATTAN CORP.	3	17	17.65%	73	COCA-COLA	2	12	16.67%
24	TEXACO	2	12	16.67%	74	COLUMBIA/HCA HEALTHCARE	1	12	8.33%
25	BELL ATLANTIC	4	21	19.05%	75	DOW CHEMICAL	2	16	12.50%
26	FANNIE MAE	3	16	18.75%	76	J.P. MORGAN & CO.	2	17	11.76%
27	ENRON	1	17	5.88%	77	BRISTOL-MYERS SQUIBB	2	11	18.18%
28	COMPAQ COMPUTER	2	12	16.67%	78	DELL COMPUTER	2	10	20.00%
29	MORGAN STANLEY DEAN WITTER	2	13	15.38%	79	FREDDIE MAC	1	17	5.88%
30	DAYTON HUDSON	3	11	27.27%	80	MCI WORLDCOM	0	15	0.00%
31	J. C. PENNEY	2	10	20.00%	81	DUKE ENERGY	1	13	7.69%
32	HOME DEPOT	2	11	18.18%	82	UAL	0	12	0.00%
33	LUCENT TECHNOLOGIES	1	9	11.11%	83	REPUBLIC INDUSTRIES †	1	10	10.00%
34	MOTOROLA	2	15	13.33%	84	UNITED HEALTHCARE	2	11	18.18%
35	SBC COMMUNICATIONS	4	21	19.05%	85	HALLIBURTON	1	14	7.14%
36	KROGER	2	13	15.38%	86	SUPERVALU	2	11	18.18%
37	MERCK	2	13	15.38%	87	AMERITECH	3	13	23.08%
38	CHEVRON	2	13	15.38%	88	SPRINT	1	11	9.09%
39	METROPOLITAN LIFE INSURANCE	3	16	18.75%	89	RJR NABISCO HOLDINGS	1	9	11.11%
40	INTEL	1	11	9.09%	90	ELECTRONIC DATA SYSTEMS	1	10	10.00%
41	LOCKHEED MARTIN	2	15	13.33%	91	ARCHER DANIELS MIDLAND	1	13	7.69%
42	ALLSTATE	0	9	0.00%	92	ALBERTSON'S	1	14	7.14%
43	UNITED TECHNOLOGIES	2	14	14.29%	93	CARDINAL HEALTH	1	13	7.69%
44	BANK ONE CORP.	2	22	9.09%	94	FDX	1	13	7.69%
45	GTE	1	13	7.69%	95	FEDERATED DEPARTMENT STORES	2	12	16.67%
46	UNITED PARCEL SERVICE	2	15	13.33%	96	ALCOA	2	11	18.18%
47	USX	1	15	6.67%	97	SYSCO	2	15	13.33%
48	SAFeway	0	8	0.00%	98	WALGREEN	1	11	9.09%
49	COSTCO	1	10	10.00%	99	CVS	2	12	16.67%
50	CONAGRA	2	13	15.38%	100	ALLIEDSIGNAL	1	14	7.14%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
101	FLEMING	2	8	25.00%	151	TOYS "R" US	2	10	20.00%
102	HARTFORD FINANCIAL SERVICES	1	12	8.33%	152	WEYERHAEUSER	1	10	10.00%
103	MINNESOTA MINING & MFG.	2	12	16.67%	153	MASS. MUTUAL LIFE INS.	2	18	11.11%
104	FRED MEYER †	1	16	6.25%	154	UNION PACIFIC	1	14	7.14%
105	TEXAS UTILITIES	1	10	10.00%	155	WHIRLPOOL	2	13	15.38%
106	PFIZER	2	15	13.33%	156	AMERICAN GENERAL	1	12	8.33%
107	NORTHWESTERN MUTUAL LIFE INS.	3	25	12.00%	157	WARNER-LAMBERT	0	12	0.00%
108	TIME WARNER	2	13	15.38%	158	EDISON INTERNATIONAL	1	16	6.25%
109	MICROSOFT	1	7	14.29%	159	GILLETTE	2	12	16.67%
110	DYNEGY	1	13	7.69%	160	ELI LILLY	2	10	20.00%
111	DELTA AIR LINES	1	10	10.00%	161	FLEET FINANCIAL GROUP †	2	22	9.09%
112	BERKSHIRE HATHAWAY	1	7	14.29%	162	CSX	1	14	7.14%
113	DEERE	1	11	9.09%	163	TENET HEALTHCARE	1	10	10.00%
114	BERGEN BRUNSWIG	0	12	0.00%	164	SUN MICROSYSTEMS	1	8	12.50%
115	WINN-DIXIE STORES	1	11	9.09%	165	HUMANA	1	8	12.50%
116	FLUOR	2	13	15.38%	166	NIKE	1	13	7.69%
117	AMERICAN HOME PRODUCTS	1	11	9.09%	167	PACIFICARE HEALTH SYSTEM	1	12	8.33%
118	EMERSON ELECTRIC	1	16	6.25%	168	PACIFICORP	2	10	20.00%
119	COCA-COLA ENTERPRISES	1	14	7.14%	169	LIMITED	2	12	16.67%
120	MAY DEPARTMENT STORES	2	14	14.29%	170	HEINZ (H.J.)	4	19	21.05%
121	EASTMAN KODAK	3	13	23.08%	171	ST. PAUL COS.	1	16	6.25%
122	GEORGIA-PACIFIC	1	13	7.69%	172	CBS	1	11	9.09%
123	ATLANTIC RICHFIELD	1	10	10.00%	173	LEAR	1	10	10.00%
124	LIBERTY MUTUAL INSURANCE GROUP	1	14	7.14%	174	GAP	2	11	18.18%
125	NATIONWIDE INS. ENTPIRISE	3	20	15.00%	175	NORTHWEST AIRLINES	2	15	13.33%
126	IBP	2	10	20.00%	176	OFFICE DEPOT	1	12	8.33%
127	DANA	1	11	9.09%	177	COLGATE-PALMOLIVE	2	9	22.22%
128	WASHINGTON MUTUAL	2	18	11.11%	178	BURLINGTON NORTHERN SANTA FE	1	15	6.67%
129	WASTE MANAGEMENT	1	13	7.69%	179	JOHN HANCOCK MUTUAL LIFE INS..	2	16	12.50%
130	GOODYEAR TIRE & RUBBER	1	11	9.09%	180	NORTHROP GRUMMAN	1	11	9.09%
131	JOHNSON CONTROLS	1	12	8.33%	181	FOUNDATION HEALTH SYSTEMS	0	10	0.00%
132	UTILICORP UNITED	1	9	11.11%	182	CIRCUIT CITY GROUP	1	12	8.33%
133	ABBOTT LABORATORIES	1	13	7.69%	183	MANPOWER	0	9	0.00%
134	MCDONALD'S	1	15	6.67%	184	FARMLAND INDUSTRIES	0	22	0.00%
135	US WEST	2	11	18.18%	185	HOUSEHOLD INTERNATIONAL	1	16	6.25%
136	KIMBERLY-CLARK	2	12	16.67%	186	US AIRWAYS GROUP	2	12	16.67%
137	LOWE'S	2	13	15.38%	187	MONSANTO	1	10	10.00%
138	VIACOM	1	10	10.00%	188	AMERISOURCE HEALTH	0	8	0.00%
139	PUBLIX SUPER MARKETS	2	9	22.22%	189	CHS ELECTRONICS	0	8	0.00%
140	BANKERS TRUST CORP. †	1	15	6.67%	190	TRICON GLOBAL RESTAURANTS	2	12	16.67%
141	TOSCO	1	10	10.00%	191	TEXAS INSTRUMENTS	1	10	10.00%
142	TRW	2	14	14.29%	192	CISCO SYSTEMS	2	11	18.18%
143	PHILLIPS PETROLEUM	2	12	16.67%	193	HONEYWELL †	2	12	16.67%
144	TEXTRON	2	15	13.33%	194	BESTFOODS	2	14	14.29%
145	TECH DATA	0	9	0.00%	195	BEST BUY	1	9	11.11%
146	ENTERGY	0	14	0.00%	196	ULTRAMAR DIAMOND SHAMROCK	2	12	16.67%
147	HOUSTON INDUSTRIES †	1	14	7.14%	197	ARROW ELECTRONICS	1	11	9.09%
148	SOUTHERN	1	14	7.14%	198	CROWN CORK & SEAL	1	14	7.14%
149	RITE AID	1	11	9.09%	199	INGERSOLL-RAND	1	9	11.11%
150	ANHEUSER-BUSCH	3	16	18.75%	200	SCHERING-PLOUGH	2	15	13.33%

† See addendum notes on page 44.

