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2003 Catalyst Census of Women Board Directors

A Call to Action in a New Era of
Corporate Governance



ABOUT CATALYST

Catalyst is the leading research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. As an independent, nonprofit membership organization, Catalyst uses a solutions-oriented approach that has earned the confidence of business leaders around the world. Catalyst conducts research on all aspects of women's career advancement and provides strategic and web-based consulting services on a global basis to help companies and firms advance women and build inclusive work environments. In addition, we honor exemplary business initiatives that promote women's leadership with our annual Catalyst Award. Catalyst is consistently ranked No. 1 among U.S. nonprofits focused on women's issues by The American Institute of Philanthropy.

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A Call to Action in a New Era of Corporate Governance

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THE CATALYST HONOR ROLL—COMPANIES WITH 25 PERCENT OR MORE WOMEN DIRECTORS: 54 COMPANIES

Company	Women Directors	Total Directors	Percent Women Directors
Golden West Financial Corporation	5	9	55.6
Avon Products, Inc.	6	11	54.5
WellPoint Health Networks Inc.	4	9	44.4
Circuit City Stores, Inc.	4	10	40.0
The Pepsi Bottling Group, Inc.	4	10	40.0
Gannett Co., Inc.	3	8	37.5
Publix Super Markets, Inc.	4	11	36.4
Teachers Insurance and Annuity Association College	5	14	35.7
Provident Financial Corporation	3	9	33.3
Xerox Corporation	3	9	33.3
Aetna Inc.	4	13	30.8
Albertson's, Inc.	4	13	30.8
Boise Cascade Corporation	4	13	30.8
The New York Times Company	4	13	30.8
Washington Mutual, Inc.	4	13	30.8
3M Company	3	10	30.0
Borders Group, Inc.	3	10	30.0
H.J. Heinz Company	3	10	30.0
McKesson Corporation	3	10	30.0
Sysco Corporation	3	10	30.0
Wells Fargo & Co.	5	17	29.4
Cendant Corporation	4	14	28.6
General Mills, Inc.	4	14	28.6
Host Marriott Corporation	2	7	28.6
Principal Financial Group, Inc.	4	14	28.6
SBC Communications Inc.	6	21	28.6
Target Corporation	4	14	28.6
The Gap, Inc.	3	11	27.3
Hewlett-Packard Company	3	11	27.3
Medtronic, Inc.	3	11	27.3
Merck & Co., Inc.	3	11	27.3
Nordstrom, Inc.	3	11	27.3
Northeast Utilities	3	11	27.3
Public Service Enterprise Group, Inc.	3	11	27.3
Airborne Inc.	2	8	25.0
Altria Group, Inc.	3	12	25.0
Bank of America Corporation	4	16	25.0
Calpine Corporation	2	8	25.0
CIT Group, Inc.	2	8	25.0
Consolidated Edison, Inc.	3	12	25.0
Eastman Kodak Company	3	12	25.0
Eli Lilly and Company	3	12	25.0
Ikon Office Solutions, Inc.	2	8	25.0
The May Department Stores Company	3	12	25.0
Lucent Technologies Inc.	2	8	25.0
OfficeMax, Inc.	2	8	25.0
Owens Corning	3	12	25.0
Pepco Holdings, Inc.	3	12	25.0
Quest Diagnostics Incorporated	3	12	25.0
Southwest Airlines	3	12	25.0
Sun Microsystems, Inc.	2	8	25.0
United Parcel Service, Inc.	3	12	25.0
UnitedHealth Group, Incorporated	3	12	25.0
USA Interactive, Inc.	3	12	25.0

FOREWORD



This year marks the tenth year that Catalyst has counted the number of women serving on Fortune 500 boards. Catalyst counts because we, like the business leaders with whom we work, respect numbers and data and the stories they tell. In 1995, the first year *Fortune* consolidated the Industrial and Service 500 lists, women held 9.6 percent of board seats in Fortune 500 companies. In 2003, women hold 13.6 percent of board seats at F500 companies, a percentage that has not doubled in

eight years, even though that period witnessed other significant gains by women in the business world. The number of seats held by women of color has increased, from 2.5 percent in 1999 to only 3.0 percent in 2003.

Despite the slow pace of change over the last eight years, there have been some bright spots of noticeable progress.

- ◆ In 1995, 96 companies had no women on their boards, and today that number has decreased to 54. (However, most of that gain occurred by 2001, as documented in our 2001 census.)
- ◆ In 2003, 54 companies have 25 percent or more women directors, up from 30 companies in 2001 and 11 companies in 1995.

