

2000 Catalyst Census of Women Corporate Officers and Top Earners

PART OF A SERIES ON WOMEN IN CORPORATE LEADERSHIP

— *What gets measured gets done.*



About Catalyst

Catalyst is the nonprofit research and advisory organization working to advance women in business. The leading source of information on women in business for the past four decades, Catalyst has the knowledge and tools that help companies and women maximize their potential. Our solutions-oriented approach—through research, Advisory Services, Corporate Board Placement, and the Catalyst Award—has earned the confidence of global business leaders.



2000 Catalyst Census of Women Corporate Officers and Top Earners

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While most of the metrics in Catalyst's fifth *Census of Women Corporate Officers and Top Earners* are up in 2000, the increases are once again relatively small. Even so, Catalyst continues to count because our census quantifies women's presence in top roles and will help corporate leaders understand their own progress in relation to that of their peers.

The highlights: this year women represent 12.5 percent of corporate officers in the Fortune 500, up from 8.7 percent in 1995 when Catalyst first began counting. There are more women top earners than ever in 2000. In fact, 10 companies have two women top earners, up from only 5 companies in 1999. Women hold 6.2 percent of the highest titles in Fortune 500 companies. And women hold 7.3 percent of line corporate officer spots, a slight increase over last year. The percentage of women of color corporate officers, however, hasn't changed over the past year.

Though progress has certainly been made on some fronts, in 2000 there are still 90 companies in the Fortune 500 with no women corporate officers. Catalyst's annual census—a widely used benchmark in corporate America—grows out of the strong belief that solid data will draw attention to this important aspect of gender imbalance and result in improved numbers of women in executive positions.

Because of this, Catalyst will continue to report and reflect on women's progress at the top in years to come.

A handwritten signature in dark blue ink that reads "Sheila W. Wellington". The signature is fluid and cursive, with the first name "Sheila" being the most prominent.

Sheila W. Wellington
President, Catalyst



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Introductory Note

Catalyst believes it is important to establish accurate benchmarks for corporate success in the recruitment, retention, and advancement of women. Companies routinely benchmark their business results and processes against their own past performance and the performance of industry peers and leaders to increase the output or quality of their products and services. Therefore, Catalyst counts and publishes the number of women corporate officers and top earners among Fortune 500 companies,¹ because in business, what gets measured gets done.

The Catalyst Census of Women Corporate Officers and Top Earners was created in 1996 to determine and disseminate the facts about women in the topmost reaches of American business. Catalyst's goal is to encourage the leadership of Fortune 500 companies to increase the number of women at the highest levels of management. In 1999, these U.S. companies employed over 22.8 million people and generated 6.3 trillion dollars of revenue.²

This rigorous measurement provides an accurate accounting of the number of women corporate officers,³ their line/staff status, and the types of titles they hold. Catalyst also presents the number of women corporate officers who are among the top earners at these companies and an analysis of the number of women of color corporate officers.

Rationale

Why Focus on Corporate Officers?

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

An alternative to a census of corporate officers would be a census of all corporate senior managers and executives based on title and/or cash compensation. After extensive consideration of this option, Catalyst decided in 1996 to focus on corporate officers for the following reasons: (1) information on corporate officers is publicly available, while information on any other senior- or executive-level group is not, and (2) a focus on corporate officers provides the only consistent basis for comparison over time and across companies and industry sectors.

¹ For the purposes of this census, Catalyst uses *Fortune's* list of the 500 largest U.S. corporations ranked by revenue, as published on April 17, 2000.

² www.fortune.com/fortune/fortune500/

³ Nomenclature used by companies includes: "principal officer," "company officer," "executive officer of the registrant," "senior management," "officer," "elected officer," "administrative officer," "senior officer," "management," "operating director," "executive," "corporate staff," "executive management," "division officer," "elected executive officer," "principal corporate officer," "business executive," "corporate executive," and "corporate management." With the exception of the president or chief executive officer, we do not count officers of corporate subsidiaries.

Why Focus on Line/Staff Roles?

Studies conducted by Catalyst and others have found that advancement to the most senior positions in business organizations is associated with breadth of experience, especially meaningful assignments in line positions. People in line positions have responsibility for profit and loss, or direct client service—the business of the business. These studies show that women frequently lack line experience, a factor that limits their opportunities to compete with men for the senior-most positions in their companies. Since line experience is a critical prerequisite for advancement to senior corporate leadership positions, it is imperative that we measure the extent to which women hold these positions. In 1997, Catalyst began asking Fortune 500 companies to verify the functional status of all of their corporate officers, thus enabling a comparison of women's line/staff positioning in these companies, within industries, and over time.

Why Focus on Top-Earning Officers?

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

Why Focus on Women of Color Corporate Officers?

Women of color are projected to be an increasingly growing segment of the workforce, and Catalyst believes they are significantly underrepresented in the leadership ranks of corporate America.⁴ In Catalyst's 1999 landmark study, *Women of Color in Corporate Management: Opportunities and Barriers*, we learned that corporate America must focus specifically on women of color in order to assure their advancement. Again, we measure what we value and we value what we measure. For that reason, Catalyst's census team asked Fortune 500 companies, for the second consecutive year, how many of their corporate officers are women of color.

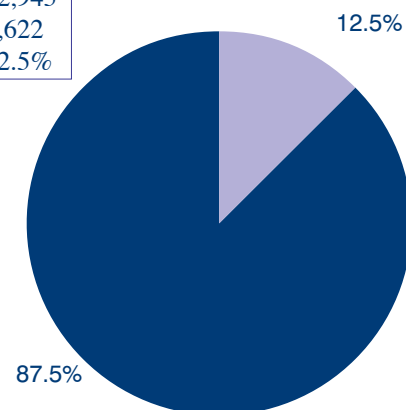
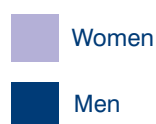
⁴Bureau of Labor Statistics, 1997.

Key Findings:**2000 Catalyst Census of Women Corporate Officers and Top Earners**

How are women faring in the upper echelons of corporate America? The *2000 Catalyst Census of Women Corporate Officers and Top Earners* finds that women now represent 12.5 percent of the corporate officers among all Fortune 500 companies (as of March 31, 2000), compared to 11.9 percent in 1999.⁵

Figure 1: Corporate Officers

Total Number of Corporate Officers	12,945
Number of Women Corporate Officers	1,622
Percent of Women Corporate Officers	12.5%

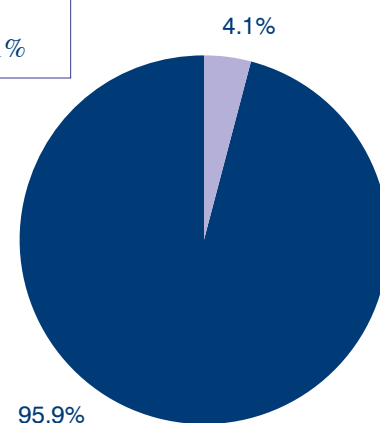
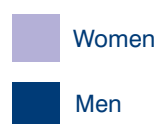


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Figure 2: Top Earners

This year there are 83 companies with women corporate officers who are top earners, compared to last year's total of 72. This amounts to 16.6 percent of Fortune 500 companies, in contrast to 14.4 percent in 1999. In addition, women top earners represent 4.1 percent of all top earners in 2000, compared to 3.3 percent last year.

Total Number of Top Earners ⁶	2,255
Number of Women Top Earners	93
Percent of Women Top Earners	4.1%



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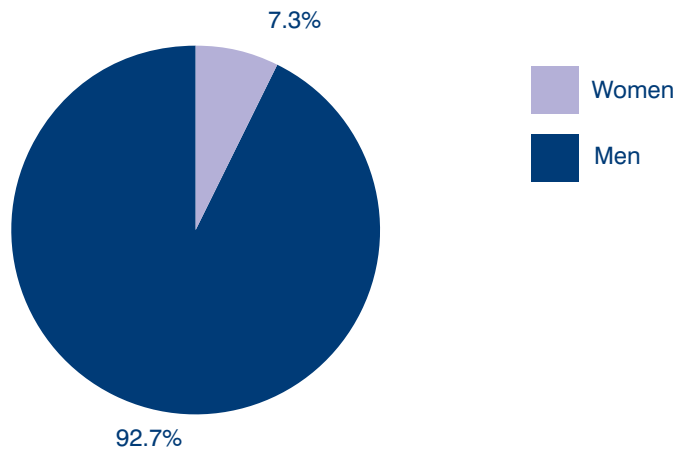
⁵ In the year 2000, companies included in this census have an average of 26 corporate officers each.

⁶ This number represents the total number of corporate officers who are also top earners of Fortune 500 companies.

In 2000, 48.9 percent of all corporate officers have line responsibility. Line corporate officers have profit-and-loss or direct client responsibility, while those in staff positions provide functional support to the line operations.

Of all line officer jobs, 92.7 percent are held by men, while women fill the remaining 7.3 percent. This is up from 6.8 percent in 1999.

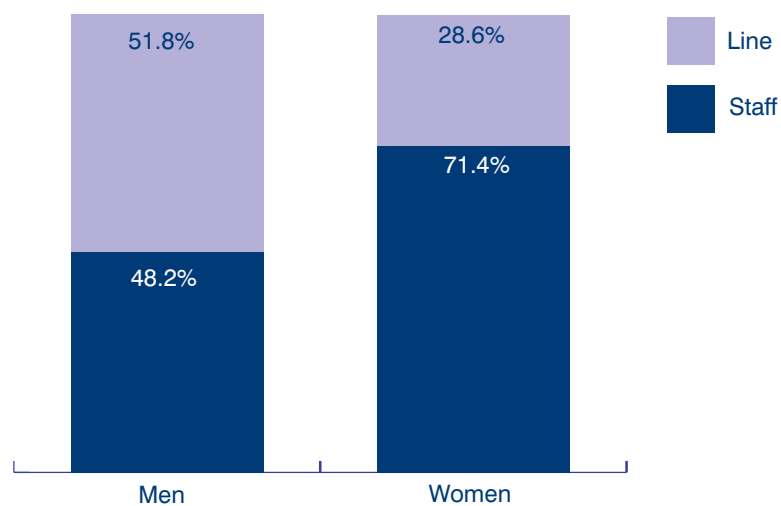
Figure 3: Line Corporate Officer Positions, by Gender



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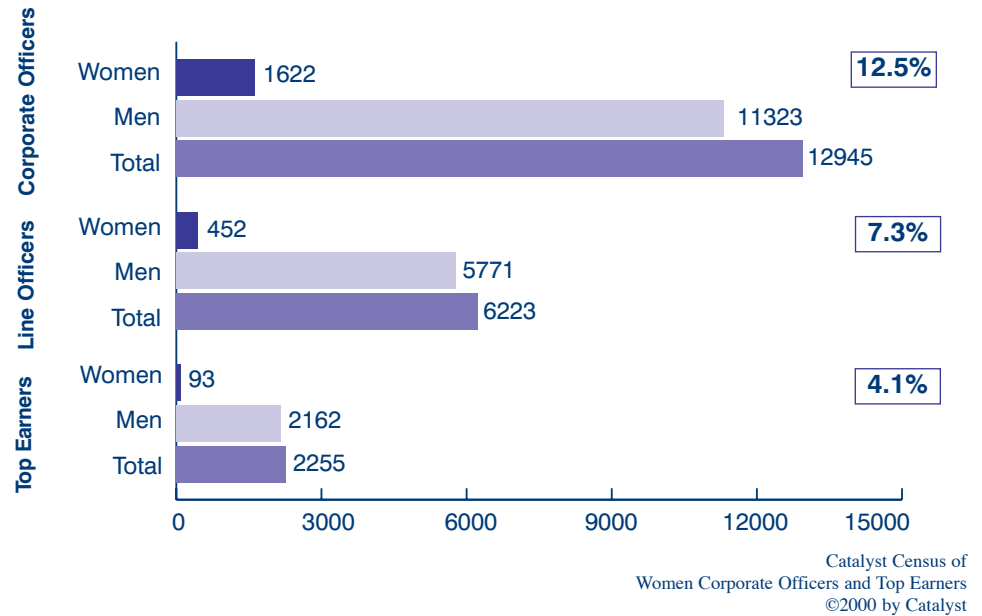
Of all male corporate officers, 51.8 percent hold line jobs, compared to 28.6 percent of women corporate officers who hold line jobs.

Figure 4: Line/Staff Positions of Corporate Officers, by Gender



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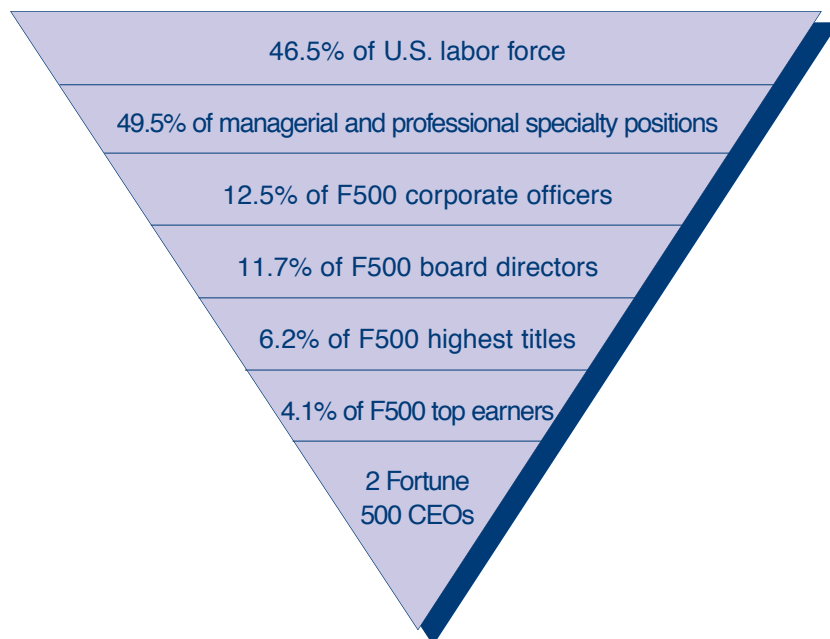
Figure 5: Women Corporate Officers, Line Corporate Officers, and Top Earners



Women have gained entry to business careers in substantial numbers and have almost achieved parity with men early in the management pipelines. For further gains, companies need to commit their resources to providing women with a depth and variety of line experience that prepares them for general management and equips them to compete for top executive jobs. Women's progress in terms of their representation in line officer jobs has been disappointingly slow.

In 2000, women of color amount to only 1.3 percent of the corporate officer pool within the 400 Fortune 500 companies on which Catalyst has race/ethnicity data of the women corporate officers.

Figure 6: How Women Rank in the Workforce⁷



⁷ Sources for the data in Figure 6: Bureau of Labor Statistics and 2000 Catalyst Census of Women Corporate Officers and Top Earners. All data from this census are as of March 31, 2000.

Findings:

What progress has been made in the last six years for women in leadership positions?

Figure 7: How Women Rank in Business Leadership: 1995 versus 2000

2000 Catalyst Census of Women Corporate Officers and Top Earners

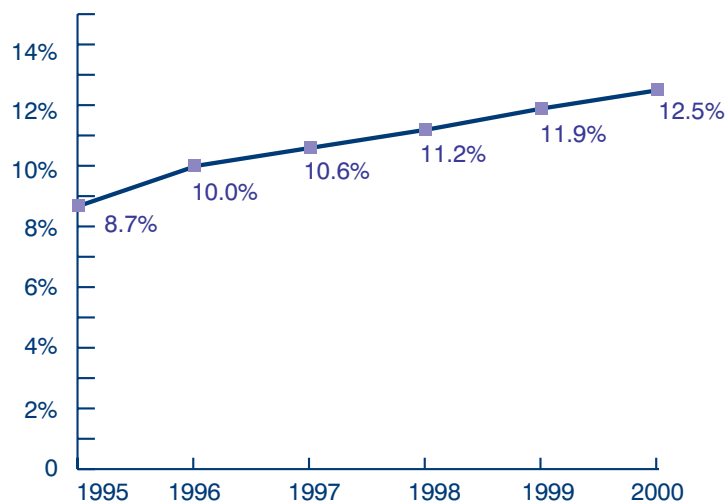
Since 1995, when Catalyst first collected data for the census, the percent of women corporate officers among Fortune 500 companies has increased by 3.8 percentage points. The average rate of increase in the percent of women corporate officers, based on the past six years, is 0.7 percentage points per year.⁸

Women:	1995	2000	Change
F500 Board Directors	9.5%	11.7%	+2.2
F500 Corporate Officers	8.7%	12.5%	+3.8
F500 Top Earners	1.2%	4.1%	+2.9
F500 CEOs	1	2	+1

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Figure 8: Percent of Women Corporate Officers, a Six-Year Perspective

Women now hold 12.5 percent of corporate officer positions in the Fortune 500, up from 8.7 percent in 1995, when we first began counting.

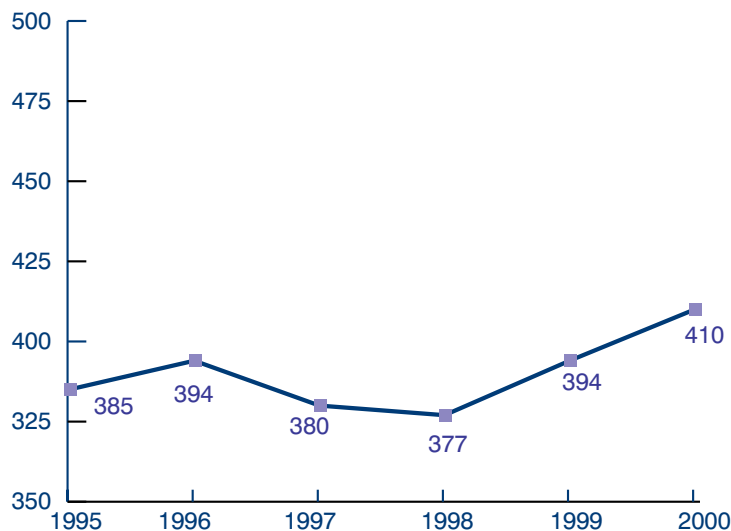


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⁸ This projection is based on the slope of a regression line.

Has the number of companies with women corporate officers increased over time?

Figure 9: Number of Fortune 500 Companies with Women Corporate Officers, a Six-Year Perspective



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Another way to look at the above chart is to note that 90 Fortune 500 companies in 2000 do not have a woman corporate officer among their officer pool, compared to 106 companies in 1999.

How many companies have 25 percent or more women corporate officers?

Some companies are notable for their comparatively large pool of women corporate officers. This year 50 companies have women filling one-quarter or more of their corporate officer positions, an increase of 22 percent from 1999. Furthermore, in 2000, there are 16 companies in which women hold one-third or more of the corporate officer positions. (See Table 1.) In Catalyst's 1999 census there were 15 such companies.

Table 1: Companies with 25 Percent or More Women Corporate Officers

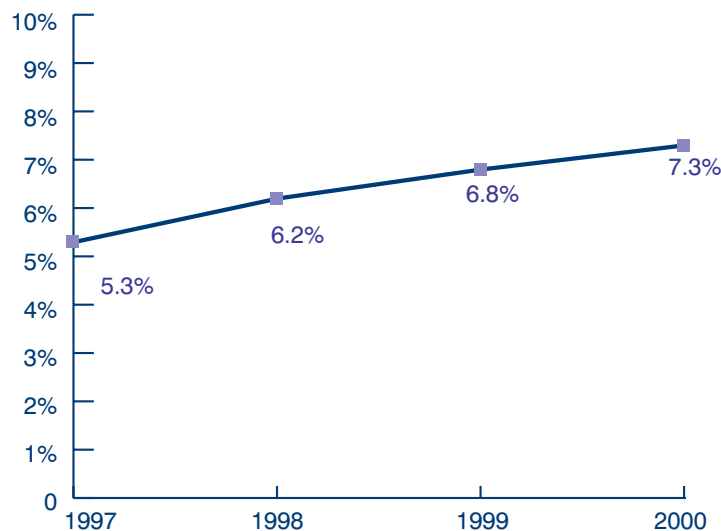
Company	Total Officers	Women Officers	
		Number	Percent
Ikon Office Solutions	7	3	42.9
SLM Holding	14	6	42.9
Pacificare Health Systems	45	19	42.2
Nordstrom	36	15	41.7
Fannie Mae	174	68	39.1
Avon Products	21	8	38.1
Washington Mutual	8	3	37.5
Pitney Bowes	22	8	36.4
Times Mirror	31	11	35.5
Interim Services	17	6	35.3
BJ's Wholesale Club	6	2	33.3
Foundation Health Systems	9	3	33.3
Knight-Ridder	24	8	33.3
R. J. Reynolds Tobacco	15	5	33.3
Southwest Airlines	24	8	33.3
TIAA-CREF	21	7	33.3
Trans World Airlines	22	7	31.8
Hewlett-Packard	16	5	31.3
Jones Apparel Group	16	5	31.3
SBC Communications	16	5	31.3
PNC Financial Services Group	13	4	30.8
Enron	56	17	30.4
Kelly Services	17	5	29.4
Merck	17	5	29.4
New York Times	17	5	29.4
Target	24	7	29.2
John Hancock Financial Services	28	8	28.6
New Century Energies	7	2	28.6
Paine Webber Group	7	2	28.6
Plains Resources	7	2	28.6
Ralston Purina	7	2	28.6
U.S. Industries	7	2	28.6
Hannaford Bros.	25	7	28.0
Gap	22	6	27.3
J.C. Penney	11	3	27.3
Kaufman & Broad Home	22	6	27.3
US West	55	15	27.3
Amsouth Bancorp.	12	3	25.0
Anthem Insurance	8	2	25.0
Avista	12	3	25.0
Charles Schwab	28	7	25.0
Edison International	12	3	25.0
Limited	4	1	25.0
Mattel	16	4	25.0
Merisel	4	1	25.0
Prudential Ins. Co. of America	20	5	25.0
Supervalu	20	5	25.0
Unisys	16	4	25.0
Venator	20	5	25.0
WellPoint Health Networks	8	2	25.0

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Has the number of women in line positions increased over time?

For the fourth year, Catalyst examines the functional responsibilities of corporate officers in Fortune 500 companies. In 2000, 48.9 percent of all corporate officers have line responsibility. Men continue to hold the preponderance of line officer positions by several measures. As the figure below indicates, the percent of women in line positions has not increased dramatically since 1997 when Catalyst began examining this issue.