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Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
201	NATIONAL CITY CORP.	3	20	15.00%	251	AMERADA HESS	1	15	6.67%
202	ROCKWELL INTERNATIONAL	0	11	0.00%	252	GENUINE PARTS	1	10	10.00%
203	DILLARD'S	1	15	6.67%	253	COMPUTER SCIENCES	0	9	0.00%
204	BEAR STEARNS	0	9	0.00%	254	BAXTER INTERNATIONAL	3	13	23.08%
205	GUARDIAN LIFE INS. CO. OF AMERICA	1	16	6.25%	255	OCCIDENTAL PETROLEUM	1	12	8.33%
206	MARRIOTT INTERNATIONAL	1	10	10.00%	256	WELLPOINT HEALTH NETWORKS	3	7	42.86%
207	CONTINENTAL AIRLINES	1	13	7.69%	257	COLUMBIA ENERGY GROUP	1	13	7.69%
208	TJX	2	10	20.00%	258	NCR	1	8	12.50%
209	PNC BANK CORP.	1	17	5.88%	259	AON	1	15	6.67%
210	PACCAR	0	10	0.00%	260	SAFECO	2	12	16.67%
211	NAVISTAR INTERNATIONAL	1	11	9.09%	261	TRANSAMERICA †	2	9	22.22%
212	CONSECO	1	11	9.09%	262	ARAMARK	1	11	9.09%
213	PRINCIPAL FINANCIAL	4	17	23.53%	263	CHUBB	2	15	13.33%
214	UNITED STATES AUTOMOBILE ASSN.	2	14	14.29%	264	AMERICAN ELECTRIC POWER	2	11	18.18%
215	U.S. BANCORP	2	21	9.52%	265	BAKER HUGHES	2	14	14.29%
216	WILLIAMS	2	14	14.29%	266	CUMMINS ENGINE	1	14	7.14%
217	BINDLEY WESTERN	1	11	9.09%	267	SAKS †	1	18	5.56%
218	BANKBOSTON CORP.	2	17	11.76%	268	BOISE CASCADE	3	15	20.00%
219	TENNECO	1	11	9.09%	269	CASE	1	8	12.50%
220	ITT INDUSTRIES	2	10	20.00%	270	LINCOLN NATIONAL	2	12	16.67%
221	PPG INDUSTRIES	1	11	9.09%	271	DOMINION RESOURCES	1	12	8.33%
222	CAMPBELL SOUP	2	16	12.50%	272	GENERAL MILLS	2	13	15.38%
223	GATEWAY 2000	0	7	0.00%	273	APPLE COMPUTER	0	7	0.00%
224	NEBCO EVANS	0	9	0.00%	274	PUBLIC SERVICE ENTERPRISE GROUP	1	11	9.09%
225	UNISOURCE	0	7	0.00%	275	AVNET	2	10	20.00%
226	TYSON FOODS	1	11	9.09%	276	WACHOVIA CORP.	1	17	5.88%
227	SUNTRUST BANKS	0	16	0.00%	277	R.R. DONNELLEY & SONS	2	11	18.18%
228	TELE-COMMUNICATIONS †	0	8	0.00%	278	ANTHEM INSURANCE	2	13	15.38%
229	FORT JAMES	2	11	18.18%	279	CINERGY	2	17	11.76%
230	PAINE WEBBER GROUP	1	13	7.69%	280	FIRSTENERGY	1	12	8.33%
231	UNISYS	1	10	10.00%	281	REYNOLDS METALS	2	11	18.18%
232	MARSH & MCLENNAN	1	18	5.56%	282	CENDANT	1	17	5.88%
233	UNICOM	2	11	18.18%	283	MELLON BANK CORP.	1	22	4.55%
234	ORACLE	0	8	0.00%	284	QUANTUM	0	6	0.00%
235	COASTAL	0	12	0.00%	285	BANK OF NEW YORK CO.	1	15	6.67%
236	STAPLES	2	12	16.67%	286	EL PASO ENERGY	0	8	0.00%
237	AFLAC	2	17	11.76%	287	VENATOR	1	11	9.09%
238	KEYCORP	1	20	5.00%	288	UNION CARBIDE	1	9	11.11%
239	CONSOLIDATED EDISON	4	11	36.36%	289	CHAMPION INTERNATIONAL	1	10	10.00%
240	SUNOCO	2	13	15.38%	290	ILLINOIS TOOL WORKS	1	10	10.00%
241	MEDPARTNERS	0	12	0.00%	291	IKON OFFICE SOLUTIONS	2	7	28.57%
242	ASHLAND	2	12	16.67%	292	COMCAST	1	10	10.00%
243	PHARMACIA & UPJOHN	2	12	16.67%	293	RALSTON PURINA	1	13	7.69%
244	SEAGATE TECHNOLOGY	1	7	14.29%	294	VALERO ENERGY	1	8	12.50%
245	SCI SYSTEMS	1	8	12.50%	295	LG&E ENERGY	2	14	14.29%
246	KELLOGG	3	14	21.43%	296	SEMPRA ENERGY	3	16	18.75%
247	SODEXHO MARRIOTT SERVICES	0	8	0.00%	297	MICROAGE	2	7	28.57%
248	FPL GROUP	1	15	6.67%	298	U.S. FOODSERVICE	0	15	0.00%
249	AMERICAN STANDARD	0	9	0.00%	299	AMP †	1	11	9.09%
250	EATON	1	12	8.33%	300	CENTRAL & SOUTH WEST	1	10	10.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
301	VF	2	11	18.18%	351	NORFOLK SOUTHERN	1	11	9.09%
302	OWENS-ILLINOIS	0	11	0.00%	352	DOLE FOOD	1	7	14.29%
303	3COM	0	10	0.00%	353	LITTON INDUSTRIES	1	9	11.11%
304	UNOCAL	1	9	11.11%	354	KN ENERGY	0	15	0.00%
305	PROGRESSIVE	1	9	11.11%	355	FMC	1	12	8.33%
306	SOLECTRON	0	9	0.00%	356	MASCO	1	8	12.50%
307	COMPUSA	0	8	0.00%	357	W.W. GRAINGER	1	11	9.09%
308	AVON PRODUCTS	6	12	50.00%	358	OFFICEMAX	1	7	14.29%
309	PECO ENERGY	2	12	16.67%	359	PITNEY BOWES	2	10	20.00%
310	MBNA	0	7	0.00%	360	TRUSERV	1	16	6.25%
311	ALLTEL	1	11	9.09%	361	UNIVERSAL	0	10	0.00%
312	RYDER SYSTEM	2	10	20.00%	362	LTV	1	11	9.09%
313	AIRTOUCH COMMUNICATIONS	1	11	9.09%	363	INACOM	1	9	11.11%
314	CMS ENERGY	1	10	10.00%	364	GPU	2	10	20.00%
315	GANNETT	3	11	27.27%	365	HARCOURT GENERAL	2	12	16.67%
316	FIRST DATA	1	9	11.11%	366	STATE STREET CORP.	2	19	10.53%
317	COOPER INDUSTRIES	1	12	8.33%	367	GIANT FOOD	2	9	22.22%
318	NORDSTROM	2	11	18.18%	368	DTE ENERGY	1	13	7.69%
319	OWENS CORNING	2	12	16.67%	369	CONSOLIDATED STORES	1	9	11.11%
320	GENERAL DYNAMICS	0	10	0.00%	370	ENGELHARD	2	10	20.00%
321	CNF TRANSPORTATION	1	12	8.33%	371	SOUTHWEST AIRLINES	1	9	11.11%
322	SHERWIN-WILLIAMS	1	11	9.09%	372	NASH FINCH	1	11	9.09%
323	AIR PRODUCTS & CHEMICALS	1	13	7.69%	373	PACIFIC LIFE INSURANCE	3	19	15.79%
324	DOVER	1	9	11.11%	374	NUCOR	0	6	0.00%
325	QUAKER OATS	1	10	10.00%	375	TURNER CORP.	0	11	0.00%
326	PRAXAIR	1	11	9.09%	376	RYERSON TULL	1	9	11.11%
327	STARWOOD HOTELS AND RESORTS	1	17	5.88%	377	KELLY SERVICES	1	5	20.00%
328	AUTOMATIC DATA PROCESSING	1	11	9.09%	378	OMNICOM GROUP	1	14	7.14%
329	FORTUNE BRANDS	2	14	14.29%	379	MAYTAG	3	14	21.43%
330	TANDY	1	12	8.33%	380	HILTON HOTELS	1	10	10.00%
331	MATTEL	3	11	27.27%	381	AMERICAN FINANCIAL GROUP	0	8	0.00%
332	BROWNING-FERRIS INDUSTRIES	1	10	10.00%	382	APPLIED MATERIALS	1	9	11.11%
333	SERVICEMASTER	1	17	5.88%	383	HEALTHSOUTH	1	12	8.33%
334	OXFORD HEALTH PLANS	1	11	9.09%	384	AMERICAN FAMILY INS. GROUP	2	13	15.38%
335	COMPUTER ASSOCIATES INTL.	1	8	12.50%	385	CENTEX	0	9	0.00%
336	PARKER HANNIFIN	2	15	13.33%	386	EMC	1	7	14.29%
337	UNUM †	2	12	16.67%	387	INTERPUBLIC GROUP	1	11	9.09%
338	OLSTEN	1	9	11.11%	388	B.F. GOODRICH	2	11	18.18%
339	FOSTER WHEELER	2	11	18.18%	389	BRUNSWICK	2	12	16.67%
340	MEAD	1	11	9.09%	390	HARRIS	1	9	11.11%
341	ALLEGIANCE	1	8	12.50%	391	ALLEGHENY TELEDYNE	1	14	7.14%
342	BLACK & DECKER	1	8	12.50%	392	GENAMERICA	1	13	7.69%
343	MERISEL	0	11	0.00%	393	PROVIDENT COS.	1	14	7.14%
344	UNION CAMP †	1	11	9.09%	394	THERMO ELECTRON	1	13	7.69%
345	EASTMAN CHEMICAL	1	10	10.00%	395	SMITHFIELD FOODS	0	13	0.00%
346	BETHLEHEM STEEL	1	13	7.69%	396	MARKETSPAN †	1	14	7.14%
347	SCIENCE APPLICATIONS INTL.	1	20	5.00%	397	MERITOR AUTOMOTIVE	0	7	0.00%
348	CORPORATE EXPRESS	1	5	20.00%	398	NIAGARA MOHAWK POWER	2	13	15.38%
349	FEDERAL-MOGUL	0	8	0.00%	399	MUTUAL OF OMAHA INSURANCE	1	9	11.11%
350	HERSHEY FOODS	1	12	8.33%	400	SMURFIT-STONE CONTAINER	0	10	0.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
401	PP&L RESOURCES	1	9	11.11%	451	INTERSTATE BAKERIES	0	8	0.00%
402	NORTHEAST UTILITIES	3	10	30.00%	452	CABLEVISION SYSTEMS	1	15	6.67%
403	PITTSTON	0	10	0.00%	453	HORMEL FOODS	2	14	14.29%
404	GRAYBAR ELECTRIC	0	15	0.00%	454	TRANS WORLD AIRLINES	2	15	13.33%
405	TEMPLE-INLAND	1	11	9.09%	455	COMDISCO	1	10	10.00%
406	MCGRAW-HILL	2	14	14.29%	456	AUTOZONE	0	10	0.00%
407	NEWELL	2	15	13.33%	457	UNITED STATES FILTER†	0	11	0.00%
408	ROHM & HAAS	2	14	14.29%	458	REEBOK INTERNATIONAL	1	9	11.11%
409	SONAT	1	13	7.69%	459	DOLLAR GENERAL	1	9	11.11%
410	WILLAMETTE INDUSTRIES	0	10	0.00%	460	COMERICA	1	13	7.69%
411	CORNING	1	16	6.25%	461	AID ASSOCIATION FOR LUTHERANS	3	18	16.67%
412	AVISTA CORP.	1	9	11.11%	462	RICHFOOD HOLDINGS	1	11	9.09%
413	KOHL'S	0	9	0.00%	463	SUN HEALTHCARE GROUP	0	10	0.00%
414	CLARK USA	0	5	0.00%	464	VENCOR	2	8	25.00%
415	SUPERMARKETS GENL. HOLDINGS	0	9	0.00%	465	CAROLINA POWER & LIGHT	1	11	9.09%
416	FLORIDA PROGRESS	2	9	22.22%	466	USG	2	14	14.29%
417	ESTÉE LAUDER	1	8	12.50%	467	ACE HARDWARE	1	12	8.33%
418	NEW CENTURY ENERGIES	1	15	6.67%	468	BECTON DICKINSON	2	13	15.38%
419	U.S. OFFICE PRODUCTS	0	9	0.00%	469	YELLOW	1	9	11.11%
420	CONSOLIDATED NATURAL GAS	1	9	11.11%	470	SILICON GRAPHICS	1	9	11.11%
421	BJ'S WHOLESALE CLUB	1	9	11.11%	471	GOLDEN WEST FINANCIAL CORP.	5	9	55.56%
422	SHAW INDUSTRIES	0	11	0.00%	472	KNIGHT-RIDDER	3	13	23.08%
423	WESTERN DIGITAL	1	8	12.50%	473	ANIXTER INTERNATIONAL	1	11	9.09%
424	REPUBLIC NEW YORK CORP.	1	23	4.35%	474	OWENS & MINOR	1	10	10.00%
425	HOST MARRIOTT	1	8	12.50%	475	AIRBORNE FREIGHT	2	9	22.22%
426	FLOWERS INDUSTRIES	0	11	0.00%	476	REGIONS FINANCIAL	1	17	5.88%
427	FIRSTAR CORP.	2	31	6.45%	477	CONECTIV	2	13	15.38%
428	AUTOLIV	0	8	0.00%	478	SLM HOLDING	3	15	20.00%
429	IMC GLOBAL	0	12	0.00%	479	PHELPS DODGE	1	12	8.33%
430	AVERY DENNISON	1	11	9.09%	480	UNITED STATIONERS	0	8	0.00%
431	HECHINGER	0	7	0.00%	481	FLEETWOOD ENTERPRISES	0	8	0.00%
432	PHOENIX HOME LIFE MUTUAL INS.	4	17	23.53%	482	UNITED AUTO GROUP	0	8	0.00%
433	ALLMERICA FINANCIAL	1	13	7.69%	483	LUTHERAN BROTHERHOOD	2	13	15.38%
434	PETER KIEWIT SONS'	0	13	0.00%	484	GOLDEN STATE BANCORP	2	14	14.29%
435	CHARLES SCHWAB	1	12	8.33%	485	WESCO INTERNATIONAL	0	7	0.00%
436	LEGGETT & PLATT	1	14	7.14%	486	LEXMARK INTERNATIONAL	0	11	0.00%
437	RELIANCE GROUP HOLDINGS	1	13	7.69%	487	MICRON TECHNOLOGY	0	8	0.00%
438	U.S. INDUSTRIES	0	10	0.00%	488	BB&T CORP	1	21	4.76%
439	BALTIMORE GAS & ELECTRIC	2	15	13.33%	489	BARNES & NOBLE	2	9	22.22%
440	QUALCOMM	2	13	15.38%	490	SHOPKO STORES	0	8	0.00%
441	SERVICE MERCHANDISE	0	7	0.00%	491	TRIBUNE	2	12	16.67%
442	HANNAFORD BROS.	2	13	15.38%	492	INTEGRATED HEALTH SERVICES	1	6	16.67%
443	SUIZA FOODS	0	10	0.00%	493	SOUTHTRUST CORP.	0	12	0.00%
444	AMEREN	2	15	13.33%	494	AGCO	0	11	0.00%
445	HASBRO	4	15	26.67%	495	NEW YORK TIMES	3	14	21.43%
446	TIMES MIRROR	3	14	21.43%	496	MERCANTILE BANCORP.	0	15	0.00%
447	YORK INTERNATIONAL	0	9	0.00%	497	NIPSCO INDUSTRIES †	1	10	10.00%
448	DARDEN RESTAURANTS	1	7	14.29%	498	DANAHER	0	7	0.00%
449	DEAN FOODS	2	12	16.67%	499	WESTVACO	1	11	9.09%
450	LONGS DRUG STORES	1	13	7.69%	500	BALL	0	10	0.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
501	PENN TRAFFIC	0	10	0.00%	551	VIAD	2	8	25.00%
502	UNION PLANTERS CORP.	0	16	0.00%	552	NATIONAL SEMICONDUCTOR	0	7	0.00%
503	MEDIAONE GROUP	1	10	10.00%	553	NACCO INDUSTRIES	0	10	0.00%
504	FIRST AMERICAN FINANCIAL	2	14	14.29%	554	CLAIBORNE (LIZ)	2	9	22.22%
505	SERVICE CORPORATION INTERNATIONAL	0	12	0.00%	555	SUMMIT BANCORP	2	18	11.11%
506	PULTE	1	8	12.50%	556	AMES DEPARTMENT STORES	1	7	14.29%
507	RELIASTAR FINANCIAL	2	13	15.38%	557	SEALED AIR	1	11	9.09%
508	VANSTAR	1	14	7.14%	558	ENERGY EAST	2	12	16.67%
509	SOLUTIA	1	13	7.69%	559	ARVIN INDUSTRIES	0	13	0.00%
510	EXPRESS SCRIPTS	1	10	10.00%	560	SPARTAN STORES	0	11	0.00%
511	BEVERLY ENTERPRISES	4	9	44.44%	561	RUDDICK	1	11	9.09%
512	NORTHERN STATES POWER	2	9	22.22%	562	TRINITY INDUSTRIES	1	9	11.11%
513	STEELCASE	0	20	0.00%	563	HEILIG-MEYERS	1	13	7.69%
514	ARMSTRONG WORLD INDUSTRIES	1	10	10.00%	564	ENTEX INFORMATION SERVICES	0	6	0.00%
515	CLOROX	1	11	9.09%	565	KAUFMAN & BROAD HOME	1	11	9.09%
516	PREMARK INTERNATIONAL	1	9	11.11%	566	HUNTINGTON BANCSHARES	1	10	10.00%
517	ERIE INSURANCE GROUP	2	11	18.18%	567	ILLINOVA	2	11	18.18%
518	STANLEY WORKS	2	9	22.22%	568	GULFSTREAM AEROSPACE	4	22	18.18%
519	CHIQUITA BRANDS INTERNATIONAL	1	7	14.29%	569	CALDOR†	1	6	16.67%
520	AMGEN	1	8	12.50%	570	NEW ENGLAND ELECTRIC SYSTEM	2	13	15.38%
521	MIDAMERICAN ENERGY HOLDINGS	1	14	7.14%	571	LENNAR CORPORATION	0	9	0.00%
522	TIMKEN	0	12	0.00%	572	EQUITABLE RESOURCES	1	11	9.09%
523	FIFTH THIRD BANCORP	1	19	5.26%	573	BAY NETWORKS	1	13	7.69%
524	ROADWAY EXPRESS	1	7	14.29%	574	PEP BOYS	0	8	0.00%
525	MOHAWK INDUSTRIES	0	7	0.00%	575	AES	2	9	22.22%
526	USA NETWORKS	2	13	15.38%	576	HUGHES SUPPLY	0	8	0.00%
527	READER'S DIGEST ASSN.	2	9	22.22%	577	AK STEEL HOLDING	1	9	11.11%
528	MODIS PROFESSIONAL SERVICES	0	6	0.00%	578	STAFF LEASING	0	7	0.00%
529	BUDGET GROUP	0	8	0.00%	579	GOLD KIST	0	9	0.00%
530	PAYLESS SHOESOURCE	1	9	11.11%	580	COMMERCIAL METALS	1	9	11.11%
531	INTERNATIONAL MULTIFOODS	2	8	25.00%	581	MALLINCKRODT	2	10	20.00%
532	JEFFERSON-PILOT	0	11	0.00%	582	BAUSCH & LOMB	2	10	20.00%
533	MEDTRONIC	1	15	6.67%	583	FAMILY DOLLAR STORES	0	7	0.00%
534	CAPITAL ONE FINANCIAL	1	14	7.14%	584	WORLD COLOR PRESS	1	7	14.29%
535	AMERICA ONLINE	0	10	0.00%	585	BORDEN	0	6	0.00%
536	BORDERS GROUP	1	7	14.29%	586	AVIS RENT A CAR	1	10	10.00%
537	FRONTIER	2	12	16.67%	587	LOUISIANA-PACIFIC	0	8	0.00%
538	HCR MANOR CARE	1	10	10.00%	588	OLIN	1	7	14.29%
539	ROUNDY'S	0	10	0.00%	589	M.A. HANNA	1	10	10.00%
540	SUNAMERICA	1	10	10.00%	590	SAFEGUARD SCIENTIFICS	1	14	7.14%
541	FRANKLIN RESOURCES	0	9	0.00%	591	EXIDE	0	6	0.00%
542	ALLEGHENY ENERGY	1	8	12.50%	592	CIT GROUP	1	12	8.33%
543	NORTHERN TRUST CORP.	2	14	14.29%	593	CRANE	0	9	0.00%
544	MORTON INTERNATIONAL †	1	11	9.09%	594	GRAND UNION	0	11	0.00%
545	MAXXAM	0	5	0.00%	595	STORAGE TECHNOLOGY	0	11	0.00%
546	DIMON	0	12	0.00%	596	CHAMPION ENTERPRISES	1	8	12.50%
547	CYPRUS AMAX MINERALS	2	10	20.00%	597	FISHE SCIENTIFIC INTL.	0	9	0.00%
548	SONOCO PRODUCTS	1	15	6.67%	598	REVLON	2	13	15.38%
549	RUBBERMAID †	2	15	13.33%	599	DETROIT DIESEL	0	11	0.00%
550	ADVANCED MICRO DEVICES	0	8	0.00%	600	QWEST COMMUNICATIONS	0	10	0.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
601	CONSOLIDATED FREIGHTWAYS	0	8	0.00%	651	BURLINGTON INDUSTRIES	0	8	0.00%
602	TRIGON HEALTHCARE	1	15	6.67%	652	SUNDSTRAND	1	9	11.11%
603	BOSTON SCIENTIFIC	0	10	0.00%	653	EDWARDS (A.G.)	1	9	11.11%
604	ASARCO	1	14	7.14%	654	HARRAH'S ENTERTAINMENT	1	11	9.09%
605	THOMAS & BETTS	1	12	8.33%	655	LIFESTYLE FURNISHINGS INTL.	0	6	0.00%
606	MICRO WAREHOUSE	0	4	0.00%	656	HILLENBRAND INDUSTRIES	0	10	0.00%
607	AMERICAN GREETINGS	1	9	11.11%	657	CELLSTAR	0	8	0.00%
608	EMCOR GROUP	0	7	0.00%	658	BOWATER	0	9	0.00%
609	MARK IV INDUSTRIES	0	6	0.00%	659	CONSOLIDATED PAPERS	2	13	15.38%
610	AUTO-OWNERS INSURANCE	1	13	7.69%	660	GENERAL INSTRUMENT	1	6	16.67%
611	MARSHALL & ILSLEY CORP.	1	22	4.55%	661	WISCONSIN ENERGY	3	10	30.00%
612	HARNISCHFEGGER INDUSTRIES	1	13	7.69%	662	ADAMS RESOURCES & ENERGY	1	9	11.11%
613	TORCHMARK	0	8	0.00%	663	CHARTER ONE FINANCIAL	2	20	10.00%
614	ROSS STORES	1	8	12.50%	664	TRANSMONTAIGNE	0	8	0.00%
615	UNION PACIFIC RESOURCES	2	11	18.18%	665	ADVANTICA	2	10	20.00%
616	SPRINGS INDUSTRIES	2	11	18.18%	666	FURNITURE BRANDS INTERNATIONAL	1	8	12.50%
617	OLD REPUBLIC INTL.	0	12	0.00%	667	TECO ENERGY	1	13	7.69%
618	FRUIT OF THE LOOM	0	7	0.00%	668	JITNEY-JUNGLE STORES	0	9	0.00%
619	DOW JONES	2	16	12.50%	669	WARNACO GROUP	1	7	14.29%
620	HORTON (D.R.)	1	10	10.00%	670	WENDY'S INTERNATIONAL	2	15	13.33%
621	AEROQUIP-VICKERS†	0	8	0.00%	671	DIME BANCORP	3	17	17.65%
622	HERCULES	2	13	15.38%	672	POPULAR	0	16	0.00%
623	WESTERN GAS RESOURCES	0	8	0.00%	673	WITCO	1	13	7.69%
624	INTERSTATE ENERGY †	3	15	20.00%	674	PENTAIR	2	11	18.18%
625	PINNACLE WEST CAPITAL	2	10	20.00%	675	BLOCK (H.R.)	1	10	10.00%
626	FIRST TENNESSEE NATIONAL CORP.	1	12	8.33%	676	COUNTRYWIDE CREDIT INDUSTRIES	0	8	0.00%
627	SMITH INTERNATIONAL	0	7	0.00%	677	DELUXE	1	10	10.00%
628	WORTHINGTON INDUSTRIES	1	14	7.14%	678	HENRY SCHEIN	1	11	9.09%
629	COVENTRY HEALTH CARE	1	10	10.00%	679	NINE WEST GROUP	2	7	28.57%
630	WASHINGTON POST	2	13	15.38%	680	FINGERHUT †	1	8	12.50%
631	PETSMART	2	7	28.57%	681	PAYLESS CASHWAYS	0	7	0.00%
632	PROVIDIAN FINANCIAL	2	9	22.22%	682	PUGET SOUND ENERGY	2	12	16.67%
633	JACOBS ENGINEERING GROUP	2	11	18.18%	683	COORS (ADOLPH)	1	8	12.50%
634	MCN	1	9	11.11%	684	ALASKA AIR GROUP	2	9	22.22%
635	UNITRIN	0	8	0.00%	685	GUIDANT	1	11	9.09%
636	TEKTRONIX	1	9	11.11%	686	FIRST SECURITY CORP.	2	20	10.00%
637	HARLEY-DAVIDSON	1	9	11.11%	687	CKE RESTAURANTS	1	9	11.11%
638	POTOMAC ELECTRIC POWER	2	12	16.67%	688	INTERIM SERVICES	1	7	14.29%
639	PATRIOT AMERICAN HOSPITALITY	1	9	11.11%	689	ECOLAB	1	14	7.14%
640	CINCINNATI FINANCIAL	0	16	0.00%	690	WANG LABORATORIES†	1	8	12.50%
641	BRUNO'S	0	8	0.00%	691	COOPER CAMERON	0	7	0.00%
642	IMATION	1	9	11.11%	692	MCCORMICK	1	10	10.00%
643	DUN & BRADSTREET	1	10	10.00%	693	COOPER TIRE & RUBBER	1	10	10.00%
644	ROBINSON (C.H.)	0	7	0.00%	694	UNIVERSAL HEALTH SERVICES	1	7	14.29%
645	MARINER POST-ACUTE NETWORK	0	11	0.00%	695	WEIS MARKETS	0	7	0.00%
646	WESTERN RESOURCES	1	9	11.11%	696	MORRISON KNUDSEN	0	9	0.00%
647	NATIONAL SERVICE INDUSTRIES	1	13	7.69%	697	NEWPORT NEWS SHIPBUILDING	0	7	0.00%
648	WRIGLEY (WM. JR.)	2	8	25.00%	698	MILACRON	1	10	10.00%
649	AMERICA WEST HOLDINGS CORP.	1	11	9.09%	699	MONY GROUP	1	14	7.14%
650	WEATHERFORD INTERNATIONAL	0	8	0.00%	700	PENNZOIL-QUAKER STATE	0	12	0.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
701	LANDAMERICA FIN. GROUP	1	14	7.14%	751	MILLER (HERMAN)	2	12	16.67%
702	BEMIS	1	10	10.00%	752	BECKMAN COULTER	2	11	18.18%
703	MUSICLAND STORES	1	9	11.11%	753	COX COMMUNICATIONS	1	7	14.29%
704	NEXTEL COMMUNICATIONS	0	10	0.00%	754	ORION CAPITAL	1	9	11.11%
705	POLAROID	1	11	9.09%	755	VOLT INFORMATION SCIENCES	0	6	0.00%
706	FIRST AMERICAN CORP.	2	23	8.70%	756	ARMCO	2	9	22.22%
707	WHITMAN	1	11	9.09%	757	INTERNATIONAL HOME FOODS	0	9	0.00%
708	HUNT J.B. TRANSPORT SVCS.	1	10	10.00%	758	MURPHY OIL	1	11	9.09%
709	WALTER INDUSTRIES	0	9	0.00%	759	HON INDUSTRIES	1	11	9.09%
710	BORG-WARNER AUTOMOTIVE	0	9	0.00%	760	AMERICAN NATIONAL INSURANCE	1	9	11.11%
711	TOWER AUTOMOTIVE	0	7	0.00%	761	IOMEGA	0	8	0.00%
712	ONEOK	2	13	15.38%	762	ODGEN	1	12	8.33%
713	PIONEER HI-BRED INTL.	2	15	13.33%	763	PIONEER-STANDARD ELECTRONICS	0	8	0.00%
714	USFREIGHTWAYS	0	9	0.00%	764	JONES APPAREL GROUP	2	7	28.57%
715	ALBERTO-CULVER	2	11	18.18%	765	ADMINISTAFF	2	8	25.00%
716	CERTIFIED GROCERS OF CALIFORNIA	1	15	6.67%	766	KENNAMETAL	0	9	0.00%
717	FOOTSTAR	1	7	14.29%	767	HAYES LEMMERZ	0	11	0.00%
718	COLLINS & AIKMAN	0	9	0.00%	768	NOVACARE	1	9	11.11%
719	SPX	1	8	12.50%	769	TIG HOLDINGS †	2	9	22.22%
720	BURLINGTON COAT FACTORY	1	7	14.29%	770	BROWN-FORMAN	1	11	9.09%
721	AMSOUTH BANCORP.	1	12	8.33%	771	UNOVA	1	9	11.11%
722	TELEPHONE & DATA SYSTEMS	2	12	16.67%	772	SMART & FINAL	0	10	0.00%
723	SEQUA	0	11	0.00%	773	TELLABS	1	8	12.50%
724	RAYCHEM †	0	8	0.00%	774	CABOT	2	16	12.50%
725	CROMPTON & KNOWLES	1	8	12.50%	775	ARKANSAS BEST	0	6	0.00%
726	ROBERT HALF INTERNATIONAL	0	7	0.00%	776	INGLES MARKETS	2	9	22.22%
727	IMPERIAL SUGAR	1	14	7.14%	777	WHX	0	8	0.00%
728	KELLWOOD	1	10	10.00%	778	AMERICAN BANKERS INSURANCE	0	15	0.00%
729	JOHNS MANVILLE	1	10	10.00%	779	BURLINGTON RESOURCES	1	12	8.33%
730	NORTEK	0	5	0.00%	780	MASCOTECH	0	7	0.00%
731	SEABOARD	0	4	0.00%	781	MINNESOTA LIFE INS.	1	11	9.09%
732	CORDANT TECHNOLOGIES INC.	0	11	0.00%	782	SCANA	2	13	15.38%
733	WESTPOINT STEVENS	1	9	11.11%	783	GROUP 1 AUTOMOTIVE	0	6	0.00%
734	VULCAN MATERIALS	1	11	9.09%	784	BRIGHTPOINT	0	8	0.00%
735	SNAP-ON	1	11	9.09%	785	MOLEX	0	9	0.00%
736	RYLAND GROUP	2	9	22.22%	786	PERFORMANCE FOOD GROUP	0	6	0.00%
737	GATX	1	10	10.00%	787	BEC ENERGY	2	10	20.00%
738	FREEPORT-MCMORAN CPR & GLD	1	14	7.14%	788	M & T BANK CORP.	1	22	4.55%
739	WACKENHUT	2	11	18.18%	789	EQUIFAX	2	12	16.67%
740	TECUMSEH PRODUCTS	0	9	0.00%	790	LUBRIZOL	2	11	18.18%
741	GREAT LAKES CHEMICAL	0	8	0.00%	791	OGE ENERGY	1	9	11.11%
742	BIG FLOWER HOLDINGS	1	6	16.67%	792	RPM	1	12	8.33%
743	SILGAN HOLDINGS	0	6	0.00%	793	LABORATORY CORP. OF AMERICA	1	7	14.29%
744	GENCORP	1	11	9.09%	794	SONIC AUTOMOTIVE	1	17	5.88%
745	HARSCO	1	11	9.09%	795	SPORTS AUTHORITY	2	9	22.22%
746	CDW COMPUTER CENTERS	1	5	20.00%	796	MILLENNIUM CHEMICALS	0	8	0.00%
747	STATER BROS. HOLDINGS	0	3	0.00%	797	SUNBEAM	1	8	12.50%
748	ALLEGHANY	0	9	0.00%	798	W.R. BERKLEY	0	9	0.00%
749	CUNA MUTUAL GROUP	2	19	10.53%	799	CENTURY TELEPHONE ENTERPRISES †	1	14	7.14%
750	EARTHGRAINS	1	7	14.29%	800	ALLIED WASTE INDUSTRIES	0	10	0.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
801	BRINKER INTERNATIONAL	0	11	0.00%	851	MARSHALL INDUSTRIES	0	9	0.00%
802	MICHAELS STORES	1	8	12.50%	852	SOVEREIGN BANCORP	1	7	14.29%
803	PRIMEDIA	1	8	12.50%	853	BORG-WARNER SECURITY †	0	12	0.00%
804	NALCO CHEMICAL	1	11	9.09%	854	QUEST DIAGNOSTICS	2	7	28.57%
805	VISHAY INTERTECHNOLOGY	1	10	10.00%	855	SCRIPPS (E.W.)	1	10	10.00%
806	QUORUM HEALTH GROUP	1	10	10.00%	856	OHIO CASUALTY	1	12	8.33%
807	KERR-MCGEE	2	12	16.67%	857	AMERICAN MEDICAL SECURITY GROUP	0	9	0.00%
808	AMKOR TECHNOLOGY	0	7	0.00%	858	CORN PRODUCTS INTERNATIONAL	0	11	0.00%
809	POTLATCH	3	15	20.00%	859	AIRGAS	1	9	11.11%
810	AGWAY	0	15	0.00%	860	CONVERGYS	1	8	12.50%
811	CITIZENS UTILITIES	1	12	8.33%	861	LYONDELL CHEMICAL	1	8	12.50%
812	CDI	1	9	11.11%	862	CYTEC INDUSTRIES	0	7	0.00%
813	BROWN GROUP †	1	10	10.00%	863	HOMEBASE	0	6	0.00%
814	VALHI	0	6	0.00%	864	UGI	0	7	0.00%
815	REYNOLDS & REYNOLDS	0	10	0.00%	865	TELEFLEX	1	10	10.00%
816	PERKIN-ELMER†	1	8	12.50%	866	GLOBAL DIRECTMAIL	0	6	0.00%
817	BJ SERVICES	0	9	0.00%	867	NEILSEN (A.C.)	1	12	8.33%
818	DIAL	2	9	22.22%	868	HUBBELL	0	9	0.00%
819	MIRAGE RESORTS	1	7	14.29%	869	VARIAN ASSOCIATES †	2	15	13.33%
820	YOUNG & RUBICAM	0	10	0.00%	870	USEC	1	7	14.29%
821	CARLISLE	0	11	0.00%	871	GENERAL NUTRITION †	0	7	0.00%
822	OMNICARE	4	12	33.33%	872	NORRELL †	2	10	20.00%
823	HARMAN INTL. INDUSTRIES	2	7	28.57%	873	AMERCO	0	8	0.00%
824	AIR EXPRESS INTERNATIONAL	0	8	0.00%	874	EG&G	2	11	18.18%
825	PHYCOR	2	11	18.18%	875	INTL. FLAVORS & FRAGRANCES	2	11	18.18%
826	MAGELLAN HEALTH SERVICES	1	12	8.33%	876	BELO (A.H.)	2	15	13.33%
827	GRACE (W.R.)	1	5	20.00%	877	SIMON PROPERTY GROUP	1	13	7.69%
828	PILLOWTEX	1	10	10.00%	878	GENESIS HEALTH VENTURES	0	7	0.00%
829	MARSH SUPERMARKETS	1	10	10.00%	879	TRUMP HOTELS & CASINO RESORTS	0	5	0.00%
830	NVR	0	8	0.00%	880	STANDARD REGISTER	1	10	10.00%
831	MAIL-WELL	0	6	0.00%	881	UST	1	9	11.11%
832	OLD KENT FINANCIAL CORP.	3	19	15.79%	882	WHOLE FOODS MARKET	1	8	12.50%
833	COLTEC INDUSTRIES	0	6	0.00%	883	BREED TECHNOLOGIES	1	5	20.00%
834	ABM INDUSTRIES	2	10	20.00%	884	IMS HEALTH	1	9	11.11%
835	METALS USA	0	16	0.00%	885	ADC TELECOMMUNICATIONS	1	9	11.11%
836	U.S. HOME	0	10	0.00%	886	DPL	1	9	11.11%
837	STANDARD COMMERCIAL	0	10	0.00%	887	UNIFI	0	10	0.00%
838	APPLIED INDUSTRIAL TECH	1	10	10.00%	888	HOST MARRIOTT SERVICES	1	8	12.50%
839	LSI LOGIC	0	5	0.00%	889	CABLETRON SYSTEMS	0	4	0.00%
840	TESORO PETROLEUM	0	7	0.00%	890	LANDS' END	0	7	0.00%
841	TERADYNE	1	12	8.33%	891	SENTRY INSURANCE GROUP	0	12	0.00%
842	HAWAIIAN ELECTRIC INDUSTRIES	1	12	8.33%	892	PROTECTIVE LIFE	1	12	8.33%
843	OAKWOOD HOMES	0	9	0.00%	893	FERRO	1	12	8.33%
844	GALILEO INTERNATIONAL	2	13	15.38%	894	OUTBACK STEAKHOUSE	2	13	15.38%
845	CIRCUS CIRCUS ENTERPRISES †	2	8	25.00%	895	COMPASS BANCSHARES	0	13	0.00%
846	ASCEND COMMUNICATIONS†	1	8	12.50%	896	WALLACE COMPUTER SERVICES	1	7	14.29%
847	NEWMONT MINING	0	11	0.00%	897	BRADLEES	1	8	12.50%
848	POLO RALPH LAUREN	0	8	0.00%	898	RELIANCE STEEL & ALUMINUM	0	8	0.00%
849	NICOR	1	11	9.09%	899	CLEAR CHANNEL COMMUNICATIONS	0	7	0.00%
850	DATA GENERAL	0	7	0.00%	900	VWR SCIENTIFIC	0	11	0.00%

† See addendum notes on page 44.

Appendix I: Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; Fortune 1000 Companies Listed by Rank

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
901	FULLER (H.B.)	2	13	15.38%	951	STANDARD INSURANCE	2	15	13.33%
902	LANDSTAR SYSTEM	1	7	14.29%	952	APPLIED POWER	0	6	0.00%
903	AGL RESOURCES	1	11	9.09%	953	ANALOG DEVICES	0	7	0.00%
904	BANTA	1	10	10.00%	954	GRANITE CONSTRUCTION	1	8	12.50%
905	PILGRIM'S PRIDE	0	11	0.00%	955	FOODMAKER	0	9	0.00%
906	SYNOVUS FINANCIAL CORP.	1	17	5.88%	956	MERCURY GENERAL	1	9	11.11%
907	BRIGGS & STRATTON	1	9	11.11%	957	HUSSMANN INTERNATIONAL	1	7	14.29%
908	PITTSWAY	0	11	0.00%	958	UNITED RENTALS	0	11	0.00%
909	CBRL GROUP †	1	13	7.69%	959	LEUCADIA NATIONAL	0	6	0.00%
910	PRECISION CASTPARTS	0	7	0.00%	960	CADENCE DESIGN SYSTEMS	1	9	11.11%
911	KNIGHTS OF COLUMBUS	0	15	0.00%	961	CANANDAIGUA BRANDS	0	8	0.00%
912	EVEREST REINSURANCE HOLDINGS	0	6	0.00%	962	TOLL BROTHERS	0	7	0.00%
913	ZALE	1	8	12.50%	963	TOTAL RENAL CARE HOLDINGS	1	5	20.00%
914	PEOPLESOF	0	8	0.00%	964	ADVANTA	1	11	9.09%
915	DEL MONTE FOODS	1	10	10.00%	965	FIRST BRANDS †	0	10	0.00%
916	ALEXANDER & BALDWIN	2	11	18.18%	966	CINTAS	0	8	0.00%
917	PACIFIC CENTURY FINANCIAL	1	11	9.09%	967	UNITED GROCERS	1	9	11.11%
918	STARBUCKS	1	8	12.50%	968	MAGNETEK	1	8	12.50%
919	PHILLIPS-VAN HEUSEN	2	13	15.38%	969	DI GIORGIO	1	10	10.00%
920	FRITZ	0	6	0.00%	970	TEXAS INDUSTRIES	1	10	10.00%
921	CENTRAL GARDEN & PET	0	5	0.00%	971	SIGMA-ALDRICH	1	9	11.11%
922	PLAINS RESOURCES	0	8	0.00%	972	CASEY'S GENERAL STORES	1	7	14.29%
923	ROCK-TENN	1	13	7.69%	973	AFFILIATED COMPUTER SERVICES	0	9	0.00%
924	WABASH NATIONAL	0	6	0.00%	974	QUINTILES TRANSNATIONAL	2	14	14.29%
925	PSS WORLD MEDICAL	2	10	20.00%	975	MID ATLANTIC MEDICAL SVCS.	2	14	14.29%
926	FIDELITY NATIONAL FINANCIAL	0	8	0.00%	976	NORTHWESTERN	0	10	0.00%
927	ASTORIA FINANCIAL	0	15	0.00%	977	LINCOLN ELECTRIC HOLDINGS	2	13	15.38%
928	GEON	2	10	20.00%	978	DIEBOLD	0	10	0.00%
929	KANSAS CITY SO. INDUSTRIES	0	9	0.00%	979	SAFETY-KLEEN	0	10	0.00%
930	STEWART & STEVENSON SERVICES	0	9	0.00%	980	SOUTHDOWN	0	11	0.00%
931	INTERFACE	2	13	15.38%	981	SCIENTIFIC-ATLANTA	1	8	12.50%
932	JABIL CIRCUIT	0	7	0.00%	982	HARLEYSVILLE MUTUAL INS.	1	8	12.50%
933	CHANCELLOR MEDIA †	0	11	0.00%	983	RUSSELL	1	10	10.00%
934	DQE	1	8	12.50%	984	UICI	0	8	0.00%
935	CROWN CENTRAL PETROLEUM	1	8	12.50%	985	DEXTER	2	10	20.00%
936	MDC HOLDINGS	0	6	0.00%	986	WEBB (DELL)	0	10	0.00%
937	ALLERGAN	1	12	8.33%	987	ZIONS BANCORP.	1	11	9.09%
938	WEIRTON STEEL	0	14	0.00%	988	CARPENTER TECHNOLOGY	1	13	7.69%
939	MONTANA POWER	3	11	27.27%	989	POLARIS INDUSTRIES	0	8	0.00%
940	PUBLIC SERVICE CO. OF N. M.	1	9	11.11%	990	STAGE STORES	0	8	0.00%
941	FOAMEX INTERNATIONAL	0	8	0.00%	991	NATIONAL OILWELL	0	7	0.00%
942	STONE & WEBSTER	1	10	10.00%	992	TIFFANY	2	9	22.22%
943	NATIONAL FUEL GAS	0	9	0.00%	993	KLA-TENCOR	1	12	8.33%
944	JO ANN STORES	3	8	37.50%	994	BARD (C.R.)	1	10	10.00%
945	TRUE NORTH COMMUNICATIONS	1	12	8.33%	995	ROUGE INDUSTRIES	0	7	0.00%
946	METRO-GOLDWYN-MAYER	0	9	0.00%	996	GLOBAL MARINE	0	10	0.00%
947	UNIVERSAL FOREST PRODUCTS	0	7	0.00%	997	CERIDIAN	2	14	14.29%
948	DYNACORP	0	9	0.00%	998	VALUE CITY	1	11	9.09%
949	FISERV	1	8	12.50%	999	SUNGARD DATA SYSTEMS	0	8	0.00%
950	TEREX	0	7	0.00%	1000	VALSPAR	1	10	10.00%

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank) Women Board Directors of the Fortune 1000

3COM (303)

None

ABBOTT LABORATORIES (133)

W. Ann King Reynolds

ABM INDUSTRIES (834)

Maryellen B. Cattani

Linda Chavez

ACE HARDWARE (467)

Jennifer Anderson

ADAMS RESOURCES & ENERGY (662)

Junita Simmons

ADC TELECOMMUNICATIONS (885)

B. Kristine Johnson

ADMINISTAFF (765)

Anne M. Busquet

Linda Fayne Levinson

ADVANCED MICRO DEVICES (550)

None

ADVANTA (964)

Dana Becker Dunn

ADVANTICA (665)

Vera King Farris

Elizabeth A. Sanders

AEROQUIP-VICKERS (621) †

None

AES (575)

Alice F. Emerson

Hazel R. O'Leary

AETNA (61)

Betsy Z. Cohen

Barbara Hackman Franklin

Ellen M. Hancock

Judith Rodin

AFFILIATED COMPUTER SERVICES (973)

None

AFLAC (237)

Elizabeth J. Hudson

Barbara K. Rimer

AGCO (494)

None

AGL RESOURCES (903)

Betty L. Siegel

AGWAY (810)

None

AID ASSOCIATION FOR LUTHERANS (461)

Elizabeth Duda

Kathi P. Seifert

Marlene Wilson

AIR EXPRESS INTERNATIONAL (824)

None

AIR PRODUCTS & CHEMICALS (323)

Ursula F. Fairbairn

AIRBORNE FREIGHT (475)

Mary Agnes Wilderotter

Rosalie J. Wolf

AIRGAS (859)

Paula A. Sneed

AIRTOUCH COMMUNICATIONS (313)

Carol A. Bartz

AK STEEL HOLDING (577)

Bonnie Guiton Hill

ALASKA AIR GROUP (684)

Mary Jane Fate

Patricia Stonesifer

ALBERTO-CULVER (715)

Bernice E. Lavin

Carol L. Bernick

ALBERTSON'S (92)

Beatriz Rivera

ALCOA (96)

Judith M. Gueron

Marina von Neumann Whitman

ALEXANDER & BALDWIN (916)

Maryanna G. Shaw

Lynn M. Sedway

ALLEGHANY (748)

None

ALLEGHENY ENERGY (542)

Eleanor Baum

ALLEGHENY TELEDYNE (391)

Diane C. Creel

ALLEGIANCE (341)

Connie R. Curran

ALLERGAN (937)

Karen R. Osar

ALLIED WASTE INDUSTRIES (800)