The number of companies that now have women, especially more than one woman, on their boards represents significant change and improvement. We commend those companies.

However, in 2003, 208 companies have only one woman on their boards. Perhaps the story behind this number is that 42 percent of F500 companies think that once they have placed one woman on their boards, they are done. In fact, women represent a largely untapped pool of talent, expertise, and experience and can be of much greater value to corporate boards. This talent pool is especially relevant in a period marked by corporate scandals and changes in board regulation and requirements. A positive outcome will be a new era of openness, independence, and diverse representation on the boards of public companies.

Every time a corporate board seat becomes available, there is an opportunity to find the best person for the position. By demanding slates based both on the specific business competencies required and a diverse pool of candidates, boards can ensure that they are not overlooking the important and almost invisible resource that women, especially women of color, currently represent. Catalyst looks forward to the change companies can make—change that is good for women and good for business. We will continue to raise the bar and track women's progress in the boardroom.

Ilene H. Lang
President
Catalyst

Douglas N. Daft
Chairman & Chief Executive Officer
The Coca-Cola Company

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INTRODUCTION & KEY FINDINGS

The 2003 Catalyst Census of Women Board Directors provides trend data based on previous Catalyst censuses and an accurate picture of the number of women serving on F500 corporate boards, including information on the representation of women of color. In 2002, F500 companies employed more than 24 million people and generated \$7 trillion in revenue, making them the largest private sector employers in the United States.¹ Catalyst monitors women's advancement in leadership in these companies.

2003 Key Findings

- ◆ Women hold 13.6 percent of all board seats in the F500 in 2003, an increase from 12.4 percent in 2001 and 9.6 percent in 1995 when Catalyst first began tracking women on boards in the F500.²
- ◆ 54 companies have no women board directors, compared to 66 companies in 2001 and 96 in 1995. Another 208 companies have just one woman director.
- ◆ 54 companies have 25 percent or more women directors, up from 30 companies in 2001 and 11 in 1995.
- ◆ The top 100 companies in the Fortune ranking have at least one woman director. These companies also have the highest average number of women directors per company, at 2.0, as well as the highest percentage of women directors, at 16.0 percent.
- ◆ Women of color hold 3.0 percent of board seats at the 415 companies for which we have data, compared to 2.5 percent of board seats held at 341 companies in 1999.³

Business Case

Women have made enormous strides in recent years, and including them in greater numbers on corporate boards is good for business.

Women Are a Potential Source of Competitive Advantage

At only 13.6 percent, women's representation on F500 boards of directors doesn't reflect their influence and impact on the U.S. economy as wage earners, consumers, investors, business owners, and professional and managerial leaders.

¹ The 500 Largest Corporations, *Fortune* (April 14, 2003).

² When Catalyst first began counting women on boards in 1993, *Fortune* listed the top Industrial and Service 500 companies. *Fortune* consolidated these lists into the Fortune 500 in 1995, which Catalyst thereafter used as its benchmark. As a result, Catalyst has comparable data to the 2003 census on the status of women on boards since 1995.

³ The racial/ethnic composition of board members is not publicly available; Catalyst can only collect this information from those companies that are willing to provide it.

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- ◆ In 2002, women comprised almost one-half (46.5 percent) of the U.S. workforce and held just over one-half (50.5 percent) of managerial and professional specialty positions.⁴
- ◆ In 2001, women earned almost \$2 trillion of income in the United States, a potential source of buying and investing power.⁵
- ◆ In 2002, nearly one-half (46 percent) of all privately held businesses in the United States were either 50-percent-owned or majority-owned by women, employing 18.1 million people and generating \$2.3 trillion in sales.⁶
- ◆ By 2010, the number of women in the U.S. labor force will have increased by almost 10 million, a growth rate almost one-third higher than that of men.⁷

Women are represented in almost every category of goods and services. Women directors can provide a competitive advantage for companies that serve these markets.

For example, according to WellPoint Health Networks Inc., four of its nine board directors are women. The company is committed to having women in significant line roles in the leadership group in order to understand its customers, recognizing that women represent 65 percent of all health care expenditures, account for 65 percent of the nation's health care bill, and make 60 percent of office visits.

Women remain an untapped boardroom resource. Companies that are able to deploy this talent and expertise will have a leg up on their competition.