Figure 10: Percent of Women Corporate Officers in Line Positions, a Four-Year Perspective



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

To focus on “clout titles”—the positions that wield the most policy-making power—Catalyst examined the titles chief executive officer, chairman, vice chairman, president, chief operating officer, senior executive vice president, and executive vice president. In 2000, women hold 6.2 percent of these clout titles, up from 5.1 percent last year. Looking solely at the highest titles of chief executive officer, chairman, vice chairman, president, and chief operating officer, women represent 1.4 percent of these positions, up from 1.2 percent last year. In the course of this census year, the number of women CEOs fluctuated from two to four, and back to two again. As of March 31, 2000 the two women CEOs were Carleton S. Fiorina of Hewlett-Packard, and Andrea Jung of Avon.

Table 2: Corporate “Clout”
Titles Held by Women
Corporate Officers, 2000

Officer Title	Total Number of Officers by Title	Number of Women Who Hold Title	Percent of Total Title Holders
CEO*	504	2	0.4
Chairman Only	78	0	0.0
Vice Chairman	180	5	2.8
President	204	4	2.0
COO	78	4	5.1
SEVP	68	10	14.7
EVP	1,376	129	9.4
Total	2,488	154	6.2%

* There are more CEOs than companies because of Co-CEOs, which are included in this count.

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

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

For the second consecutive year, Catalyst gathered information on the extent to which women of color are represented in the corporate officer pool of Fortune 500 companies. This year, Catalyst successfully obtained data on race/ethnicity of women corporate officers for 400 of the 500 companies. These companies reported 134 women of color among their 10,152 corporate officers. This means that women of color represent only 1.3 percent of the corporate officer pool in these companies, the same percentage as in 1999.

Furthermore, these 134 women of color represent only 10.3 percent of all women officers (1,297) within the 400 companies. In this sample, 84 African-American women officers are the largest group, followed by 27 Asian/Pacific Islanders, 21 Hispanics, and 2 “Other.”

In Catalyst’s 1999 study *Women of Color in Corporate Management: Opportunities and Barriers*, women of color identified the lack of role models as a major barrier to their advancement. Catalyst continues to focus on women of color in corporate management and calls on companies to examine the representation of women of color among their officer pool.

In 1999, the first year of Catalyst asked for the number of women of color officers, we obtained data from 340 of the 500 companies.

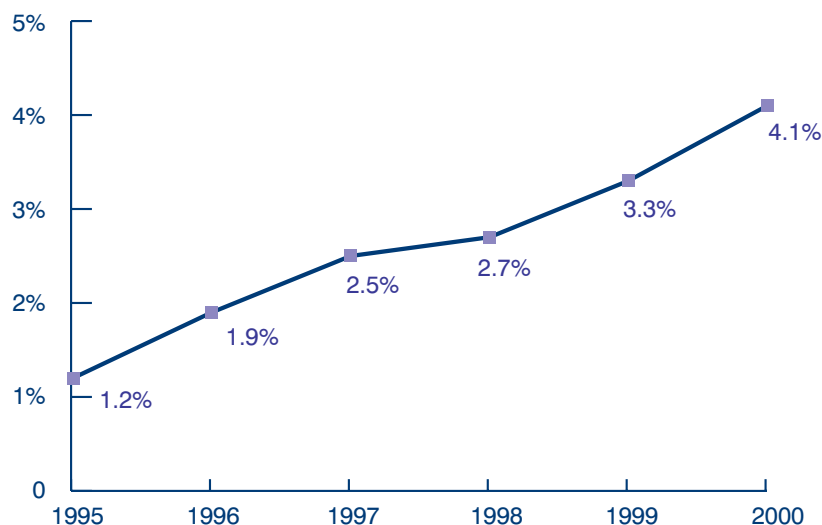
How many women corporate officers are among the top five earners in their company?

In 2000, 93 women, or 4.1 percent, were among the 2,255 most highly compensated officers⁹ listed in proxy statements of Fortune 500 companies, up from 3.1 percent in 1999. Out of a total 1,579 women corporate officers, 5.9 percent are among the five top-earning officers in their company. Of the 11,096 male officers, 19.5 percent are top earners.¹⁰

Table 3: Women Top Earners, a Six-Year Perspective

	Number of Top-Earning Women Corporate Officers	Percent of Top-Earning Women Corporate Officers
2000	93	4.1
1999	77	3.3
1998	63	2.7
1997	61	2.5
1996	47	1.9
1995	29	1.2

Figure 11: Percent of Women Top Earners in Fortune 500 Companies, a Six-Year Perspective



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For the sixth consecutive year, the number of companies with at least one woman among the five most highly compensated officers has increased. (See Figure 12.) In 2000, 83 Fortune 500 companies, or 16.6 percent, have at least one woman top-earning corporate officer. This is an increase of 11 companies (15 percent) over last year. Ten companies, as of the cut-off date of March 31, 2000, have two women among their five most highly compensated executives. (See Table 4.) Among the 400 companies on whom we have ethnicity/race data, only 6 companies have a woman of color top earner.¹¹

⁹ It should be noted that not all top earners listed in the corporate proxy statements are corporate officers. The top earners referred to in this analysis are those who are also corporate officers. Further, the top earners listed in corporate proxy statements are not necessarily the most highly compensated individuals in a company. For example, individuals in sales might be more highly compensated when their commissions are included.

¹⁰ Top-earner information was available for all but one Fortune 500 company. Also, some companies reported fewer than five top earners in their proxy statement, while in other cases, a top earner may have retired subsequent to the proxy filing.

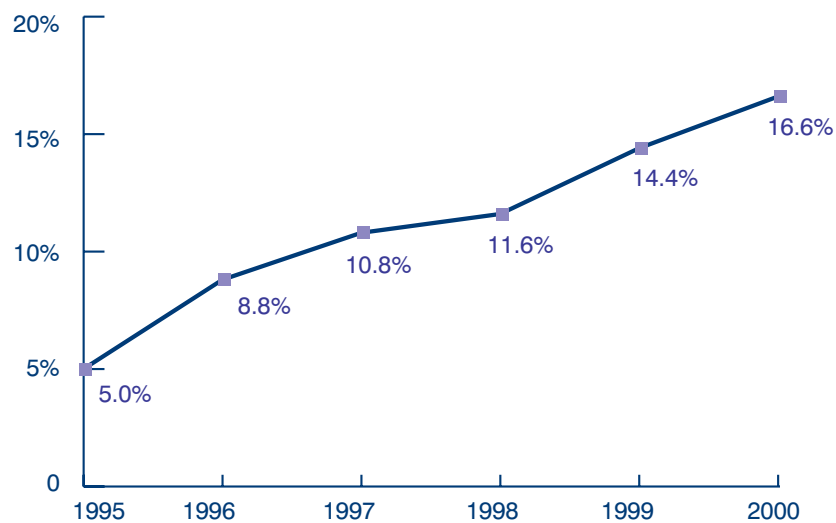
¹¹ Of the 83 companies with a women top earner, 72 provided data on the ethnicity/race of their women officers.

Table 4: Companies with Women Among Their Top Five Earners—83 of 500 (16.6 percent)

3Com	General Mills	Pharmacia & Upjohn
Abbott Laboratories	Goldman Sachs Group	Phoenix Home Life
Ace Hardware	*Hewlett-Packard	Mutual Ins.
Amsouth Bancorp.	Humana	Providian Financial
*Arrow Electronics	*Ikon Office Solutions	Quaker Oats
Atlantic Richfield	International Paper	R.R. Donnelley & Sons
Avis Rent A Car	*J.C. Penney	Rite Aid
*Avon Products	John Hancock	Rohm & Haas
Best Buy	Financial Services	Safeway
BJ's Wholesale Club	Jones Apparel Group	Sara Lee
Boeing	*Kelly Services	Sears Roebuck
*Charles Schwab	Kimberly-Clark	SLM Holding
Clark USA	Knight-Ridder	Soletron
Clorox	Limited	Southern
Colgate-Palmolive	Lucent Technologies	Southwest Airlines
Conectiv	Lyondell Chemical	Sunoco
Consolidated Edison	Mass. Mutual Life	Supermarkets Genl.
Cooper Industries	Insurance	Holdings
Crestline Capital	McGraw-Hill	Supervalu
Delta Air Lines	Merck	Textron
Dillard's	Merisel	*Times Mirror
Eli Lilly	Mutual of Omaha	Trans World Airlines
Estée Lauder	Insurance	U.S. Industries
Express Scripts	Niagara Mohawk	UAL
Fannie Mae	Holdings	Unicom
Federated Department	Northeast Utilities	UnitedHealth Group
Stores	Owens Corning	*Washington Mutual
First Data	PacifiCare Health	WellPoint Health
*Foundation Health	Systems	Networks
Systems	Paine Webber Group	Wells Fargo
Gap	PepsiCo	Xerox

*These companies have two top women earners.

Figure 12: Percent of Companies with at Least One Woman Top Earner, a Six-Year Perspective



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What are the industry patterns of women corporate officers?

Industries vary with respect to the presence of women officers, as the following tables demonstrate.¹² A more detailed look at each of the industries can be found in Appendix III.

Table 5: Industries with the Highest Percentages of Women Corporate Officers

Industry	Number of Companies	Percent Women Officers
Temporary Help	4	26.1%
Publishing, Printing	7	25.5%
Savings Institutions	2	22.2%
Tobacco	3	22.2%
Apparel	3	21.7%

Table 6: Industries with the Lowest Percentages of Women Corporate Officers

Industry	Number of Companies	Percent Women Officers
Energy	1	0
Trucking	2	0
Computer Peripherals	4	1.2%
Rubber and Plastic Products	1	4.2%
Advertising, Marketing	2	4.5%

What are the geographic patterns of women corporate officers?

When classifying companies by the location of their headquarters, Catalyst finds that states vary with respect to the presence of women officers, as the following tables indicate. States also vary considerably in the number of company headquarters that they host. A more detailed look at each of the states can be found in Appendix IV.

Table 7: States with the Highest Percentages of Women Corporate Officers

State/District	Number of Companies in State/District	Percent Women Officers
District of Columbia	2	36.8%
Maine	2	21.2%
Colorado	5	18.0%
North Carolina	12	15.3%
Massachusetts	13	14.9%

Table 8: States with the Lowest Percentages of Women Corporate Officers

State/District	Number of Companies in State/District	Percent Women Officers
Kansas	2	0
Louisiana	1	0
Mississippi	1	0
Nevada	1	0
Utah	1	0

¹² For the purpose of this census, Catalyst uses *Fortune's* Industry List, as published on April 17, 2000.

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

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

On May 31, 2000, Catalyst began sending letters to the human resources or corporate secretary's office of each of Fortune 500 company. The letter sought:

- (1) to verify that the company's total number of corporate officers, reported in the Fiscal Year 1999 Annual Report, holds true as of Catalyst's cut-off date of March 31, 2000;
- (2) to confirm that the names, titles, and number of women corporate officers, reported in their Annual Report and 10K, hold true as of Catalyst's cut-off date of March 31, 2000;
- (3) to ascertain the line or staff status, of both male and female corporate officers reported in their Annual Report and 10-K, as of Catalyst's cut-off date of March 31, 2000;
- (4) to certify the names, titles, and number of women among the company's five most highly compensated corporate officers; and
- (5) to learn the extent to which women of color are represented in the corporate officer and top earner ranks.

After the deadline of June 23, 2000 noted in the letter to each company, members of Catalyst's research team made over 718 phone calls to nonresponding companies. If we still had not heard from a company by July 5, two letters were sent out over several weeks from Catalyst's president to the company's chief executive officer. The purpose of these letters was to make clear that our first wish was to have accurate, company-verified data for this census, but that we would publish data gathered from public records even if the company did not provide verification. To understand the magnitude of the process, it is important to note that Catalyst's database of corporate officers and top earners has 515,033 cells of data. Our verification rate was 78 percent.

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

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

The *Catalyst Census of Women Corporate Officers and Top Earners* is a snapshot in time. It represents the gender diversity of leadership in Fortune 500 companies as of March 31, 2000. Catalyst continues this work, year after year, to monitor progress over time.

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

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
1	GENERAL MOTORS	5	55	9.1	51	USX	0	9	0.0
2	WAL-MART STORES	22	221	10.0	52	LOCKHEED MARTIN	3	41	7.3
3	EXXON MOBIL	0	23	0.0	53	METROPOLITAN LIFE INSURANCE †	8	42	19.0
4	FORD MOTOR	4	54	7.4	54	GOLDMAN SACHS GROUP	2	22	9.1
5	GENERAL ELECTRIC	10	150	6.7	55	GTE †	2	13	15.4
6	INTL. BUSINESS MACHINES	4	49	8.2	56	DELL COMPUTER	0	16	0.0
7	CITIGROUP	12	95	12.6	57	UNITED TECHNOLOGIES	2	48	4.2
8	AT&T	2	19	10.5	58	BELLSOUTH	9	56	16.1
9	PHILIP MORRIS	4	18	22.2	59	CARDINAL HEALTH	5	21	23.8
10	BOEING	2	16	12.5	60	CONAGRA	7	35	20.0
11	BANK OF AMERICA CORP.	4	19	21.1	61	INTERNATIONAL PAPER	5	60	8.3
12	SBC COMMUNICATIONS	5	16	31.3	62	FREDDIE MAC	4	26	15.4
13	HEWLETT-PACKARD	5	16	31.3	63	AUTONATION	2	17	11.8
14	KROGER	2	17	11.8	64	BERKSHIRE HATHAWAY	0	5	0.0
15	STATE FARM INSURANCE COS.	43	227	18.9	65	HONEYWELL INTERNATIONAL †	2	32	6.3
16	SEARS ROEBUCK	3	13	23.1	66	WALT DISNEY	0	8	0.0
17	AMERICAN INTERNATIONAL GROUP	2	50	4.0	67	FIRST UNION CORP.	0	7	0.0
18	ENRON	17	56	30.4	68	WELLS FARGO	5	27	18.5
19	TIAA-CREF	7	21	33.3	69	DUKE ENERGY	6	26	23.1
20	COMPAQ COMPUTER	2	15	13.3	70	NEW YORK LIFE INSURANCE	7	42	16.7
21	HOME DEPOT	14	72	19.4	71	AMERICAN EXPRESS	3	17	17.6
22	LUCENT TECHNOLOGIES	2	20	10.0	72	LOEWS	0	15	0.0
23	PROCTER & GAMBLE	3	30	10.0	73	PG&E CORP.	2	17	11.8
24	ALBERTSON'S	1	25	4.0	74	CONOCO	0	27	0.0
25	MCI WORLDCOM †	0	4	0.0	75	CIGNA	4	19	21.1
26	FANNIE MAE	68	174	39.1	76	PEPSICO	2	11	18.2
27	KMART	3	47	6.4	77	AMR	8	54	14.8
28	TEXACO	2	19	10.5	78	BRISTOL-MYERS SQUIBB	2	16	12.5
29	MERRILL LYNCH	2	20	10.0	79	SARA LEE	8	46	17.4
30	MORGAN STANLEY DEAN WITTER	2	18	11.1	80	FLEETBOSTON	2	20	10.0
31	CHASE MANHATTAN CORP.	11	61	18.0	81	SPRINT	0	15	0.0
32	TARGET	7	24	29.2	82	RAYTHEON	2	31	6.5
33	BELL ATLANTIC †	2	13	15.4	83	COCA-COLA	8	40	20.0
34	MERCK	5	17	29.4	84	MICROSOFT	3	53	5.7
35	CHEVRON	2	18	11.1	85	CATERPILLAR	3	36	8.3
36	J.C. PENNEY	3	11	27.3	86	UNITEDHEALTH GROUP	3	22	13.6
37	MOTOROLA	16	210	7.6	87	XEROX	6	47	12.8
38	MCKESSON HBOC	2	12	16.7	88	LEHMAN BROTHERS HOLDINGS	1	19	5.3
39	INTEL	3	30	10.0	89	DOW CHEMICAL	1	15	6.7
40	SAFEWAY	2	14	14.3	90	UTILICORP UNITED	2	12	16.7
41	INGRAM MICRO	0	10	0.0	91	ELECTRONIC DATA SYSTEMS	4	28	14.3
42	E.I. DU PONT DE NEMOURS	8	64	12.5	92	J.P. MORGAN & CO.	5	26	19.2
43	JOHNSON & JOHNSON	1	16	6.3	93	CVS	1	8	12.5
44	COSTCO WHOLESALE	1	34	2.9	94	UAL	6	40	15.0
45	TIME WARNER	1	25	4.0	95	WALGREEN	4	42	9.5
46	UNITED PARCEL SERVICE	13	107	12.1	96	GEORGIA-PACIFIC	3	52	5.8
47	ALLSTATE	2	12	16.7	97	FEDERATED DEPARTMENT STORES	2	14	14.3
48	PRUDENTIAL INS. CO. OF AMERICA	5	20	25.0	98	SYSCO	5	35	14.3
49	AETNA	1	11	9.1	99	SUPERVALU †	5	20	25.0
50	BANK ONE CORP.	12	88	13.6	100	BERGEN BRUNSWIG	2	10	20.0

† See addendum notes on page 46.

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

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
101	TEXAS UTILITIES	1	8	12.5	151	ANHEUSER-BUSCH	4	39	10.3
102	TECH DATA	0	14	0.0	152	GAP	6	22	27.3
103	TRW	4	40	10.0	153	SOUTHERN	2	18	11.1
104	FEDEX	37	216	17.1	154	TEXTRON	5	25	20.0
105	COLUMBIA/HCA HEALTHCARE †	4	21	19.0	155	R. J. REYNOLDS TOBACCO	5	15	33.3
106	ALCOA †	5	38	13.2	156	UNION PACIFIC	3	18	16.7
107	PFIZER †	2	18	11.1	157	ULTRAMAR DIAMOND SHAMROCK	2	24	8.3
108	JOHNSON CONTROLS	3	20	15.0	158	TENET HEALTHCARE	8	78	10.3
109	LOWE'S	1	20	5.0	159	CSX	1	17	5.9
110	MINNESOTA MINING & MFG.	3	26	11.5	160	CIRCUIT CITY GROUP	5	49	10.2
111	LIBERTY MUTUAL INSURANCE GROUP	18	144	12.5	161	FARMLAND INDUSTRIES	1	26	3.8
112	DYNEGY	0	5	0.0	162	AMERICAN GENERAL	6	33	18.2
113	NORTHWESTERN MUTUAL LIFE INS.	7	31	22.6	163	EL PASO ENERGY	9	69	13.0
114	RELIANT ENERGY	2	21	9.5	164	WHIRLPOOL	0	24	0.0
115	HALLIBURTON	2	12	16.7	165	NORTHWEST AIRLINES	0	8	0.0
116	DELTA AIR LINES	6	47	12.8	166	OFFICE DEPOT	0	10	0.0
117	FLEMING	2	21	9.5	167	MONSANTO †	2	24	8.3
118	COCA-COLA ENTERPRISES	6	27	22.2	168	HUMANA	6	25	24.0
119	TOSCO	2	12	16.7	169	BEST BUY	10	72	13.9
120	ARCHER DANIELS MIDLAND	1	29	3.4	170	ELI LILLY	3	14	21.4
121	EMERSON ELECTRIC	3	31	9.7	171	PACIFICARE HEALTH SYSTEMS	19	45	42.2
122	MAY DEPARTMENT STORES	6	43	14.0	172	GILLETTE	5	30	16.7
123	WINN-DIXIE STORES	1	24	4.2	173	MASS. MUTUAL LIFE INSURANCE	9	48	18.8
124	EASTMAN KODAK	6	56	10.7	174	MANPOWER	0	3	0.0
125	IBP	1	56	1.8	175	AMERISOURCE HEALTH	2	13	15.4
126	PHILLIPS PETROLEUM	2	31	6.5	176	CHS ELECTRONICS	0	13	0.0
127	WASHINGTON MUTUAL	3	8	37.5	177	LIMITED	1	4	25.0
128	NATIONWIDE INSURANCE ENTERPRISE	2	10	20.0	178	EDISON INTERNATIONAL	3	12	25.0
129	AMERICAN HOME PRODUCTS	2	20	10.0	179	HOUSEHOLD INTERNATIONAL	0	7	0.0
130	HARTFORD FINANCIAL SERVICES	2	27	7.4	180	TEXAS INSTRUMENTS	1	21	4.8
131	DANA	1	11	9.1	181	ILLINOIS TOOL WORKS	0	14	0.0
132	MCDONALD'S	27	160	16.9	182	ARROW ELECTRONICS	3	19	15.8
133	WASTE MANAGEMENT	1	16	6.3	183	H.J. HEINZ	3	21	14.3
134	US WEST †	15	55	27.3	184	UNUMPROVIDENT	0	8	0.0
135	ABBOTT LABORATORIES	6	41	14.6	185	SCHERING-PLOUGH	1	14	7.1
136	ATLANTIC RICHFIELD †	2	13	15.4	186	MARSH & MCLENNAN	2	11	18.2
137	PUBLIX SUPER MARKETS	3	28	10.7	187	COLGATE-PALMOLIVE	2	20	10.0
138	KIMBERLY-CLARK	17	104	16.3	188	BURLINGTON NORTHERN SANTA FE	2	14	14.3
139	WARNER-LAMBERT †	2	16	12.5	189	PACCAR	2	17	11.8
140	GOODYEAR TIRE & RUBBER	1	24	4.2	190	NORTHROP GRUMMAN	0	10	0.0
141	VIACOM	2	10	20.0	191	GENERAL DYNAMICS	0	23	0.0
142	RITE AID	3	35	8.6	192	STAPLES	7	34	20.6
143	LEAR	0	18	0.0	193	DILLARD'S	13	68	19.1
144	FLUOR	2	17	11.8	194	GUARDIAN LIFE INS. CO. OF AMERICA	7	61	11.5
145	WEYERHAEUSER	4	26	15.4	195	ORACLE	3	16	18.8
146	CISCO SYSTEMS	14	90	15.6	196	TJX	5	25	20.0
147	ASSOCIATES FIRST CAPITAL	3	25	12.0	197	NIKE	2	16	12.5
148	TOYS "R" US	3	17	17.6	198	ENTERGY	0	12	0.0
149	DEERE	0	29	0.0	199	NEBCO EVANS	0	11	0.0
150	SUN MICROSYSTEMS	2	29	6.9	200	MARRIOTT INTERNATIONAL	4	35	11.4

† See addendum notes on page 46.