None

ALLIEDSIGNAL (100)

Ann M. Fudge

ALLMERICA FINANCIAL (433)

Gail Louise Harrison

ALLSTATE (42)

None

ALLTEL (311)

Josie C. Natori

AMERADA HESS (251)

Edith E. Holiday

AMERCO (873)

None

AMEREN (444)

Hanne M. Merriman

Janet McAfee Weakley

AMERICA ONLINE (535)

None

AMERICA WEST

HOLDINGS CORP. (649)

Denise O'Leary

AMERICAN BANKERS INSURANCE (778)

None

AMERICAN ELECTRIC POWER (264)

Linda Gillespie Stuntz

Kathryn D. Sullivan

AMERICAN EXPRESS (72)

Anne Legendre Armstrong

Beverly Sills Greenough

AMERICAN FAMILY INS. GROUP (384)

Barbara A. Parish

Beverly S. Simone

AMERICAN FINANCIAL GROUP (381)

None

AMERICAN GENERAL (156)

Anne M. Tatlock

AMERICAN GREETINGS (607)

Harriet Mouchly-Weiss

AMERICAN HOME PRODUCTS (117)

Mary Lake Polan

AMERICAN INTERNATIONAL GROUP (22)

Carla A. Hills

Ellen V. Futter

AMERICAN MEDICAL SECURITY GROUP (857)

None

AMERICAN NATIONAL INSURANCE (760)

Frances Anne Moody

AMERICAN STANDARD (249)

None

AMERICAN STORES (67) †

Pamela G. Bailey

Barbara Scott Preiskel

AMERISOURCE HEALTH (188)

None

AMERITECH (87)

Hanna Holborn Gray

Lynn M. Martin

Laura D'Andrea Tyson

AMES DEPARTMENT STORES (556)

Laurie M. Shalon

AMGEN (520)

Judith C. Pelham

AMKOR TECHNOLOGY (808)

None

AMP (299) †

Barbara Hackman Franklin

AMR (71)

Ann D. McLaughlin

Judith Rodin

AMSOUTH BANCORP. (721)

Victoria Jackson

ANALOG DEVICES (953)

None

ANHEUSER-BUSCH (150)

Vilma S. Martinez

Sybil C. Mobley

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank)

Women Board Directors of the Fortune 1000

Joyce M. Roché
ANIXTER INTERNATIONAL (473)
 Sheli Z. Rosenberg
ANTHEM INSURANCE (278)
 Francis Marie Thrailkill
 Susan B. Bayh
AON (259)
 Joan D. Manley
APPLE COMPUTER (273)
 None
APPLIED INDUSTRIAL TECH. (838)
 Jerry Sue Thornton
APPLIED MATERIALS (382)
 Deborah A. Coleman
APPLIED POWER (952)
 None
ARAMARK (262)
 Patricia C. Barron
ARCHER DANIELS MIDLAND (91)
 Mollie Hale Carter
ARKANSAS BEST (775)
 None
ARMCO (756)
 Paula H.J. Cholmondeley
 Doretha C. Gilliam
ARMSTRONG WORLD INDUSTRIES (514)
 Judith R. Haberkorn
ARROW ELECTRONICS (197)
 Karen Gordon Mills
ARVIN INDUSTRIES (559)
 None
ASARCO (604)
 Martha T. Muse
ASCEND COMMUNICATIONS (846) †
 Betsy S. Atkins
ASHLAND (242)
 Jane C. Pfeiffer
 Bernadine P. Healy
ASTORIA FINANCIAL (927)
 None
AT&T (10)
 M. Kathryn Eickhoff
ATLANTIC RICHFIELD (123)
 Gayle E. Wilson
AUTO-OWNERS INSURANCE (610)
 Gloria Pearl Murchinson
AUTOLIV (428)
 None
AUTOMATIC DATA PROCESSING (328)
 Ann Dibble Jordan
AUTOZONE (456)
 None
AVERY DENNISON (430)
 Joan T. Bok
AVIS RENT A CAR (586)

Deborah L. Harmon
AVIXTER CORP. (412)
 Sarah M.R. Jewell
AVNET (275)
 Eleanor Baum
 J. Veronica Biggins
AVON PRODUCTS (308)
 Brenda C. Barnes
 Andrea Jung
 Susan J. Kropf
 Ann S. Moore
 Remedios Diaz Oliver
 Paula Stern
B.F. GOODRICH (388)
 Jeanette Grasselli Brown
 Diane C. Creel
BAKER HUGHES (265)
 Eunice M. Filter
 Claire W. Gargalli
BALL (500)
 None
BANKAMERICA CORP. (11)
 Meredith Riggs Spangler
 Jackie M. Ward
 Kathleen Feldstein
 Shirley Young
BANK OF NEW YORK CO. (285)
 Catherine A. Rein
BANK ONE CORP. (44)
 Thekla R. Shackelford
 Maureen A. Fay
BANKBOSTON CORP. (218)
 Alice F. Emerson
 Fran S. Rodgers
BANKERS TRUST CORP. (140) †
 Patricia Carry Stewart
BANTA (904)
 Jameson A. Baxter
BARD (C.R.) (994)
 Regina E. Herzlinger
BARNES & NOBLE (489)
 Irene R. Miller
 Margaret T. Monaco
BAUSCH & LOMB (582)
 Ruth R. McMullin
 Linda Johnson Rice
BAXTER INTERNATIONAL (254)
 Susan Crown
 Mary Johnston Evans
 Martha R. Ingram
BAY NETWORKS (573)
 G. Saucier
BB&T CORP (488)
 Jane P. Helm
BEAR STEARNS (204)
 None

BEC ENERGY (787)
 Martina Horner
 Sherry Penney
BECKMAN COULTER (752)
 Carolyn K. Davis
 Betty Woods
BECTON DICKINSON (468)
 Gloria M. Shatto
 Margaretha af Ugglas
BELL ATLANTIC (25)
 Helene L. Kaplan
 Elizabeth T. Kennan
 Rozanne L. Ridgway
 Shirley Young
BELLSOUTH (52)
 Phyllis Burke Davis
 Robin B. Smith
 Kathleen F. Feldstein
BEMIS (702)
 Nancy Parsons McDonald
BELO (A.H.) (876)
 Judith L. Craven
 Dealey D. Herndon
BERGEN BRUNSWIG (114)
 None
BERKLEY (W.R.) (798)
 None
BERKSHIRE HATHAWAY (112)
 Susan T. Buffett
BEST BUY (195)
 Yvonne Jackson
BESTFOODS (194)
 Ellen R. Gordon
 Eileen S. Kraus
BETHLEHEM STEEL (346)
 Shirley Peterson
BEVERLY ENTERPRISES (511)
 Carolyn K. Davis
 Edith E. Holiday
 Risa J. Lavizzo-Mourne
 Marilyn R. Seymann
BALTIMORE GAS & ELECTRIC (439)
 Beverly B. Byron
 Nancy Lampton
BIG FLOWER HOLDINGS (742)
 Joan D. Manley
BINDLEY WESTERN (217)
 Carolyn Woo
BJ SERVICES (817)
 None
BJ'S WHOLESALE CLUB (421)
 Kerry L. Hamilton
BLACK & DECKER (342)
 Barbara L. Bowles
BLOCK (H.R.) (675)
 Donna Ecton

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank) Women Board Directors of the Fortune 1000

BOEING (9)

Rozanne L. Ridgway

BOISE CASCADE (268)

Anne L. Armstrong

Jane E. Shaw

Francesca Ruiz de Luzuriaga

BORDEN (585)

None

BORDERS GROUP (536)

Edna Greene Medford

BORG-WARNER AUTOMOTIVE (710)

None

BORG-WARNER SECURITY (853) †

None

BOSTON SCIENTIFIC (603)

None

BOWATER (658)

None

BRADLEES (897)

Patricia M. Pomerleau

BREED TECHNOLOGIES (883)

Johnnie C. Breed

BRIGGS & STRATTON (907)

Eunice M. Filter

BRIGHTPOINT (784)

None

BRINKER INTERNATIONAL (801)

None

BRISTOL-MYERS SQUIBB (77)

Ellen V. Futter

Laurie H. Glimcher

BROWN GROUP (813) †

Julia Esrey

BROWN-FORMAN (770)

Dace Brown Stubbs

BROWNING-FERRIS INDUSTRIES (332)

Marina von Neumann Whitman

BRUNO'S (641)

None

BRUNSWICK (389)

Rebecca P. Mark

Bettye Martin Musham

BUDGET GROUP (529)

None

BURLINGTON COAT FACTORY (720)

Henrietta Milstein

BURLINGTON INDUSTRIES (651)

None

BURLINGTON NORTHERN

SANTA FE (178)

Vilma S. Martinez

BURLINGTON RESOURCES (779)

Laird I. Grant

CABLETRON SYSTEMS (889)

None

CABLEVISION SYSTEMS (452)

Sheila A. Mahony

CABOT (774)

Jane C. Bradley

Lydia W. Thomas

CADENCE DESIGN SYSTEMS (960)

Carol Bartz

CALDOR (569) †

Verna K. Gibbs

CAMPBELL SOUP (222)

Mary Alice Malone

Charlotte C. Weber

CANANDAIGUA BRANDS (961)

None

CAPITAL ONE FINANCIAL (534)

Marjorie M. Connelly

CARDINAL HEALTH (93)

Regina E. Herzlinger

CARLISLE (821)

None

CAROLINA POWER & LIGHT (465)

Estell C. Lee

CARPENTER TECHNOLOGY (988)

Kathryn C. Turner

CASE (269)

Katherine M. Hudson

CASEY'S GENERAL STORES (972)

Patricia Clare Sullivan

CATERPILLAR (58)

Lilyan H. Affinito

CBRL GROUP (909) †

Martha M. Mitchell

CBS (172)

Paula Stern

CDI (812)

Kay Hahn Harrell

CDW COMPUTER CENTERS (746)

Michelle L. Collins

CELLSTAR (657)

None

CENDANT (282)

Carole G. Hankin

CENTEX (385)

None

CENTRAL & SOUTH WEST (300)

Molly Shi Boren

CENTRAL GARDEN & PET (921)

None

CENTURY TELEPHONE

ENTERPRISES (799) †

Virginia Boulet

CERIDIAN (997)

Ruth M. Davis

Carole J. Uhrich

CERTIFIED GROCERS OF CALIFORNIA (716)

Gail Gerrard Rice

CHAMPION ENTERPRISES (596)

Ellen R. Levine

CHAMPION INTERNATIONAL (289)

Alice F. Emerson

CHANCELLOR MEDIA (933) †

None

CHARLES SCHWAB (435)

Nancy H. Bechtle

CHARTER ONE FINANCIAL (663)

Karen R. Hitchcock

Eresteen R. Williams

CHASE MANHATTAN CORP. (23)

Susan V. Berresford

Helene L. Kaplan

Marina von Neumann Whitman

CHEVRON (38)

Carla A. Hills

Condoleezza Rice

CHIQUITA BRANDS

INTERNATIONAL (519)

Jean Head Sisco

CHS ELECTRONICS (189)

None

CHUBB (263)

Zoë Baird

Sheila P. Burke

CIGNA (57)

Marilyn W. Lewis

Carol Cox Wait

CINCINNATI FINANCIAL (640)

None

CINERGY (279)

Cheryl M. Foley

Mary L. Schapiro

CINTAS (966)

None

CIRCUIT CITY GROUP (182)

Barbara S. Feigin

CIRCUS CIRCUS ENTERPRISES (845) †

Donna B. Moore

Rose McKinney James

CISCO SYSTEMS (192)

Carol A. Bartz

Mary Cirillo

CIT GROUP (592)

Anthea Disney

CITIGROUP (7)

Ann Dibble Jordan

CITIZENS UTILITIES (811)

Claire L. Tow

CKE RESTAURANTS (687)

Dorothy Owen

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank)

Women Board Directors of the Fortune 1000

CLAIBORNE (LIZ) (554) Kay Koplovitz Ann M. Fudge	CONECTIV (477) Audrey K. Doberstein Sarah I. Gore	CSX (162) Elizabeth E. Bailey
CLARK USA (414) <i>None</i>	CONSECO (212) Ngairé E. Cunéo	CUMMINS ENGINE (266) Hanna Holborn Gray
CLEAR CHANNEL COMMUNICATIONS (899) <i>None</i>	CONSOLIDATED EDISON (239) Ruth M. Davis Joan S. Freilich Ellen V. Futter Sally Hernandez Pinero	CUNA MUTUAL GROUP (749) Loretta M. Burd Rosemarie M. Shultz
CLOROX (515) Ursula Fairchild	CONSOLIDATED FREIGHTWAYS (601) <i>None</i>	CVS (99) Sheli Z. Rosenberg Patricia Carry Stewart
CMS ENERGY (314) Kathleen R. Flaherty	CONSOLIDATED PAPERS (659) Sally M. Hands Ruth B. Baker	CYPRUS AMAX MINERALS (547) Linda G. Alvarado Maynard Gray
CNF TRANSPORTATION (321) Margaret G. Gill	CONSOLIDATED STORES (369) Brenda J. Lauderback	CYTEC INDUSTRIES (862) <i>None</i>
CONSOLIDATED NATURAL GAS (420) Margaret A. McKenna	CONTINENTAL AIRLINES (207) Karen Hastie Williams	DANA (127) Marilyn R. Marks
COASTAL (235) <i>None</i>	CONVERGYS (860) Judith G. Boynton	DANAHER (498) <i>None</i>
COCA-COLA (73) Cathleen P. Black Susan B. King	COOPER CAMERON (691) <i>None</i>	DARDEN RESTAURANTS (448) Maria A. Sastre
COCA-COLA ENTERPRISES (119) Johnnetta B. Cole	COOPER INDUSTRIES (317) Linda A. Hill	DATA GENERAL (850) <i>None</i>
COLGATE-PALMOLIVE (177) Jill K. Conway Ellen M. Hancock	COOPER TIRE & RUBBER (693) Deborah M. Fretz	DAYTON HUDSON (30) Michele J. Hooper Susan A. McLaughlin Anne M. Mulcahy
COLLINS & AIKMAN (718) <i>None</i>	COORS (ADOLPH) (683) Pamela H. Patsley	DEAN FOODS (449) Paula H. Crown Janet Hill
COLTEC INDUSTRIES (833) <i>None</i>	CORDANT TECHNOLOGIES INC. (732) <i>None</i>	DEERE (113) Regina E. Herzlinger
COLUMBIA ENERGY GROUP (257) Karen Hendricks	CORN PRODUCTS INTERNATIONAL (858) <i>None</i>	DEL MONTE FOODS (915) Denise O'Leary
COLUMBIA/HCA HEALTHCARE (74) Magdalena Averhoff	CORNING (411) Catherine A. Rein	DELL COMPUTER (78) Claudine B. Malone Mary Alice Taylor
COMCAST (292) Anne Wexler	CORPORATE EXPRESS (348) Janet A. Hickey	DELTA AIR LINES (111) Mary Johnston Evans
COMDISCO (455) Carolyn L. Murphy	COSTCO (49) Jill S. Ruckelshaus	DELUXE (677) Barbara B. Grogan
COMERICA (460) Patricia Wallington	COUNTRYWIDE CREDIT INDUSTRIES (676) <i>None</i>	DETROIT DIESEL (599) <i>None</i>
COMMERCIAL METALS (580) Dorothy G. Owen	COVENTRY HEALTH CARE (629) Elizabeth E. Tallett	DEXTER (985) Martha Clark Goss Henrietta Holsman Fore
COMPAQ COMPUTER (28) Lucille S. Salhany Judith L. Craven	COX COMMUNICATIONS (753) Janet Morrison Clarke	DI GIORGIO (969) Jane Scaccetti Fumo
COMPASS BANCSHARES (895) <i>None</i>	CRANE (593) <i>None</i>	DIAL (818) Barbara S. Thomas Joy A. Amundson
COMPUSA (307) <i>None</i>	CROMPTON & KNOWLES (725) Patricia K. Woolf	DIEBOLD (978) <i>None</i>
COMPUTER ASSOCIATES INTL. (335) Shirley Strum Kenny	CROWN CENTRAL PETROLEUM (935) Patricia Goldman	DILLARD'S (203) Drue Corbusier
COMPUTER SCIENCES (253) <i>None</i>	CROWN CORK & SEAL (198) Josephine C. Mandeville	
CONAGRA (50) Marjorie M. Scardino Jane J. Thompson		

† See addendum notes on page 44.

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Women Board Directors of the Fortune 1000

DIME BANCORP (671)

Virginia M. Kopp
Margaret Osmer-McQuade
Sally Hernandez-Pinero

DIMON (546)

None

DOLE FOOD (352)

Elaine L. Chao

DOLLAR GENERAL (459)

Barbara M. Knuckles

DOMINION RESOURCES (271)

Judith B. Warrick Sack

DOVER (324)

Kristiane Graham

DOW CHEMICAL (75)

Jacqueline K. Barton
Barbara Hackman Franklin

DOW JONES (619)

Jane C. MacElree
Leslie Hill

DPL (886)

Jane G. Haley

DQE (934)

Doreen E. Boyce

DTE ENERGY (368)

Lillian Bauder

DUKE ENERGY (81)

Ann Maynard Gray

DUN & BRADSTREET (643)

Mary Johnson Evans

DYNCORP (948)

None

DYNEGY (110)

Patrica A. Woertz

E. I. DUPONT DE NEMOURS (16)

Louisa C. Duemling
Lois D. Juliber

EARTHGRAINS (750)

Maxine K. Clark

EASTMAN CHEMICAL (345)

Marilyn R. Marks

EASTMAN KODAK (121)

Martha Layne Collins
Alice F. Emerson
Laura D'Andrea Tyson

EATON (250)

Phyllis Burke Davis

ECOLAB (689)

Ruth S. Block

EDISON INTERNATIONAL (158)

Joan C. Hanley

EDWARDS (A.G.) (653)

Charmaine S. Chapman

EG&G (874)

Tamara J. Erickson
Greta E. Marshall

EL PASO ENERGY (286)

None

ELECTRONIC DATA SYSTEMS (90)

Judith Rodin

ELI LILLY (160)

Karen N. Horn
Kathi P. Seifert

EMC (386)

Maureen E. Egan

EMCOR GROUP (608)

None

EMERSON ELECTRIC (118)

Rozanne L. Ridgway

ENERGY EAST (558)

Alison Casarett
Lois DeFleur

ENGELHARD (370)

Norma T. Pace
Linda G. Alvarado

ENRON (27)

Wendy L. Gramm

ENTERGY (146)

None

ENTEK INFORMATION SERVICES (564)

None

EQUIFAX (789)

Betty L. Siege
Jacquelyn M. Ward

EQUITABLE RESOURCES (572)

Phyllis A. Domm

ERIE INSURANCE GROUP (517)

Patricia A. Goldman
Susan Hirt Hagan

ESTÉE LAUDER (417)

Faye Wattleton

EVEREST REINSURANCE HOLDINGS (912)

None

EXIDE (591)

None

EXPRESS SCRIPTS (510)

Judith E. Campbell

EXXON (4)

Reatha Clark King
Marilyn Carlson Nelson

FAMILY DOLLAR STORES (583)

None

FANNIE MAE (26)

Ann D. McLaughlin
Karen Hastie Williams
Jamie Gorelick

FARMLAND INDUSTRIES (184)

None

FDX (94)

Judith L. Estrin

FEDERAL-MOGUL (349)

None

FEDERATED DEPARTMENT STORES (95)

Sara Levinson
Marna C. Whittington

FERRO (893)

Sandra Harden Austin

FIDELITY NATIONAL FINANCIAL (926)

None

FIFTH THIRD BANCORP (523)

Joan Herschede

FINGERHUT (680) †

Christina L. Shea

FIRST AMERICAN CORP. (706)

Martha R. Ingram
Celia A. Wallace

FIRST AMERICAN FINANCIAL (504)

Roslyn B. Payne
Virginia Ueberroth

FIRST BRANDS (965) †

None

FIRST DATA (316)

Joan E. Spero

FIRST SECURITY CORP. (686)

Karen H. Huntsman
Michele Papen-Daniel

FIRST TENNESSEE NATIONAL CORP. (626)

Vicki Palmer

FIRST UNION CORP. (56)

Ruth G. Shaw
Patricia A. McFate

FIRSTAR CORP. (427)

Judith D. Pyle
Victoria B. Buyniski

FIRSTENERGY (280)

Carol A. Cartwright

FISERV (949)

Thekla R. Shackelford

FISHER SCIENTIFIC INTERNATIONAL (597)

None

FLEET FINANCIAL GROUP (161) †

Marian L. Heard
Lois D. Rice

FLEETWOOD ENTERPRISES (481)

None

FLEMING (101)

Carol B. Hallett
Alice M. Peterson

FLORIDA PROGRESS (416)

Jean Giles Wittner
Joan D. Ruffier

FLOWERS INDUSTRIES (426)

None

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank)

Women Board Directors of the Fortune 1000

FLUOR (116)

Vilma S. Martinez
Martha Romayne Seger

FMC (355)

Patricia A. Buffler

FOAMEX INTERNATIONAL (941)

None

FOODMAKER (955)

None

FOOTSTAR (717)

Bettye Martin Musham

FORD MOTOR (2)

Marie Josée Kravis
Ellen R. Marram

FORT JAMES (229)

Barbara L. Bowles
Anne Marie Whittemore

FORTUNE BRANDS (329)

Patricia O. Ewers
Anne M. Tatlock

FOSTER WHEELER (339)

Martha Clark Goss
Constance J. Horner

FOUNDATION HEALTH SYSTEMS (181)

None

FPL GROUP (248)

Sherry S. Barrat

FRANKLIN RESOURCES (541)

None

FRED MEYER (104) †

Vivian A. Bull

FREDDIE MAC (79)

Christina Seix

FREEPORT-MCMORAN CPR & GLD (738)

Gabrielle K. McDonald

FRITZ (920)

None

FRONTIER (537)

Patricia C. Burron
Brenda Edgerton

FRUIT OF THE LOOM (618)

None

FULLER (H.B.) (901)

Gail D. Fosler
Reatha Clark King

FURNITURE BRANDS

INTERNATIONAL (666)

Katherine Button Bell

GALILEO INTERNATIONAL (844)

Mina Gouran
Babetta R. Gray

GANNETT (315)

Meredith A. Brokaw
Josephine P. Louis
Karen Hastie Williams

GAP (174)

Doris F. Fisher
Glenda Hatchett

GATEWAY 2000 (223)

None

GATX (737)

Deborah M. Fretz

GENAMERICA (392)

Virginia V. Weldon

GENCORP (744)

Diane E. McGarry

GENERAL DYNAMICS (320)

None

GENERAL ELECTRIC (5)

Gertrude G. Michelson
Andrea Jung

GENERAL INSTRUMENT (660)

Lynn Forester

GENERAL MILLS (272)

Judith Richards Hope

Dorothy A. Terrell

GENERAL MOTORS (1)

Karen Katen
Ann D. McLaughlin

GENERAL NUTRITION (871) †

None

GENESIS HEALTH VENTURES (878)

None

GENUINE PARTS (252)

Alana S. Shepherd

GEON (928)

Gale Duff -Bloom
Farah M. Walters

GEORGIA-PACIFIC (122)

Jane Evans

GIANT FOOD (367)

Rosemary Thorne
Constance Unsel

GILLETTE (159)

Carol R. Goldberg
Marjorie M. Yang

GLOBAL DIRECTMAIL (866)

None

GLOBAL MARINE (996)

None

GOLD KIST (579)

None

GOLDEN STATE BANCORP (484)

Gabrielle K. McDonald
Cora M. Tellez

GOLDEN WEST FINANCIAL CORP. (471)

Maryellen Cattani
Antonia Hernandez
Patricia A. King
Marion O. Sandler
Leslie Tang Schilling

GOODYEAR TIRE & RUBBER (130)

Katherine M. Farley

GPU (364)

Catherine A. Rein
Patricia K. Woolf

GRACE (W.R.) (827)

Marye Anne Fox

GRAINGER (W.W.) (357)

Janiece S. Webb

GRAND UNION (594)

None

GRANITE CONSTRUCTION (954)

Rebecca A. McDonald

GRAYBAR ELECTRIC (404)

None

GREAT LAKES CHEMICAL (741)

None

GROUP 1 AUTOMOTIVE (783)

None

GTE (45)

Sandra O. Moose

GUARDIAN LIFE INS. CO. OF AMERICA (205)

Kay Knight Clarke

GUIDANT (685)

Susan B. King

GULFSTREAM AEROSPACE (568)

Sandra J. Horbach
Lynn L. Forester
Charlotte A. Beers
Chris A. Davis

HALLIBURTON (85)

Anne L. Armstrong

HANNAFORD BROS. (442)

Renée M. Love
Claudine B. Malone

HARCOURT GENERAL (365)

Lynn M. Martin
Paula Stern

HARLEY-DAVIDSON (637)

Sara L. Levinson

HARLEYSVILLE MUTUAL INS. (982)

Muriel Fox

HARMAN INTL. INDUSTRIES (823)

Ann McLaughlin
Shirley Mount Hufstедler

HARNISCHFEGGER INDUSTRIES (612)

Donna M. Alvarado

HARRAH'S ENTERTAINMENT (654)

Susan Clark-Johnson

HARRIS (390)

Karen Katen

HARSCO (745)

Carolyn F. Scanlan

HARTFORD FINANCIAL SERVICES (102)

Bette B. Anderson

† See addendum notes on page 44.