Women Are a Source of Independent Board Candidates

Many recent corporate scandals can be attributed to a lack of director independence. Pressure from legislation, such as Sarbanes-Oxley,⁸ and regulation, such as SEC disclosure and director-nomination guidelines, are focusing a spotlight on corporate governance. As a result, we expect changes that will require nominating committees to look farther afield for qualified board candidates. Boards will need to select directors who do not have close business, professional, or social ties to the CEO and other directors. In addition, requirements for experts in audit and compensation are creating opportunities for individuals from the fields of finance and human resources, areas where many women have achieved seniority and prestige.

At the same time, the heightened demands of board service are forcing many sitting CEOs to restrict the number of boards they serve on, thus opening up vacancies for new directors. All of these changes are good omens for higher numbers of women in future Catalyst censuses of women board directors.

⁴ Bureau of Labor Statistics, *Employment & Earnings* (January 2003).

⁵ Bureau of Labor Statistics, Current Population Survey, Annual Demographic Survey (Detailed Person Income), March 2002.

⁶ Center for Women's Business Research, "Completing the Picture: Equally-Owned Firms in 2002" (April 2003).

⁷ Howard N. Fullerton Jr. and Mitra Toosi, "Labor Force Projections to 2010: Steady Growth and Changing Composition," *Monthly Labor Review* (November 2001): p35.

⁸ Sarbanes-Oxley Act of 2002, Public Law No: 107-204.

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"It's easy for boards to get club-like and ingrown. The notion of a bunch of old men who grew up in the same environment, governing a company—it's the best formula I know of for getting out of step in a changing world."

—CEO, F500 Company

One argument for the gradual pace of change for women on boards is that board turnover is slow. But according to the search firm Spencer Stuart, there was a 44-percent increase in new outside directors added to the S&P 500 boards from 2001 to 2002 (from 278 recruited directors in 2001 to 401 in 2002). Women comprised just 16 percent of newly added outside directors, a percent that has been constant for the past five years.⁹

There are enough women experienced and prepared for board service that companies must consider adding women (not just one as a token for the gender), because they represent a major part of the workforce and the client base.

"We've had women on the board as long as I've served with the company.... As time has gone on, I think we've increasingly appreciated that it's more than a woman or two...it's having women represented in numbers that increasingly approximate their presence in the workforce and their presence in the consuming public."

—Stephen Sanger, Chairman and CEO, General Mills

Yet, there are only eight F500 women CEOs. However, women do represent a more significant portion of the talent pool below the CEO level. In 2002, women held 2,140 (15.7 percent) of F500 corporate officer positions.¹⁰ One chairman and CEO explained the value of tapping women in this segment of the leadership:

"It was not a question of lowering our sights. I'd never encourage someone to do that.... CEOs of major companies are so busy that they have very little time for boards. I'd rather have an executive vice president or a senior vice president who really knows something from another industry or another geography, as opposed to a chief executive officer."

—Charles O. Holliday, Jr. Chairman, E.I. du Pont de Nemours

Presence of Women on Boards Sends a Powerful Message

Companies increasingly understand the importance of being recognized by women as an "employer of choice" if they want to recruit and retain high-performing and high-potential talent. Business women are increasingly sophisticated in investigating prospective employers and want to understand if women play powerful roles in the organization. Many companies believe that the presence of directors who are women and/or people of color sends a positive message to these employee groups.

⁹ Spencer Stuart Board Index, 2002: p6.

¹⁰ 2002 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500.

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"I credit our board of directors, four women and five men, with driving our efforts related to advancing women and minorities. They hold the executive team accountable for the diversity of our organization."

—Leonard Schaeffer, Chairman and CEO, WellPoint Health Networks Inc.

Women directors serve as role models for women professionals and managers in the company. Women, especially women of color, recognize the importance of mentors and sponsors to career advancement as well as the difficulty women and people of color confront in obtaining this kind of support. These gender-, race- and ethnicity-specific experiences represent important resources that boards need.

"At The Coca-Cola Company, women have played an essential role in our leadership since 1934, when Lettie Pate Evans became the first woman to join our Board of Directors. Today, our definition of diversity is as expansive and inclusive as the world's most famous brand, Coca-Cola. And we're committed to making diversity as real in our workplace as it is in the markets where we do business."