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

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
201	FOUNDATION HEALTH SYSTEMS	3	9	33.3	251	BANK OF NEW YORK CO.	3	31	9.7
202	NAVISTAR INTERNATIONAL	1	6	16.7	252	BOISE CASCADE	2	21	9.5
203	GATEWAY	0	12	0.0	253	AMERICAN ELECTRIC POWER	1	5	20.0
204	ST. PAUL COS.	1	14	7.1	254	UNICOM	3	13	23.1
205	AFLAC	2	15	13.3	255	LINCOLN NATIONAL	3	17	17.6
206	CONTINENTAL AIRLINES	2	15	13.3	256	SEAGATE TECHNOLOGY	0	54	0.0
207	BESTFOODS	4	21	19.0	257	CHUBB	2	25	8.0
208	US AIRWAYS GROUP	5	31	16.1	258	ARAMARK	1	12	8.3
209	BINDLEY WESTERN	2	11	18.2	259	SAFECO	1	26	3.8
210	INGERSOLL-RAND	1	21	4.8	260	EMC	0	9	0.0
211	SUNOCO	3	19	15.8	261	SCI SYSTEMS	0	43	0.0
212	U.S. BANCORP	1	17	5.9	262	CUMMINS ENGINE	4	46	8.7
213	EATON	4	34	11.8	263	PUBLIC SERVICE ENTERPRISE GROUP	2	11	18.2
214	SOLECTRON	1	8	12.5	264	FEDERAL-MOGUL	0	12	0.0
215	WILLIAMS	2	15	13.3	265	MBNA	1	8	12.5
216	CONSECO	5	79	6.3	266	FPL GROUP	1	11	9.1
217	UNITED SERVICES AUTOMOBILE ASSN.	3	16	18.8	267	CENEX HARVEST STATES	4	47	8.5
218	NATIONAL CITY CORP.	3	36	8.3	268	FIRSTAR CORP.	1	16	6.3
219	NABISCO GROUP HOLDINGS	2	14	14.3	269	CAMPBELL SOUP	1	16	6.3
220	COASTAL	0	21	0.0	270	SAKS	4	28	14.3
221	KEYCORP	0	12	0.0	271	NEWELL RUBBERMAID	2	26	7.7
222	GENUINE PARTS	1	11	9.1	272	AVNET	1	25	4.0
223	AVISTA	3	12	25.0	273	COMPUSA †	3	33	9.1
224	BEAR STEARNS	1	36	2.8	274	FIRSTENERGY	4	19	21.1
225	PAINE WEBBER GROUP †	2	7	28.6	275	MASCO	1	18	5.6
226	TRICON GLOBAL RESTAURANTS	0	16	0.0	276	ALLTEL	0	13	0.0
227	PPG INDUSTRIES	3	32	9.4	277	WACHOVIA CORP.	2	13	15.4
228	CROWN CORK & SEAL	2	25	8.0	278	ANTHEM INSURANCE	2	8	25.0
229	VALERO ENERGY	2	12	16.7	279	GENERAL MILLS	4	22	18.2
230	PNC FINANCIAL SERVICES GROUP	4	13	30.8	280	COMCAST	2	13	15.4
231	COMPUTER SCIENCES	0	12	0.0	281	U.S. FOODSERVICE †	0	5	0.0
232	PRINCIPAL FINANCIAL	3	20	15.0	282	UNOCAL	2	23	8.7
233	JOHN HANCOCK FINANCIAL SERVICES	8	28	28.6	283	NCR	0	11	0.0
234	SUNTRUST BANKS	1	16	6.3	284	MICROAGE	0	16	0.0
235	OCCIDENTAL PETROLEUM	0	14	0.0	285	APPLE COMPUTER	1	9	11.1
236	UNISYS	4	16	25.0	286	PROGRESSIVE	1	14	7.1
237	CBS	1	11	9.1	287	CMS ENERGY	1	12	8.3
238	CONSOLIDATED EDISON	7	37	18.9	288	MELLON FINANCIAL CORP.	0	8	0.0
239	WELLPOINT HEALTH NETWORKS	2	8	25.0	289	CINERGY	2	16	12.5
240	SMURFIT-STONE CONTAINER	2	21	9.5	290	KINDER MORGAN	2	11	18.2
241	TYSON FOODS	0	32	0.0	291	R.R. DONNELLEY & SONS	5	29	17.2
242	AMERICAN STANDARD	0	27	0.0	292	UNION CARBIDE	0	9	0.0
243	BAXTER INTERNATIONAL	1	16	6.3	293	OWENS-ILLINOIS	0	20	0.0
244	PHARMACIA CORP. †	3	18	16.7	294	3COM	12	52	23.1
245	ASHLAND	0	19	0.0	295	SERVICEMASTER	1	11	9.1
246	FORT JAMES	1	15	6.7	296	CNF TRANSPORTATION †	0	14	0.0
247	ROCKWELL INTERNATIONAL	0	17	0.0	297	VF	3	14	21.4
248	AON	4	20	20.0	298	AUTOMATIC DATA PROCESSING	2	24	8.3
249	AMERADA HESS	2	41	4.9	299	FIRST DATA	12	58	20.7
250	KELLOGG	3	22	13.6	300	B.F. GOODRICH	3	26	11.5

† See addendum notes on page 46.

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

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
301	CENTRAL & SOUTH WEST	2	12	16.7	351	INTERPUBLIC GROUP	0	9	0.0
302	IKON OFFICE SOLUTIONS	3	7	42.9	352	KOHL'S	2	12	16.7
303	DOMINION RESOURCES†	11	73	15.1	353	PACIFIC LIFE INSURANCE	0	10	0.0
304	GANNETT	8	33	24.2	354	PITNEY BOWES	8	22	36.4
305	MATTEL	4	16	25.0	355	W.W. GRAINGER	2	29	6.9
306	PECO ENERGY	5	34	14.7	356	BLACK & DECKER	2	15	13.3
307	SEMPRA ENERGY	2	18	11.1	357	TRUSERV	1	21	4.8
308	CENDANT	4	47	8.5	358	SODEXHO MARRIOTT SERVICES	2	17	11.8
309	RYDER SYSTEM	7	51	13.7	359	SUIZA FOODS	1	13	7.7
310	ROHM & HAAS	3	42	7.1	360	NORTHEAST UTILITIES	5	36	13.9
311	STARWOOD HOTELS & RESORTS	13	81	16.0	361	MERITOR AUTOMOTIVE†	3	13	23.1
312	AVON PRODUCTS	8	21	38.1	362	CRESTLINE CAPITAL	2	9	22.2
313	SCIENCE APPLICATIONS INTL.	16	426	3.8	363	DOVER	0	11	0.0
314	CHAMPION INTERNATIONAL	0	12	0.0	364	CAREMARK RX	1	11	9.1
315	COMPUTER ASSOCIATES INTL.	3	17	17.6	365	ENGELHARD	0	18	0.0
316	NORFOLK SOUTHERN	3	33	9.1	366	AMERICAN FAMILY INS. GROUP	3	27	11.1
317	MERISEL	1	4	25.0	367	MIDAMERICAN ENERGY HOLDINGS	0	13	0.0
318	CENTEX	2	10	20.0	368	MAYTAG	2	20	10.0
319	OMNICOM GROUP	1	13	7.7	369	THERMO ELECTRON	2	16	12.5
320	NORDSTROM	15	36	41.7	370	GRAYBAR ELECTRIC	0	15	0.0
321	FORTUNE BRANDS	1	14	7.1	371	EXPRESS SCRIPTS	2	11	18.2
322	DOLE FOOD	2	9	22.2	372	AK STEEL HOLDING	1	17	5.9
323	OWENS CORNING	2	15	13.3	373	BRUNSWICK	3	14	21.4
324	AIR PRODUCTS & CHEMICALS	1	18	5.6	374	KELLY SERVICES	5	17	29.4
325	CLARK USA	1	5	20.0	375	FLOWERS INDUSTRIES	1	9	11.1
326	SHERWIN-WILLIAMS	1	11	9.1	376	HASBRO	0	13	0.0
327	OLSTEN	1	9	11.1	377	BJ'S WHOLESALE CLUB	2	6	33.3
328	PARKER HANNIFIN	0	19	0.0	378	OXFORD HEALTH PLANS	8	34	23.5
329	BAKER HUGHES	0	19	0.0	379	MUTUAL OF OMAHA INSURANCE	1	12	8.3
330	QUANTUM	0	6	0.0	380	COMDISCO	2	14	14.3
331	APPLIED MATERIALS	2	36	5.6	381	MEDTRONIC	4	28	14.3
332	OFFICEMAX	3	39	7.7	382	TANDY	6	29	20.7
333	LITTON INDUSTRIES	2	19	10.5	383	NASH FINCH	1	15	6.7
334	CORNING	3	40	7.5	384	LTV	0	9	0.0
335	REYNOLDS METALS†	3	21	14.3	385	AUTOZONE	4	42	9.5
336	INACOM	0	13	0.0	386	FMC	2	20	10.0
337	AMERICA ONLINE	6	34	17.6	387	SHAW INDUSTRIES	0	9	0.0
338	GPU	1	8	12.5	388	PITTSTON	1	8	12.5
339	SOUTHWEST AIRLINES	8	24	33.3	389	NIAGARA MOHAWK HOLDINGS	3	24	12.5
340	DTE ENERGY	2	16	12.5	390	WILLAMETTE INDUSTRIES	1	23	4.3
341	QUAKER OATS	5	25	20.0	391	HEALTHSOUTH	0	10	0.0
342	RALSTON PURINA	2	7	28.6	392	GOLDEN STATE BANCORP	3	19	15.8
343	CHARLES SCHWAB	7	28	25.0	393	TEMPLE-INLAND	1	15	6.7
344	CONSOLIDATED STORES	2	16	12.5	394	PROVIDIAN FINANCIAL	3	17	17.6
345	STATE STREET CORP.	2	13	15.4	395	UNITED AUTO GROUP	0	14	0.0
346	VENATOR	5	20	25.0	396	PETER KIEWIT SONS'	0	12	0.0
347	PRAXAIR	2	29	6.9	397	NUCOR	0	21	0.0
348	ITT INDUSTRIES	2	20	10.0	398	UNIVERSAL	1	12	8.3
349	PPL	0	9	0.0	399	CLOROX	2	23	8.7
350	EASTMAN CHEMICAL	3	38	7.9	400	ADAMS RESOURCES & ENERGY	0	6	0.0

† See addendum notes on page 46.

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

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
401	MCGRRAW-HILL	1	10	10.0	451	BECTON DICKINSON	2	22	9.1
402	COUNTRYWIDE CREDIT INDUSTRIES	2	17	11.8	452	UNITED STATIONERS	2	9	22.2
403	HERSHEY FOODS	1	27	3.7	453	REGIONS FINANCIAL	0	15	0.0
404	RICHFOOD HOLDINGS †	1	7	14.3	454	LG&E ENERGY	1	14	7.1
405	CAPITAL ONE FINANCIAL	1	12	8.3	455	COMERICA	0	18	0.0
406	ESTÉE LAUDER	3	16	18.8	456	NEW CENTURY ENERGIES	2	7	28.6
407	FOSTER WHEELER	1	8	12.5	457	AID ASSOCIATION FOR LUTHERANS	0	12	0.0
408	CABLEVISION SYSTEMS	2	14	14.3	458	HORMEL FOODS	0	20	0.0
409	QUALCOMM	1	17	5.9	459	CAROLINA POWER & LIGHT	7	34	20.6
410	QWEST COMMUNICATIONS †	1	28	3.6	460	SONIC AUTOMOTIVE	0	6	0.0
411	GENAMERICA †	4	21	19.0	461	SOUTHTRUST CORP.	0	15	0.0
412	BETHLEHEM STEEL	1	19	5.3	462	ALLIED WASTE INDUSTRIES	1	11	9.1
413	SHOPKO STORES	9	58	15.5	463	AMGEN	3	28	10.7
414	DEAN FOODS	1	21	4.8	464	AMERICAN FINANCIAL GROUP	2	13	15.4
415	DOLLAR GENERAL	1	13	7.7	465	AVIS RENT A CAR †	4	28	14.3
416	AMES DEPARTMENT STORES	5	28	17.9	466	NEXTEL COMMUNICATIONS	3	31	9.7
417	BB&T CORP	1	8	12.5	467	SERVICE CORP. INTERNATIONAL	0	17	0.0
418	COOPER INDUSTRIES	2	14	14.3	468	TRANS WORLD AIRLINES	7	22	31.8
419	YORK INTERNATIONAL	2	13	15.4	469	TENNECO AUTOMOTIVE	0	16	0.0
420	FLORIDA PROGRESS	2	11	18.2	470	SLM HOLDING	6	14	42.9
421	KAUFMAN & BROAD HOME	6	22	27.3	471	AES	4	24	16.7
422	AUTOLIV	0	10	0.0	472	HERCULES	3	26	11.5
423	MEAD	3	28	10.7	473	USA NETWORKS	0	18	0.0
424	CONSTELLATION ENERGY	1	15	6.7	474	KNIGHT-RIDDER	8	24	33.3
425	AMSOUTH BANCORP.	3	12	25.0	475	YELLOW	0	4	0.0
426	LEGGETT & PLATT	2	32	6.3	476	TRIBUNE	4	21	19.0
427	HARRIS	1	15	6.7	477	TIMES MIRROR	11	31	35.5
428	SMITHFIELD FOODS	1	12	8.3	478	DANAHER	0	11	0.0
429	AVERY DENNISON	2	12	16.7	479	PHOENIX HOME LIFE MUTUAL INS.	2	18	11.1
430	MICRON TECHNOLOGY	2	17	11.8	480	COLUMBIA ENERGY GROUP †	1	7	14.3
431	CONECTIV	2	11	18.2	481	OWENS & MINOR	2	16	12.5
432	PULTE	1	14	7.1	482	ACE HARDWARE	2	10	20.0
433	SUPERMARKETS GENL. HOLDINGS	1	10	10.0	483	PLAINS RESOURCES	2	7	28.6
434	LYONDELL CHEMICAL	1	18	5.6	484	PARK PLACE ENTERTAINMENT	0	5	0.0
435	LONGS DRUG STORES	2	29	6.9	485	INTERIM SERVICES	6	17	35.3
436	FIFTH THIRD BANCORP	1	33	3.0	486	RELIANCE GROUP HOLDINGS	1	13	7.7
437	USG	2	19	10.5	487	JONES APPAREL GROUP	5	16	31.3
438	BALL	2	10	20.0	488	NISOURCE †	4	34	11.8
439	AMEREN	0	7	0.0	489	AIRBORNE FREIGHT	3	32	9.4
440	ALLMERICA FINANCIAL	0	12	0.0	490	NEW YORK TIMES	5	17	29.4
441	U.S. INDUSTRIES	2	7	28.6	491	D.R. HORTON	2	10	20.0
442	FLEETWOOD ENTERPRISES	0	19	0.0	492	LENNAR †	1	9	11.1
443	BARNES & NOBLE	2	12	16.7	493	PHELPS DODGE	2	15	13.3
444	ALLEGHENY TECHNOLOGIES	1	9	11.1	494	ARVIN INDUSTRIES †	0	13	0.0
445	HANNAFORD BROS.	7	25	28.0	495	MOHAWK INDUSTRIES	1	11	9.1
446	INTERSTATE BAKERIES	2	23	8.7	496	CONSOLIDATED NATURAL GAS †	0	8	0.0
447	DARDEN RESTAURANTS	2	14	14.3	497	BUDGET GROUP	0	6	0.0
448	LEXMARK INTERNATIONAL	1	13	7.7	498	TESORO PETROLEUM	2	14	14.3
449	ARMSTRONG WORLD INDUSTRIES	2	15	13.3	499	TRANSMONTAIGNE	0	11	0.0
450	WESCO INTERNATIONAL	0	17	0.0	500	RELIASTAR FINANCIAL †	6	31	19.4

† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

3COM (294)

SVP, Corporate Services
SVP, Marketing & Business Development
VP, Controller
VP & Corporate Controller
VP, Corporate Communications
VP & Executive in Residence
VP, Network Management Division & General Manager
VP, Small & Medium Enterprise and Marketing
VP, Tax and Trade
VP, Worldwide Field Marketing Operation
VP, Workgroup Systems Division Operations
VP, WorldWide Business Application

ABBOTT LABORATORIES (135)

SVP, Ross Products
VP, Abbott Health Systems
VP, Diagnostic Quality Assurance, Regulatory Affairs & Compliance
VP, Diagnostics Operations US & Canada
VP, Information Technology
VP, Investor Relations & Public Affairs

ACE HARDWARE (482)

SVP, Wholesale
VP, Finance & Controller

ADAMS RESOURCES & ENERGY (400)

None

AES (471)

VP
Asst. Secretary (2)
Managing Director, AES Horizons

AETNA (49)

SVP, Corporate Human Resources

AFLAC (205)

SVP, Deputy Legal Counsel & Director Communications
SVP & Director, Human Resources

AID ASSOCIATION FOR LUTHERANS (457)

None

AIR PRODUCTS & CHEMICALS (324)

VP, Energy & Materials

AIRBORNE FREIGHT (489)

VP, International Services
VP, Marketing & Customer Technology
VP, Tax & Accounting

AK STEEL HOLDING (372)

VP, Human Resources & Corporate Secretary

ALBERTSON'S (24)

SVP, Employee Development & Com.

ALCOA (106)

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

ALLEGHENY TECHNOLOGIES (444)

Corporate Counsel & Asst. Secretary

ALLIED WASTE INDUSTRIES (462)

Asst. Corporate Secretary & Corporate Counsel

ALLMERICA FINANCIAL (440)

None

ALLSTATE (47)

President, Allstate Indemnity Company
SVP, Human Resources

ALLTEL (276)

None

AMERADA HESS (249)

VP
Asst. Corporate Secretary

AMEREN (439)

None

AMERICA ONLINE (337)

President, Marketing Group
SVP & Deputy General Counsel
SVP, Communications
SVP & General Manager, Compuserve
SVP, Corporate Communications and Chief Communications Officer
VP, Integrity Assurance

AMERICAN ELECTRIC POWER (253)

Secretary

AMERICAN EXPRESS (71)

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

AMERICAN FAMILY INS. GROUP (366)

VP, Corporate Research
VP, Human Resources
VP, Claims

AMERICAN FINANCIAL GROUP (464)

VP, Taxation
VP, Investor Relations

AMERICAN GENERAL (162)

EVP, General Counsel & Secretary
President, Fund Group
SVP & Controller
SVP, Human Resources
SVP, Investments
SVP, Tax

AMERICAN HOME PRODUCTS (129)

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

AMERICAN INTERNATIONAL GROUP (17)

VP, Secretary & Assoc. General Counsel
Treasurer

AMERICAN STANDARD (242)

None

AMERISOURCE HEALTH (175)

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

AMES DEPARTMENT STORES (416)

SVP, Allocation & Planning

SVP, Human Resources
VP, Advertising
VP, Corporate Development & Treasurer
VP, Strategic Planning & Analysis

AMGEN (463)

SVP, Finance & CFO
VP, Oncology Sales & Marketing
VP, Clinical Development

AMR (77)

SVP & General Counsel
VP, Customer Services & American Eagle
VP, Customer Services Planning
VP, Employee Relations
VP, Field Services, Dallas/Fort Worth
VP, Flight Service
VP, Human Resources
VP, Reservations

AMSOUTH BANCORP. (425)

SEVP, Tennessee/North Louisiana Banking Group
SEVP, Commercial Banking Group
SEVP, Capital Management Group

ANHEUSER-BUSCH (151)

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

ANTHEM INSURANCE (278)

Chief Actuary
Secretary & VP

AON (248)

VP, Human Resources
Corporate Secretary
EVP & CIO
Treasurer

APPLE COMPUTER (285)

SVP, General Counsel & Secretary

APPLIED MATERIALS (331)

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

ARAMARK (258)

SVP, Finance & Treasurer

ARCHER DANIELS MIDLAND (120)

Secretary, Executive Committee & Asst. Board Chairman

ARMSTRONG WORLD INDUSTRIES (449)

SVP, Secretary & General Counsel
VP & Treasurer

ARROW ELECTRONICS (182)

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

ARVIN INDUSTRIES (494) †

None

† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

ASHLAND (245)*None***ASSOCIATES FIRST CAPITAL (147)**

SVP, Corporate Communications
SVP, Governmental Affairs
SVP, Investor Relations

AT&T (8)

EVP, Human Resources
VP, Law & Secretary

ATLANTIC RICHFIELD (136) †

VP, Communications, Public Affairs &
Investor Relations
EVP & CFO

AUTOLIV (422)*None***AUTOMATIC DATA PROCESSING (298)**

Staff VP
Corporate VP & Controller

AUTONATION (63)

SVP, Finance, Controller & Acting CFO
SVP, Network Initiatives

AUTOZONE (385)

Treasurer & VP, Customer Satisfaction
VP, Communications & Training and Customer
Satisfaction
VP, Financial Planning & Control Customer
Satisfaction
VP, Investor Relations & Customer Satisfaction

AVERY DENNISON (429)

VP, Worldwide Communication & Advertising
VP, Technology & Chief Technology Officer

AVIS RENT A CAR (465) †

SVP, Client Services Operations
VP & General Counsel and Secretary
SVP, Marketing
VP, Western Area

AVISTA (223)

VP & Corporate Secretary
VP & Controller
VP, Human Resources & Support Services

AVNET (272)*VP***AVON PRODUCTS (312)**

CEO & President
EVP, North America & Global Business
Operations and COO
SVP, Human Resources
SVP, Global Marketing
SVP & CIO
VP, Investor Relations
VP & Controller
Group VP, Research & Development and Chief
Scientific Officer

B.F. GOODRICH (300)

VP, Strategic Planning
VP, Group VP, Polymer Additives & Specialty Plastics

*VP, Research & Development***BAKER HUGHES (329)***None***BALL (438)**

Asst. Corporate Secretary
Corporate Secretary

BANK OF AMERICA CORPORATE (11)

Community Investment Group Executive
Corporate Affairs Executive
Marketing Executive
Consumer Products Executive

BANK OF NEW YORK CO. (251)

EVP
Chief Legal Officer & Secretary
Asst. Secretary

BANK ONE CORPORATE (50)

EVP, Consumer Lending & General Manager
EVP, Head Specialized Industries
EVP, Head Venture Capital Investments
EVP, Head Commercial Banking Finance
EVP & Director, Service Excellence
EVP, Portfolio Marketing Executive
EVP, Cardmember Operations Leader
EVP, Human Resources & Sr. Business Partner
EVP, Co-Brand Marketing Executive
EVP, Head Comm. Bk. Middle Marketing
EVP, Private Liability & Chief Operations Officer
EVP, National Credit Process & Manager Business

BARNES & NOBLE (443)

SVP, Corporate Communications & Public Affairs
CFO

BAXTER INTERNATIONAL (243)*Corporate Secretary & Asst. General Counsel***BB&T CORP (417)***SEVP & Controller***BEAR STEARNS (224)***Senior Managing Director, Derivatives***BECTON DICKINSON (451)**