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Women Board Directors of the Fortune 1000

HASBRO (445) Sylvia Hassenfeld Marie Josée Kravis Claudine B. Malone Norma T. Pace	HOUSEHOLD INTERNATIONAL (185) Mary Johnston Evans	INTERNATIONAL PAPER (70) Jane C. Pfeiffer
HAWAIIAN ELECTRIC INDUSTRIES (842) Diane J. Plotts	HOUSTON INDUSTRIES (147) † Linnnet F. Deily	INTERPUBLIC GROUP (387) Jill M. Considine
HAYES LEMMERZ (767) None	HUBBELL (868) None	INTERSTATE BAKERIES (451) None
HCR MANOR CARE (538) Gail Wilensky	HUGHES SUPPLY (576) None	INTERSTATE ENERGY (624) † Joyce L. Hanes
HEALTHSOUTH (383) C. Sage Givens	HUMANA (165) W. Ann Reynolds	KATHERINE C. LYALL Judith D. Pyle
HECHINGER (431) None	HUNT (J.B.) TRANSPORT SVCS. (708) Johnelle D. Hunt	INTL. BUSINESS MACHINES (6) Cathleen P. Black
HEILIG-MEYERS (563) Beverley E. Dalton	HUNTINGTON BANCSHARES (566) Patricia T. Hayot	INTL. FLAVORS & FRAGRANCES (875) Margaret Hayes Adame
HEINZ (H.J.) (170) Edith E. Holiday Eleanor B. Sheldon Candace Kendle Mary C. Choksi	HUSSMANN INTERNATIONAL (957) Victoria B. Jackson	ROBIN CHANDLER DUKE
HENRY SCHEIN (678) Pamela Joseph	IBP (126) Wendy L. Gramm Joann R. Smith	IOMEGA (761) None
HERCULES (622) Paula A. Sneed Edith E. Holiday	IKON OFFICE SOLUTIONS (291) Barbara Barnes Hauptfuhrer Judith M. Bell	ITT INDUSTRIES (220) Christina A. Gold Linda S. Sanford
HERSHEY FOODS (350) Bonnie Guiton Hill	ILLINOVA (567) Sheli Z. Rosenberg Marilou von Ferstel	ILLINOIS TOOL WORKS (290) Susan Crown
HEWLETT-PACKARD (14) Susan Packard Orr Patricia Dunn	IMATION (642) Linda W. Hart	J. C. PENNEY (31) Jane C. Pfeiffer Ann Richards
HILLENBRAND INDUSTRIES (656) None	IMC GLOBAL (429) None	J.P. MORGAN & CO. (76) Ellen V. Futter Hanna Holborn Gray
HILTON HOTELS (380) Donna F. Tuttle	IMPERIAL SUGAR (727) Ann O. Hamilton	JABIL CIRCUIT (932) None
HOME DEPOT (32) Johnnetta B. Cole M. Faye Wilson	IMS HEALTH (884) Victoria R. Fash	JACOBS ENGINEERING GROUP (633) Linda Jacobs Linda Fayne Levinson
HOMEBASE (863) None	INACOM (363) Linda S. Wilson	JEFFERSON-PILOT (532) None
HON INDUSTRIES (759) Cheryl Francis	INGERSOLL-RAND (199) Constance J. Horner	JITNEY-JUNGLE STORES (668) None
HONEYWELL (193) † Elizabeth E. Bailey Katherine M. Hudson	INGLES MARKETS (776) Laura Ingle Sharp Brenda S. Tudor	JO ANN STORES (944) Betty Rosskamm Debra Walker Alma Zimmerman
HORMEL FOODS (453) Geraldine M. Joseph Luella G. Goldberg	INGRAM MICRO (55) Martha R. Ingram	JOHN HANCOCK MUTUAL LIFE INS. (179) Joan T. Bok Kathleen Foley Feldstein
HORTON (D.R.) (620) Francine I. Neff	INTEGRATED HEALTH SERVICES (492) Sally Weisberg	JOHNS MANVILLE (729) Kathryn Rudie Harrigan
HOST MARRIOTT (425) Ann Dore McLaughlin	INTEL (40) Jane E. Shaw	JOHNSON & JOHNSON (51) Joan Ganz Cooney Ann Dibble Jordan Maxine F. Singer
HOST MARRIOTT SERVICES (888) Rosemary M. Collyer	INTERFACE (931) Dianne Dillon-Ridgley June M. Henton	JOHNSON CONTROLS (131) Natalie Black
	INTERIM SERVICES (688) Cinda A. Hallman	JONES APPAREL GROUP (764) Geraldine Stutz
	INTERNATIONAL HOME FOODS (757) None	
	INTERNATIONAL MULTIFOODS (531) Claire L. Arnold Lois D. Rice	

† See addendum notes on page 44.

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Women Board Directors of the Fortune 1000

Jackwyn Nemerov
KANSAS CITY SO. INDUSTRIES (929)
None
KAUFMAN & BROAD HOME (565)
Jane Evans
KELLOGG (246)
Carleton S. Fiorina
Ann D. McLaughlin
Dorothy A. Johnson
KELLWOOD (728)
Kitty G. Dickerson
KELLY SERVICES (377)
Maureen Fay
KENNAMETAL (766)
None
KERR-MCGEE (807)
Farah M. Walters
Sylvia A. Earle
KEYCORP (238)
Carol A. Cartwright
KIMBERLY-CLARK (136)
Pastora San Juan Cafferty
Linda Johnson Rice
KLA-TENCOR (993)
Lida Urbanek
KMART (21)
Lilyan H. Affinito
Robin B. Smith
KN ENERGY (354)
None
KNIGHT-RIDDER (472)
Joan Ridder Challinor
Barbara Barnes Hauptfuhrer
Kathleen Foley Feldstein
KNIGHTS OF COLUMBUS (911)
None
KOHL'S (413)
None
KROGER (36)
Katherine D. Ortega
Martha Romayne Seger
LABORATORY CORP. OF AMERICA (793)
Wendy E. Lane
LANDAMERICA FIN. GROUP (701)
Janet A. Alpert
LANDS' END (890)
None
LANDSTAR SYSTEM (902)
Diana M. Murphy
LEAR (173)
Irma B. Elder
LEGGETT & PLATT (436)
Alice L. Walton
LEHMAN BROTHERS HOLDINGS (66)
Dina Merrill

LENNAR CORPORATION (571)
None
LEUCADIA NATIONAL (959)
None
LEXMARK INTERNATIONAL (486)
None
LG&E ENERGY (295)
Anne H. McNamara
Mira S. Ball
LIBERTY MUTUAL INSURANCE GROUP (124)
Marian L. Heard
LIFESTYLE FURNISHINGS INTL. (655)
None
LIMITED (169)
Claudine B. Malone
Abigail Wexner
LINCOLN ELECTRIC HOLDINGS (977)
Kathryn Jo Lincoln
Ursula M. Burns
LINCOLN NATIONAL (270)
M. Leanne Lachman
Jill S. Ruckelshaus
LITTON INDUSTRIES (353)
Carol B. Hallett
LOCKHEED MARTIN (41)
Lynne V. Cheney
Gwendolyn S. King
LOEWS (60)
Gloria R. Scott
LONGS DRUG STORES (450)
Mary S. Metz
LOUISIANA-PACIFIC (587)
None
LOWE'S (137)
Carol Farmer
Claudine Malone
LSI LOGIC (839)
None
LTV (362)
Farah M. Walters
LUBRIZOL (790)
Victoria F. Haynes
Peggy Gordon Elliott
LUCENT TECHNOLOGIES (33)
Carla A. Hills
LUTHERAN BROTHERHOOD (483)
Addie Butler
Mary Ellen Schmider
LYONDELL CHEMICAL (861)
Carol A. Anderson
M & T BANK CORP. (788)
C. Angela Bontemp
M.A. HANNA (589)
Carol A. Cartwright

MAGELLAN HEALTH SERVICES (826)
Darla D. Moore
MAGNETEK (968)
Marguerite Sallee
MAIL-WELL (831)
None
MALLINCKRODT (581)
Roberta S. Karmel
Claudine B. Malone
MANPOWER (183)
None
MARINER POST-ACUTE NETWORK (645)
None
MARK IV INDUSTRIES (609)
None
MARKETSPAN (396) †
Lilyan H. Affinito
MARRIOTT INTERNATIONAL (206)
Floretta Dukes McKenzie
MARSH & MCLENNAN (232)
Adele Smith Simmons
MARSH SUPERMARKETS (829)
Catherine A. Langham
MARSHALL & ILSLEY CORP. (611)
Katherine C. Lyall
MARSHALL INDUSTRIES (851)
None
MASCO (356)
Mary Ann Krey
MASCOTECH (780)
None
MASS. MUTUAL LIFE INS. (153)
Patricia Diaz Dennis
Barbara Barnes Hauptfuhrer
MATTEL (331)
Jill E. Barad
Pleasant T. Rowland
Andrea L. Rich
MAXXAM (545)
None
MAY DEPARTMENT STORES (120)
Helene L. Kaplan
Marsha J. Evans
MAYTAG (379)
Barbara R. Allen
W. Ann Reynolds
Carole J. Uhrich
MBNA (310)
None
MCCORMICK (692)
Karen D. Weatherholtz
MCDONALD'S (134)
Terry Savage
MCGRAW-HILL (406)
Linda Koch Lorimer

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank)

Women Board Directors of the Fortune 1000

Lois D. Rice
MCI WORLDCOM (80)
None
MCKESSON HBOC (59)
 Mary G. F. Bitterman
 Jane E. Shaw
MCN (634)
 Helen O. Petrauskas
MDC HOLDINGS (936)
None
MEAD (340)
 Susan J. Kropf
MEDIAONE GROUP (503)
 Kathleen A. Cote
MEDPARTNERS (241)
None
MEDTRONIC (533)
 Bernadine P. Healy
MELLON BANK CORP. (283)
 Carol R. Brown
MERCANTILE BANCORP. (496)
None
MERCK (37)
 Johnnetta B. Cole
 Carolyne K. Davis
MERCURY GENERAL (956)
 Gloria Joseph
MERISEL (343)
None
MERITOR AUTOMOTIVE (397)
None
MERRILL LYNCH (19)
 Jill K. Conway
 Aulana L. Peters
METALS USA (835)
None
METRO-GOLDWYN-MAYER (946)
None
METROPOLITAN LIFE INSURANCE (39)
 Joan Ganz Cooney
 Helene L. Kaplan
 Ruth J. Simmons
MICHAELS STORES (802)
 Kelly Elliott
MICRO WAREHOUSE (606)
None
MICROAGE (297)
 Lynda M. Applegate
 Dianne C. Walker
MICRON TECHNOLOGY (487)
None
MICROSOFT (109)
 Jill Eliskann Barad
MID ATLANTIC MEDICAL SVCS (975)
 Gretchen Murdza
 Janet L. Norwood

MIDAMERICAN ENERGY HOLDINGS (521)
 Judith E. Ayres
MILACRON (698)
 Barbara Hackman Franklin
MILLENNIUM CHEMICALS (796)
None
MILLER (HERMAN) (751)
 Ruth Alkema Reister
 Dorothy A. Terrell
MINNESOTA LIFE INS. (781)
 Reatha C. King
MINNESOTA MINING & MFG. (103)
 Aulana L. Peters
 Rozanne L. Ridgway
MIRAGE RESORTS (819)
 Elaine P. Wynn
MOBIL (13)
 Helene L. Kaplan
 Aulana L. Peters
MODIS PROFESSIONAL SERVICES (528)
None
MOHAWK INDUSTRIES (525)
None
MOLEX (785)
None
MONSANTO (187)
 Gwendolyn S. King
MONTANA POWER (939)
 Kay Foster
 Beverly D. Harris
 Tucker Hart Adams
MONY GROUP (699)
 Jane C. Pfeiffer
MORGAN STANLEY DEAN WITTER (29)
 Diana D. Brooks
 Laura D'Andrea Tyson
MORRISON KNUDSEN (696)
None
MORTON INTERNATIONAL (544) †
 Rebecca A. McDonald
MOTOROLA (34)
 Anne P. Jones
 Judy C. Lewent
MURPHY OIL (758)
 Caroline G. Theus
MUSICLAND STORES (703)
 Terry Saario
MUTUAL OF OMAHA INSURANCE (399)
 Carol Hallett
NACCO INDUSTRIES (553)
None
NALCO CHEMICAL (804)
 Sheila A. Penrose

NASH FINCH (372)
 Carole F. Bitter
NATIONAL CITY CORP. (201)
 Sandra Harden Austin
 Bernadine P. Healy
 Dorothy A. Johnson
NATIONAL FUEL GAS (943)
None
NATIONAL OILWELL (991)
None
NATIONAL SEMICONDUCTOR (552)
None
NATIONAL SERVICE INDUSTRIES (647)
 Betty L. Siegel
NATIONWIDE INS. ENTERPRISE (125)
 Nancy C. Thomas
 Yvonne Montgomery
 Lydia Marshall
NAVISTAR INTERNATIONAL (211)
 Abbie J. Griffin
NCR (258)
 Linda Fayne Levinson
NEBCO EVANS (224)
None
NEW CENTURY ENERGIES (418)
 Gayle L. Greer
NEW ENGLAND ELECTRIC SYSTEM (570)
 Joan T. Bok
 Anne Wexler
NEW YORK LIFE INSURANCE (68)
 Patricia T. Carbine
 Betty C. Alewine
NEW YORK TIMES (495)
 Judith Sulzberger
 Brenda Barnes
 Ellen Marram
NEWELL (407)
 Elizabeth Cuthbert Millett
 Cynthia A. Montgomery
NEWMONT MINING (847)
None
NEWPORT NEWS SHIPBUILDING (697)
None
NEXTEL COMMUNICATIONS (704)
None
NIAGARA MOHAWK POWER (398)
 Bonnie Guiton Hill
 Patti McGill Peterson
NICOR (849)
 Patricia A. Wier
NIELSEN (A.C.) (867)
 Karen L. Hendricks
NIKE (166)
 Jill K. Conway

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank) Women Board Directors of the Fortune 1000

NINE WEST GROUP (679) Jackwyn Nemerov Geraldine Stutz	OHIO CASUALTY (856) Catherine E. Dolan	PATRIOT AMERICAN HOSPITALITY (639) Sue Groenteman
NIPSCO INDUSTRIES (497) † Carolyn Y. Woo	OLD KENT FINANCIAL CORP. (832) Margaret Sellers Walker Erina Hanka Marilyn Schlack	PAYLESS CASHWAYS (681) None
NORDSTROM (318) Ann D. McLaughlin Elizabeth Crownhart Vaughan	OLD REPUBLIC INTL. (617) None	PAYLESS SHOESOURCE (530) Mylle Mangum
NORFOLK SOUTHERN (351) Jane Margaret O'Brien	OLIN (588) Suzanne D. Jaffe	PERKIN-ELMER (816) † Carolyn W. Slayman
NORRELL (872) † Nancy Clark Reynolds Karen Johnson-Street	OLSTEN (338) Miriam Olsten	PECO ENERGY (309) Susan W. Catherwood Rosemarie B. Greco
NORTEK (730) None	OMNICARE (822) Mary Lou Fox Cheryl D. Hodges Sandra E. Laney Andrea R. Lindell	PENN TRAFFIC (501) None
NORTHEAST UTILITIES (402) Cotton Mather Cleveland E. Gail de Planque Elizabeth T. Kennan	OMNICOM GROUP (378) Susan S. Denison	PENNZOIL-QUAKER STATE (700) None
NORTHERN STATES POWER (512) Margaret R. Preska A. Patricia Sampson	ONEOK (712) Edwyna G. Anderson Douglas Ann Newson	PENTAIR (674) Karen E. Welke Barbara B. Grogan
NORTHERN TRUST CORP. (543) Susan Crown Dolores E. Cross	ORACLE (234) None	PEOPLESOFT (914) None
NORTHROP GRUMMAN (180) Aulana L. Peters	ORION CAPITAL (754) Victoria R. Fash	PEP BOYS (574) None
NORTHWESTERN (976) None	OUTBACK STEAKHOUSE (894) Debbi Fields-Rose Nancy Schneid	PEPSICO (54) Sharon Percy Rockefeller
NORTHWESTERN MUTUAL LIFE INS. (107) Patricia Albjerg Graham Barbara A. King Kathryn D. Wriston	OWENS & MINOR (474) Anne Marie Whittemore	PERFORMANCE FOOD GROUP (786) None
NOVACARE (768) Siri S. Marshall	OWENS CORNING (319) Ann Iverson W. Ann Reynolds	PETER KIEWIT SONS' (434) None
NUCOR (374) None	OWENS-ILLINOIS (302) None	PETSMART (631) Jane Evans Barbara A. Munders
NVR (830) None	OXFORD HEALTH PLANS (334) Marcia J. Radosevich	PFIZER (106) Constance J. Horner Ruth J. Simmons
NORTHWEST AIRLINES (175) Doris Kerns Goodwin Elaine L. Chao	PACCAR (210) None	PG&E CORP. (65) Mary S. Metz Rebecca Q. Morgan
OAKWOOD HOMES (843) None	PACIFIC CENTURY FINANCIAL (917) Mary G.F. Bitterman	PHARMACIA & UPJOHN (243) M. Kathryn Eickhoff Ulla Reinius
OCCIDENTAL PETROLEUM (255) Rosemary Tomich	PACIFIC LIFE INSURANCE (373) Jacqueline C. Morby Susan Westerberg Prager Audrey F. Milfs	PHELPS DODGE (479) Marie L. Knowles
OFFICE DEPOT (176) Cynthia Cohen	PACIFICARE HEALTH SYSTEM (167) Jean Bixby Smith	PHILIP MORRIS (8) Elizabeth E. Bailey Jane Evans
OFFICEMAX (358) Sydell L. Miller	PACIFICORP (168) Kathryn A. Braun Nancy Wilgenbusch	PHILLIPS PETROLEUM (143) Victoria J. Tschinkel Kathryn C. Turner
OGDEN (762) Judith D. Moyers	PAINE WEBBER GROUP (230) Regina A. Dolan	PHILLIPS-VAN HEUSEN (919) Sylvia M. Rhone Maria Elena Lagomasino
OGE ENERGY (791) Martha W. Griffin	PARKER HANNIFIN (336) Debra L. Starnes Stephanie Streeter	PHOENIX HOME LIFE MUTUAL INS. (432) Carol H. Baldi Marilyn E. LaMarche

† See addendum notes on page 44.

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Women Board Directors of the Fortune 1000

Indra K. Nooyi	PRINCIPAL FINANCIAL (213)	Judith H. Hamilton
Dona D. Young	Betsy J. Bernard	RALSTON PURINA (293)
PHYCOR (825)	Ruth M. Davis	Katherine D. Ortega
C. Sage Givens	Elizabeth E. Tallett	RAYCHEM (724) †
Kay Coles James	Jocelyn Carter-Miller	<i>None</i>
PILGRIM'S PRIDE (905)	PROCTER & GAMBLE (17)	RAYTHEON (69)
<i>None</i>	Lynn M. Martin	Barbara Barnes Hauptfuehrer
PILLOWTEX (828)	Marina von Neumann Whitman	READER'S DIGEST ASSN. (527)
Mary R. Silverthorne	PROGRESSIVE (305)	Lynne V. Cheney
PINNACLE WEST CAPITAL (625)	Janet Hill	M. Christine Cheney
Pamela Grant	PROTECTIVE LIFE (892)	REEBOK INTERNATIONAL (458)
Martha O. Hesse	Elaine L. Chao	Katherine Dwyer
PIONEER HI-BRED INTL. (713)	PROVIDENT COS. (393)	REGIONS FINANCIAL (476)
Nancy Y. Bekavac	Charlotte M. Heffner	Sheila S. Blair
Virginia Walbot	PROVIDIAN FINANCIAL (632)	RELIANCE GROUP HOLDINGS (437)
PIONEER-STANDARD	Christina L. Darwall	Jewell Jackson McCabe
ELECTRONICS (763)	Ruth M. Owades	RELIANCE STEEL & ALUMINUM (898)
<i>None</i>	PRUDENTIAL INS. CO. OF AMERICA (20)	<i>None</i>
PITNEY BOWES (359)	Carolyn K. Davis	RELIASTAR FINANCIAL (507)
Linda G. Alvarado	Constance J. Horner	Luella Gross Goldberg
Phyllis S. Sewell	Ida F.S. Schmertz	Carolyn H. Baldwin
PITTSTON (403)	PSS WORLD MEDICAL (925)	REPUBLIC INDUSTRIES (83) †
<i>None</i>	Delores Kesler	Irene B. Rosenfeld
PITTSWAY (908)	Donna Williamson	REPUBLIC NEW YORK CORP. (424)
<i>None</i>	PUBLIC SERVICE CO. OF N. M. (940)	Janet L. Norwood
PLAINS RESOURCES (922)	Joyce Godwin	REVLON (598)
<i>None</i>	PUBLIC SERVICE ENTERPRISE	Linda Gorden Robinson
PNC BANK CORP. (209)	GROUP (274)	Martha Stewart
Jane G. Pepper	Marilyn M. Pfaltz	REYNOLDS & REYNOLDS (815)
POLARIS INDUSTRIES (989)	PUBLIX SUPER MARKETS (139)	<i>None</i>
<i>None</i>	Carol Jenkins Barnett	REYNOLDS METALS (281)
POLAROID (705)	Tina P. Johnson	Patricia C. Barron
Bernie D.L. Strom	PUGET SOUND ENERGY (682)	Mylle Bell Mangum
POLO RALPH LAUREN (848)	Phyllis J. Campbell	RICHFOOD HOLDINGS (462)
<i>None</i>	Sally G. Narodick	Grace E. Harris
POPULAR (672)	PULTE (506)	RITE AID (149)
<i>None</i>	Debra J. Kelly-Ennis	Nancy Lieberman
POTLATCH (809)	QUAKER OATS (325)	RJR NABISCO HOLDINGS (89)
Vivian W. Piasecki	Judy C. Lewent	Rozanne L. Ridgway
Toni Rembe	QUALCOMM (440)	ROADWAY EXPRESS (524)
Judith M. Runstad	Adelia A. Coffman	Sarah Roush Werner
POTOMAC ELECTRIC POWER (638)	Diana Lady Dongan	ROBERT HALF INTERNATIONAL (726)
Floretta D. McKenzie	QUANTUM (284)	<i>None</i>
Judith A. McHale	<i>None</i>	ROBINSON (C.H.) (644)
PP&L RESOURCES (401)	QUEST DIAGNOSTICS (854)	<i>None</i>
Marilyn Ware	Mary A. Cirillo	ROCK-TENN (923)
PPG INDUSTRIES (221)	Gail R. Wilensky	Mary Louise Brown Jewell
Michele J. Hooper	QUINTILES TRANSNATIONAL (974)	ROCKWELL INTERNATIONAL (202)
PRAXAIR (326)	Rachel R. Selisker	<i>None</i>
Claire W. Gargalli	Virginia Weldon	ROHM & HAAS (408)
PRECISION CASTPARTS (910)	QUORUM HEALTH GROUP (806)	Sandra O. Moose
<i>None</i>	Colleen Conway-Welch	Marna C. Whittington
PREMARK INTERNATIONAL (516)	QWEST COMMUNICATIONS (600)	ROSS STORES (614)
Janice D. Stoney	<i>None</i>	Donna L. Weaver
PRIMEDIA (803)	R.R. DONNELLEY & SONS (277)	ROUGE INDUSTRIES (995)
Beverly C. Chell	Martha Layne Collins	<i>None</i>

† See addendum notes on page 44.

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ROUNDY'S (539)

None

RPM (792)

Lorrie Gustin

RUBBERMAID (549) †

Cynthia Montgomery

Elizabeth Millett

RUDDICK (561)

Anna Spangler Nelson

RUSSELL (983)

Margaret M. Porter

RYDER SYSTEM (312)

Lynn M. Martin

Christine A. Varney

RYERSON TULL (376)

Nancy H. Teeters

RYLAND GROUP (736)

Charlotte St. Martin

Leslie M. Frecon

SAFECO (260)

Phyllis Campbell

Judith M. Runstad

SAFEGUARD SCIENTIFICS (590)

Judith Areen

SAFETY-KLEEN (979)

None

SAFeway (48)

None

SAKS (267) †

Marguerite W. Sallee

SARA LEE (64)

Joan D. Manley

Rozanne L. Ridgway

Judith A. Sprieser

SBC COMMUNICATIONS (35)

Patricia P. Upton

Toni Rembe

Mary S. Metz

Joyce M. Roche

SCANA (782)

Elaine T. Freeman

Lynne M. Miller

SCHERING-PLOUGH (200)

Regina E. Herzlinger

Patricia F. Russo

SCI SYSTEMS (245)

Jackie M. Ward

SCIENCE APPLICATIONS INTL. (347)

C.B. Malone

SCIENTIFIC-ATLANTA (981)

Mylle Bell Mangum

SCRIPPS (E.W.) (855)

Julie A. Wrigley

SEABOARD (731)

None

SEAGATE TECHNOLOGY (244)

Laurel L. Wilkening

SEALED AIR (557)

Virginia A. Kamsky

SEARS ROEBUCK (15)

Brenda C. Barnes

Dorothy A. Terrell

SEMPRA ENERGY (296)

Hyla H. Berteau

Ann L. Burr

Diana L. Walker

SENTRY INSURANCE GROUP (891)

None

SEQUA (723)

None

SERVICE CORPORATION INTERNATIONAL (505)

None

SERVICE MERCHANDISE (441)

None

SERVICEMASTER (333)

Michele Hunt

SHAW INDUSTRIES (422)

None

SHERWIN-WILLIAMS (322)

Helen O. Petrauskas

SHOPKO STORES (490)

None

SIGMA-ALDRICH (971)

Nina V. Fedoroff

SILGAN HOLDINGS (743)

None

SILICON GRAPHICS (470)

Lucille Shapiro

SIMON PROPERTY GROUP (877)

M. Denise DeBartolo York

SLM HOLDING (478)

Diane Suitt Gilleland

Marie V. McDemmond

Ann Torre Grant

SMART & FINAL (772)

None

SMITH INTERNATIONAL (627)

None

SMITHFIELD FOODS (395)

None

SMURFIT-STONE CONTAINER (400)

None

SNAP-ON (735)

Roxanne J. Decyk

SODEXHO MARRIOTT SERVICES (247)

None

SOLETRON (306)

None

SOLUTIA (509)

Joan Bok

SONAT (409)

Adrian M. Tocklin

SONIC AUTOMOTIVE (794)

Dona Davis Young

SONOCO PRODUCTS (548)

Dona Davis Young

SOUTHDOWN (980)

None

SOUTHERN (148)

Gloria M. Shatto

SOUTHTRUST CORP. (493)

None

SOUTHWEST AIRLINES (371)

June Morris

SOVEREIGN BANCORP (852)

Rhoda S. Oberholtzer

SPARTAN STORES (560)

None

SPORTS AUTHORITY (795)

Carol Farmer

Cynthia Cohen

SPRINGS INDUSTRIES (616)

Crandall C. Bowles

Robin B. Smith

SPRINT (88)

Linda Koch Lorimer

SPX (719)

Sarah R. Coffin

ST. PAUL COS. (171)

Anita M. Pampusch

STAFF LEASING (578)

None

STAGE STORES (990)

None

STANDARD COMMERCIAL (837)

None

STANDARD INSURANCE (951)

Virginia L. Anderson

E. Kay Stepp

STANDARD REGISTER (880)

Ann Scavullo

STANLEY WORKS (518)

Kathryn D. Wriston

Eileen S. Kraus

STAPLES (236)

Mary Elizabeth Burton

Margaret C. Whitman

STARBUCKS (918)

Barbara Bass

STARWOOD HOTELS AND RESORTS (327)

Brenda Barnes

STATE FARM INSURANCE COS. (12)

Wendy L. Gramm

Hanne M. Merriman

Susan M. Phillips

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank)

Women Board Directors of the Fortune 1000

Janet Johnson	TECUMSEH PRODUCTS (740)	Mary R. Hennessy
Barbara Cowden	<i>None</i>	TIME WARNER (108)
Laura Sullivan	TEKTRONIX (636)	Beverly Sills Greenough
STATE STREET CORP. (366)	Pauline Lo Alker	Carla A. Hills
Tenley E. Albright	TELE-COMMUNICATIONS (228) †	TIMES MIRROR (446)
Diana Chapman Walsh	<i>None</i>	Gwendolyn Garland Babcock
STATER BROS. HOLDINGS (747)	TELEFLEX (865)	Sherry L. Lansing
<i>None</i>	Patricia C. Barron	Dawn Gould Lepore
STEELCASE (513)	TELEPHONE & DATA SYSTEMS (722)	TIMKEN (522)
<i>None</i>	Letitia G. C. Carlson	<i>None</i>
STEWART & STEVENSON	Sandra Helton	TJX (208)
SERVICES (930)	TELLABS (773)	Phyllis Burke Davis
<i>None</i>	Stephanie Pace Marshall	Willow B. Shire
STONE & WEBSTER (942)	TEMPLE-INLAND (405)	TOLL BROTHERS (962)
Donna F. Bethell	Charlotte Temple	<i>None</i>
STORAGE TECHNOLOGY (595)	TENET HEALTHCARE (163)	TORCHMARK (613)
<i>None</i>	Bernice B. Bratter	<i>None</i>
SUIZA FOODS (443)	TENNECO (219)	TOSCO (141)
<i>None</i>	M. Kathryn Eickhoff	Eija Malmirvirta
SUMMIT BANCORP (555)	TERADYNE (841)	TOTAL RENAL CARE HOLDINGS (963)
Anne Evans Estabrook	*Patricia S. Wolpert	Regina Herzlinger
Elinor J. Ferdon	TEREX (950)	TOWER AUTOMOTIVE (711)
SUN HEALTHCARE GROUP (463)	<i>None</i>	<i>None</i>
<i>None</i>	TESORO PETROLEUM (840)	TOYS "R" US (151)
SUN MICROSYSTEMS (164)	<i>None</i>	Roann Costin
Judith L. Estrin	TEXACO (24)	Shirley Strum Kenny
SUNAMERICA (540)	Mary K. Bush	TRANSAMERICA (261) †
Karen Hastie-Williams	Robin B. Smith	Toni Rembe
SUNBEAM (797)	TEXAS INDUSTRIES (970)	Condoleezza Rice
Faith Whittlesey	Elizabeth C. Williams	TRANSMONTAIGNE (664)
SUNDSTRAND (652)	TEXAS INSTRUMENTS (191)	<i>None</i>
Ilene S. Gordon	Gloria M. Shatto	TRANS WORLD AIRLINES (454)
SUNGARD DATA SYSTEMS (999)	TEXAS UTILITIES (105)	Blanche M. Touhill
<i>None</i>	Margaret N. Maxey	Sherry L. Cooper
SUNOCO (240)	TEXTRON (144)	TRIBUNE (491)
Mary Johnston Evans	Teresa Beck	Nancy Hicks Maynard
Rosemarie B. Greco	Jean Head Sisco	Kristie Miller
SUNTRUST BANKS (227) *	THERMO ELECTRON (394)	TRICON GLOBAL RESTAURANTS (190)
<i>None</i>	Hutham S. Olayan	Jeanette S. Wagner
SUPERMARKETS GENL.	THOMAS & BETTS (605)	Jackie Trujillo
HOLDINGS (415)	Jeananne K. Hauswald	TRIGON HEALTHCARE (602)
<i>None</i>	TIAA-CREF (18)	Jackie M. Ward
SUPERVALU (86)	Elizabeth E. Bailey	TRINITY INDUSTRIES (562)
Harriet Perlmutter	Joyce A. Fecske	Diana S. Natalicio
Carole F. St. Mark	Edes P. Gilbert	TRUE NORTH COMMUNICATIONS (945)
SYNOVUS FINANCIAL CORP. (906)	Nancy L. Jacob	Marilyn R. Seymann
Elizabeth Ogie	Marjorie Fine Knowles	TRUMP HOTELS & CASINO
SYSCO (97)	Estelle A. Fishbein	RESORTS (879)
Judith B. Craven	Ruth Simms Hamilton	<i>None</i>
Phyllis S. Sewell	Dorothy Ann Kelly	TRUSERV (360)
TANDY (330)	Rosalie J. Wolf	Barbara B. Wilkerson
Edwina Woodbury	TIFFANY (992)	TRW (142)
TECH DATA (145)	Rose Marie Bravo	Karen N. Horn
<i>None</i>	Geraldine Stutz	Lynn M. Martin
TECO ENERGY (667)	TIG HOLDINGS (769) †	TURNER CORP. (375)
Sara L. Baldwin	Ann W. Richards	<i>None</i>

† See addendum notes on page 44.