President, Worldwide Immunocytometry Systems
VP & Secretary

BELL ATLANTIC (33) †

VP & Comptroller
VP, Ethics, Compliance & Diversity

BELL SOUTH (58)

EVP, Regulatory & External Affairs
President, Consumer Services
President, Marketing & Customer Care
State President, North Carolina
VP, Corporate Technology
VP, e-Commerce & Tech. Architecture
VP, Investor Relations
VP, Shared Services
VP, Strategic Management
BERGEN BRUNSWIG (100)
EVP & CIO
EVP, Human Resources

BERKSHIRE HATHAWAY (64)*None***BEST BUY (169)**

SVP, Corporate Communications & Public Relations
SVP, Advertising
VP, Brand Communications & Advertising
VP, Fulfillment (BestBuy.com)
VP, Human Resources
VP, Interactive Entertainment
VP, Inventory Management
VP, Organizational Effectiveness
VP, Strategic Marketing
VP, Vendor Relations

BESTFOODS (207)

VP, Corporate Communications
VP, Core Business Development
VP, Health, Safety, Quality Assurance & Global Sourcing
VP, Corporate Secretary

BETHLEHEM STEEL (412)*VP, Human Resources***BINDLEY WESTERN (209)**

Director, Compensation
Director, Corporate Communications

BJ'S WHOLESALE CLUB (377)

EVP, Merchandising
VP & General Counsel

BLACK & DECKER (356)

SVP, Public Affairs & Corporate Secretary
Controller

BOEING (10)

VP & Corporate Controller
SVP & CFO

BOISE CASCADE (252)

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

BRISTOL-MYERS SQUIBB (78)

President, Internal Medicines
Corporate Secretary & Head of Office of
Corporate Conduct

BRUNSWICK (373)

VP, Tax
VP, Corporate & Investor Relations
CFO

BUDGET GROUP (497)*None***BURLINGTON NORTHERN SANTA FE (188)**

VP & General Tax Counsel
VP, Investors Relations & Corporate Secretary

CABLEVISION SYSTEMS (408)

EVP, Planning & Operations
EVP, Communications, Government & Public Affairs

CAMPBELL SOUP (269)*SVP, Law & Government Affairs***CAPITAL ONE FINANCIAL (405)***SVP, Credit Card Operations***CARDINAL HEALTH (59)**

† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

<p>President, Cardinal Health Cap. Corporate EVP & CIO SVP & Treasurer SVP, Professional & Government Relations Asst. General Counsel & Asst. Secretary</p> <p>CAREMARK RX (364) SVP, Legal, Asst. General Counsel & Corporate Secretary</p> <p>CAROLINA POWER & LIGHT (459) VP, Strategic Planning VP, Information Technology Services VP, Eastern Region VP, Human Resources VP, Economic Development VP, Transmission VP, Corporate Communications</p> <p>CATERPILLAR (85) VP Asst. Secretary (2)</p> <p>CBS (237) † VP & Secretary</p> <p>CENDANT (308) President & CEO Howard Johnson International President, Wizcom International, Ltd. President & CEO, Cendant Interactive Services SVP & Secretary</p> <p>CENEX HARVEST STATES (267) SVP, General Counsel & Administration VP, Aligned Grain Group & Controller VP & Corporate Controller VP, Communications</p> <p>CENTEX (318) VP, Corporate Communication Treasurer</p> <p>CENTRAL & SOUTH WEST (301) Treasurer SVP, Corporate Development & Customer Relations and Asst. Corporate Secretary</p> <p>CHAMPION INTERNATIONAL (314) <i>None</i></p> <p>CHARLES SCHWAB (343) Vice Chairman, CIO & EVP Vice Chairman & Retail Group EVP EVP, Retail Client Services EVP, Corporate Oversight & General Counsel EVP & Chief Marketing Officer EVP & Chief Administrative Officer Enterprise President, Retail Business Development & Branch Network</p> <p>CHASE MANHATTAN CORPORATION (31) EVP, Finance, Risk Management & Marketing Risk EVP, Finance, Risk Management & Strategic Planning and CFO EVP, Finance & Risk Management EVP, Gam & Mutual Funds EVP, Global Services</p>	<p>EVP, National Consumer Services Managing Director, Global Client Management (3) Managing Director, Global Markets & Internal Managing Director, Global Private Banking</p> <p>CHEVRON (35) Corporate Secretary Corporate VP, Chevron Prod. Comp.</p> <p>CHS (176) <i>None</i></p> <p>CHUBB (257) SVP (2)</p> <p>CIGNA (75) President, CIGNA Reinsurance Corporate Secretary SVP & Assoc. General Counsel SVP & CIO</p> <p>CINERGY (289) VP, Cinergy & Secretary and President, Cinergy Global Resources President, PSI Energy</p> <p>CIRCUIT CITY GROUP (160) VP, Financial & Public Relations Asst. to the Chairman Asst. VP & Asst. Controller Asst. VP, Merchandising (2)</p> <p>CISCO SYSTEMS (146) SVP & CTO VP, General Manager, Consumer & OLOB VP, Applic Services & Marketing VP, Area Sales VP, Corporate Controller VP, CS & General Manager, CA-SMB VP, Human Resources VP, KIBU & General Manager, RIBU VP, Marketing & IOS VP, Marketing Workgroup BU VP, Marketing & Internet Business Unit VP, Quality VP, U.S. Service Providers VP, World Wide & Real Estate and Workplace Resources</p> <p>CITIGROUP (7) Business Head, Citibanking North America Primerica Financial Services Business Head, Latin America, Citibank Private Bank Business Head, Retail & Retirement Services Business Head, Worldwide Section Services Chief Administrative Officer, Audit & Risk Review Co-General Counsel, Legal Credit Policy Head, Credit Policy Deputy General Counsel, Corporate Law & Secretary and Pro Tem., Corporate Law General Counsel Global, Corporate & Investment Bank Planning Head of Global Communications Relations Head of Global Marketing Global Consumer</p>	<p>Planning Group Head of Windows on Risk CLARK USA (325) † EVP, Corporate Development & CFO</p> <p>CLOROX (399) Group VP & CFO VP, Human Resources CMS Energy (287) VP, Planning & Investor Relations and Treasurer</p> <p>CNF TRANSPORTATION (296) † <i>None</i></p> <p>COASTAL (220) <i>None</i></p> <p>COCA-COLA (83) VP (6) Secretary VP & Controller</p> <p>COCA-COLA ENTERPRISES (118) SVP, Treasurer & Asst. to the CEO VP, Information Systems VP, Tax VP, Asst. Secretary & Deputy General Counsel Director Internal Audit Asst. Treasurer</p> <p>COLGATE-PALMOLIVE (187) VP, Deputy General Counsel, International & Asst. Secretary, Corporate and International COO</p> <p>COLUMBIA ENERGY GROUP (480) † Legal & Secretary</p> <p>COLUMBIA/HCA HEALTHCARE (105) † SVP & CIO VP, Managed Care VP, Financial Planning VP, Reimbursement</p> <p>COMCAST (280) President, Hebenstreit Communications President, E! Entertainment Television</p> <p>COMDISCO (380) VP, Human Resources President, Financial Management Division</p> <p>COMERICA (455) <i>None</i></p> <p>COMPAQ COMPUTER (20) SVP, Human Resources Organization & Environment SVP, Industry Standard Server Business Unit, General Manager</p> <p>COMPUSA (273) † VP, Advertising VP, Systems Operations Asst. Secretary & Asst. General Counsel</p> <p>COMPUTER ASSOCIATES INTL. (315) EVP & Chief Technology Officer VP & Treasurer VP, Internal Audit</p> <p>COMPUTER SCIENCES (231)</p>
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)**Titles of Women Corporate Officers of Fortune 500 Companies by Revenue**

<i>None</i>	General Counsel, Corporate	VP, Metering
CONAGRA (60)	CUMMINS ENGINE (262)	VP, Nuclear Energy & Services
VP, Employee Relations	VP, Human Resources	VP, Tax
VP, Executive Staffing & Development	VP, Environmental Policy & Product Strategy	VP, Wholesale Services
VP, Corporate Relations	VP, World Wide Marketing, Truck & Bus Engine	Corporate Secretary & VP
VP & Corporate Treasurer	Business and General Manager	DOVER (363)
VP, Real Estate	VP, Fleetguard Nelson, Europe, Mideast, Africa,	<i>None</i>
VP & Asst. Corporate Controller	Area Director & General Manager	DOW CHEMICAL (89)
VP, Taxes	CVS (93)	Asst. Secretary
CONNECTIV (431)	VP, CVS Corporation & SVP, Human Resources	DTE ENERGY (340)
Secretary	and CVS Corporate	VP & Corporate Secretary
SVP	D.R. HORTON (491)	VP, Human Resources
CONOCO (74)	EVP, Investor Relations	DUKE ENERGY (69)
<i>None</i>	VP, Human Resources and Director	EVP, Corporate Resources & Chief
CONSECO (216)	DANA (131)	Administrative Officer
EVP, Corporate Development, President,	Asst. Secretary	VP & Corporate Controller
Conseco Private & Capital Group	DANAHER (478)	VP, Corporate Electric & General Counsel
SVP (4)	<i>None</i>	VP, Field Services & General Counsel
CONSOLIDATED EDISON (238)	DARDEN RESTAURANTS (447)	VP, Investor Relations
EVP, Finance and CFO	SVP & General Counsel	VP, Public Affairs
SVP, Gas	SVP & CIO	DYNEGY (112)
VP, Staten Island	DEAN FOODS (414)	<i>None</i>
VP, Public Affairs	VP & General Manager	E.I. DU PONT DE NEMOURS (42)
VP, Information Resources	DEERE (149)	Chairman & CEO, DuPont Tellin Limited
VP, Customer Operations	<i>None</i>	SVP
AVP, Manhattan	DELL COMPUTER (56)	VP, Marketing
CONSOLIDATE NATURAL GAS (496) †	<i>None</i>	VP, Government Affairs
<i>None</i>	DELTA AIR LINES (116)	VP, Global Public Affairs
CONSOLIDATED STORES (344)	EVP, Airport Customer Service	VP, DuPont Advanced Fiber Systems & General
VP, Real Estate Administration	SVP, Inflight Service	Manager, DuPont Advanced Fiber Systems
VP, Human Resources Services	VP, Sales & Distribution	VP & Treasurer
CONSTELLATION ENERGY (424)	VP, Revenue Management	Group VP, Biomaterials, Safety Resources, New
VP, Human Resources	VP, Corporate Tax	Business Development & General Manager
CONTINENTAL AIRLINES (206)	Asst. Secretary	EASTMAN CHEMICAL (350)
SVP & CIO	DILLARD'S (193)	VP, Communication & Public Affairs
SVP, Sales & Distribution	EVP, Dillard's Inc. & President, Merchandising	VP, General Counsel & Secretary
COOPER INDUSTRIES (418)	Fort Worth Division	Asst. Treasurer
SVP, General Counsel & Secretary	VP (8)	EASTMAN KODAK (124)
VP, Public Affairs	VP, Dillard's Inc. & VP, Merchandising,	SVP, Eastman Kodak Company & President,
CORNING (334)	Phoenix Division	Document Imaging
Chairman Steuben, President, Corning Glass	VP, Dillard's Inc. & VP, Merchandising,	VP, Global Customer Service & Support EVP,
Center & SVP, Corning Inc.	Tampa Division	Eastman Kodak Company
SVP, Human Resources	Director, Sales Promotion, Tampa Division	VP, Eastman Kodak Company & General Manager,
VP, Controller & CAO	Director, Sales Promotion, Louisville Division	Portrait and Social Markets, Kodak Professional
COSTCO WHOLESALE (44)	DOLE FOOD (322)	VP, Eastman Kodak Company & General
SVP & General Manager, Eastern Canada Region	VP & Asst. to the Vice Chairman	Manager, Film Business, Consumer Imaging
COUNTRYWIDE CREDIT INDUSTRIES (402)	Treasurer	Secretary, Eastman Kodak Company
Managing Director, Government Affairs	DOLLAR GENERAL (415)	General Manager, Camera & Batteries Business and
Managing Director & Chief Administrative Officer	VP, Human Resources & Employee Support Services	Consumer Imaging and VP, Eastman Kodak Company
CRESTLINE CAPITAL (362)	DOMINION RESOURCES (303) †	EATON (213)
SVP, General Counsel & Corporate Secretary	SVP, External Affairs & Corporate Communications	VP, Finance Controller
SVP, Human Resources	VP, Billing & Credit	VP, Human Resources
CROWN CORK & SEAL (228)	VP, Environmental & Chief Environmental Officer	VP, Corporate Affairs
SVP, Taxes	VP, Human Resources	VP, Semiconductor Equipment Operations
VP, Risk Management	VP, IT & CIO	EDISON INTERNATIONAL (178)
CSX (159)	VP, Marketing	Corporate Secretary

† See addendum notes on page 46.

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<p>SVP & CIO VP, Corporate Communications EL PASO ENERGY (163) President, El Paso Natural Gas Senior Managing Director, El Paso Energy Markets SVP, El Paso Energy Corporation & CIO SVP, El Paso Pipeline Group & Assoc. General Counsel SVP, Public Relations, El Paso Energy Corporation SVP, Tax & El Paso Energy Corporate VP & Controller, El Paso Energy Marketing VP, Gas Services & El Paso Energy Marketing VP, Government Affairs & El Paso Energy Corporation ELECTRONIC DATA SYSTEMS (91) SVP (2) VP, Investor Relations VP ELI LILLY (170) SVP & General Counsel Secretary Asst. Treasurer EMC (260) <i>None</i> EMERSON ELECTRIC (121) SVP, Administration VP & Chief Marketing Officer VP, Executive Compensation ENGELHARD (365) <i>None</i> ENRON (18) EVP, Human Resources & Community Relations SVP, Board Communications & Secretary SVP, International & Public Relations VP, Global Technology Infrastructure VP, Human Resources VP, North American Indian Affairs VP, Strategic Initiatives VP, Technology Managing Director, Investor Relations Managing Director, Intellectual Capital Deputy Corporate Secretary Asst. Treasurer Asst. Secretary (5) ENTERGY (198) <i>None</i> ESTÉE LAUDER (406) Senior Corporate VP SVP, Corporate Communications Vice Chairman, Estée Lauder Companies EXPRESS SCRIPTS (371) SVP, Site Services Operations SVP, Health Management Services EXXON MOBIL (3) <i>None</i> FANNIE MAE (26)</p>	<p>EVP, Single Family Mortgage Business SVP & General Counsel SVP, Fin. & Struct. Transactions SVP, Finance & Treasurer SVP, Financial Reporting & Controller SVP, Investor Relations & Corporate Development SVP, Midwestern Region SVP, Mortgage Business Tech SVP, Regional Office (2) Vice Chair VP & Deputy General Counsel VP, Adaptive Infrastructure VP & Asst. to Chairman VP, Budget & Expense Management VP, Client Server VP, Corporate Communications VP, Corporate Services & CPO VP, Credit Portfolio Management VP, Credit Pricing Analysis VP, Deputy General Counsel VP, Diversity VP, e-Commerce VP, Financial Reporting & Planning VP, Financial Information VP, Gov. & Ind. Relations VP, Housing & Community Development (2) VP, Housing & Community Development MWRO VP, Housing & Community Development NERO VP, Housing Impact (2) VP, Human Resources VP, Industry Analysis VP, Investor Relations VP, Legal & Deputy General Counsel (6) VP, Legal, MWRO & Deputy General Counsel VP, Legal, SERO & Deputy General Counsel VP, Marketing VP, Marketing - SWRO VP, MF Structured Transactions VP, Management Services VP, Marketing (2) VP, Multifamily Capital Markets VP, Multifamily Activities - WRO VP, Multifamily Activities - SWRO VP, Multifamily Business Strategy & Port. Management VP, Multifamily Services VP, Network VP, Portfolio Activities VP, Public Affairs VP, Public Policy VP, Regulatory Compliance VP, Single Family Mortgage Business VP, Single Family Operations (2) VP, Specialty Lender Development VP, Structured Transactions VP, Systems Development (3)</p>	<p>VP, Technology Sales & Consulting FARMLAND INDUSTRIES (161) VP, Human Resources FEDERAL MOGUL (264) <i>None</i> FEDERATED DEPARTMENT STORES (97) SVP, Planning, CFO & Treasurer VP, Corporate Communications & External Affairs FEDEX (104) SVP, Customer Services, FedEx Express SVP, Legal & Regulatory Affairs and General, FedEx Express SVP, Logistics IT, FedEx Services SVP, Marketing, FedEx Services VP & CFO, FedEx Logistics VP & Controller VP, AOD & Aircraft Material, FedEx Express VP, CS Strategic Planning /Analysis, FedEx Express VP, Customer Service, FedEx Express (2) VP, Customer Systems, FedEx Services VP, FedEx Ground & Controller VP, Financial Planning U.S., FedEx Express VP, Finance, FedEx Services VP, Finance & Administration, FedEx Supply Chain Services VP, Finance/LAC, FedEx Express VP, General Counsel, FedEx Trade Networks VP, Human Resources, FedEx Custom Critical VP, Information Technology, FedEx Services VP, IT/Business Integration Tes., FedEx Services VP, IT/Cust. Integrated Technology, FedEx Services VP, IT/Shipment Management Systems, FedEx Services VP, Legal, FedEx Express VP, Legal, FedEx Logistics VP, Marketing & Sales, FedEx Supply Chain Services VP, P&A/NHO, FedEx Express VP, Personnel/APC VP, Personnel/LAC, FedEx Express VP, Regional ITD/APAC, FedEx Express VP, Sales/East, FedEx Services VP, Shipment Management Sys., FedEx Services VP, Strategic Sourcing & Supply, FedEx Express VP, Worldwide Revenue Operations, FedEx Express VP, Worldwide Services, FedEx Services Staff VP, Corporate Finance, FedEx Corporation Staff VP, Customers & Business Transportation Staff VP, International Government Affairs FIFTH THIRD BANCORP (436) President & CEO, Fifth Third Bank, Florida FIRST DATA (299) EVP EVP, First Data Corporation & CFO</p>
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

<p>SVP, Western Union North America & General Manager</p> <p>SVP, Program Management Office Pricing, FDMS</p> <p>SVP, Human Resources & First Data Merchant Services</p> <p>SVP, Human Resources</p> <p>VP, First Data Corporate</p> <p>Managing Director, First Data Resources (2)</p> <p>Chief Marketing Officer, Western Union Financial Services</p> <p>CFO, First Data Resources</p> <p>Area VP, Latin America & Caribbean, Western Union Financial Services</p> <p>FIRST UNION (67)</p> <p>None</p> <p>FIRSTAR CORPORATE (268)</p> <p>EVP, Metro & In-Store Banking</p> <p>FIRSTENERGY (274)</p> <p>VP, Legal & General Counsel</p> <p>VP, Energy Services & Business Group</p> <p>VP, Corporate Affairs & Contributions</p> <p>Corporate Secretary</p> <p>FLEETBOSTON (80)</p> <p>EVP & Senior Deputy Officer</p> <p>EVP</p> <p>FLEETWOOD ENTERPRISES (442)</p> <p>None</p> <p>FLEMING (117)</p> <p>SVP, Legal & General Counsel and Secretary</p> <p>VP</p> <p>FLORIDA PROGRESS (420)</p> <p>Treasurer</p> <p>VP, Secretary & Compliance Officer</p> <p>FLOWERS INDUSTRIES (375)</p> <p>VP, Corporate Communications & Investor Relations</p> <p>FLUOR (144)</p> <p>VP & Executive Director, Chairman's Office</p> <p>VP, Investor Relations</p> <p>FMC (386)</p> <p>VP, Communications</p> <p>VP & Treasurer</p> <p>FORD MOTOR (4)</p> <p>VP, Ford Motor Company & President and CEO, Ford Motor Company of Canada, Ltd.</p> <p>VP, Washington Affairs</p> <p>VP, Quality</p> <p>VP, Environmental & Safety Engineering</p> <p>FORT JAMES (246)</p> <p>Treasurer</p> <p>FORTUNE BRANDS (321)</p> <p>VP, Human Resources</p> <p>FOSTER WHEELER (407)</p> <p>VP, Secretary & Chief Compliance Officer</p> <p>FOUNDATION HEALTH SYSTEMS (201)</p> <p>SVP, Human Resources</p>	<p>President, Western Division</p> <p>President, Eastern Division</p> <p>FPL GROUP (266)</p> <p>VP, Corporate Communications</p> <p>FREDDIE MAC (62)</p> <p>EVP, General Counsel & Secretary</p> <p>SVP, Human Resources</p> <p>SVP, Investor & Dealer Services</p> <p>SVP, Services</p> <p>GANNETT (304)</p> <p>President, Gannett Gulf Coast Newspaper Group, President, Pensacola News Journal and Publisher</p> <p>President, Gannett MW Newspaper Group & President Rockford Register Star and Publisher</p> <p>President, Gannett NW Newspaper Group & President Statesman Journal and Publisher</p> <p>SVP, Gannett Television</p> <p>SVP, Public Affairs & Government Relations</p> <p>Sr. Group President, Gannett Pacific Newspaper & Group President, Reno Gazette-Journal and Publisher</p> <p>VP and Sr. Legal Counsel</p> <p>VP, Investor Relations & Treasurer</p> <p>GAP (152)</p> <p>President, Old Navy</p> <p>EVP, Product Design & Development-GAP</p> <p>EVP, Merchandising-GAP</p> <p>EVP, Marketing-Gap International</p> <p>EVP & Chief Administration Officer</p> <p>EVP & CFO</p> <p>GATEWAY (203)</p> <p>None</p> <p>GENAMERICA (411) †</p> <p>VP, Individual Product</p> <p>VP, Individual Ops</p> <p>VP, Human Resources</p> <p>VP, Group Ops</p> <p>GENERAL DYNAMICS (191)</p> <p>None</p> <p>GENERAL ELECTRIC (5)</p> <p>SVP, Cap. Services, General Counsel, Cap., Services & Secretary, Cap. Services</p> <p>VP & President, GE Fund</p> <p>VP, Engine Services</p> <p>VP, Government Relations</p> <p>VP, Transactions & Senior Counsel, Transactions</p> <p>VP & CFO</p> <p>VP, Audit Staff</p> <p>VP, Corporate Communications</p> <p>VP, Human Resources</p> <p>VP, Power Systems & General Counsel, Power Systems</p> <p>GENERAL MILLS (279)</p> <p>SVP & General Counsel</p> <p>SVP & President, Betty Crocker</p> <p>VP & Corporate Secretary</p>	<p>VP & President, General Mills Canada</p> <p>GENERAL MOTORS (1)</p> <p>VP, GMC, Chairman & President, Saturn Corporate</p> <p>VP, GMC & Global Human Resources</p> <p>VP, GMC & President GM of Canada</p> <p>GENERAL AUDITOR</p> <p>Secretary, GMC</p> <p>GENUINE PARTS (222)</p> <p>VP & Corporate Secretary</p> <p>GEORGIA-PACIFIC (96)</p> <p>SVP, Human Resources</p> <p>VP, Corporate Communications</p> <p>VP, Environmental Affairs</p> <p>GILLETTE (172)</p> <p>VP, New Business Development</p> <p>VP, Corporate Public Affairs</p> <p>Secretary</p> <p>Asst. Treasurer</p> <p>Assoc. General Counsel</p> <p>GOLDEN STATE BANCORP (392)</p> <p>EVP (2)</p> <p>EVP and Controller</p> <p>GOLDMAN SACHS GROUP (54)</p> <p>Managing Director & CIO</p> <p>Managing Director</p> <p>GOODYEAR TIRE & RUBBER (140)</p> <p>VP & Treasurer</p> <p>GPU (338)</p> <p>Asst. Secretary</p> <p>GRAYBAR ELECTRIC (370)</p> <p>None</p> <p>GTE (55) †</p> <p>Deputy General Counsel & Corporate Secretary</p> <p>SVP, Public Affairs & Communications</p> <p>GUARDIAN LIFE INSURANCE COMPANY OF AMERICA (194)</p> <p>VP, Individual Life Insurance</p> <p>VP, Real Estate Assessment Management</p> <p>VP, Corporate & Marketing Communications</p> <p>VP, Strategic Marketing & Planning</p> <p>VP, Individual & Group Pensions</p> <p>VP, Investment & Real Estate Counsel</p> <p>VP, Sales Support</p> <p>H.J. HEINZ (183)</p> <p>VP, Strategy Development</p> <p>SVP & General Counsel</p> <p>Corporate Secretary</p> <p>HALLIBURTON (115)</p> <p>VP, Administration</p> <p>VP & Secretary</p> <p>HANNAFORD BROS. (445)</p> <p>VP, Southeast Merchandising</p> <p>VP, Retail Operations-Western Division</p> <p>VP, Retail Operations-Southern Division</p> <p>VP, Perishable Merchandising</p> <p>VP, Organizational Development & Training</p>
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

VP, Marketing VP, Compensation & Associate Wellness HARRIS (427) President Business Insurance HARTFORD FINANCIAL SERVICES (130) SVP & Chief Investment Officer VP, Investor Relations HASBRO (376) <i>None</i> HEALTHSOUTH (391) <i>None</i> HERCULES (472) EVP & Chief Administrative Officer VP, Aqualon Division & General Manager VP, Global Procurement HERSHEY FOODS (403) VP, Quality & Regulatory Compliance HEWLETT-PACKARD (13) CEO & President President, Business Customer Organization President & General Manager, Imaging and Printing Systems VP, General Counsel & Secretary VP, Human Resources HOME DEPOT (21) SVP, Finance & Accounting and Treasurer SVP, Value Initiatives VP, Benefits VP, Community Affairs VP, Human Resources, Diversified & Growth Business VP, Internal Audit VP, Management & Organizational Development VP, Merchandise Account VP, Office of the CEO VP, Operations VP, Public Relations VP, Real Estate Law Group VP, Training & Development Group President, Southern & Mid-South HONEYWELL INTERNATIONAL (65) † VP & Secretary President, FMT & SBC HORMEL FOODS (458) <i>None</i> HOUSEHOLD INTERNATIONAL (179) <i>None</i> HUMANA (168) SVP, Human Resources SVP, Government Affairs SVP & Chief Compliance Officer VP, Women's Health VP & Associate General Counsel Secretary IBP (125) VP & General Counsel	IKON OFFICE SOLUTIONS (302) SVP, Human Resources SVP, Marketing VP & Controller ILLINOIS TOOL WORKS (181) <i>None</i> INACOM (336) <i>None</i> INGERSOLL-RAND (210) VP & General Counsel INGRAM MICRO (41) <i>None</i> INTEL (39) VP & Director, New Business Development VP & Director, Human Resources VP & Director, Education INTERIM SERVICES (485) Asst. General Counsel VP & Asst. General Counsel VP, General Counsel & Secretary VP & Treasurer VP, Corporate Communications VP, Commercial Operations Europe INTERNATIONAL PAPER (61) EVP, Administration & CFO VP & Corporate Secretary VP, Investor Relations VP, People Development VP, Public Affairs INTERPUBLIC GROUPS (351) <i>None</i> INTERSTATE BAKERIES (446) Asst. Secretary & Director, Shareholder Relations VP, Research & Development INTL. BUSINESS MACHINES (6) VP, Corporate Marketing VP, Server Marketing General Manager, Strategy & Marketing General Manager, Storage Subsystem Division ITT INDUSTRIES (348) VP, Secretary & Assoc. General Counsel VP & Director, Environment, Safety and Health J.C. PENNEY (36) EVP, J.C. Penney Stores, Merchandising & Catalog and COO President, Communications & Corporate Image President, Merchandising & Catalog J.P. MORGAN & CO. (92) General Counsel Auditor Human Resources Corporate Communication Managing Director JOHN HANCOCK FINANCIAL SERVICES (233) EVP, Broker Dealer Distribution	EVP, Retail SVP, Finance SVP, Guaranteed & Structured Financial Management SVP, Human Resources SVP, Investor Relations SVP, Product Management SVP, Real Estate Investments JOHNSON & JOHNSON (43) VP & CIO JOHNSON CONTROLS (108) VP, Human Resources VP, Communications VP, Corporate Development & Strategy JONES APPAREL GROUP (487) President SVP, Corporate Credit & Customer Service VP, Design VP, Finance & Investor Relations VP, Human Resources KAUFMAN & BROAD HOME (421) SVP VP, Investor & Public Relations VP, Marketing & Employee Communications VP, National & Human Resources VP, Southern Region Legal Affairs Corporate Secretary & Director, Corporate Legal Affairs KELLOGG (250) EVP, Corporate Development, General Counsel & Secretary SVP, Global Innovation SVP, KNA Nutrition & Consumer Comm. KELLY SERVICES (374) EVP, Service, Quality & Information Services, Chief Admin. and Technology Officer SVP & Divisional General Manager SVP & General Manager, Commercial Staffing SVP & General Manager, Strategic Customer Relationships SVP, Service Delivery KELLYCORP. (221) <i>None</i> KIMBERLY-CLARK (138) EVP President, Away From Home Sector, Europe President, Wet Wipes Sector SVP, Corporate Communications VP, Customer Marketing Services VP, Feminine Care Research & Development VP, Global Business Management Professional Health Care VP, Nonwoven Fabrics VP, Asst. Secretary & Chief Counsel, Roswell Operations VP, Audit Care, Europe VP, Governmental Affairs Asst. Controller
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

Asst. Secretary (4)	<i>None</i>	SVP, U.S. Human Resources
Asst. Treasurer		SVP, U.S. Restaurant Systems
KINDER MORGAN (290)	LONGS DRUG STORES (435)	Regional Manager, Management/Administration (3)
General Counsel & Secretary	VP, Management Information Systems & Business Development	Regional Manager, Corporate Controller & Group Management
VP & Treasurer	VP, District Manager	Regional VP, Management (3)
KMART (27)	LOWE'S (109)	VP, Deputy General Counsel & Secretary
VP & Controller	SVP, Operations & Merchandising Support	VP, Creative
VP & Secretary	LTV (384)	VP, Franchise Relations
VP, Corporate Affairs	<i>None</i>	VP, I/S
KNIGHT-RIDDER (474)	LUCENT TECHNOLOGIES (22)	VP, Investor Relations
SVP & General Counsel	EVP & CEO, Service Provider Network	VP, Learning & Development
SVP, Human Resources	SVP, Public, Investor Relations, & Advertising	VP, McOpCo Management
VP, News	LYONDELL CHEMICAL (434)	VP, Real Estate-Administrative
VP, Operations	SVP, Organizational & Process Change	Asst. VP, Diversity Initiatives
VP, Research	MANPOWER (174)	Asst. VP, Labor Relations
Asst. VP, Taxation	<i>None</i>	Asst. VP, Legal
Asst. VP, Human Resources	MARRIOTT INTERNATIONAL (200)	Asst. VP, Real Estate
Asst. VP, Corporate Learning & Diversity	EVP, Communications	Asst. VP, US Communications
KOHL'S (352)	EVP, Strategic Planning	Asst. VP, Royalties
EVP & CFO	SVP, Finance & Corporate Controller	Asst. VP, Business Information Management
EVP, Merchandise Planning and Logistics	SVP, Finance & Treasurer	Asst. VP, Accounting & Controller
KROGER (14)	MARSH & MCLENNAN (186)	MCGRAW-HILL (401)
Group VP (2)	SVP & CFO	EVP, Organizational Effectiveness
LEAR (143)	SVP, Public Affairs	MCI WORLDCOM (25) †
<i>None</i>	MASCO (275)	<i>None</i>
LEGGETT & PLATT (426)	Group President	MCKESSON HBOC (38)
VP & Treasurer	MASS. MUTUAL LIFE INSURANCE (173)	SVP & CIO
VP	EVP, Information Systems & CIO	SVP & Controller
LEHMAN BROTHERS HOLDINGS (88)	SVP, Corporate Human Resources	MEAD (423)
Managing Director & Chief Human Resources Officer	SVP, Corporate Financial	President, Mead Specialty Paper
LENNAR CORPORATE (492) †	SVP, Financial Service Group	VP & Deputy General Counsel
VP & Controller	SVP, Large Corporate Markets	VP, Financial Service Center & Director
LEXMARK INTERNATIONAL (448)	SVP, Law, Secretary & Deputy General Counsel	MEDTRONIC (381)
VP, Human Resources	SVP, Life Services	SVP, Human Resources
LG & E ENERGY (454)	VP, Law & Assoc. General Counsel	VP & Asst. General Counsel Litigation
VP, Info Tech - LG&E Energy	VP, Retirement Services	VP, Human Development
LIBERTY MUTUAL INSURANCE GROUP (111)	MATTEL (305)	VP, Information Technology
SVP (2)	Vice Chairman & President, Pleasant Company	MELLON FINANCIAL CORP. (288)
Regional VP	President, Mattel International	<i>None</i>
VP (15)	President, Girls/Barbie	MERCK (34)
Limited (177)	EVP, WW Business Planning & Resources	SVP & CFO
EVP & CFO	MAY DEPARTMENT STORES (122)	SVP, Human Resources
LINCOLN NATIONAL (255)	SVP, Store Administration	VP & Treasurer
SVP, Corporate Planning & Development	VP, Consumer Res.	VP, Public Affairs
Treasurer & VP	VP, Corporate Communications	VP, Secretary & Asst. General Counsel
Secretary	VP, Corporate Purchasing	MERISEL (317)
LITTON INDUSTRIES (333)	VP, Executive Development	VP, General Counsel & Secretary
VP, Secretary	VP, Human Resources	MERITOR AUTOMOTIVE (361) †
VP, Controller	MAYTAG (368)	SVP & CIO
LOCKHEED MARTIN (52)	EVP & President, Home Solutions	SVP, Communications
VP, Corporate Secretary & Assoc. General Counsel	Asst. Secretary & Asst. General Counsel	VP & Controller
VP & Treasurer	MBNA (265)	MERRILL LYNCH (29)
VP	Vice Chairwoman, Advertising	SVP, Human Resources
LOEWS (72)	MCDONALD'S (132)	SVP, Asset Management & COO
	Division President, Management	METROPOLITAN LIFE INSURANCE (53) †
	EVP, Global Restaurants	

† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)**Titles of Women Corporate Officers of Fortune 500 Companies by Revenue**

<p>CEO, MetLife Auto & Home EVP, Financial & Chief Actuary EVP, Office of the COB, President & CEO President, Product Services, Individual SVP, Client Services (3) SVP, Financial & Controller</p> <p>MICROAGE (284) <i>None</i></p> <p>MICRON TECHNOLOGY (430) VP, Administration Asst. Secretary</p> <p>MICROSOFT (84) VP, Web Essentials VP, Enterprise Customer Unit VP, Eastern United States Region</p> <p>MIDAMERICA ENERGY HOLDINGS (367) <i>None</i></p> <p>MINNESOTA MINING & MFG. (110) Group VP, Medical Markets VP & Treasurer VP, Human Resources</p> <p>MOHAWK INDUSTRIES (495) VP, Corporate Secretary</p> <p>MONSANTO (167) † SVP VP</p> <p>MORGAN STANLEY DEAN WITTER (30) Controller Chief Administrative Officer, Institutional Securities</p> <p>MOTOROLA (37) SVP & General Manager (2) SVP & Asst. General Counsel Corporate VP, Chairman & CEO Corporate VP & Director (10) Corporate VP & Chief Marketing Officer Corporate VP</p> <p>MUTUAL OF OMAHA INSURANCE (379) EVP, Corporate Services & Corporate Secretary</p> <p>NABISCO GROUP HOLDINGS (219) EVP & CIO President, Nabisco International</p> <p>NASH FINCH (383) Treasurer</p> <p>NATIONAL CITY CORPORATE (218) SVP, Corporate Accounting SVP, Human Resources SVP, Marketing Communications</p> <p>NATIONWIDE INSURANCE ENTERPRISE (128) SVP, Law SVP, Human Resources & Chief Human Resource Officer</p> <p>NAVISTAR INTERNATIONAL (202) Secretary</p> <p>NCR (283) <i>None</i></p>	<p>NEBCO EVANS (199) <i>None</i></p> <p>NEW CENTURY ENERGIES (456) Corporate Secretary, New Century Services Inc. Controller & Corporate Secretary</p> <p>NEW YORK LIFE INSURANCE (70) SVP & EMC Member SVP & General Auditor SVP & General Counsel SVP, EMC Member & CIO SVP (3)</p> <p>NEW YORK TIMES (490) SVP, Human Resources VP & Secretary VP, Compensation & Benefits VP, Corporate Relations Asst. Secretary</p> <p>NEWELL RUBBERMAID (271) VP & Assoc. General Counsel Asst. Corporate Secretary</p> <p>NEXTEL COMMUNICATIONS (466) SVP & Chief Services Officer VP, Financial Planning & Analysis Corporate Secretary</p> <p>NIAGARA MOHAWK HOLDINGS (389) EVP & COO VP, Strategic Planning Corporate Secretary</p> <p>NIKE (197) VP Treasurer</p> <p>NISOURCE (488) † VP, Corporate Communications & Human Resources, Bay State Gas Co. VP, Commercial Ops, NIPSCO Secretary Asst. Treasurer</p> <p>NORDSTROM (320) EVP & General Manager, East Coast EVP & General Manager, Nordstrom Product Development EVP & General Manager, Northwest EVP & General Manager, The Rack EVP, Cosmetics Corporate Merchandise VP & CIO VP & Corporate Merchandise Manager, Designer Apparel VP & Divisional Merchandise Manager, Brass Plum and Kids Wear VP & Divisional Merchandise Manager, Women's Specialized Apparel-NW and CA VP & General Manager, Cosmetics Direct Sales Division VP & South Regional Manager, East Coast VP & Woman's Apparel Corporate General Merchandise Manager</p>	<p>VP, Diversity Affairs VP, Sales Promotion Corporate Secretary</p> <p>NORFOLK SOUTHERN (316) SVP, Financial Planning VP, Corporate Corporate Secretary</p> <p>NORTHEAST UTILITIES (360) President & COO, WMECO SVP, CAO, Secretary & General Counsel VP, Corporate Communications VP, Human Resources & Organizational Development VP, Regulatory Affairs & Compliance</p> <p>NORTHROP GRUMMAN (190) <i>None</i></p> <p>NORTHWEST AIRLINES (165) <i>None</i></p> <p>NORTHWESTERN MUTUAL LIFE INS. (113) EVP, Planning & Technology VP, Compliance & Best Practice VP, Corporate Development VP, Field Services & Support VP, Human Resources VP, Marketing VP, Policy Owner Services</p> <p>NUCOR (397) <i>None</i></p> <p>OCCIDENTAL PETROLEUM (235) <i>None</i></p> <p>OFFICE DEPOT (166) <i>None</i></p> <p>OFFICEMAX (332) VP, Marketing VP, Human Resources & Administration VP, Finance & Controller</p> <p>OLSTEN (327) † SVP, Human Resources</p> <p>OMNICOM GROUP (319) Asst. Treasurer</p> <p>ORACLE (195) VP, Taxation Asst. General Counsel & Asst. Secretary Asst. Treasurer</p> <p>OWENS-ILLINOIS (293) <i>None</i></p> <p>OWENS & MINOR (481) VP, Human Resources & Training VP & Controller</p> <p>OWENS CORNING (323) SVP, General Counsel & Secretary VP & President, Roofing System</p> <p>OXFORD HEALTH PLANS (378) SVP, Claims SVP, Service Operations VP, Application Development (2)</p>
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)**Titles of Women Corporate Officers of Fortune 500 Companies by Revenue**

VP, Electronic Business VP, Medical Affairs Outreach & Operations VP, Medical Management VP, Quality Management PACCAR (189) VP Secretary PACIFIC LIFE INSURANCE (353) <i>None</i> PACIFICARE HEALTH SYSTEMS (171) SVP, Corporate Human Resources SVP, Finance & Corporate Controller SVP, Health Services VP, Corporate Auditing VP, Finance VP, Finance & Asst. Controller VP, Finance/Analytics & Budgeting VP, Human Resources (5) VP, Information Technology VP, IS VP, Medical Management VP, National Provider Delivery System VP, Network Management VP, Product Development VP, Regulatory Affairs PAINE WEBBER GROUP (225) † Chairman, CEO, Mitchell Hutchins Asset Management & EVP, PaineWebber, Inc. SVP, CFO & Chief Administrative Officer PARK PLACE ENTERTAINMENT (484) <i>None</i> PARKER HANNIFIN (328) <i>None</i> PECO ENERGY (306) VP, Support Services VP, Information Technology & CIO VP, Electric Supply VP & Controller Corporate Secretary PEPSICO (76) SVP, Human Resources SVP & CFO PETER KIEWIT SONS' (395) <i>None</i> PFIZER (107) † SVP, EVP Pfizer Pharmaceuticals & President U.S. Pharmaceutical VP & Controller PG&E CORPORATE (73) VP, Corporate Initiatives VP & Corporate Secretary PHARMACIA & UPJOHN (244) † EVP, Head Global Business Management SVP, Information Technology & CIO Corporate VP, Finance & Treasurer PHELPS DODGE (493)	VP, Organization Effectiveness & Communications VP, Government Relations PHILIP MORRIS (9) President & CEO, Kraft Foods, Inc. VP, Finance & Treasurer Asst. Secretary (2) PHILLIPS PETROLEUM (126) VP, Health, Environment & Safety VP, Specialty Chemicals & Specialty Plastics PHOENIX HOME LIFE MUTUAL INS. (479) President SVP, Public Affairs PITNEY BOWES (354) President, Pitney Bowes Business Services VP & Chief Personnel Officer VP & General Counsel VP & Treasurer VP, Corporate Marketing & Chief Communications Officer VP, Customer Relationship Management & General Manager VP, Strategy Planning Corporate Secretary & Sr. Assoc. General Counsel PITTSTON (388) Controller PLAINS RESOURCES (483) VP, Administration & Human Resources Principal Accounting Officer & Controller PNC FINANCIAL SERVICES GROUP (230) SVP, Consumer Banking-Regional SVP, Risk Management & Compliance SVP, Marketing SVP & General Counsel PPG INDUSTRIES (227) VP, Purchasing & Distribution VP, Tax Administration VP, Silicas PPL (349) <i>None</i> PRAXAIR (347) VP, Human Resources VP, Healthcare Market PRINCIPAL FINANCIAL (232) SVP, Law & General Counsel SVP, Actuarial & Chief Actuary SVP, Corporate Relations/ Human Resources PROCTER & GAMBLE (23) President, Global Skin Care & Cosmetics VP & Treasurer Global Public Affairs Officer PROGRESSIVE (286) Chief Human Resources Officer PROVIDIAN FINANCIAL (394) EVP, General Counsel & Secretary SVP VP, Investor Relations	PRUDENTIAL INS. CO. OF AMERICA (48) EVP, Corporate Governance & Human Resources EVP, Individual Financial Services EVP, Institutional VP & Company Actuary VP & Secretary PUBLIC SERVICE ENTERPRISE GROUP (263) President, PSEG Resources & President, Enterprise Group Development Corporate VP, Public Service Enterprise Group Inc. & Controller PUBLIX SUPER MARKETS (137) SVP Asst. Secretary (2) PULTE (432) VP, Human Resources Planning & Development QUAKER OATS (341) SVP, Human Resources VP & President, Hot Breakfast VP & President, U.S. Beverages VP, Public Affairs VP, Investor Relations & Corporate Affairs QUALCOMM (409) President, Digital Media QUANTUM (330) <i>None</i> QWEST COMMUNICATIONS (410) † SVP, Finance R. J. REYNOLDS TOBACCO (155) SVP, RJR Tobacco & Treasurer RJR Tobacco VP, Treasury & Asst. Treasurer VP, External Relations & VP, Communications VP, Finance & General Auditor VP, Finance & VP, Investor Relations R.R. DONNELLEY & SONS (291) EVP & CFO SVP, General Counsel & Corporate Secretary VP & Treasurer VP, Application & Solution Delivery VP, OD RALSTON PURINA (342) Secretary, Ralston Purina Co., VP & Senior Counsel VP, Ralston Purina Co. & Controller RAYTHEON (82) VP, Corporate Affairs & Communications VP, Raytheon Company, SVP & General Manager, Missile Systems REGIONS FINANCIAL (453) <i>None</i> RELIANCE GROUP HOLDINGS (486) VP, Administrative Services RELIANT ENERGY (114) SVP & Comptroller SVP, Information Technology & CIO RELIASTAR FINANCIAL (500) † Second VP, Corporate Communications
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)**Titles of Women Corporate Officers of Fortune 500 Companies by Revenue**