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Women Board Directors of the Fortune 1000

TYSON FOODS (226) Barbara Tyson	UNITED RENTALS (958) <i>None</i>	Linda Wilson
US WEST (135) Linda G. Alvarado Marilyn Carlson Nelson	UNITED STATES FILTER (457) † <i>None</i>	VARIAN ASSOCIATES (869) † Ruth M. Davis Elizabeth E. Tallett
U.S. BANCORP (215) Linda Ahlers Carolyn Silva Chambers	UNITED STATES AUTOMOBILE ASSN. (214) Marcelite J. Harris Myrna H. Williamson	VENATOR (287) Margaret P. MacKimm
U.S. FOODSERVICE (298) <i>None</i>	UNITED STATIONERS (480) <i>None</i>	VENCOR (464) Elaine L. Chao Donna R. Ecton
U.S. HOME (836) <i>None</i>	UNITED TECHNOLOGIES (43) Antonia Handler Chayes Jacqueline G. Wexler	VF (301) Ursula F. Fairbairn Barbara S. Feigin
U.S. INDUSTRIES (438) <i>None</i>	UNITRIN (635) <i>None</i>	VIACOM (138) Shari Redstone
U.S. OFFICE PRODUCTS (419) <i>None</i>	UNIVERSAL (361) <i>None</i>	VIAD (551) Linda Johnson Rice Judith K. Hofer
UAL (82) <i>None</i>	UNIVERSAL FOREST PRODUCTS (947) <i>None</i>	VISHAY INTERTECHNOLOGY (805) Luella B. Slaner
UGI (864) <i>None</i>	UNIVERSAL HEALTH SERVICES (694) Leatrice Ducat	VOLT INFORMATION SCIENCES (755) <i>None</i>
UICI (984) <i>None</i>	UNOCAL (304) Marina von Neumann Whitman	VULCAN MATERIALS (734) Ann D. McLaughlin
ULTRAMAR DIAMOND SHAMROCK (196) Katherine D. Ortega Madeleine Saint-Jacques	UNOVA (771) Claire W. Gargalli	VWR SCIENTIFIC (900) <i>None</i>
UNICOM (233) Sue L. Gin Elizabeth A. Moler	UNUM (337) † Cynthia A. Montgomery Lois D. Rice	WABASH NATIONAL (924) <i>None</i>
UNIFI (887) <i>None</i>	US AIRWAYS GROUP (186) Hanne M. Merriman Hilda Ochoa-Brillenbourg	WACHOVIA CORP. (276) Elizabeth Valk Long
UNION CAMP (344) † Ann D. McLaughlin	USA NETWORKS (526) Anne Busquet Diane Von Furstenberg	WACKENHUT (739) Anne Newman Foreman Nancy Clark Reynolds
UNION CARBIDE (288) Rozanne L. Ridgway	USEC (870) Joyce F. Brown	WAL-MART STORES (3) Elizabeth A. Sanders Paula Stern
UNION PACIFIC (154) Judith Richards Hope	USFREIGHTWAYS (714) <i>None</i>	WALGREEN (98) Marilou M. Von Ferstel
UNION PACIFIC RESOURCES (615) Lynne V. Cheney Claudine B. Malone	USG (466) Judith A. Sprieser Valerie B. Jarrett	WALLACE COMPUTER SERVICES (896) Bettye Martin Musham
UNION PLANTERS CORP. (502) <i>None</i>	UST (881) Elaine J. Eisenman	WALT DISNEY (53) Reveta Franklin Bowers Judith Estrin Andrea L. Van de Kamp
UNISOURCE (225) <i>None</i>	USX (47) Jeanette Grasselli Brown	WALTER INDUSTRIES (709) <i>None</i>
UNISYS (231) Gail D. Fosler	UTILICORP UNITED (132) Avis Tucker	WANG LABORATORIES (690) † Marcia J. Hooper
UNITED AUTO GROUP (482) <i>None</i>	VALERO ENERGY (294) Susan Kaufman Purcell	WARNACO GROUP (669) Linda J. Wachner
UNITED GROCERS (967) Mary McDonald	VALHI (814) <i>None</i>	WARNER-LAMBERT (157) <i>None</i>
UNITED HEALTHCARE (84) Mary O. Munding Gail R. Wilensky	VALSPAR (1000) Susan S. Boren	WASHINGTON MUTUAL (128) Anne V. Farrell Elizabeth A. Sanders
UNITED PARCEL SERVICE (46) Ann W. Livermore Lea N. Soupata	VALUE CITY (998) Geraldine Schottenstein	WASHINGTON POST (630) Katherine Graham
	VANSTAR (508)	

† See addendum notes on page 44.

Appendix II: Company Listing (With Rank)

Women Board Directors of the Fortune 1000

Barbara Scott Preiskel
WASTE MANAGEMENT (129)
 Pastora San Juan Cafferty
WEATHERFORD INTERNATIONAL (650)
None
WEBB (DELL) (986)
None
WEIRTON STEEL (938)
None
WEIS MARKETS (695)
None
WELLPOINT HEALTH NETWORKS (256)
 Sheila P. Burke
 Julie A. Hill
 Elizabeth A. Sanders
WELLS FARGO (62)
 Susan E. Engel
 Susan G. Swenson
 Reatha Clark King
 Cynthia H. Milligan
 Judith M. Runstad
WENDY'S INTERNATIONAL (670)
 Janet Hill
 Thekla Shackelford
WESCO INTERNATIONAL (485)
None
WESTERN DIGITAL (423)
 Anne Krueger
WESTERN GAS RESOURCES (623)
None
WESTERN RESOURCES (646)
 Jane Dresner Sadaka
WESTPOINT STEVENS (733)
 M. Katherine Dwyer
WESTVACO (499)
 Jane L. Warner
WEYERHAEUSER (152)
 Martha R. Ingram
WHIRLPOOL (155)
 Kathleen Hempel
 Janice D. Stoney
WHITMAN (707)
 Victoria B. Jackson
WHOLE FOODS MARKET (882)
 Linda A. Mason
WHX (777)
None
WILLAMETTE INDUSTRIES (410)
None
WILLIAMS (216)
 Patricia L. Higgins
 Kay A. Orr
WINN-DIXIE STORES (115)
 Julia B. North
WISCONSIN ENERGY (661)
 Geneva B. Johnson

Barbara Bowles
 Julia North
WITCO (673)
 Louise Goesser
WORLD COLOR PRESS (584)
 Patrice M. Daniels
WORTHINGTON INDUSTRIES (628)
 Mary Schiavo
WRIGLEY (WM. JR.) (648)
 Penny Pritzker
 Melinda Rich
XEROX (63)
 Martha Romayne Seger
 Antonia Ax:son Johnson
 Patricia F. Russo
YELLOW (469)
 Cassandra C. Carr
YORK INTERNATIONAL (447)
None
YOUNG & RUBICAM (820)
None
ZALE (913)
 Andrea Jung
ZIONS BANCORP. (987)
 Shelley Thomas

Addendum Notes

The following provides information on organizational changes made since the publication of the Fortune 1000 list of April 26, 1999.

Aeroquip-Vickers was acquired by the Eaton Corporation on April 9, 1999.
 American Stores Company merged with Albertson's after March 31, 1999.
 Ascend Communications Incorporated merged with Lucent Technologies in June 1999.
 AMP was acquired by Tyco International Limited on April 2, 1999.
 Bankers Trust Corporation merged in June 1999 and is now Deutsche Bank.
 Borg-Warner Security Corporation changed its name to Burns International Services.

Brown Group Incorporated changed its name to Brown Shoe Company as of 5/27/99. Caldor has filed Chapter 11.
 Century Telephone Enterprises, Inc. changed its name to CenturyTel, Inc.
 Chancellor Media has changed its name to AMFM.
 Circus Circus Enterprises, Incorporated changed its name to Mandalay Resort Group.
 Crackerbarrel Group, Incorporated changed its name to CBRL Group, Inc.
 Fleet Financial Group recently merged with BankBoston.
 Fingerhut Companies, Inc. was acquired by Federated Department Stores, Inc.
 First Brands was acquired by Clorox.
 Fred Meyer was recently acquired by The Kroger Company.
 General Nutrition Companies, Inc. & Subs. was acquired on 8/10/99 by Royal Numico of the Netherlands.
 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.
 Interstate Energy Corporation changed its name to Alliant Energy Corporation.
 MarketSpan Corporation has changed its name to KeySpan Energy.
 Morton International was recently acquired.
 NipSCO Industries became NiSource Inc. on 4/16/99.
 Norrell Corporation merged with Interim Services on 7/22/99.
 Perkin-Elmer Corporation changed its name to PE Corporation as of 5/27/99.
 Raychem was acquired by Tyco International.
 Republic Industries no longer exists; the new company name is AutoNation.
 Rubbermaid was acquired by Newell, forming the company Newell Rubbermaid.
 Saks Holdings changed its name in September 1999 to Saks Incorporated.
 Tele-Communications, Inc. was acquired by AT&T Corp.
 TIG Holdings, Inc. merged with Fairfax Financial Holdings Limited on 4/13/99.
 Transamerica merged with AEGON, N.V. in July 1999.
 Union Camp Corporation was acquired by International Paper Company.
 UNUM Corporation recently merged and is now called UNUM Provident Corporation.
 United States Filter merged with Vivendi on 4/21/99.
 Varian Associates, Incorporated no longer exists (as of 4/2/99); it split into three companies: Varian Medical, Varian Incorporated and Varian Semiconductors.
 Wang Laboratories was acquired by the Netherlands company Getronics NV.

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

ADVERTISING, MARKETING (3/47) 6%

INTERPUBLIC GROUP (1/11)
OMNICOM GROUP (1/14)
TRUE NORTH COMMUNICATIONS (1/12)
YOUNG & RUBICAM (0/10)

AEROSPACE (16/162) 10%

ALLIEDSIGNAL (1/14)
B.F. GOODRICH (2/11)
BOEING (1/13)
COLTEC INDUSTRIES (0/6)
CORDANT TECHNOLOGIES INC. (0/11)
GENERAL DYNAMICS (0/10)
GULFSTREAM AEROSPACE (4/22)
LOCKHEED MARTIN (2/15)
NORTHROP GRUMMAN (1/11)
SEQUA (0/11)
SUNDSTRAND (1/9)
TEXTRON (2/15)
UNITED TECHNOLOGIES (2/14)

AIRLINES (14/117) 12%

ALASKA AIR GROUP (2/9)
AMERICA WEST HOLDINGS CORP. (1/11)
AMR (2/11)
CONTINENTAL AIRLINES (1/13)
DELTA AIR LINES (1/10)
NORTHWEST AIRLINES (2/15)
SOUTHWEST AIRLINES (1/9)
TRANS WORLD AIRLINES (2/15)
UAL (0/12)
US AIRWAYS GROUP (2/12)

APPAREL (16/121) 13%

CLAIBORNE (LIZ) (2/9)
FRUIT OF THE LOOM (0/7)
JONES APPAREL GROUP (2/7)
KELLWOOD (1/10)
NIKE (1/13)
NINE WEST GROUP (2/7)
PHILLIPS-VAN HEUSEN (2/13)
PILLOWTEX (1/10)
POLO RALPH LAUREN (0/8)
REEBOK INTERNATIONAL (1/9)
RUSSELL (1/10)
VF (2/11)
WARNACO GROUP (1/7)

AUTOMOTIVE RETAILING & SERVICES (5/77) 6%

AMERCO (0/8)
AVIS RENT A CAR (1/10)
BUDGET GROUP (0/8)
GROUP 1 AUTOMOTIVE (0/6)
† REPUBLIC INDUSTRIES (1/10)
RYDER SYSTEM (2/10)

SONIC AUTOMOTIVE (1/17)
UNITED AUTO GROUP (0/8)

BEVERAGES (10/93) 11%

COORS (ADOLPH) (1/8)
ANHEUSER-BUSCH (3/16)
BROWN-FORMAN (1/11)
CANANDAIGUA BRANDS (0/8)
COCA-COLA (2/12)
COCA-COLA ENTERPRISES (1/14)
PEPSICO (1/13)
WHITMAN (1/11)

BUILDING MATERIALS, GLASS (8/95) 8%

ARMSTRONG WORLD INDUSTRIES (1/10)
CORNING (1/16)
JOHNS MANVILLE (1/10)
OWENS CORNING (2/12)
OWENS-ILLINOIS (0/11)
SOUTHDOWN (0/11)
USG (2/14)
VULCAN MATERIALS (1/11)

CHEMICALS (42/397) 11%

AIR PRODUCTS & CHEMICALS (1/13)
AVERY DENNISON (1/11)
CABOT (2/16)
CROMPTON & KNOWLES (1/8)
CYTEC INDUSTRIES (0/7)
DEXTER (2/10)
DOW CHEMICAL (2/16)
E. I. DUPONT DE NEMOURS (2/12)
EASTMAN CHEMICAL (1/10)
ECOLAB (1/14)
ENGELHARD (2/10)
FERRO (1/12)
FMC (1/12)
FULLER (H.B.) (2/13)
GEON (2/10)
GRACE (W.R.) (1/5)
GREAT LAKES CHEMICAL (0/8)
HERCULES (2/13)
IMC GLOBAL (0/12)
LUBRIZOL (2/11)
LYONDELL CHEMICAL (1/8)
MILLENNIUM CHEMICALS (0/8)
MONSANTO (1/10)
† MORTON INTERNATIONAL (1/11)
NALCO CHEMICAL (1/11)
OLIN (1/7)
PPG INDUSTRIES (1/11)
PRAXAIR (1/11)
ROHM & HAAS (2/14)
RPM (1/12)
SHERWIN-WILLIAMS (1/11)

SIGMA-ALDRICH (1/9)
SOLUTIA (1/13)
UNION CARBIDE (1/9)
VALHI (0/6)
VALSPAR (1/10)
WITCO (1/13)

COMMERCIAL BANKS (63/770) 8%

AMSOUTH BANCORP. (1/12)
BANKAMERICA CORP. (4/19)
BANK OF NEW YORK CO. (1/15)
BANK ONE CORP. (2/22)
BANKBOSTON CORP. (2/17)
† BANKERS TRUST CORP. (1/15)
BB&T CORP. (1/21)
CHASE MANHATTAN CORP. (3/17)
COMERICA (1/13)
COMPASS BANCSHARES (0/13)
FIFTH THIRD BANCORP. (1/19)
FIRST AMERICAN CORP. (2/23)
FIRST SECURITY CORP. (2/20)
FIRST TENNESSEE NATIONAL CORP. (1/12)
FIRST UNION CORP. (2/27)
FIRSTSTAR CORP. (2/31)
† FLEET FINANCIAL GROUP (2/22)
HUNTINGTON BANCSHARES (1/10)
J.P. MORGAN & CO. (2/17)
KEYCORP. (1/20)
M & T BANK CORP. (1/22)
MARSHALL & ILSLEY CORP. (1/22)
MBNA (0/7)
MELLON BANK CORP. (1/22)
MERCANTILE BANCORP. (0/15)
NATIONAL CITY CORP. (3/20)
NORTHERN TRUST CORP. (2/14)
OLD KENT FINANCIAL CORP. (3/19)
PACIFIC CENTURY FINANCIAL (1/11)
PNC BANK CORP. (1/17)
POPULAR (0/16)
PROVIDIAN FINANCIAL (2/9)
REGIONS FINANCIAL (1/17)
REPUBLIC NEW YORK CORP. (1/23)
SOUTHTRUST CORP. (0/12)
STATE STREET CORP. (2/19)
SUMMIT BANCORP. (2/18)
SUNTRUST BANKS (0/16)
SYNOVUS FINANCIAL CORP. (1/17)
U.S. BANCORP. (2/21)
UNION PLANTERS CORP. (0/16)
WACHOVIA CORP. (1/17)
WELLS FARGO (5/24)
ZIONS BANCORP. (1/11)

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

COMPUTER DATA

SERVICES (16/176) 9%

AFFILIATED COMPUTER SERVICES (0/9)
AMERICA ONLINE (0/10)
AUTOMATIC DATA PROCESSING (1/11)
CERIDIAN (2/14)
COMDISCO (1/10)
COMPUTER SCIENCES (0/9)
DUN & BRADSTREET (1/10)
ELECTRONIC DATA SYSTEMS (1/10)
EQUIFAX (2/12)
FIRST DATA (1/9)
FISERV (1/8)
GALILEO INTERNATIONAL (2/13)
IMS HEALTH (1/9)
MICRO WAREHOUSE (0/4)
NIELSEN (A.C.) (1/12)
SUNGARD DATA SYSTEMS (0/8)
UNISYS (1/10)
† WANG LABORATORIES (1/8)

COMPUTER PERIPHERALS (4/67) 6%

EMC (1/7)
IMATION (1/9)
IOMEGA (0/8)
LEXMARK INTERNATIONAL (0/11)
QUANTUM (0/6)
SEAGATE TECHNOLOGY (1/7)
STORAGE TECHNOLOGY (0/11)
WESTERN DIGITAL (1/8)

COMPUTER SOFTWARE (3/40) 8%

CADENCE DESIGN SYSTEMS (1/9)
COMPUTER ASSOCIATES INTL. (1/8)
MICROSOFT (1/7)
ORACLE (0/8)
PEOPLESOFT (0/8)

COMPUTERS, OFFICE

EQUIPMENT (16/119) 13%

APPLE COMPUTER (0/7)
COMPAQ COMPUTER (2/12)
DATA GENERAL (0/7)
DELL COMPUTER (2/10)
GATEWAY 2000 (0/7)
HEWLETT-PACKARD (2/13)
INTL. BUSINESS MACHINES (2/12)
NCR (1/8)
PITNEY BOWES (2/10)
SILICON GRAPHICS (1/9)
SUN MICROSYSTEMS (1/8)
XEROX (3/16)

DIVERSIFIED FINANCIALS (19/219) 9%

ADVANTA (1/11)
AMERICAN EXPRESS (2/14)

AON (1/15)
CAPITAL ONE FINANCIAL (1/14)
CIT GROUP (1/12)
CITIGROUP (1/18)
COUNTRYWIDE CREDIT INDUSTRIES (0/8)
FANNIE MAE (3/16)
FIDELITY NATIONAL FINANCIAL (0/8)
FIRST AMERICAN FINANCIAL (2/14)
FRANKLIN RESOURCES (0/9)
FREDDIE MAC (1/17)
HOUSEHOLD INTERNATIONAL (1/16)
LANDAMERICA FIN. GROUP (1/14)
MARSH & MCLENNAN (1/18)
SLM HOLDING (3/15)

DIVERSIFIED OUTSOURCING

SERVICES (12/120) 10%

ABM INDUSTRIES (2/10)
ADMINISTAFF (2/8)
ARAMARK (1/11)
†BORG-WARNER SECURITY (0/12)
CINTAS (0/8)
CONVERGYS (1/8)
OGDEN (1/12)
SERVICEMASTER (1/17)
SODEXHO MARRIOTT SERVICES (0/8)
STAFF LEASING (0/7)
VIAD (2/8)
WACKENHUT (2/11)

ELECTRONICS, ELECTRICAL

EQUIPMENT (37/382) 10%

ADC TELECOMMUNICATIONS (1/9)
†AMP (1/11)
†ASCEND COMMUNICATIONS (1/8)
COOPER INDUSTRIES (1/12)
DIEBOLD (0/10)
EATON (1/12)
EMERSON ELECTRIC (1/16)
GENERAL ELECTRIC (2/16)
GENERAL INSTRUMENT (1/6)
HARMAN INTL. INDUSTRIES (2/7)
HARRIS (1/9)
† HONEYWELL (2/12)
HUBBELL (0/9)
JABIL CIRCUIT (0/7)
LITTON INDUSTRIES (1/9)
LUCENT TECHNOLOGIES (1/9)
MAGNETEK (1/8)
MAYTAG (3/14)
MICRON TECHNOLOGY (0/8)
MOLEX (0/9)
MOTOROLA (2/15)
NATIONAL SERVICE INDUSTRIES (1/13)
PENTAIR (2/11)
PITTSWAY (0/11)

QUALCOMM (2/13)
† RAYCHEM (0/8)
RAYTHEON (1/15)
ROCKWELL INTERNATIONAL (0/11)
SCI SYSTEMS (1/8)
SCIENTIFIC-ATLANTA (1/8)
SOLETRON (0/9)
SPX (1/8)
SUNBEAM (1/8)
TELLABS (1/8)
THOMAS & BETTS (1/12)
VISHAY INTERTECHNOLOGY (1/10)
WHIRLPOOL (2/13)

ENERGY (2/38) 5%

MIDAMERICAN ENERGY HOLDINGS (1/14)
NORTHWESTERN (0/10)
UGI (0/7)
USEC (1/7)

ENGINEERING, CONSTRUCTION (15/219) 7%

CENTEX (0/9)
CHAMPION ENTERPRISES (1/8)
EMCOR GROUP (0/7)
FLEETWOOD ENTERPRISES (0/8)
FLUOR (2/13)
FOSTER WHEELER (2/11)
GRANITE CONSTRUCTION (1/8)
HALLIBURTON (1/14)
HORTON (D.R.) (1/10)
JACOBS ENGINEERING GROUP (2/11)
KAUFMAN & BROAD HOME (1/11)
LENNAR CORPORATION (0/9)
MDC HOLDINGS (0/6)
MORRISON KNUDSEN (0/9)
NVR (0/8)
OAKWOOD HOMES (0/9)
PETER KIEWIT SONS' (0/13)
PULTE (1/8)
RYLAND GROUP (2/9)
STONE & WEBSTER (1/10)
TOLL BROTHERS (0/7)
TURNER CORP. (0/11)
U.S. HOME (0/10)

ENTERTAINMENT (9/90) 10%

CBS (1/11)
† CHANCELLOR MEDIA (0/11)
CLEAR CHANNEL COMMUNICATIONS (0/7)
METRO-GOLDWYN-MAYER (0/9)
TIME WARNER (2/13)
USA NETWORKS (2/13)
VIACOM (1/10)
WALT DISNEY (3/16)

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

FOOD (40/417) 10%

AGWAY (0/15)
 ARCHER DANIELS MIDLAND (1/13)
 BESTFOODS (2/14)
 BORDEN (0/6)
 CAMPBELL SOUP (2/16)
 CHIQUITA BRANDS INTERNATIONAL (1/7)
 CONAGRA (2/13)
 CORN PRODUCTS INTERNATIONAL (0/11)
 DEAN FOODS (2/12)
 DEL MONTE FOODS (1/10)
 DOLE FOOD (1/7)
 EARTHGRAINS (1/7)
 FARMLAND INDUSTRIES (0/22)
 FLOWERS INDUSTRIES (0/11)
 GENERAL MILLS (2/13)
 GOLD KIST (0/9)
 HEINZ (H.J.) (4/19)
 HERSHEY FOODS (1/12)
 HORMEL FOODS (2/14)
 IBP (2/10)
 IMPERIAL SUGAR (1/14)
 INTERNATIONAL HOME FOODS (0/9)
 INTERSTATE BAKERIES (0/8)
 KELLOGG (3/14)
 MCCORMICK (1/10)
 PILGRIM'S PRIDE (0/11)
 PIONEER HI-BRED INTL. (2/15)
 QUAKER OATS (1/10)
 RALSTON PURINA (1/13)
 RJR NABISCO HOLDINGS (1/9)
 SARA LEE (3/17)
 SEABOARD (0/4)
 SMITHFIELD FOODS (0/13)
 SUIZA FOODS (0/10)
 TYSON FOODS (1/11)
 WRIGLEY (WM. JR.) (2/8)

FOOD AND DRUG STORES (24/263) 9%

ALBERTSON'S (1/14)
 †AMERICAN STORES (2/12)
 BJ'S WHOLESALE CLUB (1/9)
 BRUNO'S (0/8)
 CVS (2/12)
 †FRED MEYER (1/16)
 †GENERAL NUTRITION (0/7)
 GIANT FOOD (2/9)
 GRAND UNION (0/11)
 HANNAFORD BROS. (2/13)
 INGLES MARKETS (2/9)
 JITNEY-JUNGLE STORES (0/9)
 KROGER (2/13)
 LONGS DRUG STORES (1/13)
 MARSH SUPERMARKETS (1/10)
 PENN TRAFFIC (0/10)
 PUBLIX SUPER MARKETS (2/9)

RITE AID (1/11)
 RUDDICK (1/11)
 SAFEWAY (0/8)
 STATER BROS. HOLDINGS (0/3)
 SUPERMARKETS GENL. HOLDINGS (0/9)
 WALGREEN (1/11)
 WEIS MARKETS (0/7)
 WHOLE FOODS MARKET (1/8)
 WINN-DIXIE STORES (1/11)

FOOD SERVICES (14/145) 10%

ADVANTICA (2/10)
 BRINKER INTERNATIONAL (0/11)
 †CBRL GROUP (1/13)
 CKE RESTAURANTS (1/9)
 DARDEN RESTAURANTS (1/7)
 FOODMAKER (0/9)
 HOST MARRIOTT SERVICES (1/8)
 MCDONALD'S (1/15)
 NEBCO EVANS (0/9)
 OUTBACK STEAKHOUSE (2/13)
 PERFORMANCE FOOD GROUP (0/6)
 STARBUCKS (1/8)
 TRICON GLOBAL RESTAURANTS (2/12)
 WENDY'S INTERNATIONAL (2/15)

FOREST AND PAPER PRODUCTS (23/237) 10%

BEMIS (1/10)
 BOISE CASCADE (3/15)
 BOWATER (0/9)
 CHAMPION INTERNATIONAL (1/10)
 CONSOLIDATED PAPERS (2/13)
 FORT JAMES (2/11)
 GEORGIA-PACIFIC (1/13)
 INTERNATIONAL PAPER (1/12)
 KIMBERLY-CLARK (2/12)
 LOUISIANA-PACIFIC (0/8)
 MEAD (1/11)
 POTLATCH (3/15)
 ROCK-TENN (1/13)
 SMURFIT-STONE CONTAINER (0/10)
 SONOCO PRODUCTS (1/15)
 TEMPLE-INLAND (1/11)
 †UNION CAMP (1/11)
 UNIVERSAL FOREST PRODUCTS (0/7)
 WESTVACO (1/11)
 WEYERHAEUSER (1/10)
 WILLAMETTE INDUSTRIES (0/10)

FURNITURE (5/71) 7%

FURNITURE BRANDS INTERNATIONAL (1/8)
 HON INDUSTRIES (1/11)
 LEGGETT & PLATT (1/14)
 LIFESTYLE FURNISHINGS INTL. (0/6)
 MILLER (HERMAN) (2/12)

STEELCASE (0/20)

GENERAL

MERCHANDISERS (27/215) 13%

AMES DEPARTMENT STORES (1/7)
 BRADLEES (1/8)
 †CALDOR (1/6)
 DAYTON HUDSON (3/11)
 DILLARD'S (1/15)
 DOLLAR GENERAL (1/9)
 FAMILY DOLLAR STORES (0/7)
 FEDERATED DEPARTMENT STORES (2/12)
 †FINGERHUT (1/8)
 HARCOURT GENERAL (2/12)
 J. C. PENNEY (2/10)
 KMART (2/13)
 KOHL'S (0/9)
 MAY DEPARTMENT STORES (2/14)
 NORDSTROM (2/11)
 †SAKS (1/18)
 SEARS ROEBUCK (2/11)
 SHOPKO STORES (0/8)
 VALUE CITY (1/11)
 WAL-MART STORES (2/15)

HEALTH CARE (47/350) 13%

AETNA (4/13)
 ALLEGIANCE (1/8)
 AMERICAN MEDICAL SECURITY GROUP (0/9)
 ANTHEM INSURANCE (2/13)
 BEVERLY ENTERPRISES (4/9)
 CIGNA (2/12)
 COLUMBIA/HCA HEALTHCARE (1/12)
 COVENTRY HEALTH CARE (1/10)
 EXPRESS SCRIPTS (1/10)
 FOUNDATION HEALTH SYSTEMS (0/10)
 GENESIS HEALTH VENTURES (0/7)
 HCR MANOR CARE (1/10)
 HEALTHSOUTH (1/12)
 HUMANA (1/8)
 INTEGRATED HEALTH SERVICES (1/6)
 LABORATORY CORP. OF AMERICA (1/7)
 MAGELLAN HEALTH SERVICES (1/12)
 MARINER POST-ACUTE NETWORK (0/11)
 MEDPARTNERS (0/12)
 MID ATLANTIC MEDICAL SVCS. (2/14)
 NOVACARE (1/9)
 OMNICARE (4/12)
 OXFORD HEALTH PLANS (1/11)
 PACIFICARE HEALTH SYSTEM (1/12)
 PHYCOR (2/11)
 QUEST DIAGNOSTICS (2/7)
 QUORUM HEALTH GROUP (1/10)
 SUN HEALTHCARE GROUP (0/10)
 TENET HEALTHCARE (1/10)
 TOTAL RENAL CARE HOLDINGS (1/5)

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

TRIGON HEALTHCARE (1/15)
UNITED HEALTHCARE (2/11)
UNIVERSAL HEALTH SERVICES (1/7)
VENCOR (2/8)
WELLPOINT HEALTH NETWORKS (3/7)

HOTELS, CASINOS, RESORTS (9/85) 11%

† CIRCUS CIRCUS ENTERPRISES (2/8)
HARRAH'S ENTERTAINMENT (1/11)
HILTON HOTELS (1/10)
HOST MARRIOTT (1/8)
STARWOOD HOTELS AND RESORTS (1/17)
MARRIOTT INTERNATIONAL (1/10)
MIRAGE RESORTS (1/7)
PATRIOT AMERICAN HOSPITALITY (1/9)
TRUMP HOTELS & CASINO RESORTS (0/5)

INDUSTRIAL AND FARM EQUIPMENT (22/356) 6%

† AEROQUIP-VICKERS (0/8)
AGCO (0/11)
AMERICAN STANDARD (0/9)
APPLIED POWER (0/6)
BAKER HUGHES (2/14)
BLACK & DECKER (1/8)
BRIGGS & STRATTON (1/9)
CASE (1/8)
CATERPILLAR (1/14)
COOPER CAMERON (0/7)
CRANE (0/9)
CUMMINS ENGINE (1/14)
DEERE (1/11)
DETROIT DIESEL (0/11)
DOVER (1/9)
HARNISCHFEGER INDUSTRIES (1/13)
HUSSMANN INTERNATIONAL (1/7)
INGERSOLL-RAND (1/9)
ITT INDUSTRIES (2/10)
KENNAMETAL (0/9)
LINCOLN ELECTRIC HOLDINGS (2/13)
MILACRON (1/10)
NACCO INDUSTRIES (0/10)
NATIONAL OILWELL (0/7)
NORTEK (0/5)
PARKER HANNIFIN (2/15)
PREMARK INTERNATIONAL (1/9)
SMITH INTERNATIONAL (0/7)
STEWART & STEVENSON SERVICES (0/9)
TECUMSEH PRODUCTS (0/9)
TELEFLEX (1/10)
TEREX (0/7)
TIMKEN (0/12)
† UNITED STATES FILTER (0/11)
UNOVA (1/9)
WEATHERFORD INTERNATIONAL (0/8)

YORK INTERNATIONAL (0/9)

INSURANCE: LIFE & HEALTH (MUTUAL) (30/216) 14%

AID ASSOCIATION FOR LUTHERANS (3/18)
CUNA MUTUAL GROUP (2/19)
GUARDIAN LIFE INS. CO. OF AMERICAN (1/16)
JOHN HANCOCK MUTUAL LIFE INS. (2/16)
KNIGHTS OF COLUMBUS (0/15)
LUTHERAN BROTHERHOOD (2/13)
MASS. MUTUAL LIFE INS. (2/18)
MUTUAL OF OMAHA INSURANCE (1/9)
NEW YORK LIFE INSURANCE (2/16)
NORTHWESTERN MUTUAL LIFE INS. (3/25)
PACIFIC LIFE INSURANCE (3/19)
TIAA-CREF (9/32)

INSURANCE: LIFE & HEALTH (STOCK) (35/292) 12%

AFLAC (2/17)
AMERICAN GENERAL (1/12)
AMERICAN NATIONAL INSURANCE (1/9)
CONSECO (1/11)
GENAMERICA (1/13)
JEFFERSON-PILOT (0/11)
LINCOLN NATIONAL (2/12)
METROPOLITAN LIFE INSURANCE (3/16)
MINNESOTA LIFE INS. (1/11)
MONEY GROUP (1/14)
PHOENIX HOME LIFE MUTUAL INS. (4/17)
PRINCIPAL FINANCIAL (4/17)
PROTECTIVE LIFE (1/12)
PROVIDENT COS. (1/14)
PRUDENTIAL INS. CO. OF AMERICA (3/23)
RELIASTAR FINANCIAL (2/13)
STANDARD INSURANCE (2/15)
SUNAMERICA (1/10)
TORCHMARK (0/8)
† TRANSAMERICA (2/9)
UICI (0/8)
UNITRIN (0/8)
† UNUM (2/12)

INSURANCE: PROP. & CASUALTY (MUTUAL) (9/86) 10%

AUTO-OWNERS INSURANCE (1/13)
HARLEYSVILLE MUTUAL INS. (1/8)
LIBERTY MUTUAL INSURANCE GROUP (1/14)
SENTRY INSURANCE GROUP (0/12)
STATE FARM INSURANCE COS. (6/39)

INSURANCE: PROP. & CASUALTY (STOCK) (27/315) 9%

ALLEGHANY (0/9)
ALLMERICA FINANCIAL (1/13)
ALLSTATE (0/9)

AMERICAN BANKERS INSURANCE (0/15)
AMERICAN FAMILY INS. GROUP. (2/13)
AMERICAN FINANCIAL GROUP (0/8)
AMERICAN INTERNATIONAL GROUP (2/19)
BERKSHIRE HATHAWAY (1/7)
CHUBB (2/15)
CINCINNATI FINANCIAL (0/16)
ERIE INSURANCE GROUP (2/11)
EVEREST REINSURANCE HOLDINGS (0/6)
HARTFORD FINANCIAL SERVICES (1/12)
LEUCADIA NATIONAL (0/6)
LOEWS (1/12)
MERCURY GENERAL (1/9)
NATIONWIDE INS. ENTERPRISE (3/20)
OHIO CASUALTY (1/12)
OLD REPUBLIC INTL. (0/12)
ORION CAPITAL (1/9)
PROGRESSIVE (1/9)
RELIANCE GROUP HOLDINGS (1/13)
SAFECO (2/12)
ST. PAUL COS. (1/16)
† TIG HOLDINGS (2/9)
UNITED STATES AUTOMOBILE ASSN. (2/14)
W.R. BERKLEY (0/9)

MAIL, PACKAGE, AND FREIGHT DELIVERY (5/61) 8%

AIR EXPRESS INTERNATIONAL (0/8)
AIRBORNE FREIGHT (2/9)
FDX (1/13)
FRITZ (0/6)
PITTSTON (0/10)
UNITED PARCEL SERVICE (2/15)

MEDICAL PRODUCTS & EQUIPMENT (13/115) 11%

BAUSCH & LOMB (2/10)
BAXTER INTERNATIONAL (3/13)
BECTON DICKINSON (2/13)
BOSTON SCIENTIFIC (0/10)
BARD (C.R.) (1/10)
GUIDANT (1/11)
HILLENBRAND INDUSTRIES (0/10)
MALLINCKRODT (2/10)
MEDTRONIC (1/15)
THERMO ELECTRON (1/13)

METAL PRODUCTS (13/153) 9%

BALL (0/10)
CROWN CORK & SEAL (1/14)
DANAHER (0/7)
FORTUNE BRANDS (2/14)
GILLETTE (2/12)
HARSCO (1/11)
ILLINOIS TOOL WORKS (1/10)
MASCO (1/8)

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

NEWELL (2/15)
PRECISION CASTPARTS (0/7)
SILGAN HOLDINGS (0/6)
SNAP-ON (1/11)
STANLEY WORKS (2/9)
U.S. INDUSTRIES (0/10)
WALTER INDUSTRIES (0/9)

METALS (16/185) 9%

AK STEEL HOLDING (1/9)
ALCOA (2/11)
ALLEGHENY TELEDYNE (1/14)
ARMCO (2/9)
BETHLEHEM STEEL (1/13)
CARPENTER TECHNOLOGY (1/13)
COMMERCIAL METALS (1/9)
LTV (1/11)
MAXXAM (0/5)
NUCOR (0/6)
PHELPS DODGE (1/12)
REYNOLDS METALS (2/11)
ROUGE INDUSTRIES (0/7)
RYERSON TULL (1/9)
TEXAS INDUSTRIES (1/10)
WEIRTON STEEL (0/14)
WHX (0/8)
WORTHINGTON INDUSTRIES (1/14)

MINING, CRUDE-OIL

PRODUCTION (9/111) 8%

ASARCO (1/14)
BURLINGTON RESOURCES (1/12)
CYPRUS AMAX MINERALS (2/10)
FREEPORT-MCMORAN CPR & GLD (1/14)
GLOBAL MARINE (0/10)
NEWMONT MINING (0/11)
OCCIDENTAL PETROLEUM (1/12)
PLAINS RESOURCES (0/8)
UNION PACIFIC RESOURCES (2/11)
UNOCAL (1/9)

MOTOR VEHICLES AND PARTS (12/194) 6%

ARVIN INDUSTRIES (0/13)
AUTOLIV (0/8)
BORG-WARNER AUTOMOTIVE (0/9)
BREED TECHNOLOGIES (1/5)
COLLINS & AIKMAN (0/9)
DANA (1/11)
EXIDE (0/6)
FEDERAL-MOGUL (0/8)
FORD MOTOR (2/11)
GENERAL MOTORS (2/15)
HAYES LEMMERZ (0/11)
JOHNSON CONTROLS (1/12)

LEAR (1/10)
MASCOTEC (0/7)
NAVISTAR INTERNATIONAL (1/11)
PACCAR (0/10)
TENNECO (1/11)
TOWER AUTOMOTIVE (0/7)
TRW (2/14)
WABASH NATIONAL (0/6)

NETWORK

COMMUNICATIONS (3/38) 8%

3COM (0/10)
BAY NETWORKS (1/13)
CABLETRON SYSTEMS (0/4)
CISCO SYSTEMS (2/11)

PETROLEUM REFINING (25/225) 11%

AMERADA HESS (1/15)
ASHLAND (2/12)
ATLANTIC RICHFIELD (1/10)
CHEVRON (2/13)
CLARK USA (0/5)
COASTAL (0/12)
CROWN CENTRAL PETROLEUM (1/8)
EXXON (2/13)
KERR-MCGEE (2/12)
MOBIL (2/13)
MURPHY OIL (1/11)
PENNZOIL-QUAKER STATE (0/12)
PHILLIPS PETROLEUM (2/12)
SUNOCO (2/13)
TESORO PETROLEUM (0/7)
TEXACO (2/12)
TOSCO (1/10)
ULTRAMAR DIAMOND SHAMROCK (2/12)
USX (1/15)
VALERO ENERGY (1/8)

PHARMACEUTICALS (19/145) 13%

ABBOTT LABORATORIES (1/13)
ALLERGAN (1/12)
AMERICAN HOME PRODUCTS (1/11)
AMGEN (1/8)
BRISTOL-MYERS SQUIBB (2/11)
ELI LILLY (2/10)
JOHNSON & JOHNSON (3/13)
MERCK (2/13)
PFIZER (2/15)
PHARMACIA & UPJOHN (2/12)
SCHERING-PLOUGH (2/15)
WARNER-LAMBERT (0/12)

PIPELINES (6/107) 6%

DYNEGY (1/13)
EL PASO ENERGY (0/8)
ENRON (1/17)

EQUITABLE RESOURCES (1/11)
KN ENERGY (0/15)
SONAT (1/13)
TRANSMONTAIGNE (0/8)
WESTERN GAS RESOURCES (0/8)
WILLIAMS (2/14)

PUBLISHING, PRINTING (35/235) 15%

AMERICAN GREETINGS (1/9)
BANTA (1/10)
BELO (A.H.) (2/15)
BIG FLOWER HOLDINGS (1/6)
DELUXE (1/10)
DOW JONES (2/16)
GANNETT (3/11)
KNIGHT-RIDDER (3/13)
MAIL-WELL (0/6)
MCGRAW-HILL (2/14)
NEW YORK TIMES (3/14)
PRIMEDIA (1/8)
R.R. DONNELLEY & SONS (2/11)
READER'S DIGEST ASSN. (2/9)
REYNOLDS & REYNOLDS (0/10)
SCRIPPS (E.W.) (1/10)
STANDARD REGISTER (1/10)
TIMES MIRROR (3/14)
TRIBUNE (2/12)
WALLACE COMPUTER SERVICES (1/7)
WASHINGTON POST (2/13)
WORLD COLOR PRESS (1/7)

RAILROADS (4/63) 6%

BURLINGTON NORTHERN SANTA FE (1/15)
CSX (1/14)
KANSAS CITY SO. INDUSTRIES (0/9)
NORFOLK SOUTHERN (1/11)
UNION PACIFIC (1/14)

RUBBER AND

PLASTIC PRODUCTS (7/103) 7%

CARLISLE (0/11)
COOPER TIRE & RUBBER (1/10)
† FIRST BRANDS (0/10)
FOAMEX INTERNATIONAL (0/8)
GENCORP (1/11)
GOODYEAR TIRE & RUBBER (1/11)
HANNA (M.A.) (1/10)
MARK IV INDUSTRIES (0/6)
† RUBBERMAID (2/15)
SEALED AIR (1/11)

SAVINGS INSTITUTIONS (15/100) 15%

ASTORIA FINANCIAL (0/15)
CHARTER ONE FINANCIAL (2/20)
DIME BANCORP (3/17)
GOLDEN STATE BANCORP (2/14)

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

GOLDEN WEST FINANCIAL CORP. (5/9)
SOVEREIGN BANCORP (1/7)
WASHINGTON MUTUAL (2/18)

SCIENTIFIC, PHOTO, AND CONTROL EQUIPMENT (17/123) 14%

APPLIED MATERIALS (1/9)
BECKMAN COULTER (2/11)
EASTMAN KODAK (3/13)
EG&G (2/11)
KLA-TENCOR (1/12)
MINNESOTA MINING & MFG. (2/12)
† PERKIN-ELMER (1/8)
POLAROID (1/11)
TEKTRONIX (1/9)
TERADYNE (1/12)
† VARIAN ASSOCIATES (2/15)

SECURITIES (8/80) 10%

BEAR STEARNS (0/9)
CHARLES SCHWAB (1/12)
EDWARDS (A.G.) (1/9)
LEHMAN BROTHERS HOLDINGS (1/9)
MERRILL LYNCH (2/15)
MORGAN STANLEY DEAN WITTER (2/13)
PAINE WEBBER GROUP (1/13)

SEMICONDUCTORS (2/55) 4%

ADVANCED MICRO DEVICES (0/8)
AMKOR TECHNOLOGY (0/7)
ANALOG DEVICES (0/7)
INTEL (1/11)
LSI LOGIC (0/5)
NATIONAL SEMICONDUCTOR (0/7)
TEXAS INSTRUMENTS (1/10)

SOAPS, COSMETICS (20/100) 20%

ALBERTO-CULVER (2/11)
AVON PRODUCTS (6/12)
CLOROX (1/11)
COLGATE-PALMOLIVE (2/9)
DIAL (2/9)
ESTÉE LAUDER (1/8)
INTL. FLAVORS & FRAGRANCES (2/11)
PROCTER & GAMBLE (2/16)
REVLON (2/13)

SPECIALIST RETAILERS (47/401) 12%

AUTOZONE (0/10)
BARNES & NOBLE (2/9)
BEST BUY (1/9)
BORDERS GROUP (1/7)
† BROWN GROUP (1/10)
BURLINGTON COAT FACTORY (1/7)
CASEY'S GENERAL STORES (1/7)

CIRCUIT CITY GROUP (1/12)
COMCAST (1/10)
COMPUSA (0/8)
CONSOLIDATED STORES (1/9)
CORPORATE EXPRESS (1/5)
COSTCO (1/10)
FOOTSTAR (1/7)
GAP (2/11)
GLOBAL DIRECTMAIL (0/6)
HECHINGER (0/7)
HEILIG-MEYERS (1/13)
HOME DEPOT (2/11)
HOMEBASE (0/6)
JO ANN STORES (3/8)
LANDS' END (0/7)
LIMITED (2/12)
LOWE'S (2/13)
MICHAELS STORES (1/8)
MUSICLAND STORES (1/9)
OFFICE DEPOT (1/12)
OFFICEMAX (1/7)
PAYLESS CASHWAYS (0/7)
PAYLESS SHOESOURCE (1/9)
PEP BOYS (0/8)
PETSMART (2/7)
ROSS STORES (1/8)
SERVICE MERCHANDISE (0/7)
SPORTS AUTHORITY (2/9)
STAGE STORES (0/8)
STAPLES (2/12)
TANDY (1/12)
TIFFANY (2/9)
TJX (2/10)
TOYS "R" US (2/10)
TRUSERV (1/16)
VENATOR (1/11)
ZALE (1/8)

TELECOMMUNICATIONS (30/264) 11%

AIRTOUCH COMMUNICATIONS (1/11)
ALLTEL (1/11)
AMERITECH (3/13)
AT&T (1/13)
BELL ATLANTIC (4/21)
BELLSOUTH (3/14)
CABLEVISION SYSTEMS (1/15)
† CENTURY TELEPHONE ENTERPRISES (1/14)
CITIZENS UTILITIES (1/12)
COX COMMUNICATIONS (1/7)
FRONTIER (2/12)
GTE (1/13)
MEDIAONE GROUP (1/10)
NEXTEL COMMUNICATIONS (0/10)
QWEST COMMUNICATIONS (0/10)
SBC COMMUNICATIONS (4/21)
SPRINT (1/11)

† TELE-COMMUNICATIONS (0/8)
TELEPHONE & DATA SYSTEMS (2/12)
US WEST (2/11)
MCI WORLDCOM (0/15)

TEMPORARY HELP (6/68) 9%

CDI (1/9)
INTERIM SERVICES (1/7)
KELLY SERVICES (1/5)
MANPOWER (0/9)
MODIS PROFESSIONAL SERVICES (0/6)
† NORRELL (2/10)
OLSTEN (1/9)
ROBERT HALF INTERNATIONAL (0/7)
VOLT INFORMATION SCIENCES (0/6)

TEXTILES (5/69) 7%

BURLINGTON INDUSTRIES (0/8)
INTERFACE (2/13)
MOHAWK INDUSTRIES (0/7)
SHAW INDUSTRIES (0/11)
SPRINGS INDUSTRIES (2/11)
UNIFI (0/10)
WESTPOINT STEVENS (1/9)

TOBACCO (3/56) 5%

DIMON (0/12)
PHILIP MORRIS (2/15)
STANDARD COMMERCIAL (0/10)
UNIVERSAL (0/10)
UST (1/9)

TOYS, SPORTING GOODS (7/26) 27%

HASBRO (4/15)
MATTEL (3/11)

TRANSPORTATION EQUIPMENT (4/38) 11%

BRUNSWICK (2/12)
HARLEY-DAVIDSON (1/9)
POLARIS INDUSTRIES (0/8)
TRINITY INDUSTRIES (1/9)

TRUCKING (5/75) 7%

ARKANSAS BEST (0/6)
CNF TRANSPORTATION (1/12)
CONSOLIDATED FREIGHTWAYS (0/8)
HUNT (J.B.) TRANSPORT SVCS. (1/10)
LANDSTAR SYSTEM (1/7)
ROADWAY EXPRESS (1/7)
ROBINSON (C.H.) (0/7)
USFREIGHTWAYS (0/9)
YELLOW (1/9)

† See addendum notes on page 44.

Appendix III: Industry Listing

Number of Women Board Directors by Industry and Company, plus Percentage by Industry

UTILITIES, GAS AND ELECTRIC (99/741) 13%

AES (2/9)
AGL RESOURCES (1/11)
ALLEGHENY ENERGY (1/8)
AMEREN (2/15)
AMERICAN ELECTRIC POWER (2/11)
AVISTA CORP. (1/9)
BEC ENERGY (2/10)
BALTIMORE GAS & ELECTRIC (2/15)
CAROLINA POWER & LIGHT (1/11)
CENTRAL & SOUTH WEST (1/10)
CINERGY (2/17)
CMS ENERGY (1/10)
CONSOLIATED NATURAL GAS (1/9)
COLUMBIA ENERGY GROUP (1/13)
CONECTIV (2/13)
CONSOLIDATED EDISON (4/11)
DOMINION RESOURCES (1/12)
DPL (1/9)
DQE (1/8)
DTE ENERGY (1/13)
DUKE ENERGY (1/13)
EDISON INTERNATIONAL (1/16)
ENERGY EAST (2/12)
ENTERGY (0/14)
FIRSTENERGY (1/12)
FLORIDA PROGRESS (2/9)
FPL GROUP (1/15)
GPU (2/10)
GRAINGER (W.W.) (1/11)
HAWAIIAN ELECTRIC INDUSTRIES (1/12)
† HOUSTON INDUSTRIES (1/14)
ILLINOVA (2/11)
† INTERSTATE ENERGY (3/15)
LG&E ENERGY (2/14)
† MARKETSPAN (1/14)
MCN (1/9)
MONTANA POWER (3/11)
NATIONAL FUEL GAS (0/9)
NEW CENTURY ENERGIES (1/15)
NEW ENGLAND ELECTRIC SYSTEM (2/13)
NIAGARA MOHAWK POWER (2/13)
NICOR (1/11)
† NIPSCO INDUSTRIES (1/10)
NORTHEAST UTILITIES (3/10)
NORTHERN STATES POWER (2/9)
OGE ENERGY (1/9)
ONEOK (2/13)
PACIFICORP (2/10)
PECO ENERGY (2/12)
PG&E CORP. (2/14)
PINNACLE WEST CAPITAL (2/10)
POTOMAC ELECTRIC POWER (2/12)
PP&L RESOURCES (1/9)
PUBLIC SERVICE CO. OF N. M. (1/9)

PUBLIC SERVICE ENTERPRISE GROUP (1/11)
PUGET SOUND ENERGY (2/12)
SCANA (2/13)
SEMPRA ENERGY (3/16)
SOUTHERN (1/14)
TECO ENERGY (1/13)
TEXAS UTILITIES (1/10)
UNICOM (2/11)
UTILICORP UNITED (1/9)
WESTERN RESOURCES (1/9)
WISCONSIN ENERGY (3/10)

WASTE MANAGEMENT (2/43) 5%

ALLIED WASTE INDUSTRIES (0/10)
BROWNING-FERRIS INDUSTRIES (1/10)
SAFETY-KLEEN (0/10)
WASTE MANAGEMENT (1/13)

WHOLESALE (41/581) 7%

ACE HARDWARE (1/12)
ADAMS RESOURCES & ENERGY (1/9)
AIRGAS (1/9)
AMERISOURCE HEALTH (0/8)
ANIXTER INTERNATIONAL (1/11)
APPLIED INDUSTRIAL TECH (1/10)
ARROW ELECTRONICS (1/11)
AVNET (2/10)
BERGEN BRUNSWIG (0/12)
BINDLEY WESTERN (1/11)
BRIGHTPOINT (0/8)
CARDINAL HEALTH (1/13)
CDW COMPUTER CENTERS (1/5)
CELLSTAR (0/8)
CENTRAL GARDEN & PET (0/5)
CERTIFIED GROCERS OF CALIFORNIA (1/15)
CHS ELECTRONICS (0/8)
DI GIORGIO (1/10)
ENTEX INFORMATION SERVICES (0/6)
FISHER SCIENTIFIC INTL. (0/9)
FLEMING (2/8)
GENUINE PARTS (1/10)
GRAINGER (W.W.) (1/11)
GRAYBAR ELECTRIC (0/15)
HENRY SCHEIN (1/11)
HUGHES SUPPLY (0/8)
IKON OFFICE SOLUTIONS (2/7)
INACOM (1/9)
INGRAM MICRO (1/7)
INTERNATIONAL MULTIFOODS (2/8)
MARSHALL INDUSTRIES (0/9)
MCKESSON HBOC (2/9)
MERISEL (0/11)
MERITOR AUTOMOTIVE (0/7)
METALS USA (0/16)
MICROAGE (2/7)
NASH FINCH (1/11)