<p>SVP, ReliaStar Reinsurance Group VP & CIO VP, Medical Director VP, ReliaStar Financial Lifeline VP, Strategic Marketing & Planning REYNOLDS METALS (335) VP, Corporate Communications VP, Consumer Products Secretary & Asst. General Counsel RICHFOOD HOLDINGS (404) † VP, Risk Management RITE AID (142) SEVP, Marketing SVP, Corporate Communications VP, Application Development ROCKWELL INTERNATIONAL (247) <i>None</i> ROHM & HAAS (310) SVP, Business & Group Director, Chemical Specialities, European Region VP & CIO Secretary RYDER SYSTEM (309) EVP, General Counsel & Secretary SVP, Capital Services SVP, Government Relations VP, Purchasing & President REDCO VP, Shared Services Center VP, Global Finance & Analysis Managing Director, Ryder Pic SAFECO (259) VP & Assoc. General Counsel SAFeway (40) EVP, Corporate Retail Operations SVP, Finance & Investor Relations, Public Affairs SAKS (270) EVP, Merchandising SVP, Investor Relations & Communications SVP, Merchandising SVP, Merchandising Informations Operations SARA LEE (79) EVP, e-Business VP, Sara Lee Hosiery, CEO & President, Hosiery VP, Investor Relations & Corporate Affairs VP, Corporate Development VP, Public Responsibility, Sara Lee Corporate VP, Taxes, Sara Lee Corporate VP, Food, Technology & Safety VP, Communications & PR, Sara Lee Corporate SBC Communications (12) SEVP, Corporate Communications SEVP, External Affairs SEVP, Human Resources SVP, Regulatory & Public Affairs VP & Secretary SCHERING-PLOUGH (185)</p>	<p>SVP, Investor Relations & Corporate Communications SCI SYSTEMS (261) <i>None</i> SCIENCE APPLICATIONS INTL. (313) SVP, Corporate Development SVP Corporate VP (3) Corporate VP Administration (9) Group SVP (2) SEAGATE TECHNOLOGY (256) <i>None</i> SEARS ROEBUCK (16) EVP, Legal, General Counsel & Secretary EVP, Strategic Initiatives President, Stores SEMPRA ENERGY (307) SVP & Chief Administrative Officer SVP, Human Resources SERVICE CORP. INTERNATIONAL (467) <i>None</i> SERVICEMASTER (295) SVP & Controller SHAW INDUSTRIES (387) <i>None</i> SHERWIN-WILLIAMS (326) VP & Asst. Treasurer SHOPKO STORES (413) SVP & General Merchandise Manager, Pamida-Softlines VP & Divisional Merchandise Manager VP, Advertising VP, Human Resources Individual & Organizational Development VP, Human Resources Services VP, Pamida-Merchandise Planning & Allocations VP, Product Development VP, Store Marketing VP, Store Planning & Design SLM HOLDING (470) SVP & General Counsel Asst. VP, General Counsel, Assoc. General Counsel & Corporate Secretary VP, Marketing & Communications Asst. VP, Executive Administration Asst. Corporate Secretary SVP & CIO SMITHFIELD FOODS (428) VP, Purchasing SMURFIT-STONE CONTAINER (240) VP, Benefits VP, Compensation SODEXHO MARRIOTT SERVICES (358) VP & Corporate Secretary VP, Corporate Controller & Chief Accounting Officer</p>	<p>SOLETRON (214) SVP, CFO & Corporate Secretary SONIC AUTOMOTIVE (460) <i>None</i> SOUTHERN (153) EVP Asst. Secretary SOUTH TRUST (461) <i>None</i> SOUTHWEST AIRLINES (339) EVP, Customers & Corporate Secretary Treasurer VP, In-flight Service & Provisioning VP, Marketing VP, People VP, Public Relations & Corporate Communications VP, Reservations VP, Special Marketing SPRINT (81) <i>None</i> ST. PAUL COS. (204) SVP, Corporate Affairs STAPLES (192) EVP, Human Resources EVP, Marketing SVP, Direct Delivery SVP, Distribution & Transportation, SCC SVP, GMM/Furniture & Technology SVP, GMM/Supplies SVP, SCC Merchandise & Replenishment STARWOOD HOTELS & RESORTS (311) SVP, Customer Relationship Management SVP, Franchise Services VP & Brand Manager Four Points VP, Band Operations VP, Franchise Services VP, Global Sales VP, Market Research VP, Organizational Development VP, Public Relations (2) VP, Sales, Marketing & Controller VP, Sales Organizational Development VP, Westin Brand Management STATE FARM INSURANCE COS. (15) SVP, Corporate VP-EIS VP, Regional Services VP, Public Affairs VP, Operations (11) VP, Life/Health Und VP, Life/Health VP, Human Resources VP, Counsel & Secretary VP, Agency (10) VP Regional VP</p>
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† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

Asst. VP-ISC, Regional Services	EVP & General Counsel	VP, Real Estate
Asst. VP-MPI, Management Planning & Information	VP, Acquisitions & Development	VP, Legal
Asst. VP, Research	VP, Divisional Business Development (2)	VP, Investor & Public Relations
Asst. VP, Operations	VP, Employee Benefits	VP
Asst. VP, Marketing	VP, Finance Operations	Treasurer
Asst. VP, Human Resources	VP, Government Relations	TOSCO (119)
Asst. VP, Agency (2)	VP, Information Systems	VP, Human Resources
Associate General Counsel	TENNECO AUTOMOTIVE (469)	VP, Government Relations
Executive Asst. (3)	<i>None</i>	TOYS "R" US (148)
STATE STREET CORPORATE (345)	TESORO PETROLEUM (498)	SVP, Strategic Planning/Business Development
EVP, Legal & External and General Counsel	President, Tesoro Hawaii Corporation	VP, Corporate Communications
EVP, Global Human Resources	VP & Treasurer	VP, Creative Services
SUIZA FOODS (359)	TEXACO (28)	TRANS WORLD AIRLINES (468)
EVP, General Counsel &	VP, Investor Services	VP, Government Affairs
Chief Administrative Officer	VP, Human Resources	VP, Treasurer
SUN MICROSYSTEMS (150)	TEXAS INSTRUMENTS (180)	VP, Airport Services
VP, World Wide Operations, Computer Systems	SVP	VP, Reservations
President, Software Products & Platforms	TEXAS UTILITIES (101)	VP, Inflight Services
SUNOCO (211)	Asst. Secretary	VP & Controller
SVP, Lubricants & Logistics	TEXTRON (154)	SVP & General Counsel
General Attorney Law & Corporate Secretary	EVP, Government, International Communications	TRANSMONTAIGNE (499)
Asst. Corp Secretary	& Investor Relations	<i>None</i>
SUNTRUST BANKS (234)	VP & Treasurer	TRIBUNE (476)
SVP, Strategic Planning	VP, Executive Development	VP, Tribune Ventures
SUPERMARKETS GENL. HOLDINGS (433)	VP, Human Resources,	VP, Finance Service Center
EVP, Marketing & Distribution	Textron Industrial Products	VP, Corporate Relations
SUPERVALU (99)	VP, Litigation & Deputy General Counsel	CIO
EVP & CFO	THERMO ELECTRON (369)	TRICON GLOBAL RESTAURANTS (226)
SVP, Finance	SVP, Human Resources	<i>None</i>
VP & Controller (3)	VP & Corporate Secretary	TRUSERV (357)
SYSCO (98)	TIAA-CREF (19)	Director of Corporate Communication
VP Merchandise, Logistics, & National Brands	EVP, Corporate MIS	TRW (103)
VP & Treasurer	EVP, Human Resources	VP (3)
Asst. VP, Investor & Media Relations	EVP, Retirement Services Administration	VP & Asst. General Counsel
Asst. VP, Training & Development	EVP, TIAA-CREF Marketing	TYSON FOODS (241)
Secretary	EVP, TIAA-CREF Shared Services	<i>None</i>
TANDY (382)	VP, Law & Corporate Secretary	U.S. BANCORP (212)
SVP & CIO	VP, Product & Services Department	EVP & CFO
VP, Benefits	TIME WARNER (45)	U.S. FOODSERVICE (281) †
VP, People	SVP	<i>None</i>
VP, Public Relations/Corporate Communications	TIMES MIRROR (477)	U.S. INDUSTRIES (441)
Asst. Secretary	EVP, Eastern Newspapers & Magazines and	VP, Investor Relations & Communications
Asst. Treasurer	President, Eastern Newspapers	SVP, Administration & Chief Administrative Officer
TARGET (32)	EVP, Los Angeles Times	UAL (94)
President, Dayton's, Marshall Field's & Hudson's	VP, Corporate Communications	SVP, General Counsel & Secretary
President, Target Brands	VP, Hartford Courant, Publisher &	SVP, Governmental Affairs
SVP, Merchandising-Mervyn's	CEO, Hartford Courant	SVP, Onboard Service
VP, Communications & Community Relations, Target	VP, Human Resources	VP & Controller
VP, Finance-Target	VP, Investor Relations	VP, Atlantic
VP, Investor Relations, Target	VP, Los Angeles Times & SVP	VP, Revenue Management
Asst. Treasurer-Target	VP, Los Angeles Times, Editor, Editorial Pages & VP	ULTRAMAR DIAMOND SHAMROCK (157)
TECH DATA (102)	VP, Staywell, President & CEO Staywell	VP, Corporate Development
<i>None</i>	VP, Taxes	VP, Human Resources
TEMPLE-INLAND (393)	VP, Times Mirror Foundation & LA Times, SVP,	UNICOM (254)
Secretary & Asst. General Counsel	Los Angeles Times and CEO	EVP, UNICOM/ComEd & General Counsel
TENET HEALTHCARE (158)	TJX (196)	SVP, UNICOM/ComEd

† See addendum notes on page 46.

Appendix II: Company Listing (with Rank)

Titles of Women Corporate Officers of Fortune 500 Companies by Revenue

Treasurer, UNICOM/ComEd	VP, Iowa	Asst. Secretary
UNION CARBIDE (29)	VP, Local & National Sales and General Manager	Operations VP, Drug Store Division
<i>None</i>	VP, Local Network Operations	Asst. Secretary
UNION PACIFIC (156)	VP, National, Sales Staff & Intg. Planning	VP, Human Resources
VP & Treasurer, UPC	VP, Operations	WALT DISNEY (66)
SVP, Human Resources of Corporation & Railroads	VP, Operations & Customer Services	<i>None</i>
VP, External Relations	VP, Operations & Technology and CFO	WARNER-LAMBERT (139) †
UNISYS (236)	VP, Small Business Retail	VP & President
VP & President	VP, Wholesale Markets Finance	Secretary
VP, Controller & Acting CFO	Regional VP, Public Policy & VP, Idaho	WASHINGTON MUTUAL (127)
SVP & President	USA NETWORKS (473)	Vice Chair, Corporate Technology
VP, Deputy General Counsel & Secretary	<i>None</i>	President, Consumer Banking Group
UNITED AUTO GROUP (395)	USG (437)	SEVP & General Counsel
<i>None</i>	VP, Communications	WASTE MANAGEMENT (133)
UNITED PARCEL SERVICE (46)	VP & CIO	SVP, Labor Relations
SVP, Human Resources & Director	USX (51)	WELLPOINT HEALTH NETWORKS (239)
VP, Business Development (3)	<i>None</i>	Group President, Senior & Specialty and State
VP, Finance & Accounting (2)	UTILICORP UNITED (90)	Sponsored Program Businesses
VP, Human Resources (2)	SVP, Corporate Communications	SVP, Chief of Staff & Controller
VP, Legal (3)	VP & CIO	WELLS FARGO (68)
VP, Operations	VALERO ENERGY (229)	EVP, Consumer Banking
VP, Public Affairs	Treasurer	EVP, Human Resources
UNITED SERVICES AUTOMOBILE ASSN. (217)	VP, Corporate Communications	EVP, Marketing
President & CEO USAA Alliance Services Company	VENATOR (346)	Group EVP, California Banking
SVP, Human Resources	VP, Planning	SVP, Asst. General Counsel & Secretary
SVP, Marketing	VP, Organization & Leadership Development	WESCO INTERNATIONAL (450)
UNITED STATIONERS (452)	VP, Human Resources	<i>None</i>
VP, General Counsel & Secretary	Asst. Treasurer	WEYERHAEUSER (145)
VP, Investors Relations & Asst. Secretary	Asst. Secretary	VP, Procurement & Supply Management
UNITED TECHNOLOGIES (57)	VF (297)	VP, Government Affairs & Corporate Contributions
SVP, International Affairs & Government Relations	VP, Human Resources	VP, Communications
VP, Environment, Health & Safety	VP, Administration & General Counsel	Secretary
UNITEDHEALTH GROUP (86)	Asst. Treasurer	WHIRLPOOL (164)
CEO, Ovations	VIACOM (141) †	<i>None</i>
CFO, Specialized Care Services	SVP	WILLAMETTE INDUSTRIES (390)
CEO, United HealthCare & CEO, Health Plans	VP, Controller & CAO	VP, Communications
UNIVERSAL (398)	W.W. GRAINGER (355)	WILLIAMS (215)
VP & Treasurer	VP, Communications & Investor Relations	VP, Government Affairs
UNOCAL (282)	VP, President PCA	General Auditor
VP, Exploration & Production Technology	WACHOVIA CORPORATE (277)	Winn-Dixie Stores (123)
Corporate Secretary & Deputy General Counsel	SEVP, Operations/Technology	Secretary
UNUM PROVIDENT (184)	EVP, Retail Financial Services	XEROX (87)
<i>None</i>	WAL-MART STORES (2)	VP, Human Resources
US AIRWAYS GROUP (208)	SVP, Human Resources	VP, SVP Color Business Unit & General Manager
SVP, Human Resources	SVP, Merchandise	VP, Treasurer & Secretary
VP & Deputy General Counsel	VP & Asst. General Counsel (2)	EVP
VP & Controller	VP, Finance	VP & CIO
VP, Alliances & Customer Advocacy	VP, Human Resources	VP, Manufacturing Support & VP, Departmental
Secretary	VP, ISD (3)	Copier Group
US WEST (134) †	VP, Marketing	YELLOW (475)
EVP, Retail Markets	VP, Membership	<i>None</i>
SVP, Law, Human Resources & Asst. Secretary	VP, Merchandise (4)	YORK INTERNATIONAL (419)
VP, Business & Government Services and	VP, Merchandising (3)	VP, Secretary & General Counsel
General Manager	VP, Operations (3)	VP, Investor Relations & Corporate
VP, Customer Operations	VP, Warehouse	Communications
VP, Finance & Controller	WALGREEN (95)	

† See addendum notes on page 46.

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

INDUSTRY	TOTAL OFFICERS	TOTAL WOMEN	%	INDUSTRY	TOTAL OFFICERS	TOTAL WOMEN	%
Temporary Help	46	12	26.1	Food and Drug Stores	257	27	10.5
Publishing, Printing	165	42	25.5	Computer Software	86	9	10.5
Savings Institutions	27	6	22.2	Wholesalers	472	49	10.4
Tobacco	45	10	22.2	Forest and Paper Products	377	39	10.3
Apparel	46	10	21.7	Food	506	51	10.1
Transportation Equipment	14	3	21.4	Diversified Outsourcing Services	40	4	10.0
Diversified Financials	568	115	20.2	Scientific, Photographic, and Control Equipment	134	13	9.7
Health Care	312	63	20.2	Metal Products	155	15	9.7
Pipelines	167	30	18.0	Mining, Crude-Oil Production	44	4	9.1
Airlines	241	42	17.4	Metals	149	13	8.7
Network Communications	162	28	17.3	Chemicals	376	32	8.5
Beverages	117	20	17.1	Building Materials, Glass	109	9	8.3
Insurance: Property & Casualty (mutual)	371	61	16.4	Insurance: Property & Casualty (stock)	279	22	7.9
Soaps, Cosmetics	110	18	16.4	Semiconductors	51	4	7.8
Insurance: Life, Health (mutual)	237	38	16.0	Motor Vehicles and Parts	304	23	7.6
Insurance: Life, Health (stock)	332	52	15.7	Aerospace	252	19	7.5
General Merchandisers	558	86	15.4	Computer and Data Services	612	46	7.5
Engineering, Construction	114	17	14.9	Waste Management	27	2	7.4
Mail, Package, and Freight Delivery	363	54	14.9	Electronics, Electrical Equipment	469	34	7.2
Telecommunications	290	43	14.8	Petroleum Refining	307	22	7.2
Hotels, Casinos, Resorts	130	19	14.6	Furniture	32	2	6.3
Utilities: Gas & Electric	664	97	14.6	Miscellaneous	64	4	6.3
Specialty Retailers	614	89	14.5	Entertainment	72	4	5.6
Food Services	201	29	14.4	Industrial and Farm Equipment	256	14	5.5
Toys, Sporting Goods	29	4	13.8	Textiles	20	1	5.0
Pharmaceuticals	218	30	13.8	Advertising, Marketing	22	1	4.5
Computers, Office Equipment	226	28	12.4	Rubber and Plastic Products	24	1	4.2
Commercial Banks	549	65	11.8	Computer Peripherals	82	1	1.2
Securities	150	17	11.3	Energy	13	0	0.0
Railroads	82	9	11.0	Trucking	18	0	0.0
Automotive Retailing and Services	122	13	10.7				
Medical Products & Equipment	66	7	10.6				

† See addendum notes on page 46.

Appendix IIIb: Industry Listing**Number of Women Corporate Officers by Industry and Company, plus Percentage by Industry****ADVERTISING, MARKETING (1/22) 4.5%**

INTERPUBLIC GROUP (0/9)
OMNICOM GROUP (1/13)

AEROSPACE (19/252) 7.5%

B.F. GOODRICH (3/26)
BOEING (2/16)
GENERAL DYNAMICS (0/23)
HONEYWELL INTERNATIONAL (2/32) †
LOCKHEED MARTIN (3/41)
NORTHROP GRUMMAN (0/10)
RAYTHEON (2/31)
TEXTRON (5/25)
UNITED TECHNOLOGIES (2/48)

AIRLINES (42/241) 17.4%

AMR (8/54)
CONTINENTAL AIRLINES (2/15)
DELTA AIR LINES (6/47)
NORTHWEST AIRLINES (0/8)
SOUTHWEST AIRLINES (8/24)
TRANS WORLD AIRLINES (7/22)
UAL (6/40)
US AIRWAYS GROUP (5/31)

APPAREL (10/46) 21.7%

JONES APPAREL GROUP (5/16)
NIKE (2/16)
VF (3/14)

AUTOMOTIVE RETAILING AND SERVICES (13/122) 10.7%

AUTONATION (2/17)
AVIS RENT A CAR (4/28) †
BUDGET GROUP (0/6)
RYDER SYSTEM (7/51)
SONIC AUTOMOTIVE (0/6)
UNITED AUTO GROUP (0/14)

BEVERAGES (20/117) 17.1%

ANHEUSER-BUSCH (4/39)
COCA-COLA (8/40)
COCA-COLA ENTERPRISES (6/27)
PEPSICO (2/11)

BUILDING MATERIALS, GLASS (9/109) 8.3%

ARMSTRONG WORLD INDUSTRIES (2/15)
CORNING (3/40)
OWENS CORNING (2/15)
OWENS-ILLINOIS (0/20)
USG (2/19)

CHEMICALS (32/376) 8.5%

AIR PRODUCTS & CHEMICALS (1/18)
AVERY DENNISON (2/12)

DOW CHEMICAL (1/15)
E.I. DU PONT DE NEMOURS (8/64)
EASTMAN CHEMICAL (3/38)
ENGELHARD (0/18)
FMC (2/20)
HERCULES (3/26)
LYONDELL CHEMICAL (1/18)
MONSANTO (2/24) †
PPG INDUSTRIES (3/32)
PRAXAIR (2/29)
ROHM & HAAS (3/42)
SHERWIN-WILLIAMS (1/11)
UNION CARBIDE (0/9)

COMMERCIAL BANKS (65/549) 11.8%

AMSOUTH BANCORP. (3/12)
BANK OF AMERICA CORP. (4/19)
BANK OF NEW YORK CO. (3/31)
BANK ONE CORP. (12/88)
BB&T CORP. (1/8)
CHASE MANHATTAN CORP. (11/61)
COMERICA (0/18)
FIFTH THIRD BANCORP. (1/33)
FIRST UNION CORP. (0/7)
FIRSTSTAR CORP. (1/16)
FLEETBOSTON (2/20)
J.P. MORGAN & CO. (5/26)
KEYCORP (0/12)
MBNA (1/8)
MELLON FINANCIAL CORP. (0/8)
NATIONAL CITY CORP. (3/36)
PNC FINANCIAL SERVICES GROUP (4/13)
PROVIDIAN FINANCIAL (3/17)
REGIONS FINANCIAL (0/15)
SOUTHTRUST CORP. (0/15)
STATE STREET CORP. (2/13)
SUNTRUST BANKS (1/16)
U.S. BANCORP. (1/17)
WACHOVIA CORP. (2/13)
WELLS FARGO (5/27)

COMPUTER AND DATA SERVICES (46/612) 7.5%

AMERICA ONLINE (6/34)
AUTOMATIC DATA PROCESSING (2/24)
COMDISCO (2/14)
COMPUTER SCIENCES (0/12)
ELECTRONIC DATA SYSTEMS (4/28)
FIRST DATA (12/58)
SCIENCE APPLICATIONS INTL. (16/426)
UNISYS (4/16)

COMPUTER PERIPHERALS (1/82) 1.2%

EMC (0/9)
LEXMARK INTERNATIONAL (1/13)

QUANTUM (0/6)
SEAGATE TECHNOLOGY (0/54)

COMPUTER SOFTWARE (9/86) 10.5%

COMPUTER ASSOCIATES INTL. (3/17)
MICROSOFT (3/53)
ORACLE (3/16)

COMPUTERS, OFFICE EQUIPMENT (28/226) 12.4%

APPLE COMPUTER (1/9)
COMPAQ COMPUTER (2/15)
DELL COMPUTER (0/16)
GATEWAY (0/12)
HEWLETT-PACKARD (5/16)
INTL. BUSINESS MACHINES (4/49)
NCR (0/11)
PITNEY BOWES (8/22)
SUN MICROSYSTEMS (2/29)
XEROX (6/47)

DIVERSIFIED FINANCIALS (115/568) 20.2%

AMERICAN EXPRESS (3/17)
AON (4/20)
ASSOCIATES FIRST CAPITAL (3/25)
CAPITAL ONE FINANCIAL (1/12)
CITIGROUP (12/95)
COUNTRYWIDE CREDIT INDUSTRIES (2/17)
FANNIE MAE (68/174)
FREDDIE MAC (4/26)
GENERAL ELECTRIC (10/150)
HOUSEHOLD INTERNATIONAL (0/7)
MARSH & MCLENNAN (2/11)
SLM HOLDING (6/14)

DIVERSIFIED OUTSOURCING SERVICES (4/40) 10.0%

ARAMARK (1/12)
SERVICEMASTER (1/11)
SODEXHO MARRIOTT SERVICES (2/17)

ELECTRONICS, ELECTRICAL EQUIPMENT (34/469) 7.2%

COOPER INDUSTRIES (2/14)
EATON (4/34)
EMERSON ELECTRIC (3/31)
HARRIS (1/15)
LITTON INDUSTRIES (2/19)
MAYTAG (2/20)
MICRON TECHNOLOGY (2/17)
MOTOROLA (16/210)
QUALCOMM (1/17)
ROCKWELL INTERNATIONAL (0/17)
SCI SYSTEMS (0/43)

† See addendum notes on page 46.