OWENS & MINOR (1/10)
PIONEER-STANDARD ELECTRONICS (0/8)
PSS WORLD MEDICAL (2/10)
RELIANCE STEEL & ALUMINUM (0/8)
RICHFOOD HOLDINGS (1/11)
ROUNDY'S (0/10)
SAFEGUARD SCIENTIFICS (1/14)
SCIENCE APPLICATIONS INTL. (1/20)
SMART & FINAL (0/10)
SPARTAN STORES (0/11)
SUPERVALU (2/11)
SYSCO (2/15)
TECH DATA (0/9)
U.S. FOODSERVICE (0/15)
U.S. OFFICE PRODUCTS (0/9)
UNISOURCE (0/7)
UNITED GROCERS (1/9)
UNITED STATIONERS (0/8)
VANSTAR (1/14)
VWR SCIENTIFIC (0/11)
WESCO INTERNATIONAL (0/7)

MISCELLANEOUS (8/133) 6%

ALEXANDER & BALDWIN (2/11)
BJ SERVICES (0/9)
BLOCK (H.R.) (1/10)
CENDANT (1/17)
WEBB (DELL) (0/10)
DYNCORP (0/9)
GATX (1/10)
NEWPORT NEWS SHIPBUILDING (0/7)
QUINTILES TRANSNATIONAL (2/14)
SERVICE CORPORATION INTL. (0/12)
SIMON PROPERTY GROUP (1/13)
UNITED RENTALS (0/11)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

States Ranked by Percentage of Board Seats Held by Women

Montana	27.3%	Arkansas	12.5%	Florida	9.8%	Tennessee	7.9%
Rhode Island	17.0	Hawaii	11.8	Georgia	9.6	North Carolina	7.7
Oklahoma	16.2	Nebraska	11.5	Kansas	9.5	Utah	7.1
Maine	16.0	Maryland	11.4	Pennsylvania	9.2	Colorado	5.6
Kentucky	15.9	New York	11.3	Wisconsin	9.2	Alabama	5.4
Iowa	15.4	Massachusetts	11.1	Michigan	9.1	New Mexico	5.3
Arizona	14.9	Connecticut	11.1	Idaho	8.7	Louisiana	4.8
District of Columbia	13.9	New Jersey	10.8	Missouri	8.5	Mississippi	0.0
Washington	13.7	South Carolina	10.3	Oregon	8.2	New Hampshire	0.0
Delaware	13.3	California	10.2	Virginia	8.2	Puerto Rico	0.0
Nevada	13.0	Ohio	10.2	Indiana	8.1	South Dakota	0.0
Minnesota	12.6	Illinois	10.1	Texas	8.0	West Virginia	0.0

ALABAMA (9/166) 5%

AMSOUTH BANCORP. (1/12)
BRUNO'S (0/8)
COMPASS BANCSHARES (0/13)
HEALTHSOUTH (1/12)
MEDPARTNERS (0/12)
PROTECTIVE LIFE (1/12)
REGIONS FINANCIAL (1/17)
RUSSELL (1/10)
† SAKS (1/18)
SCI SYSTEMS (1/8)
SONAT (1/13)
SOUTHTRUST CORP. (0/12)
TORCHMARK (0/8)
VULCAN MATERIALS (1/11)

ARIZONA (14/94) 15%

ALLIED WASTE INDUSTRIES (0/10)
AMERICA WEST HOLDINGS CORP. (1/11)
AVNET (2/10)
WEBB (DELL) (0/10)
DIAL (2/9)
MICROAGE (2/7)
PETSMART (2/7)
PHELPS DODGE (1/12)
PINNACLE WEST CAPITAL (2/10)
VIAD (2/8)

ARKANSAS (11/88) 13%

ALLTEL (1/11)
ARKANSAS BEST (0/6)
BEVERLY ENTERPRISES (4/9)
DILLARD'S (1/15)
HUNT J.B. TRANSPORT SVCS. (1/10)
MURPHY OIL (1/11)
TYSON FOODS (1/11)
WAL-MART STORES (2/15)

CALIFORNIA (103/1008) 10%

3COM (0/10)
ABM INDUSTRIES (2/10)

ADVANCED MICRO DEVICES (0/8)
AIRTOUCH COMMUNICATIONS (1/11)
ALLERGAN (1/12)
AMGEN (1/8)
APPLE COMPUTER (0/7)
APPLIED MATERIALS (1/9)
† ASCEND COMMUNICATIONS (1/8)
ATLANTIC RICHFIELD (1/10)
AVERY DENNISON (1/11)
BAY NETWORKS (1/13)
BECKMAN COULTER (2/11)
BERGEN BRUNSWIG (0/12)
CADENCE DESIGN SYSTEMS (1/9)
CENTRAL GARDEN & PET (0/5)
CERTIFIED GROCERS OF CALIFORNIA (1/15)
CHARLES SCHWAB (1/12)
CHEVRON (2/13)
CISCO SYSTEMS (2/11)
CKE RESTAURANTS (1/9)
CLOROX (1/11)
CNF TRANSPORTATION (1/12)
COMPUTER SCIENCES (0/9)
CONSOLIDATED FREIGHTWAYS (0/8)
COUNTRYWIDE CREDIT INDUSTRIES (0/8)
DEL MONTE FOODS (1/10)
DOLE FOOD (1/7)
EDISON INTERNATIONAL (1/16)
FIDELITY NATIONAL FINANCIAL (0/8)
FIRST AMERICAN FINANCIAL (2/14)
† FIRST BRANDS (0/10)
FLEETWOOD ENTERPRISES (0/8)
FLUOR (2/13)
FOODMAKER (0/9)
FOUNDATION HEALTH SYSTEMS (0/10)
FRANKLIN RESOURCES (0/9)
FRITZ (0/6)
GAP (2/11)
GATEWAY 2000 (0/7)
GOLDEN STATE BANCORP (2/14)
GOLDEN WEST FINANCIAL CORP. (5/9)
GRANITE CONSTRUCTION (1/8)

HEWLETT-PACKARD (2/13)
HILTON HOTELS (1/11)
HOMEBASE (0/6)
INGRAM MICRO (1/7)
INTEL (1/11)
JACOBS ENGINEERING GROUP (2/11)
KAUFMAN & BROAD HOME (1/11)
KLA-TENCOR (1/12)
KNIGHT-RIDDER (3/13)
LITTON INDUSTRIES (1/9)
LONGS DRUG STORES (1/13)
LSI LOGIC (0/5)
MARSHALL INDUSTRIES (0/9)
MATTEL (3/11)
MCKESSON HBOC (2/9)
MERCURY GENERAL (1/9)
MERISEL (0/11)
METRO-GOLDWYN-MAYER (0/9)
NATIONAL SEMICONDUCTOR (0/7)
NORTHROP GRUMMAN (1/11)
OCCIDENTAL PETROLEUM (1/12)
ORACLE (0/8)
PACIFIC LIFE INSURANCE (3/19)
PACIFICARE HEALTH SYSTEMS (1/12)
PEOPLESOFT (0/8)
PG&E CORP. (2/14)
PROVIDIAN FINANCIAL (2/9)
QUALCOMM (2/13)
QUANTUM (0/6)
† RAYCHEM (0/8)
RELIANCE STEEL & ALUMINUM (0/8)
ROBERT HALF INTERNATIONAL (0/7)
ROCKWELL INTERNATIONAL (0/11)
ROSS STORES (1/8)
SAFEWAY (0/8)
SCIENCE APPLICATIONS INTL. (1/20)
SEAGATE TECHNOLOGY (1/7)
SEMPRA ENERGY (3/16)
SILICON GRAPHICS (1/9)
SMART & FINAL (0/10)
SOLETRON (0/9)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

STATER BROS. HOLDINGS (0/3)
 SUN MICROSYSTEMS (1/8)
 SUNAMERICA (1/10)
 TENET HEALTHCARE (1/10)
 TIMES MIRROR (3/14)
 TOTAL RENAL CARE HOLDINGS (1/5)
 † TRANSAMERICA (2/9)
 † UNITED STATES FILTER (0/11)
 UNOCAL (1/9)
 UNOVA (1/9)
 † VARIAN ASSOCIATES (2/15)
 WALT DISNEY (3/16)
 WELLPOINT HEALTH NETWORKS (3/7)
 WELLS FARGO (5/24)
 WESTERN DIGITAL (1/8)

COLORADO (9/162) 6%

BALL (0/10)
 COORS (ADOLPH) (1/8)
 CORPORATE EXPRESS (1/5)
 CYPRUS AMAX MINERALS (2/10)
 JOHNS MANVILLE (1/10)
 KN ENERGY (0/15)
 MAIL-WELL (0/6)
 MDC HOLDINGS (0/6)
 MEDIAONE GROUP (1/10)
 NEW CENTURY ENERGIES (1/15)
 NEWMONT MINING (0/11)
 QWEST COMMUNICATIONS (0/10)
 STORAGE TECHNOLOGY (0/11)
 † TELE-COMMUNICATIONS (0/8)
 TRANSMONTAIGNE (0/8)
 US WEST (2/11)
 WESTERN GAS RESOURCES (0/8)

CONNECTICUT (45/404) 11%

AETNA (4/13)
 AIR EXPRESS INTERNATIONAL (0/8)
 AMES DEPARTMENT STORES (1/7)
 BERKLEY (W.R.) (0/9)
 † CALDOR (1/6)
 CHAMPION INTERNATIONAL (1/10)
 CITIZENS UTILITIES (1/12)
 CRANE (0/9)
 CROMPTON & KNOWLES (1/8)
 DEXTER (2/10)
 EMCOR GROUP (0/7)
 FORTUNE BRANDS (2/14)
 GENERAL ELECTRIC (2/16)
 HARTFORD FINANCIAL SERVICES (1/12)
 HUBBELL (0/9)
 IMS HEALTH (1/9)
 KNIGHTS OF COLUMBUS (0/15)
 MICRO WAREHOUSE (0/4)
 NEBCO EVANS (0/9)
 NIELSEN (A.C.) (1/12)

NORTHEAST UTILITIES (3/10)
 OLIN (1/7)
 ORION CAPITAL (1/9)
 OXFORD HEALTH PLANS (1/11)
 † PERKIN-ELMER (1/8)
 PHOENIX HOME LIFE MUTUAL INS. (4/17)
 PITNEY BOWES (2/10)
 PRAXAIR (1/11)
 SILGAN HOLDINGS (0/6)
 STANLEY WORKS (2/9)
 TENNECO (1/11)
 TEREX (0/7)
 TOSCO (1/10)
 UNION CARBIDE (1/9)
 UNITED RENTALS (0/11)
 UNITED TECHNOLOGIES (2/14)
 UST (1/9)
 WITCO (1/13)
 WORLD COLOR PRESS (1/7)
 XEROX (3/16)

DELAWARE (6/45) 13%

CONECTIV (2/13)
 E. I. DUPONT DE NEMOURS (2/12)
 HERCULES (2/13)
 MBNA (0/7)

DISTRICT OF COLUMBIA (10/72) 14%

DANAHER (0/7)
 FANNIE MAE (3/16)
 HARMAN INTL. INDUSTRIES (2/7)
 HOST MARRIOTT SERVICES (1/8)
 POTOMAC ELECTRIC POWER (2/12)
 U.S. OFFICE PRODUCTS (0/9)
 WASHINGTON POST (2/13)

FLORIDA (26/266) 10%

AMERICAN BANKERS INSURANCE (0/15)
 BREED TECHNOLOGIES (1/5)
 BUDGET GROUP (0/8)
 CHS ELECTRONICS (0/8)
 DARDEN RESTAURANTS (1/7)
 FLORIDA PROGRESS (2/9)
 FPL GROUP (1/15)
 GRACE (W.R.) (1/5)
 HARRIS (1/9)
 HUGHES SUPPLY (0/8)
 INTERIM SERVICES (1/7)
 JABIL CIRCUIT (0/7)
 LANDSTAR SYSTEM (1/7)
 LENNAR CORPORATION (0/9)
 MODIS PROFESSIONAL SERVICES (0/6)
 OFFICE DEPOT (1/12)
 OUTBACK STEAKHOUSE (2/13)
 PSS WORLD MEDICAL (2/10)
 PUBLIX SUPER MARKETS (2/9)

† REPUBLIC INDUSTRIES (1/10)
 RYDER SYSTEM (2/10)
 SPORTS AUTHORITY (2/9)
 STAFF LEASING (0/7)
 SUNBEAM (1/8)
 TECH DATA (0/9)
 TECO ENERGY (1/13)
 WACKENHUT (2/11)
 WALTER INDUSTRIES (0/9)
 WINN-DIXIE STORES (1/11)

GEORGIA (36/376) 10%

AFLAC (2/17)
 AGCO (0/11)
 AGL RESOURCES (1/11)
 BELLSOUTH (3/14)
 COCA-COLA (2/12)
 COCA-COLA ENTERPRISES (1/14)
 COX COMMUNICATIONS (1/7)
 DELTA AIR LINES (1/10)
 EQUIFAX (2/12)
 FIRST DATA (1/9)
 FLOWERS INDUSTRIES (0/11)
 GENUINE PARTS (1/10)
 GEORGIA-PACIFIC (1/13)
 GOLD KIST (0/9)
 GULFSTREAM AEROSPACE (4/22)
 HOME DEPOT (2/11)
 INTERFACE (2/13)
 MAGELLAN HEALTH SERVICES (1/12)
 MARINER POST-ACUTE NETWORK (0/11)
 MOHAWK INDUSTRIES (0/7)
 NATIONAL SERVICE INDUSTRIES (1/13)
 † NORRELL (2/10)
 ROCK-TENN (1/13)
 SCIENTIFIC-ATLANTA (1/8)
 SHAW INDUSTRIES (0/11)
 SOUTHERN (1/14)
 SUNTRUST BANKS (0/16)
 SYNOVUS FINANCIAL CORP. (1/17)
 UNITED PARCEL SERVICE (2/15)
 VANSTAR (1/14)
 WESTPOINT STEVENS (1/9)

HAWAII (4/34) 12%

ALEXANDER & BALDWIN (2/11)
 HAWAIIAN ELECTRIC INDUSTRIES (1/12)
 PACIFIC CENTURY FINANCIAL (1/11)

IDAHO (4/46) 9%

ALBERTSON'S (1/14)
 BOISE CASCADE (3/15)
 MICRON TECHNOLOGY (0/8)
 MORRISON KNUDSEN (0/9)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

ILLINOIS (78/774) 10%

ABBOTT LABORATORIES (1/13)
 ACE HARDWARE (1/12)
 ALBERTO-CULVER (2/11)
 ALLEGIANCE (1/8)
 ALLSTATE (0/9)
 AMERITECH (3/13)
 ANIXTER INTERNATIONAL (1/11)
 AON (1/15)
 ARCHER DANIELS MIDLAND (1/13)
 BANK ONE CORP. (2/22)
 BAXTER INTERNATIONAL (3/13)
 BORG-WARNER AUTOMOTIVE (0/9)
 †BORG-WARNER SECURITY (0/12)
 BRUNSWICK (2/12)
 CATERPILLAR (1/14)
 CDW COMPUTER CENTERS (1/5)
 COMDISCO (1/10)
 CORN PRODUCTS INTERNATIONAL (0/11)
 DEAN FOODS (2/12)
 DEERE (1/11)
 FMC (1/12)
 FRUIT OF THE LOOM (0/7)
 GALILEO INTERNATIONAL (2/13)
 GATX (1/10)
 HOUSEHOLD INTERNATIONAL (1/16)
 ILLINOVA (2/11)
 IMC GLOBAL (0/12)
 ILLINOIS TOOL WORKS (1/10)
 MCDONALD'S (1/15)
 MOLEX (0/9)
 † MORTON INTERNATIONAL (1/11)
 MOTOROLA (2/15)
 NALCO CHEMICAL (1/11)
 NAVISTAR INTERNATIONAL (1/11)
 NEWELL (2/15)
 NICOR (1/11)
 NORTHERN TRUST CORP. (2/14)
 OLD REPUBLIC INTL. (0/12)
 PITTSWAY (0/11)
 PREMARK INTERNATIONAL (1/9)
 QUAKER OATS (1/10)
 R.R. DONNELLEY & SONS (2/11)
 RYERSON TULL (1/9)
 SARA LEE (3/17)
 SEARS ROEBUCK (2/11)
 SERVICEMASTER (1/17)
 SMURFIT-STONE CONTAINER (0/10)
 STATE FARM INSURANCE COS. (6/39)
 SUNDSTRAND (1/9)
 TELEPHONE & DATA SYSTEMS (2/12)
 TELLABS (1/8)
 TRIBUNE (2/12)
 TRUE NORTH COMMUNICATIONS (1/12)
 TRUSERV (1/16)
 UAL (0/12)

UNICOM (2/11)
 UNITED STATIONERS (0/8)
 UNITRIN (0/8)
 USFREIGHTWAYS (0/9)
 USG (2/14)
 W.W. GRAINGER (1/11)
 WALGREEN (1/11)
 WALLACE COMPUTER SERVICES (1/7)
 WHITMAN (1/11)
 WRIGLEY (WM. JR.) (2/8)

INDIANA (13/160) 8%

ANTHEM INSURANCE (2/13)
 ARVIN INDUSTRIES (0/13)
 BINDLEY WESTERN (1/11)
 BRIGHTPOINT (0/8)
 CONSECO (1/11)
 CUMMINS ENGINE (1/14)
 ELI LILLY (2/10)
 GREAT LAKES CHEMICAL (0/8)
 GUIDANT (1/11)
 HILLENBRAND INDUSTRIES (0/10)
 LINCOLN NATIONAL (2/12)
 MARSH SUPERMARKETS (1/10)
 † NIPSCO INDUSTRIES (1/10)
 SIMON PROPERTY GROUP (1/13)
 WABASH NATIONAL (0/6)

IOWA (12/78) 15%

CASEY'S GENERAL STORES (1/7)
 HON INDUSTRIES (1/11)
 MAYTAG (3/14)
 MIDAMERICAN ENERGY HOLDINGS (1/14)
 PIONEER HI-BRED INTL. (2/15)
 PRINCIPAL FINANCIAL (4/17)

KANSAS (4/42) 10%

PAYLESS SHOESOURCE (1/9)
 SEABOARD (0/4)
 SPRINT (1/11)
 WESTERN RESOURCES (1/9)
 YELLOW (1/9)

KENTUCKY (14/88) 16%

ASHLAND (2/12)
 BROWN-FORMAN (1/11)
 HUMANA (1/8)
 LEXMARK INTERNATIONAL (0/11)
 LG&E ENERGY (2/14)
 OMNICARE (4/12)
 TRICON GLOBAL RESTAURANTS (2/12)
 VENCOR (2/8)

LOUISIANA (2/42) 5%

† CENTURY TELEPHONE ENTERPRISES (1/14)

ENTERGY (0/14)
 FREEPORT-MCMORAN CPR & GLD (1/14)

MAINE (4/25) 16%

HANNAFORD BROS. (2/13)
 † UNUM (2/12)

MARYLAND (19/167) 11%

ALLEGHENY ENERGY (1/8)
 BALTIMORE GAS & ELECTRIC (2/15)
 BLACK & DECKER (1/8)
 COVENTRY HEALTH CARE (1/10)
 CROWN CENTRAL PETROLEUM (1/8)
 GIANT FOOD (2/9)
 HECHINGER (0/7)
 HOST MARRIOTT (1/8)
 INTEGRATED HEALTH SERVICES (1/6)
 LOCKHEED MARTIN (2/15)
 MARRIOTT INTERNATIONAL (1/10)
 MCCORMICK (1/10)
 MID ATLANTIC MEDICAL SVCS. (2/14)
 RYLAND GROUP (2/9)
 SODEXHO MARRIOTT SERVICES (0/8)
 U.S. FOODSERVICE (0/15)
 USEC (1/7)

MASSACHUSETTS (38/341) 11%

ALLMERICA FINANCIAL (1/13)
 ANALOG DEVICES (0/7)
 BANKBOSTON CORP. (2/17)
 BEC ENERGY (2/10)
 BJ'S WHOLESALE CLUB (1/9)
 BOSTON SCIENTIFIC (0/10)
 BRADLEES (1/8)
 CABOT (2/16)
 DATA GENERAL (0/7)
 EG&G (2/11)
 EMC (1/7)
 † FLEET FINANCIAL GROUP (2/22)
 GILLETTE (2/12)
 HARCOURT GENERAL (2/12)
 JOHN HANCOCK MUTUAL LIFE INS. (2/16)
 LIBERTY MUTUAL INSURANCE GROUP (1/14)
 MASS. MUTUAL LIFE INS. (2/18)
 NEW ENGLAND ELECTRIC SYSTEM (2/13)
 POLAROID (1/11)
 RAYTHEON (1/15)
 REEBOK INTERNATIONAL (1/9)
 STAPLES (2/12)
 STATE STREET CORP. (2/19)
 STONE & WEBSTER (1/10)
 TERADYNE (1/12)
 THERMO ELECTRON (1/13)
 TJX (2/10)
 † WANG LABORATORIES (1/8)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

MICHIGAN (30/329) 9%

AUTO-OWNERS INSURANCE (1/13)
BORDERS GROUP (1/7)
CHAMPION ENTERPRISES (1/8)
CMS ENERGY (1/10)
COMERICA (1/13)
DETROIT DIESEL (0/11)
DOW CHEMICAL (2/16)
DTE ENERGY (1/13)
EXIDE (0/6)
FEDERAL-MOGUL (0/8)
FORD MOTOR (2/11)
GENERAL MOTORS (2/15)
HAYES LEMMERZ (0/11)
KELLOGG (3/14)
KELLY SERVICES (1/5)
KMART (2/13)
LEAR (1/10)
MASCO (1/8)
MASCOTECH (0/7)
MCN (1/9)
MERITOR AUTOMOTIVE (0/7)
MILLER (HERMAN) (2/12)
OLD KENT FINANCIAL CORP. (3/19)
PULTE (1/8)
ROUGE INDUSTRIES (0/7)
SPARTAN STORES (0/11)
SPX (1/8)
STEELCASE (0/20)
TECUMSEH PRODUCTS (0/9)
UNIVERSAL FOREST PRODUCTS (0/7)
WHIRLPOOL (2/13)

MINNESOTA (46/364) 13%

ADC TELECOMMUNICATIONS (1/9)
BEMIS (1/10)
BEST BUY (1/9)
CERIDIAN (2/14)
DAYTON HUDSON (3/11)
DELUXE (1/10)
ECOLAB (1/14)
† FINGERHUT (1/8)
FULLER (H.B.) (2/13)
GENERAL MILLS (2/13)
† HONEYWELL (2/12)
HORMEL FOODS (2/14)
IMATION (1/9)
INTERNATIONAL MULTIFOODS (2/8)
LUTHERAN BROTHERHOOD (2/13)
MEDTRONIC (1/15)
MINNESOTA LIFE INS. (1/11)
MINNESOTA MINING & MFG. (2/12)
MUSICLAND STORES (1/9)
NASH FINCH (1/11)
NORTHERN STATES POWER (2/9)
NORTHWEST AIRLINES (2/15)

PENTAIR (2/11)
POLARIS INDUSTRIES (0/8)
RELIASTAR FINANCIAL (2/13)
ROBINSON (C.H.) (0/7)
ST. PAUL COS. (1/16)
SUPERVALU (2/11)
TOWER AUTOMOTIVE (0/7)
U.S. BANCORP (2/21)
UNITED HEALTHCARE (2/11)
VALSPAR (1/10)

MISSISSIPPI (0/24) 0%

JITNEY-JUNGLE STORES (0/9)
MCI WORLDCOM (0/15)

MISSOURI (27/319) 8%

AMEREN (2/15)
ANHEUSER-BUSCH (3/16)
BLOCK (H.R.) (1/10)
† BROWN GROUP (1/10)
CLARK USA (0/5)
EARTHGRAINS (1/7)
EDWARDS (A.G.) (1/9)
EMERSON ELECTRIC (1/16)
EXPRESS SCRIPTS (1/10)
FARMLAND INDUSTRIES (0/22)
FURNITURE BRANDS INTERNATIONAL (1/8)
GENAMERICA (1/13)
GRAYBAR ELECTRIC (0/15)
HUSSMANN INTERNATIONAL (1/7)
INTERSTATE BAKERIES (0/8)
KANSAS CITY SO. INDUSTRIES (0/9)
KELLWOOD (1/10)
LEGGETT & PLATT (1/14)
MALLINCKRODT (2/10)
MAY DEPARTMENT STORES (2/14)
MERCANTILE BANCORP. (0/15)
MONSANTO (1/10)
PAYLESS CASHWAYS (0/7)
RALSTON PURINA (1/13)
SIGMA-ALDRICH (1/9)
SOLUTIA (1/13)
TRANS WORLD AIRLINES (2/15)
UTILICORP UNITED (1/9)

MONTANA (3/11) 27%

MONTANA POWER (3/11)

NEBRASKA (7/61) 11%

BERKSHIRE HATHAWAY (1/7)
CONAGRA (2/13)
IBP (2/10)
INACOM (1/9)
MUTUAL OF OMAHA INSURANCE (1/9)
PETER KIEWIT SONS' (0/13)

NEVADA (3/23) 13%

AMERCO (0/8)
† CIRCUS CIRCUS ENTERPRISES (2/8)
MIRAGE RESORTS (1/7)

NEW HAMPSHIRE (0/13) 0%

CABLETRON SYSTEMS (0/4)
FISHER SCIENTIFIC INTL. (0/9)

NEW JERSEY (45/417) 11%

ALLIEDSIGNAL (1/14)
AMERICAN HOME PRODUCTS (1/11)
AMERICAN STANDARD (0/9)
AUTOMATIC DATA PROCESSING (1/11)
BARD (C.R.) (1/10)
BECTON DICKINSON (2/13)
BESTFOODS (2/14)
BURLINGTON COAT FACTORY (1/7)
CAMPBELL SOUP (2/16)
CHUBB (2/15)
CYTEC INDUSTRIES (0/7)
DI GIORGIO (1/10)
DUN & BRADSTREET (1/10)
ENGELHARD (2/10)
EVEREST REINSURANCE HOLDINGS (0/6)
FOOTSTAR (1/7)
FOSTER WHEELER (2/11)
GPU (2/10)
GRAND UNION (0/11)
INGERSOLL-RAND (1/9)
INTERNATIONAL HOME FOODS (0/9)
JOHNSON & JOHNSON (3/13)
LUCENT TECHNOLOGIES (1/9)
MERCK (2/13)
MILLENNIUM CHEMICALS (0/8)
PHARMACIA & UPJOHN (2/12)
PRUDENTIAL INS. CO. OF AMERICA (3/23)
PUBLIC SERVICE ENTERPRISE GROUP (1/11)
QUEST DIAGNOSTICS (2/7)
SCHERING-PLOUGH (2/15)
SEALED AIR (1/11)
SUMMIT BANCORP (2/18)
SUPERMARKETS GENL. HOLDINGS (0/9)
TOYS "R" US (2/10)
TRUMP HOTELS & CASINO RESORTS (0/5)
U.S. INDUSTRIES (0/10)
† UNION CAMP (1/11)
WARNER-LAMBERT (0/12)

NEW MEXICO (1/19) 5%

PUBLIC SERVICE CO. OF N. M. (1/9)
SUN HEALTHCARE GROUP (0/10)

NEW YORK (137/1208) 11%

AGWAY (0/15)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

ALLEGHANY (0/9)
 AMERADA HESS (1/15)
 AMERICAN EXPRESS (2/14)
 AMERICAN INTERNATIONAL GROUP (2/19)
 ARROW ELECTRONICS (1/11)
 ASARCO (1/14)
 ASTORIA FINANCIAL (0/15)
 AT&T (1/13)
 AVIS RENT A CAR (1/10)
 AVON PRODUCTS (6/12)
 BANK OF NEW YORK CO. (1/15)
 †BANKERS TRUST CORP. (1/15)
 BARNES & NOBLE (2/9)
 BAUSCH & LOMB (2/10)
 BEAR STEARNS (0/9)
 BELL ATLANTIC (4/21)
 BIG FLOWER HOLDINGS (1/6)
 BRISTOL-MYERS SQUIBB (2/11)
 CABLEVISION SYSTEMS (1/15)
 CANANDAIGUA BRANDS (0/8)
 CARLISLE (0/11)
 CBS (1/11)
 CENDANT (1/17)
 CHASE MANHATTAN CORP. (3/17)
 CIT GROUP (1/12)
 CITIGROUP (1/18)
 CLAIBORNE (LIZ) (2/9)
 COLGATE-PALMOLIVE (2/9)
 COMPUTER ASSOCIATES INTL. (1/8)
 CONSOLIDATED EDISON (4/11)
 CORNING (1/16)
 DIME BANCORP (3/17)
 DOVER (1/9)
 DOW JONES (2/16)
 EASTMAN KODAK (3/13)
 ENERGY EAST (2/12)
 ENTEX INFORMATION SERVICES (0/6)
 ESTÉE LAUDER (1/8)
 FRONTIER (2/12)
 GLOBAL DIRECTMAIL (0/6)
 GUARDIAN LIFE INS. CO. OF AMERICA (1/16)
 HENRY SCHEIN (1/11)
 INTERNATIONAL PAPER (1/12)
 INTERPUBLIC GROUP (1/11)
 INTL. BUSINESS MACHINES (2/12)
 INTL. FLAVORS & FRAGRANCES (2/11)
 ITT INDUSTRIES (2/10)
 J.P. MORGAN & CO. (2/17)
 LEHMAN BROTHERS HOLDINGS (1/9)
 LEUCADIA NATIONAL (0/6)
 LOEWS (1/12)
 M & T BANK CORP. (1/22)
 MARK IV INDUSTRIES (0/6)
 † MARKETSPAN (1/14)
 MARSH & MCLENNAN (1/18)
 MCGRAW-HILL (2/14)

MERRILL LYNCH (2/15)
 METROPOLITAN LIFE INSURANCE (3/16)
 MONY GROUP (1/14)
 MORGAN STANLEY DEAN WITTER (2/13)
 NATIONAL FUEL GAS (0/9)
 NEW YORK LIFE INSURANCE (2/16)
 NEW YORK TIMES (3/14)
 NIAGARA MOHAWK POWER (2/13)
 NINE WEST GROUP (2/7)
 OGDEN (1/12)
 OLSTEN (1/9)
 OMNICOM GROUP (1/14)
 PAINE WEBBER GROUP (1/13)
 PENN TRAFFIC (0/10)
 PEPSICO (1/13)
 PFIZER (2/15)
 PHILIP MORRIS (2/15)
 PHILLIPS-VAN HEUSEN (2/13)
 POLO RALPH LAUREN (0/8)
 PRIMEDIA (1/8)
 READER'S DIGEST ASSN. (2/9)
 RELIANCE GROUP HOLDINGS (1/13)
 REPUBLIC NEW YORK CORP. (1/23)
 REVLOX (2/13)
 RJR NABISCO HOLDINGS (1/9)
 SEQUA (0/11)
 STARWOOD HOTELS AND RESORTS (1/17)
 TEXACO (2/12)
 TIAA-CREF (9/32)
 TIFFANY (2/9)
 TIME WARNER (2/13)
 TURNER CORP. (0/11)
 UNITED AUTO GROUP (0/8)
 USA NETWORKS (2/13)
 VENATOR (1/11)
 VIACOM (1/10)
 VOLT INFORMATION SCIENCES (0/6)
 WARNACO GROUP (1/7)
 WESTVACO (1/11)
 WHX (0/8)
 YOUNG & RUBICAM (0/10)

NORTH CAROLINA (21/272) 8%

BANKAMERICA CORP. (4/19)
 BB&T Corp (1/21)
 BURLINGTON INDUSTRIES (0/8)
 CAROLINA POWER & LIGHT (1/11)
 COLLINS & AIKMAN (0/9)
 COLTEC INDUSTRIES (0/6)
 DUKE ENERGY (1/13)
 FAMILY DOLLAR STORES (0/7)
 FIRST UNION CORP. (2/27)
 INGLES MARKETS (2/9)
 JEFFERSON-PILOT (0/11)
 LABORATORY CORP. OF AMERICA (1/7)
 LIFESTYLE FURNISHINGS INTL. (0/6)

LOWE'S (2/13)
 NUCOR (0/6)
 OAKWOOD HOMES (0/9)
 QUINTILES TRANSNATIONAL (2/14)
 RUDDICK (1/11)
 SONIC AUTOMOTIVE (1/17)
 STANDARD COMMERCIAL (0/10)
 UNIFI (0/10)
 VF (2/11)
 WACHOVIA CORP. (1/17)

OHIO (75/737) 10%

†AEROQUIP-VICKERS (0/8)
 AK STEEL HOLDING (1/9)
 AMERICAN ELECTRIC POWER (2/11)
 AMERICAN FINANCIAL GROUP (0/8)
 AMERICAN GREETINGS (1/9)
 APPLIED INDUSTRIAL TECH (1/10)
 BORDEN (0/6)
 CARDINAL HEALTH (1/13)
 CHARTER ONE FINANCIAL (2/20)
 CHIQUITA BRANDS INTERNATIONAL (1/7)
 CINCINNATI FINANCIAL (0/16)
 CINERGY (2/17)
 CINTAS (0/8)
 CONSOLIDATED STORES (1/9)
 CONVERGYS (1/8)
 COOPER TIRE & RUBBER (1/10)
 DANA (1/11)
 DIEBOLD (0/10)
 DPL (1/9)
 EATON (1/12)
 FEDERATED DEPARTMENT STORES (2/12)
 FERRO (1/12)
 FIFTH THIRD BANCORP (1/19)
 FIRSTENERGY (1/12)
 GENCORP (1/11)
 GEON (2/10)
 GOODRICH (B.F.) (2/11)
 GOODYEAR TIRE & RUBBER (1/11)
 HCR MANOR CARE (1/10)
 HUNTINGTON BANCSHARES (1/10)
 JO ANN STORES (3/8)
 KEYCORP (1/20)
 KROGER (2/13)
 LIMITED (2/12)
 LINCOLN ELECTRIC HOLDINGS (2/13)
 LTV (1/11)
 LUBRIZOL (2/11)
 M.A. HANNA (1/10)
 MEAD (1/11)
 MILACRON (1/10)
 NACCO INDUSTRIES (0/10)
 NATIONAL CITY CORP. (3/20)
 NATIONWIDE INS. ENTERPRISE (3/20)
 NCR (1/8)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

OFFICEMAX (1/7)
OHIO CASUALTY (1/12)
OWENS CORNING (2/12)
OWENS-ILLINOIS (0/11)
PARKER HANNIFIN (2/15)
PIONEER-STANDARD ELECTRONICS (0/8)
PROCTER & GAMBLE (2/16)
PROGRESSIVE (1/9)
REYNOLDS & REYNOLDS (0/10)
ROADWAY EXPRESS (1/7)
RPM (1/12)
† RUBBERMAID (2/15)
SCRIPPS (E.W.) (1/10)
SHERWIN-WILLIAMS (1/11)
STANDARD REGISTER (1/10)
TIMKEN (0/12)
TRW (2/14)
VALUE CITY (1/11)
WENDY'S INTERNATIONAL (2/15)
WORTHINGTON INDUSTRIES (1/14)

OKLAHOMA (11/68) 16%

FLEMING (2/8)
KERR-MCGEE (2/12)
OGE ENERGY (1/9)
ONEOK (2/13)
PHILLIPS PETROLEUM (2/12)
WILLIAMS (2/14)

OREGON (8/97) 8%

† FRED MEYER (1/16)
LOUISIANA-PACIFIC (0/8)
NIKE (1/13)
PACIFICORP (2/10)
PRECISION CASTPARTS (0/7)
STANDARD INSURANCE (2/15)
TEKTRONIX (1/9)
UNITED GROCERS (1/9)
WILLAMETTE INDUSTRIES (0/10)

PENNSYLVANIA (54/587) 9%

ADVANTA (1/11)
AIR PRODUCTS & CHEMICALS (1/13)
AIRGAS (1/9)
ALCOA (2/11)
ALLEGHENY TELEDYNE (1/14)
AMERISOURCE HEALTH (0/8)
AMKOR TECHNOLOGY (0/7)
† AMP (1/11)
ARAMARK (1/11)
ARMCO (2/9)
ARMSTRONG WORLD INDUSTRIES (1/10)
BETHLEHEM STEEL (1/13)
CARPENTER TECHNOLOGY (1/13)
CDI (1/9)
CIGNA (2/12)

CONSOLIDATED NATURAL GAS (1/9)
COMCAST (1/10)
CROWN CORK & SEAL (1/14)
DQE (1/8)
EQUITABLE RESOURCES (1/11)
ERIE INSURANCE GROUP (2/11)
FOAMEX INTERNATIONAL (0/8)
GENERAL INSTRUMENT (1/6)
† GENERAL NUTRITION (0/7)
GENESIS HEALTH VENTURES (0/7)
HARLEYSVILLE MUTUAL INS. (1/8)
HARSCO (1/11)
HEINZ (H.J.) (4/19)
HERSHEY FOODS (1/12)
IKON OFFICE SOLUTIONS (2/7)
JONES APPAREL GROUP (2/7)
KENNAMETAL (0/9)
MELLON BANK CORP. (1/22)
NOVACARE (1/9)
PECO ENERGY (2/12)
PEP BOYS (0/8)
PNC BANK CORP. (1/17)
PP&L RESOURCES (1/9)
PPG INDUSTRIES (1/11)
RITE AID (1/11)
ROHM & HAAS (2/14)
SAFEGUARD SCIENTIFICS (1/14)
SOVEREIGN BANCORP (1/7)
SUNGARD DATA SYSTEMS (0/8)
SUNOCO (2/13)
TELEFLEX (1/10)
TOLL BROTHERS (0/7)
UGI (0/7)
UNISOURCE (0/7)
UNISYS (1/10)
UNIVERSAL HEALTH SERVICES (1/7)
USX (1/15)
VISHAY INTERTECHNOLOGY (1/10)
VWR SCIENTIFIC (0/11)
WEIS MARKETS (0/7)
WESCO INTERNATIONAL (0/7)
YORK INTERNATIONAL (0/9)

PUERTO RICO (0/16) 0%

POPULAR (0/16)

RHODE ISLAND (8/47) 17%

CVS (2/12)
HASBRO (4/15)
NORTEK (0/5)
TEXTRON (2/15)

SOUTH CAROLINA (7/68) 10%

ADVANTICA (2/10)
BOWATER (0/9)
SAFETY-KLEEN (0/10)

SCANA (2/13)
SONOCO PRODUCTS (1/15)
SPRINGS INDUSTRIES (2/11)

SOUTH DAKOTA (0/10) 0%

NORTHWESTERN (0/10)

TENNESSEE (15/191) 8%

AUTOZONE (0/10)
† CBRL GROUP (1/13)
COLUMBIA/HCA HEALTHCARE (1/12)
DOLLAR GENERAL (1/9)
EASTMAN CHEMICAL (1/10)
FDX (1/13)
FIRST AMERICAN CORP. (2/23)
FIRST TENNESSEE NATIONAL CORP. (1/12)
HARRAH'S ENTERTAINMENT (1/11)
MAGNETEK (1/8)
PHYCOR (2/11)
PROVIDENT COS. (1/14)
QUORUM HEALTH GROUP (1/10)
SERVICE MERCHANDISE (0/7)
THOMAS & BETTS (1/12)
UNION PLANTERS CORP. (0/16)

TEXAS (66/830) 8%

ADAMS RESOURCES & ENERGY (1/9)
ADMINISTAFF (2/8)
AFFILIATED COMPUTER SERVICES (0/9)
AMERICAN GENERAL (1/12)
AMERICAN NATIONAL INSURANCE (1/9)
AMR (2/11)
BAKER HUGHES (2/14)
BELO (A.H.) (2/15)
BJ SERVICES (0/9)
BRINKER INTERNATIONAL (0/11)
BROWNING-FERRIS INDUSTRIES (1/10)
BURLINGTON NORTHERN SANTA FE (1/15)
BURLINGTON RESOURCES (1/12)
CELLSTAR (0/8)
CENTEX (0/9)
CENTRAL & SOUTH WEST (1/10)
† CHANCELLOR MEDIA (0/11)
CLEAR CHANNEL COMMUNICATIONS (0/7)
COASTAL (0/12)
COMMERCIAL METALS (1/9)
COMPAQ COMPUTER (2/12)
COMPUSA (0/8)
CONTINENTAL AIRLINES (1/13)
COOPER CAMERON (0/7)
COOPER INDUSTRIES (1/12)
DELL COMPUTER (2/10)
DYNEGY (1/13)
EL PASO ENERGY (0/8)
ELECTRONIC DATA SYSTEMS (1/10)
ENRON (1/17)

† See addendum notes on page 44.

Appendix IV: Geographical Listing

Number of Women Board Directors by State and Company, plus Percentage by State

EXXON (2/13)
 GLOBAL MARINE (0/10)
 GROUP 1 AUTOMOTIVE (0/6)
 GTE (1/13)
 HALLIBURTON (1/14)
 HORTON (D.R.) (1/10)
 † HOUSTON INDUSTRIES (1/14)
 IMPERIAL SUGAR (1/14)
 J. C. PENNEY (2/10)
 KIMBERLY-CLARK (2/12)
 LYONDELL CHEMICAL (1/8)
 MAXXAM (0/5)
 METALS USA (0/16)
 MICHAELS STORES (1/8)
 NATIONAL OILWELL (0/7)
 PATRIOT AMERICAN HOSPITALITY (1/9)
 PENNZOIL-QUAKER STATE (0/12)
 PILGRIM'S PRIDE (0/11)
 PILLOWTEX (1/10)
 PLAINS RESOURCES (0/8)
 SBC COMMUNICATIONS (4/21)
 SERVICE CORPORATION
 INTERNATIONAL (0/12)
 SMITH INTERNATIONAL (0/7)
 SOUTHDOWN (0/11)
 SOUTHWEST AIRLINES (1/9)
 STAGE STORES (0/8)
 STEWART & STEVENSON SERVICES (0/9)
 SUIZA FOODS (0/10)
 SYSCO (2/15)
 TANDY (1/12)
 TEMPLE-INLAND (1/11)
 TESORO PETROLEUM (0/7)
 TEXAS INDUSTRIES (1/10)
 TEXAS INSTRUMENTS (1/10)
 TEXAS UTILITIES (1/10)
 † TIG HOLDINGS (2/9)
 TRINITY INDUSTRIES (1/9)
 U.S. HOME (0/10)
 UICI (0/8)
 ULTRAMAR DIAMOND SHAMROCK (2/12)
 UNION PACIFIC (1/14)
 UNION PACIFIC RESOURCES (2/11)
 UNITED STATES AUTOMOBILE ASSN. (2/14)
 VALERO ENERGY (1/8)
 VALHI (0/6)
 WASTE MANAGEMENT (1/13)
 WEATHERFORD INTERNATIONAL (0/8)
 WHOLE FOODS MARKET (1/8)
 ZALE (1/8)

UTAH (5/70) 7%
 † AMERICAN STORES (2/12)
 AUTOLIV (0/8)
 CORDANT TECHNOLOGIES INC. (0/11)
 FIRST SECURITY CORP. (2/20)

IOMEGA (0/8)
 ZIONS BANCORP. (1/11)

VIRGINIA (28/343) 8%
 AES (2/9)
 AMERICA ONLINE (0/10)
 CAPITAL ONE FINANCIAL (1/14)
 CIRCUIT CITY GROUP (1/12)
 COLUMBIA ENERGY GROUP (1/13)
 CSX (1/14)
 DIMON (0/12)
 DOMINION RESOURCES (1/12)
 DYNACORP (0/9)
 FORT JAMES (2/11)
 FREDDIE MAC (1/17)
 GANNETT (3/11)
 GENERAL DYNAMICS (0/10)
 HEILIG-MEYERS (1/13)
 LANDAMERICA FIN. GROUP (1/14)
 MOBIL (2/13)
 NEWPORT NEWS SHIPBUILDING (0/7)
 NEXTEL COMMUNICATIONS (0/10)
 NORFOLK SOUTHERN (1/11)
 NVR (0/8)
 OWENS & MINOR (1/10)
 PERFORMANCE FOOD GROUP (0/6)
 PITTSTON (0/10)
 REYNOLDS METALS (2/11)
 RICHFOOD HOLDINGS (1/11)
 SLM HOLDING (3/15)
 SMITHFIELD FOODS (0/13)
 TRIGON HEALTHCARE (1/15)
 UNIVERSAL (0/10)
 US AIRWAYS GROUP (2/12)

WASHINGTON (21/153) 14%
 AIRBORNE FREIGHT (2/9)
 ALASKA AIR GROUP (2/9)
 AVISTA CORP. (1/9)
 BOEING (1/13)
 COSTCO (1/10)
 MICROSOFT (1/7)
 NORDSTROM (2/11)
 PACCAR (0/10)
 POTLATCH (3/15)
 PUGET SOUND ENERGY (2/12)
 SAFECO (2/12)
 STARBUCKS (1/8)
 WASHINGTON MUTUAL (2/18)
 WEYERHAEUSER (1/10)

WEST VIRGINIA (0/14) 0%
 WEIRTON STEEL (0/14)

WISCONSIN (29/316) 9%
 AID ASSOCIATION FOR LUTHERANS (3/18)

AMERICAN FAMILY INS. GROUP. (2/13)
 AMERICAN MEDICAL SECURITY GROUP (0/9)
 APPLIED POWER (0/6)
 BANTA (1/10)
 BRIGGS & STRATTON (1/9)
 CASE (1/8)
 CONSOLIDATED PAPERS (2/13)
 CUNA MUTUAL GROUP (2/19)
 FIRSTAR CORP. (2/31)
 FISERV (1/8)
 HARLEY-DAVIDSON (1/9)
 HARNISCHFEGGER INDUSTRIES (1/13)
 † INTERSTATE ENERGY (3/15)
 JOHNSON CONTROLS (1/12)
 KOHL'S (0/9)
 LANDS' END (0/7)
 MANPOWER (0/9)
 MARSHALL & ILSLEY CORP. (1/22)
 NORTHWESTERN MUTUAL LIFE INS. (3/25)
 ROUNDY'S (0/10)
 SENTRY INSURANCE GROUP (0/12)
 SHOPKO STORES (0/8)
 SNAP-ON (1/11)
 WISCONSIN ENERGY (3/10)

† See addendum notes on page 44.

Acknowledgments

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Jamie Parilla, Vice President of Communications, directed the editorial and production efforts with assistance from Sheryl Nance-Nash and Elizabeth Regan. LaToya Valmont designed and formatted the interior pages of the document and The Stanton Design Group provided the cover design.

Also by Catalyst

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Maximize the full competitive advantage of your female employees. Published by Jossey-Bass, this Catalyst book offers information and insight you won't find anywhere else.

The Catalyst Census of Women Corporate Officers and Top Earners

Our annual count on a company-by-company basis of women officers and top earners in Fortune 500 companies.

Women in Corporate Leadership: Progress and Prospects

This acclaimed survey of top women managers offers testimony from the women who've made it, as well as the views of Fortune 1000 CEOs. The pioneers—often the first or only women at their level—offer insight, hindsight, and advice on their routes to success.

Women of Color in Corporate Management: Opportunities and Barriers

A culmination of Catalyst's three-year project, this full report provides companies with strategies—best practices and recommendations—for better recruiting, advancing, and retaining women-of-color managers and professionals. It also offers a review of corporate diversity policies and programs.

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Catalyst

Catalyst Blue Ribbon Board

Fortune 1000 Companies With Multiple Women Directors

1999: 296 Companies

ABM Industries, Incorporated	ConAgra, Inc.	Hercules Incorporated	New York Life Insurance	Safeco
Administaff Incorporated	Conectiv	Herman Miller	Newell	Sara Lee Corporation
Advantica Restaurant Group, Incorporated	Consolidated Edison Co. of New York	Hewlett-Packard Co.	The New York Times Company	SBC Communications, Inc.
AES Corporation	Consolidated Papers, Incorporated	The Home Depot	Niagara Mohawk Power	SCANA Corporation
Aetna, Inc.	CUNA Mutual	Honeywell, Inc.	Nine West Group, Incorporated	Schering-Plough Corporation
AFLAC	CVS	Hormel Foods	Nordstrom	Sears Roebuck & Company
Aid Association for Lutherans	Cyprus Amax Minerals Company	IBP, Inc.	Norrell Corporation	Sempra Energy
Airborne Freight	Dayton Hudson	Ikon Office Solutions	Northeast Utilities System	SLM Holding
Alaska Air Group, Incorporated	Dean Foods Company	Illinova Corporation	Northern States Power Company	Sports Authority
Alberto-Culver Company	Dell Computer Corp.	Ingles Markets, Incorporated	Northern Trust Corporation	Springs Industries, Incorporated
Alcoa	The Dexter Corporation	Interface	Northwest Airlines Corporation	Standard Insurance Company
Alexander & Baldwin, Incorporated	The Dial Corporation	International Business Machines	Northwestern Mutual Life Insurance	The Stanley Works
Ameren	Dime Bancorp, Inc.	International Flavors & Fragrances Incorporated	Old Kent Financial Corporation	Staples
American Electric Power, Inc.	The Dow Chemical Company	International Multifoods Corporation	Omnicare, Incorporated	State Farm Insurance Cos.
American Express	Dow Jones & Company, Incorporated	Interstate Energy Corporation	ONEOK Inc.	State Street Corporation
American Family Ins. Group	E.I. DuPont de Nemours	ITT Industries	Outback Steakhouse Incorporated	Summit Bancorp
American International Group	Eastman Kodak	J.C. Penney Company Inc.	Owens Corning	Sunoco, Inc.
American Stores	EG&G, Incorporated	J.P. Morgan & Co.	Pacific Life Insurance Mutual Ins.	Sysco
Ameritech	Eli Lilly and Company	Jacobs Engineering Group Incorporated	Pacific Life Insurance Mutual Ins.	Telephone and Data Systems, Inc.
AMR	Energy East Corporation	JoAnn Stores, Incorporated	Pacificorp	Texaco Incorporated
Anheuser Busch Cos, Inc.	Engelhard Corporation	John Hancock Mutual Life	Parker Hannifin	Textron Incorporated
Anthem Insurance	Equifax Inc.	Johnson & Johnson	PECO Energy Company	The Times Mirror Company
Armco Inc.	Erie Insurance Group	Jones Apparel Group, Incorporated	Pentair, Incorporated	TIAA-CREF
Ashland Inc.	Exxon Corporation	Kellogg	Petsmart, Inc.	Tiffany
Avnet Incorporated	Fannie Mae	Kerr-McGee Corporation	Pfizer, Inc.	TIG Holdings, Inc.
Avon Products	Federated Department Stores, Inc.	Kimberly-Clark	PG&E Corporation	Time Warner, Inc.
B.F. Goodrich	First American Corporation	Kmart	Pharmacia & Upjohn	TJX
Baker Hughes Incorporated	First American Financial Corporation	Knight-Ridder, Inc.	Philip Morris Companies, Inc.	Toys "R" Us
Baltimore Gas & Electric Company	First Security Corporation	The Kroger Co.	Phillips Petroleum Company	Trans World Airlines
Bank One Corporation	First Union Corp.	LG&E Energy Corp. Limited	Phillips-Van Heusen Corporation	Transamerica
BankAmerica Corporation	Fleets Financial Group	Lincoln Electric Holdings Incorporated	Phoenix Home Life Mutual Ins.	Tribune
BankBoston Corp.	Fleming	Lincoln National Corporation	Phycor, Incorporated	Tricon Global Restaurants
Barnes & Noble	Florida Progress Corporation	Lockheed Martin Corporation	Pinnacle West Capital Corporation	TRW, Inc.
Bausch & Lomb Incorporated	Fluor Corp.	Lowe's	Pioneer Hi-Bred International, Inc.	US West, Inc.
Baxter International Inc.	Ford Motor Company	The Lubrizol Corporation	Pitney Bowes Inc.	U.S. Bancorp
BEC Energy	Fort James	Lutheran Brotherhood	Potlatch Corporation	Ultramar Diamond Shamrock
Beckman Coulter Incorporated	Fortune Brands	Mallinckrodt Inc.	Potomac Electric Power Company	Unicom
Becton Dickinson & Co.	Foster Wheeler Corporation	Massachusetts Mutual Life Insurance	Principal Financial	Union Pacific Resources Group Incorporated
Bell Atlantic Corp.	Frontier Corporation	Mattel, Inc.	The Procter & Gamble Company	United Healthcare
BellSouth Corporation	Fuller (H.B.) Company	The May Department Stores Company	Provident Financial Corporation	United Parcel Service
Belo (A.H.) Corporation	Galileo International, Incorporated	Maytag Corporation	Prudential Ins. Co. of America	United States Automobile Assn.
Bestfoods	Gannett Co., Inc.	McGraw-Hill Companies, Inc.	PSS World Medical, Incorporated	United Technologies Corporation
Beverly Enterprises, Inc.	The Gap, Inc.	McKesson HBC Corporation	Puget Sound Energy, Incorporated	Unum Corporation
Boise Cascade Corp.	General Electric Company	Merck & Co., Inc.	Qualcomm	US Airways Group
Bristol-Myers Squibb Company	General Mills, Inc.	Merrill Lynch & Co. Inc.	Quest Diagnostics Incorporated	USA Networks, Inc.
Brunswick Corporation	General Motors Corporation	Metropolitan Life Insurance	Quintiles Transnational Corporation	USG
Cabot Corporation	The Geon Company	MicroAge	R.R. Donnelley & Sons	Varian Associates, Incorporated
Campbell Soup Company	Giant Food Inc.	Mid Atlantic Medical Services, Incorporated	The Reader's Digest Association, Inc.	Vencor
Ceridian Corporation	Gillette Company	Minnesota Mining & Manufacturing	ReliaStar Financial Corp.	VF Corporation
Charter One Financial, Incorporated	Golden State Bancorp	Mobil Corporation	Revlon, Inc.	Viad Corp.
The Chase Manhattan Corporation	Golden West Financial Corp.	Montana Power Company	Reynolds Metals Company	Wackenhut Corporation
Chevron Corporation	GPU Service, Inc.	Morgan Stanley, Dean Witter, Discover & Company	Rohm & Haas Company	Wal-Mart Stores, Inc.
The Chubb Corporation	Gulfstream Aerospace Corporation	Motorola, Inc.	Rubbermaid Inc.	The Walt Disney Company
Cigna Corporation	Hannaford Bros.	National City Corp.	Ryder System	The Washington Post Company
Cinergy Corp.	Harcourt General, Inc.	Nationwide Insurance Enterprise	The Ryland Group, Incorporated	Washington Mutual, Inc.
Circus Circus Enterprises, Incorporated †	Harman International Industries, Incorporated	New England Electric System		WellPoint Health Networks
Cisco Systems	Hasbro, Inc.			Wells Fargo & Company
Claiborne (Liz)	Heinz (H.J.) Company			Wendy's International, Incorporated
Coca-Cola Company				Whirlpool Corporation
Colgate-Palmolive Company				The Williams Companies, Inc.
Compaq Computer Corporation				Wisconsin Energy Corporation