Appendix IIIb: Industry Listing

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

SOLECTRON (1/8)

WHIRLPOOL (0/24)

ENERGY (0/13) 0.0%

MIDAMERICAN ENERGY HOLDINGS (0/13)

ENGINEERING, CONSTRUCTION (17/114) 14.9%

CENTEX (2/10)

D.R. HORTON (2/10)

FLUOR (2/17)

FOSTER WHEELER (1/8)

HALLIBURTON (2/12)

KAUFMAN & BROAD HOME (6/22)

LENNAR (1/9) †

PETER KIEWIT SONS* (0/12)

PULTE (1/14)

ENTERTAINMENT (4/72) 5.6%

CBS (1/11) †

TIME WARNER (1/25)

USA NETWORKS (0/18)

VIACOM (2/10) †

WALT DISNEY (0/8)

FOOD (51/506) 10.0%

ARCHER DANIELS MIDLAND (1/29)

BESTFOODS (4/21)

CAMPBELL SOUP (1/16)

CONAGRA (7/35)

DEAN FOODS (1/21)

DOLE FOOD (2/9)

FARMLAND INDUSTRIES (1/26)

FLOWERS INDUSTRIES (1/9)

GENERAL MILLS (4/22)

H.J. HEINZ (3/21)

HERSHEY FOODS (1/27)

HORMEL FOODS (0/20)

IBP (1/56)

INTERSTATE BAKERIES (2/23)

KELLOGG (3/22)

NABISCO GROUP HOLDINGS (2/14)

QUAKER OATS (5/25)

RALSTON PURINA (2/7)

SARA LEE (8/46)

SMITHFIELD FOODS (1/12)

SUIZA FOODS (1/13)

TYSON FOODS (0/32)

FOOD AND DRUG STORES (27/257) 10.5%

ALBERTSON'S (1/25)

CVS (1/8)

HANNAFORD BROS. (7/25)

KROGER (2/17)

LONGS DRUG STORES (2/29)

PUBLIX SUPER MARKETS (3/28)

RITE AID (3/35)

SAFEWAY (2/14)

SUPERMARKETS GENL. HOLDINGS (1/10)

WALGREEN (4/42)

WINN-DIXIE STORES (1/24)

FOOD SERVICES (29/201) 14.4%

DARDEN RESTAURANTS (2/14)

MCDONALD'S (27/160)

NEBCO EVANS (0/11)

TRICON GLOBAL RESTAURANTS (0/16)

FOREST AND PAPER PRODUCTS (39/377) 10.3%

BOISE CASCADE (2/21)

CHAMPION INTERNATIONAL (0/12)

FORT JAMES (1/15)

GEORGIA-PACIFIC (3/52)

INTERNATIONAL PAPER (5/60)

KIMBERLY-CLARK (17/104)

MEAD (3/28)

SMURFIT-STONE CONTAINER (2/21)

TEMPLE-INLAND (1/15)

WEYERHAEUSER (4/26)

WILLAMETTE INDUSTRIES (1/23)

FURNITURE (2/32) 6.3%

LEGGETT & PLATT (2/32)

GENERAL MERCHANDISERS (86/558) 15.4%

AMES DEPARTMENT STORES (5/28)

DILLARD'S (13/68)

DOLLAR GENERAL (1/13)

FEDERATED DEPARTMENT STORES (2/14)

J.C. PENNEY (3/11)

KMART (3/47)

KOHL'S (2/12)

MAY DEPARTMENT STORES (6/43)

NORDSTROM (15/36)

SAKS (4/28)

SEARS ROEBUCK (3/13)

TARGET (7/24)

WAL-MART STORES (22/221)

HEALTH CARE (63/312) 20.2%

AETNA (1/11)

ANTHEM INSURANCE (2/8)

CAREMARK RX (1/11)

CIGNA (4/19)

COLUMBIA/HCA HEALTHCARE (4/21) †

EXPRESS SCRIPTS (2/11)

FOUNDATION HEALTH SYSTEMS (3/9)

HEALTHSOUTH (0/10)

HUMANA (6/25)

OXFORD HEALTH PLANS (8/34)

PACIFICARE HEALTH SYSTEMS (19/45)

TENET HEALTHCARE (8/78)

UNITEDHEALTH GROUP (3/22)

WELLPOINT HEALTH NETWORKS (2/8)

HOTELS, CASINOS, RESORTS (19/130) 14.6%

CRESTLINE CAPITAL (2/9)

MARRIOTT INTERNATIONAL (4/35)

PARK PLACE ENTERTAINMENT (0/5)

STARWOOD HOTELS & RESORTS (13/81)

INDUSTRIAL AND FARM EQUIPMENT (14/256) 5.5%

AMERICAN STANDARD (0/27)

BAKER HUGHES (0/19)

BLACK & DECKER (2/15)

CATERPILLAR (3/36)

CUMMINS ENGINE (4/46)

DEERE (0/29)

DOVER (0/11)

INGERSOLL-RAND (1/21)

ITT INDUSTRIES (2/20)

PARKER HANNIFIN (0/19)

YORK INTERNATIONAL (2/13)

INSURANCE: LIFE, HEALTH (MUTUAL) (38/237) 16.0%

AID ASSOCIATION FOR LUTHERANS (0/12)

GUARDIAN LIFE INS. CO. OF AMERICA (7/61)

MASS. MUTUAL LIFE INSURANCE (9/48)

MUTUAL OF OMAHA INSURANCE (1/12)

NEW YORK LIFE INSURANCE (7/42)

NORTHWESTERN MUTUAL LIFE INS. (7/31)

PACIFIC LIFE INSURANCE (0/10)

TIAA-CREF (7/21)

INSURANCE: LIFE, HEALTH (STOCK) (52/332) 15.7%

AFLAC (2/15)

AMERICAN GENERAL (6/33)

CONSECO (5/79)

GENAMERICA (4/21) †

JOHN HANCOCK FINANCIAL SERVICES (8/28)

LINCOLN NATIONAL (3/17)

METROPOLITAN LIFE INSURANCE (8/42) †

PHOENIX HOME LIFE MUTUAL INS. (2/18)

PRINCIPAL FINANCIAL (3/20)

PRUDENTIAL INS. CO. OF AMERICA (5/20)

RELIASTAR FINANCIAL (6/31) †

UNUMPROVIDENT (0/8)

† See addendum notes on page 46.

Appendix IIIb: Industry Listing**Number of Women Corporate Officers by Industry and Company, plus Percentage by Industry****INSURANCE: PROPERTY & CASUALTY (MUTUAL) (61/371) 16.4%**

LIBERTY MUTUAL INSURANCE GROUP (18/144)
STATE FARM INSURANCE COS. (43/227)

INSURANCE: PROPERTY & CASUALTY (STOCK) (22/279) 7.9%

ALLMERICA FINANCIAL (0/12)
ALLSTATE (2/12)
AMERICAN FAMILY INS. GROUP (3/27)
AMERICAN FINANCIAL GROUP (2/13)
AMERICAN INTERNATIONAL GROUP (2/50)
BERKSHIRE HATHAWAY (0/5)
CHUBB (2/25)
HARTFORD FINANCIAL SERVICES (2/27)
LOEWS (0/15)
NATIONWIDE INSURANCE ENTERPRISE (2/10)
PROGRESSIVE (1/14)
RELIANCE GROUP HOLDINGS (1/13)
SAFECO (1/26)
ST. PAUL COS. (1/14)
UNITED SERVICES AUTOMOBILE ASSN. (3/16)

MAIL, PACKAGE, AND FREIGHT DELIVERY (54/363) 14.9%

AIRBORNE FREIGHT (3/32)
FEDEX (37/216)
PITTSBURGH (1/8)
UNITED PARCEL SERVICE (13/107)

MEDICAL PRODUCTS & EQUIPMENT (7/66) 10.6%

BAXTER INTERNATIONAL (1/16)
BECTON DICKINSON (2/22)
MEDTRONIC (4/28)

METAL PRODUCTS (15/155) 9.7%

BALL (2/10)
CROWN CORK & SEAL (2/25)
DANAHER (0/11)
FORTUNE BRANDS (1/14)
GILLETTE (5/30)
ILLINOIS TOOL WORKS (0/14)
MASCO (1/18)
NEWELL RUBBERMAID (2/26)
U.S. INDUSTRIES (2/7)

METALS (13/149) 8.7%

AK STEEL HOLDING (1/17)
ALCOA (5/38)
ALLEGHENY TECHNOLOGIES (1/9)
BETHLEHEM STEEL (1/19)
LTV (0/9)
NUCOR (0/21)
PHELPS DODGE (2/15)

REYNOLDS METALS (3/21) †

MINING, CRUDE-OIL PRODUCTION (4/44) 9.1%

OCCIDENTAL PETROLEUM (0/14)
PLAINS RESOURCES (2/7)
UNOCAL (2/23)

MOTOR VEHICLES AND PARTS (23/304) 7.6%

ARVIN INDUSTRIES (0/13) †
AUTOLIV (0/10)
DANA (1/11)
FEDERAL-MOGUL (0/12)
FLEETWOOD ENTERPRISES (0/19)
FORD MOTOR (4/54)
GENERAL MOTORS (5/55)
JOHNSON CONTROLS (3/20)
LEAR (0/18)
MERITOR AUTOMOTIVE (3/13) †
NAVISTAR INTERNATIONAL (1/6)
PACCAR (2/17)
TENNECO AUTOMOTIVE (0/16)
TRW (4/40)

NETWORK COMMUNICATIONS (28/162) 17.3%

3COM (12/52)
CISCO SYSTEMS (14/90)
LUCENT TECHNOLOGIES (2/20)

PETROLEUM REFINING (22/307) 7.2%

AMERADA HESS (2/41)
ASHLAND (0/19)
ATLANTIC RICHFIELD (2/13) †
CHEVRON (2/18)
CLARK USA (1/5) †
COASTAL (0/21)
CONOCO (0/27)
EXXON MOBIL (0/23)
PHILLIPS PETROLEUM (2/31)
SUNOCO (3/19)
TESORO PETROLEUM (2/14)
TEXACO (2/19)
TOSCO (2/12)
ULTRAMAR DIAMOND SHAMROCK (2/24)
USX (0/9)
VALERO ENERGY (2/12)

PHARMACEUTICALS (30/218) 13.8%

ABBOTT LABORATORIES (6/41)
AMERICAN HOME PRODUCTS (2/20)
AMGEN (3/28)
BRISTOL-MYERS SQUIBB (2/16)
ELI LILLY (3/14)

JOHNSON & JOHNSON (1/16)
MERCK (5/17)
PFIZER (2/18) †
PHARMACIA & UPJOHN (3/18) †
SCHERING-PLOUGH (1/14)
WARNER-LAMBERT (2/16) †

PIPELINES (30/167) 18.0%

DYNEGY (0/5)
EL PASO ENERGY (9/69)
ENRON (17/56)
KINDER MORGAN (2/11)
TRANSMONTAIGNE (0/11)
WILLIAMS (2/15)

PUBLISHING, PRINTING (42/165) 25.5%

GANNETT (8/33)
KNIGHT-RIDDER (8/24)
MCGRAW-HILL (1/10)
NEW YORK TIMES (5/17)
R.R. DONNELLEY & SONS (5/29)
TIMES MIRROR (11/31)
TRIBUNE (4/21)

RAILROADS (9/82) 11.0%

BURLINGTON NORTHERN SANTA FE (2/14)
CSX (1/17)
NORFOLK SOUTHERN (3/33)
UNION PACIFIC (3/18)

RUBBER AND PLASTIC PRODUCTS (1/24) 4.2%

GOODYEAR TIRE & RUBBER (1/24)

SAVINGS INSTITUTIONS (6/27) 22.2%

GOLDEN STATE BANCORP (3/19)
WASHINGTON MUTUAL (3/8)

SCIENTIFIC, PHOTOGRAPHIC, AND CONTROL EQUIPMENT (13/134) 9.7%

APPLIED MATERIALS (2/36)
EASTMAN KODAK (6/56)
MINNESOTA MINING & MFG. (3/26)
THERMO ELECTRON (2/16)

SECURITIES (17/150) 11.3%

BEAR STEARNS (1/36)
CHARLES SCHWAB (7/28)
GOLDMAN SACHS GROUP (2/22)
LEHMAN BROTHERS HOLDINGS (1/19)
MERRILL LYNCH (2/20)
MORGAN STANLEY DEAN WITTER (2/18)
PAINE WEBBER GROUP (2/7) †

† See addendum notes on page 46.

Appendix IIIb: Industry Listing

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

SEMICONDUCTORS (4/51) 7.8%

INTEL (3/30)
TEXAS INSTRUMENTS (1/21)

SOAPS, COSMETICS (18/110) 16.4%

AVON PRODUCTS (8/21)
CLOROX (2/23)
COLGATE-PALMOLIVE (2/20)
ESTÉE LAUDER (3/16)
PROCTER & GAMBLE (3/30)

SPECIALTY RETAILERS (89/614) 14.5%

AUTOZONE (4/42)
BARNES & NOBLE (2/12)
BEST BUY (10/72)
BJ'S WHOLESALE CLUB (2/6)
CIRCUIT CITY GROUP (5/49)
COMPUSA (3/33) †
CONSOLIDATED STORES (2/16)
COSTCO WHOLESALE (1/34)
GAP (6/22)
HOME DEPOT (14/72)
LIMITED (1/4)
LOWE'S (1/20)
OFFICE DEPOT (0/10)
OFFICEMAX (3/39)
SHOPKO STORES (9/58)
STAPLES (7/34)
TANDY (6/29)
TJX (5/25)
TOYS "R" US (3/17)
VENATOR (5/20)

TELECOMMUNICATIONS (43/290) 14.8%

AT&T (2/19)
ALLTEL (0/13)
BELL ATLANTIC (2/13) †
BELLSOUTH (9/56)
CABLEVISION SYSTEMS (2/14)
COMCAST (2/13)
GTE (2/13) †
MCI WORLDCOM (0/4) †
NEXTEL COMMUNICATIONS (3/31)
QWEST COMMUNICATIONS (1/28)
SBC COMMUNICATIONS (5/16)
SPRINT (0/15)
US WEST (15/55) †

TEMPORARY HELP (12/46) 26.1%

INTERIM SERVICES (6/17)
KELLY SERVICES (5/17)
MANPOWER (0/3)
OLSTEN (1/9) †

TEXTILES (1/20) 5.0%

MOHAWK INDUSTRIES (1/11)
SHAW INDUSTRIES (0/9)

TOBACCO (10/45) 22.2%

PHILIP MORRIS (4/18)
R. J. REYNOLDS TOBACCO (5/15)
UNIVERSAL (1/12)

TOYS, SPORTING GOODS (4/29) 13.8%

HASBRO (0/13)
MATTEL (4/16)

TRANSPORTATION EQUIPMENT (3/14) 21.4%

BRUNSWICK (3/14)

TRUCKING (0/18) 0.0%

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

UTILITIES: GAS & ELECTRIC (97/664) 14.6%

AES (4/24)
AMEREN (0/7)
AMERICAN ELECTRIC POWER (1/5)
AVISTA (3/12)
CAROLINA POWER & LIGHT (7/34)
CENTRAL & SOUTH WEST (2/12)
CINERGY (2/16)
CMS ENERGY (1/12)
COLUMBIA ENERGY GROUP (1/7) †
CONECTIV (2/11)
CONSOLIDATED EDISON (7/37)
CONSOLIDATED NATURAL GAS (0/8) †
CONSTELLATION ENERGY (1/15)
DOMINION RESOURCES (11/73)
DTE ENERGY (2/16)
DUKE ENERGY (6/26)
EDISON INTERNATIONAL (3/12)
ENTERGY (0/12)
FIRSTENERGY (4/19)
FLORIDA PROGRESS (2/11)
FPL GROUP (1/11)
GPU (1/8)
LG&E ENERGY (1/14)
NEW CENTURY ENERGIES (2/7)
NIAGARA MOHAWK HOLDINGS (3/24)
NISOURCE (4/34) †
NORTHEAST UTILITIES (5/36)
PECO ENERGY (5/34)
PG&E CORP. (2/17)
PPL (0/9)
PUBLIC SERVICE ENTERPRISE GROUP (2/11)
RELIANT ENERGY (2/21)

SEMPRA ENERGY (2/18)
SOUTHERN (2/18)
TEXAS UTILITIES (1/8)
UNICOM (3/13)
UTILICORP UNITED (2/12)

WASTE MANAGEMENT (2/27) 7.4%

ALLIED WASTE INDUSTRIES (1/11)
WASTE MANAGEMENT (1/16)

WHOLESALE (49/472) 10.4%

ACE HARDWARE (2/10)
ADAMS RESOURCES & ENERGY (0/6)
AMERISOURCE HEALTH (2/13)
ARROW ELECTRONICS (3/19)
AVNET (1/25)
BERGEN BRUNSWIG (2/10)
BINDLEY WESTERN (2/11)
CARDINAL HEALTH (5/21)
CENEX HARVEST STATES (4/47)
CHS ELECTRONICS (0/13)
FLEMING (2/21)
GENUINE PARTS (1/11)
GRAYBAR ELECTRIC (0/15)
IKON OFFICE SOLUTIONS (3/7)
INACOM (0/13)
INGRAM MICRO (0/10)
MCKESSON HBOC (2/12)
MERISEL (1/4)
MICROAGE (0/16)
NASH FINCH (1/15)
OWENS & MINOR (2/16)
RICHFOOD HOLDINGS (1/7)
SUPERVALU (5/20) †
SYSCO (5/35)
TECH DATA (0/14)
TRUSERV (1/21)
U.S. FOODSERVICE (0/5)
UNITED STATIONERS (2/9)
W.W. GRAINGER (2/29)
WESCO INTERNATIONAL (0/17)

MISCELLANEOUS (4/64) 6.3%

CENDANT (4/47)
SERVICE CORP. INTERNATIONAL (0/17)

† See addendum notes on page 46.

Appendix IVa: Geographical Listing**Number of Women Corporate Officers by State and Company, plus Percentage by State****ALABAMA (8/134) 6%**

AMSOUTH BANCORP. (3/12)
 CAREMARK RX (1/11)
 HEALTHSOUTH (0/10)
 REGIONS FINANCIAL (0/15)
 SAKS (4/28)
 SCI SYSTEMS (0/43)
 SOUTHTRUST CORP. (0/15)

ARIZONA (35/334) 10%

ALLIED WASTE INDUSTRIES (1/11)
 AVNET (1/25)
 MICROAGE (0/16)
 PHELPS DODGE (2/15)

ARKANSAS (4/67) 6%

ALLTEL (0/13)
 DILLARD'S (13/68)
 TYSON FOODS (0/32)
 WAL-MART STORES (22/221)

CALIFORNIA (182/1539) 12%

3COM (12/52)
 AMGEN (3/28)
 APPLE COMPUTER (1/9)
 APPLIED MATERIALS (2/36)
 ATLANTIC RICHFIELD (2/13) †
 AVERY DENNISON (2/12)
 BERGEN BRUNSWIG (2/10)
 CHARLES SCHWAB (7/28)
 CHEVRON (2/18)
 CISCO SYSTEMS (14/90)
 CLOROX (2/23)
 CNF TRANSPORTATION (0/14) †
 COMPUTER SCIENCES (0/12)
 COUNTRYWIDE CREDIT INDUSTRIES (2/17)
 DOLE FOOD (2/9)
 EDISON INTERNATIONAL (3/12)
 FLEETWOOD ENTERPRISES (0/19)
 FLUOR (2/17)
 FOUNDATION HEALTH SYSTEMS (3/9)
 GAP (6/22)
 GATEWAY (0/12)
 GOLDEN STATE BANCORP (3/19)
 HEWLETT-PACKARD (5/16)
 INGRAM MICRO (0/10)
 INTEL (3/30)
 KAUFMAN & BROAD HOME (6/22)
 KNIGHT-RIDDER (8/24)
 LITTON INDUSTRIES (2/19)
 LONGS DRUG STORES (2/29)
 MATTEL (4/16)
 MCKESSON HBOC (2/12)
 MERISEL (1/4)

NORTHROP GRUMMAN (0/10)
 OCCIDENTAL PETROLEUM (0/14)
 ORACLE (3/16)
 PACIFIC LIFE INSURANCE (0/10)
 PACIFICARE HEALTH SYSTEMS (19/45)
 PG&E CORP. (2/17)
 PROVIDIAN FINANCIAL (3/17)
 QUALCOMM (1/17)
 QUANTUM (0/6)
 SAFEWAY (2/14)
 SCIENCE APPLICATIONS INTL. (16/426)
 SEAGATE TECHNOLOGY (0/54)
 SEMPR ENERGY (2/18)
 SOLECTRON (1/8)
 SUN MICROSYSTEMS (2/29)
 TENET HEALTHCARE (8/78)
 TIMES MIRROR (11/31)
 UNOCAL (2/23)
 WALT DISNEY (0/8)
 WELLPOINT HEALTH NETWORKS (2/8)
 WELLS FARGO (5/27)

COLORADO (20/111) 18%

BALL (2/10)
 NEW CENTURY ENERGIES (2/7)
 QWEST COMMUNICATIONS (1/28) †
 TRANSMONTAIGNE (0/11)
 US WEST (15/55) †

CONNECTICUT (53/494) 11%

AETNA (1/11)
 AMES DEPARTMENT STORES (5/28)
 CHAMPION INTERNATIONAL (0/12)
 GENERAL ELECTRIC (10/150)
 HARTFORD FINANCIAL SERVICES (2/27)
 NEBCO EVANS (0/11)
 NORTHEAST UTILITIES (5/36)
 OXFORD HEALTH PLANS (8/34)
 PHOENIX HOME LIFE MUTUAL INS. (2/18)
 PITNEY BOWES (8/22)
 PRAXAIR (2/29)
 TOSCO (2/12)
 UNION CARBIDE (0/9)
 UNITED TECHNOLOGIES (2/48)
 XEROX (6/47)

DISTRICT OF COLUMBIA (68/185) 37%

DANAHER (0/11)
 FANNIE MAE (68/174)

DELAWARE (14/109) 13%

CONECTIV (2/11)
 E.I. DU PONT DE NEMOURS (8/64)
 HERCULES (3/26)

MBNA (1/8)

FLORIDA (26/240) 11%

AUTONATION (2/17)
 BUDGET GROUP (0/6)
 CHS ELECTRONICS (0/13)
 DARDEN RESTAURANTS (2/14)
 FLORIDA PROGRESS (2/11)
 FPL GROUP (1/11)
 HARRIS (1/15)
 INTERIM SERVICES (6/17)
 LENNAR (1/9) †
 OFFICE DEPOT (0/10)
 PUBLIX SUPER MARKETS (3/28)
 RYDER SYSTEM (7/51)
 TECH DATA (0/14)
 WINN-DIXIE STORES (1/24)

GEORGIA (79/548) 14%

AFLAC (2/15)
 BELL SOUTH (9/56)
 COCA-COLA (8/40)
 COCA-COLA ENTERPRISES (6/27)
 DELTA AIR LINES (6/47)
 FIRST DATA (12/58)
 FLOWERS INDUSTRIES (1/9)
 GENUINE PARTS (1/11)
 GEORGIA-PACIFIC (3/52)
 HOME DEPOT (14/72)
 MOHAWK INDUSTRIES (1/11)
 SHAW INDUSTRIES (0/9)
 SOUTHERN (2/18)
 SUNTRUST BANKS (1/16)
 UNITED PARCEL SERVICE (13/107)

IDAHO (5/63) 8%

ALBERTSON'S (1/25)
 BOISE CASCADE (2/21)
 MICRON TECHNOLOGY (2/17)

ILLINOIS (178/1384) 13%

ABBOTT LABORATORIES (6/41)
 ACE HARDWARE (2/10)
 ALLSTATE (2/12)
 AON (4/20)
 ARCHER DANIELS MIDLAND (1/29)
 BANK ONE CORP. (12/88)
 BAXTER INTERNATIONAL (1/16)
 BRUNSWICK (3/14)
 CATERPILLAR (3/36)
 COMDISCO (2/14)
 DEAN FOODS (1/21)
 DEERE (0/29)
 FMC (2/20)

† See addendum notes on page 46.

Appendix IVa: Geographical Listing**Number of Women Corporate Officers by State and Company, plus Percentage by State**

FORT JAMES (1/15)
 FORTUNE BRANDS (1/14)
 HOUSEHOLD INTERNATIONAL (0/7)
 ILLINOIS TOOL WORKS (0/14)
 MCDONALD'S (27/160)
 MOTOROLA (16/210)
 NAVISTAR INTERNATIONAL (1/6)
 NEWELL RUBBERMAID (2/26)
 QUAKER OATS (5/25)
 R.R. DONNELLEY & SONS (5/29)
 SARA LEE (8/46)
 SEARS ROEBUCK (3/13)
 SERVICEMASTER (1/11)
 SMURFIT-STONE CONTAINER (2/21)
 STATE FARM INSURANCE COS. (43/227)
 TENNECO AUTOMOTIVE (0/16)
 TRIBUNE (4/21)
 TRUSERV (1/21)
 UAL (6/40)
 UNICOM (3/13)
 UNITED STATIONERS (2/9)
 USG (2/19)
 W.W. GRAINGER (2/29)
 WALGREEN (4/42)

INDIANA (20/205) 10%

ANTHEM INSURANCE (2/8)
 ARVIN INDUSTRIES (0/13) †
 BINDLEY WESTERN (2/11)
 CONSECO (5/79)
 CUMMINS ENGINE (4/46)
 ELI LILLY (3/14)
 NISOURCE (4/34) †

IOWA (5/53) 9%

MAYTAG (2/20)
 MIDAMERICAN ENERGY HOLDINGS (0/13)
 PRINCIPAL FINANCIAL (3/20)

KANSAS (0/19) 0%

SPRINT (0/15)
 YELLOW (0/4)

KENTUCKY (8/87) 9%

ASHLAND (0/19)
 HUMANA (6/25)
 LEXMARK INTERNATIONAL (1/13)
 LG&E ENERGY (1/14)
 TRICON GLOBAL RESTAURANTS (0/16)

LOUISIANA (0/12) 0%

ENTERGY (0/12)

MAINE (7/33) 21%
 HANNAFORD BROS. (7/25)
 UNUMPROVIDENT (0/8)

MARYLAND (14/137) 10%

BLACK & DECKER (2/15)
 CONSTELLATION ENERGY (1/15)
 CRESTLINE CAPITAL (2/9)
 LOCKHEED MARTIN (3/41)
 MARRIOTT INTERNATIONAL (4/35)
 SODEXHO MARRIOTT SERVICES (2/17)
 U.S. FOODSERVICE (0/5) †

MASSACHUSETTS (62/416) 15%

ALLMERICA FINANCIAL (0/12)
 BJ'S WHOLESALE CLUB (2/6)
 EMC (0/9)
 FLEETBOSTON (2/20)
 GILLETTE (5/30)
 JOHN HANCOCK FINANCIAL SERVICES (8/28)
 LIBERTY MUTUAL INSURANCE GROUP (18/144)
 MASS. MUTUAL LIFE INSURANCE (9/48)
 RAYTHEON (2/31)
 STAPLES (7/34)
 STATE STREET CORP. (2/13)
 THERMO ELECTRON (2/16)
 TJX (5/25)

MICHIGAN (29/369) 8%

CMS ENERGY (1/12)
 COMERICA (0/18)
 DOW CHEMICAL (1/15)
 DTE ENERGY (2/16)
 FEDERAL-MOGUL (0/12)
 FORD MOTOR (4/54)
 GENERAL MOTORS (5/55)
 KELLOGG (3/22)
 KELLY SERVICES (5/17)
 KMART (3/47)
 LEAR (0/18)
 MASCO (1/18)
 MERITOR AUTOMOTIVE (3/13) †
 PULTE (1/14)
 UNITED AUTO GROUP (0/14)
 WHIRLPOOL (0/24)

MINNESOTA (49/366) 13%

BEST BUY (10/72)
 CENEX HARVEST STATES (4/47)
 GENERAL MILLS (4/22)
 HORMEL FOODS (0/20)
 MEDTRONIC (4/28)
 MINNESOTA MINING & MFG. (3/26)
 NASH FINCH (1/15)

NORTHWEST AIRLINES (0/8)
 RELIASTAR FINANCIAL (6/31) †
 ST. PAUL COS. (1/14)
 SUPERVALU (5/20) †
 TARGET (7/24)
 U.S. BANCORP (1/17)
 UNITEDHEALTH GROUP (3/22)

MISSISSIPPI (0/4) 0%

MCI WORLDCOM (0/4) †

MISSOURI (38/318) 12%

AMEREN (0/7)
 ANHEUSER-BUSCH (4/39)
 CLARK USA (1/5)
 EMERSON ELECTRIC (3/31)
 EXPRESS SCRIPTS (2/11)
 FARMLAND INDUSTRIES (1/26)
 GENAMERICA (4/21) †
 GRAYBAR ELECTRIC (0/15)
 INTERSTATE BAKERIES (2/23)
 LEGGETT & PLATT (2/32)
 MAY DEPARTMENT STORES (6/43)
 MONSANTO (2/24) †
 RALSTON PURINA (2/7)
 TRANS WORLD AIRLINES (7/22)
 UTILICORP UNITED (2/12)

NEBRASKA (11/95) 12%

BERKSHIRE HATHAWAY (0/5)
 CONAGRA (7/35)
 INACOM (0/13)
 MUTUAL OF OMAHA INSURANCE (1/12)
 PETER KIEWIT SONS* (0/12)
 UNION PACIFIC (3/18)

NEVADA (0/5) 0%

PARK PLACE ENTERTAINMENT (0/5)

NEW JERSEY (47/422) 11%

AMERICAN HOME PRODUCTS (2/20)
 AMERICAN STANDARD (0/27)
 AUTOMATIC DATA PROCESSING (2/24)
 BECTON DICKINSON (2/22)
 BESTFOODS (4/21)
 CAMPBELL SOUP (1/16)
 CHUBB (2/25)
 ENGELHARD (0/18)
 FOSTER WHEELER (1/8)
 GPU (1/8)
 HONEYWELL INTERNATIONAL (2/32)
 INGERSOLL-RAND (1/21)
 JOHNSON & JOHNSON (1/16)
 LUCENT TECHNOLOGIES (2/20)

† See addendum notes on page 46.

Appendix IVa: Geographical Listing**Number of Women Corporate Officers by State and Company, plus Percentage by State**

MERCK (5/17)
 NABISCO GROUP HOLDINGS (2/14)
 PHARMACIA & UPJOHN (3/18) †
 PRUDENTIAL INS. CO. OF AMERICA (5/20)
 PUBLIC SERVICE ENTERPRISE GROUP (2/11)
 SCHERING-PLOUGH (1/14)
 SUPERMARKETS GENL. HOLDINGS (1/10)
 TOYS "R" US (3/17)
 U.S. INDUSTRIES (2/7)
 WARNER-LAMBERT (2/16) †

NEW YORK (187/1476) 13%

AMERADA HESS (2/41)
 AMERICAN EXPRESS (3/17)
 AMERICAN INTERNATIONAL GROUP (2/50)
 ARROW ELECTRONICS (3/19)
 AT&T (2/19)
 AVIS RENT A CAR (4/28) †
 AVON PRODUCTS (8/21)
 BANK OF NEW YORK CO. (3/31)
 BARNES & NOBLE (2/12)
 BEAR STEARNS (1/36)
 BELL ATLANTIC (2/13) †
 BRISTOL-MYERS SQUIBB (2/16)
 CABLEVISION SYSTEMS (2/14)
 CBS (1/11) †
 CENDANT (4/47)
 CHASE MANHATTAN CORP. (11/61)
 CITIGROUP (12/95)
 COLGATE-PALMOLIVE (2/20)
 COMPUTER ASSOCIATES INTL. (3/17)
 CONSOLIDATED EDISON (7/37)
 CORNING (3/40)
 DOVER (0/11)
 EASTMAN KODAK (6/56)
 ESTÉE LAUDER (3/16)
 GOLDMAN SACHS GROUP (2/22)
 GUARDIAN LIFE INS. CO. OF AMERICA (7/61)
 INTERNATIONAL PAPER (5/60)
 INTERPUBLIC GROUP (0/9)
 INTL. BUSINESS MACHINES (4/49)
 ITT INDUSTRIES (2/20)
 J.P. MORGAN & CO. (5/26)
 LEHMAN BROTHERS HOLDINGS (1/19)
 LOEWS (0/15)
 MARSH & MCLENNAN (2/11)
 MCGRAW-HILL (1/10)
 MERRILL LYNCH (2/20)
 METROPOLITAN LIFE INSURANCE (8/42) †
 MORGAN STANLEY DEAN WITTER (2/18)
 NEW YORK LIFE INSURANCE (7/42)
 NEW YORK TIMES (5/17)
 NIAGARA MOHAWK HOLDINGS (3/24)
 OLSTEN (1/9) †

OMNICOM GROUP (1/13)
 PAINE WEBBER GROUP (2/7) †
 PEPSICO (2/11)
 PFIZER (2/18) †
 PHILIP MORRIS (4/18)
 RELIANCE GROUP HOLDINGS (1/13)
 STARWOOD HOTELS & RESORTS (13/81)
 TEXACO (2/19)
 TIAA-CREF (7/21)
 TIME WARNER (1/25)
 USA NETWORKS (0/18)
 VENATOR (5/20)
 VIACOM (2/10) †

NORTH CAROLINA (32/209) 15%

B.F. GOODRICH (3/26)
 BANK OF AMERICA CORP. (4/19)
 BB&T CORP (1/8)
 CAROLINA POWER & LIGHT (7/34)
 DUKE ENERGY (6/26)
 FIRST UNION CORP. (0/7)
 LOWE'S (1/20)
 NUCOR (0/21)
 R. J. REYNOLDS TOBACCO (5/15)
 SONIC AUTOMOTIVE (0/6)
 VF (2/13)
 WACHOVIA CORP. (2/13)

OHIO (51/538) 9%

AK STEEL HOLDING (1/17)
 AMERICAN ELECTRIC POWER (1/5)
 AMERICAN FINANCIAL GROUP (2/13)
 CARDINAL HEALTH (5/21)
 CINERGY (2/16)
 CONSOLIDATED STORES (2/16)
 DANA (1/11)
 EATON (4/34)
 FEDERATED DEPARTMENT STORES (2/14)
 FIFTH THIRD BANCORP (1/33)
 FIRSTENERGY (4/19)
 GOODYEAR TIRE & RUBBER (1/24)
 KEYCORP (0/12)
 KROGER (2/17)
 LIMITED (1/4)
 LTV (0/9)
 MEAD (3/28)
 NATIONAL CITY CORP. (3/36)
 NATIONWIDE INSURANCE ENTERPRISE (2/10)
 NCR (0/11)
 OFFICEMAX (3/39)
 OWENS CORNING (2/15)
 OWENS-ILLINOIS (0/20)
 PARKER HANNIFIN (0/19)
 PROCTER & GAMBLE (3/30)

PROGRESSIVE (1/14)
 SHERWIN-WILLIAMS (1/11)
 TRW (4/40)

OKLAHOMA (6/67) 9%

FLEMING (2/21)
 PHILLIPS PETROLEUM (2/31)
 WILLIAMS (2/15)

OREGON (3/39) 8%

NIKE (2/16)
 WILLAMETTE INDUSTRIES (1/23)

PENNSYLVANIA (63/524) 12%

AIR PRODUCTS & CHEMICALS (1/18)
 ALCOA (5/38) †
 ALLEGHENY TECHNOLOGIES (1/9)
 AMERISOURCE HEALTH (2/13)
 ARAMARK (1/12)
 ARMSTRONG WORLD INDUSTRIES (2/15)
 BETHLEHEM STEEL (1/19)
 CIGNA (4/19)
 COMCAST (2/13)
 CONSOLIDATED NATURAL GAS (0/8) †
 CROWN CORK & SEAL (2/25)
 H.J. HEINZ (3/21)
 HERSHEY FOODS (1/27)
 IKON OFFICE SOLUTIONS (3/7)
 JONES APPAREL GROUP (5/16)
 LINCOLN NATIONAL (3/17)
 MELLON FINANCIAL CORP. (0/8)
 PECO ENERGY (5/34)
 PNC FINANCIAL SERVICES GROUP (4/13)
 PPG INDUSTRIES (3/32)
 PPL (0/9)
 RITE AID (3/35)
 ROHM & HAAS (3/42)
 SUNOCO (3/19)
 UNISYS (4/16)
 USX (0/9)
 WESCO INTERNATIONAL (0/17)
 YORK INTERNATIONAL (2/13)

RHODE ISLAND (6/46) 13%

CVS (1/8)
 HASBRO (0/13)
 TEXTRON (5/25)

SOUTH DAKOTA (1/56) 2%

IBP (1/56)

TENNESSEE (49/330) 15%

AUTOZONE (4/42)
 COLUMBIA/HCA HEALTHCARE (4/21) †

† See addendum notes on page 46.

Appendix IVa: Geographical Listing**Number of Women Corporate Officers by State and Company, plus Percentage by State**

DOLLAR GENERAL (1/13)
EASTMAN CHEMICAL (3/38)
FEDEX (37/216)

TEXAS (133/962) 14%

ADAMS RESOURCES & ENERGY (0/6)
AMERICAN GENERAL (6/33)
AMR (8/54)
ASSOCIATES FIRST CAPITAL (3/25)
BAKER HUGHES (0/19)
BURLINGTON NORTHERN SANTA FE (2/14)
CENTEX (2/10)
CENTRAL & SOUTH WEST (2/12)
COASTAL (0/21)
COMPAQ COMPUTER (2/15)
COMPUSA (3/33) †
CONOCO (0/27)
CONTINENTAL AIRLINES (2/15)
COOPER INDUSTRIES (2/14)
D.R. HORTON (2/10)
DELL COMPUTER (0/16)
DYNEGY (0/5)
EL PASO ENERGY (9/69)
ELECTRONIC DATA SYSTEMS (4/28)
ENRON (17/56)
EXXON MOBIL (0/23)
GTE (2/13) †
HALLIBURTON (2/12)
J.C. PENNEY (3/11)
KIMBERLY-CLARK (17/104)
KINDER MORGAN (2/11)
LYONDELL CHEMICAL (1/18)
PLAINS RESOURCES (2/7)
RELIANT ENERGY (2/21)
SBC COMMUNICATIONS (5/16)
SERVICE CORP. INTERNATIONAL (0/17)
SOUTHWEST AIRLINES (8/24)
SUIZA FOODS (1/13)
SYSCO (5/35)
TANDY (6/29)
TEMPLE-INLAND (1/15)
TESORO PETROLEUM (2/14)
TEXAS INSTRUMENTS (1/21)
TEXAS UTILITIES (1/8)
ULTRAMAR DIAMOND SHAMROCK (2/24)
UNITED SERVICES AUTOMOBILE ASSN. (3/16)
VALERO ENERGY (2/12)
WASTE MANAGEMENT (1/16)

UTAH (0/10) 0%

AUTOLIV (0/10)

VIRGINIA (67/483) 14%

AES (4/24)

AMERICA ONLINE (6/34)
CAPITAL ONE FINANCIAL (1/12)
CIRCUIT CITY GROUP (5/49)
COLUMBIA ENERGY GROUP (1/7) †
CSX (1/17)
DOMINION RESOURCES (11/73)
FREDDIE MAC (4/26)
GANNETT (8/33)
GENERAL DYNAMICS (0/23)
NEXTEL COMMUNICATIONS (3/31)
NORFOLK SOUTHERN (3/33)
OWENS & MINOR (2/16)
PITTSTON (1/8)
REYNOLDS METALS (3/21) †
RICHFOOD HOLDINGS (1/7) †
SLM HOLDING (6/14)
SMITHFIELD FOODS (1/12)
UNIVERSAL (1/12)
US AIRWAYS GROUP (5/31)

WASHINGTON (37/260) 14%

AIRBORNE FREIGHT (3/32)
AVISTA (3/12)
BOEING (2/16)
COSTCO WHOLESALE (1/34)
MICROSOFT (3/53)
NORDSTROM (15/36)
PACCAR (2/17)
SAFECO (1/26)
WASHINGTON MUTUAL (3/8)
WEYERHAEUSER (4/26)

WISCONSIN (25/196) 13%

AID ASSOCIATION FOR LUTHERANS (0/12)
AMERICAN FAMILY INS. GROUP (3/27)
FIRSTAR CORP. (1/16)
JOHNSON CONTROLS (3/20)
KOHL'S (2/12)
MANPOWER (0/3)
NORTHWESTERN MUTUAL LIFE INS. (7/31)
ROCKWELL INTERNATIONAL (0/17)
SHOPKO STORES (9/58)

Addendum Notes

Arvin Industries merged with Meritor Automotive on April 6, 2000.

Avis Rent A Car has changed its name to Avis Group Holdings on March 27, 2000.

Bell Atlantic and GTE merged in June 2000; the new company name is Verizon Communications.

BP Amoco p.l.c. acquired Atlantic Richfield Company during the spring of 2000.

Clark USA changed its name to Premcor Inc. on May 10, 2000.

CNF Transportation changed its name to CNF Inc. on February 8, 2000.

Columbia Energy Group was acquired by NiSource during the summer of 2000.

Columbia/HCA Healthcare changed its name to HCA-The Healthcare Company on May 25, 2000.

CompUSA was acquired by Grupo Sanborns, S.A. de C.V. during the spring of 2000.

Consolidated Natural Gas has merged with Dominion Resources on August 31, 2000.

GenAmerica changed its name to General American, and became a subsidiary of Metropolitan Life Insurance in the spring of 2000.

Honeywell Inc. changed its name to Honeywell International Inc. during the spring of 2000.

ING Group NV acquired ReliaStar Financial Corp. on September 1, 2000.

Lennar Corp. acquired U.S. Foodservice during the spring of 2000.

MCI WorldCom, Inc. changed its name to WorldCom, Inc. in April 2000.

Metropolitan Life Insurance acquired GenAmerica during the spring of 2000.

Monsanto merged with Pharmacia & Upjohn during the spring of 2000.

Olsten was acquired by Adecco SA on August 1, 2000.

Paine Webber Group is in the process of being acquired by UBS AG.

Reynolds Metals was acquired by Alcoa on May 3, 2000.

Supervalu acquired Richfood Holdings on August 31, 1999.

US West merged with Qwest Communications International on June 30, 2000.

Viacom acquired CBS during the spring of 2000.

Warner-Lambert merged with Pfizer on June 20, 2000.

† See addendum notes on page 46.

Appendix IVb: Geographical Listing

States ranked by Percent of Women Corporate Officers

States	Total Officers	Total Women Officers	Total Companies	Percent Women	States	Total Officers	Total Women Officers	Total Companies	Percent Women
DC	185	68	2	36.8	FL	240	26	14	10.8
ME	33	7	2	21.2	CT	494	53	15	10.7
CO	111	20	5	18.0	AR	334	35	4	10.5
NC	209	32	12	15.3	MD	137	14	7	10.2
MA	416	62	13	14.9	IN	205	20	7	9.8
TN	330	49	5	14.8	OH	538	51	28	9.5
GA	548	79	15	14.4	IA	53	5	3	9.4
WA	260	37	10	14.2	KY	87	8	5	9.2
VA	483	67	20	13.9	OK	67	6	3	9.0
TX	962	133	43	13.8	ID	63	5	3	7.9
MN	366	49	14	13.4	MI	369	29	16	7.9
RI	46	6	3	13.0	OR	39	3	2	7.7
IL	1384	178	37	12.9	AL	134	8	7	6.0
DE	109	14	4	12.8	AZ	67	4	4	6.0
WI	196	25	9	12.8	SD	56	1	1	1.8
NY	1476	187	55	12.7	KS	19	0	2	0
PA	524	63	28	12.0	LA	12	0	1	0
MO	318	38	15	11.9	MS	4	0	1	0
CA	1539	182	53	11.8	NV	5	0	1	0
NE	95	11	6	11.6	UT	10	0	1	0
NJ	422	47	24	11.1					

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Katherine Tobin, Ph.D. directed the research, and with Mathieu Bélanger, Ph.D., managed the census team. Dr. Bélanger also developed the database tools and procedures, conducted the analysis, and prepared this report. Meesha Rosa, Natalia Lee Soy, Nadia Wilkinson, Derek Cheu, and Donya Williams were responsible for managing communications with companies and entering the data. Jennifer Gregerson, Nicole Johnsen, Kevin McClean, Emmy Ng, Svetlana Peers, and Stephanie Whitmore were responsible for the systematic auditing of all the data presented in this census.

Robin Madell, Director of Communications, directed the editorial and production efforts with the assistance of Daniela Brunetti-Huneke. Elizabeth McCormick edited the report and Regina Chung formatted the interior pages. The Stanton Design Group provided the cover design.

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