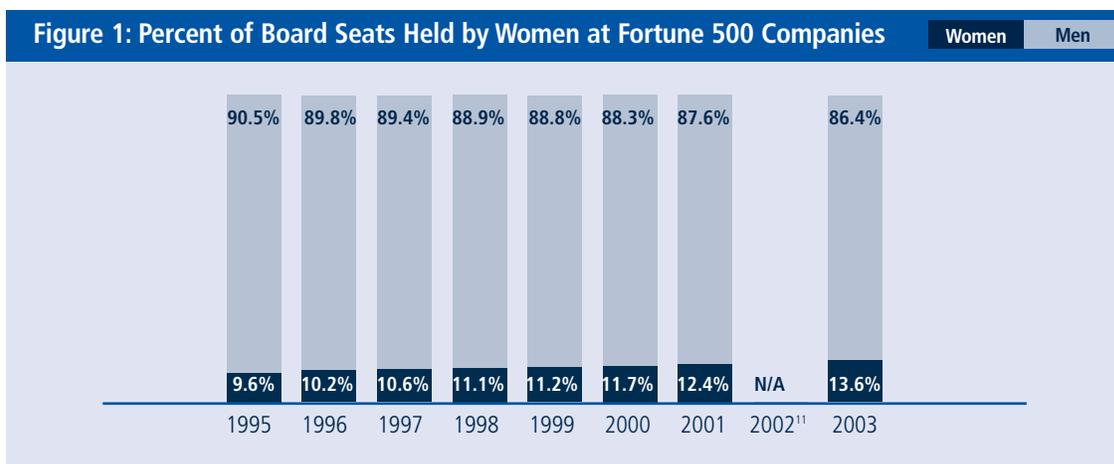
—Douglas N. Daft, Chairman and Chief Executive Officer, The Coca-Cola Company

Time for Change

Taking stock of today's business world in the United States—with all of the issues that have gained attention in the last few years—makes it clear that it is time for change. It is time for women to hold more than 13.6 percent of board seats in F500 companies. It is time for 54 F500 boards to include at least one woman. It is time for 208 F500 companies to include more than one woman on their boards. It is also time for F500 boards to be more inclusive of women of color.

WOMEN ON BOARDS

This year, the proportion of board seats held by women on boards of F500 companies continues to increase. However, the vast majority of seats, 86.4 percent, continue to be held by men. As of March 31, 2003, women hold 13.6 percent of all board seats in F500 companies, up from 12.4 percent in 2001 and 9.6 percent in 1995. The rate of change proceeds at a slow and incremental pace.



Women board directors have increased only 1.2 percentage points since 2001, and 4.0 percentage points since 1995 when Catalyst first began to track women on boards in the F500. Women board directors have increased at an annual average rate of 4.1 percent for the years 1995 to 2003.¹² Additional analyses predict that, at the current pace of change, women board directors will increase to 14.9 percent in 2008, to 17.3 percent in 2013, and to 22.0 percent in 2023.¹³ In 20 years, women will not be one-quarter of board directors if the current rate of change remains constant.

Table 1: Retrospective View of Women on Boards, 1995-2003

	Total Number of Seats	Number of Seats Held by Women	Percent of Board Seats Held by Women
1995	6,274	600	9.6
1996	6,123	626	10.2
1997	6,081	643	10.6
1998	6,064	671	11.1
1999	6,120	685	11.2
2000	6,098	711	11.7
2001	5,915	735	12.4
2002	N/A	N/A	N/A
2003	5,711	779	13.6

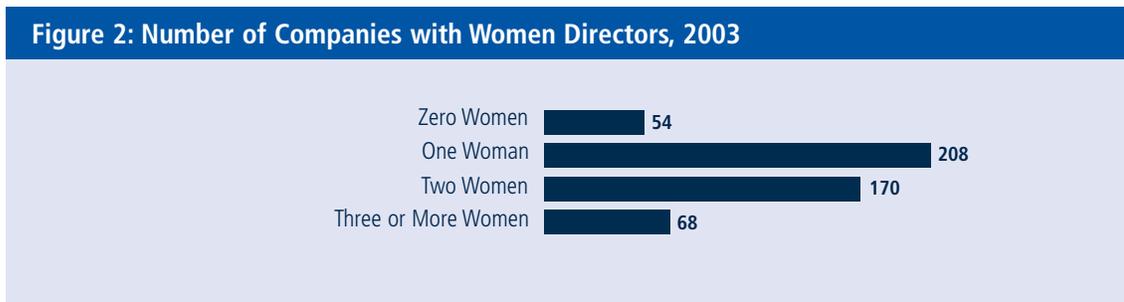
¹¹ In 2001, Catalyst began alternating years between publishing our corporate officer and board director censuses.

¹² The annual average rate of increase for the years between 1995 and 2003 was calculated using the compound annual growth rate (CAGR).

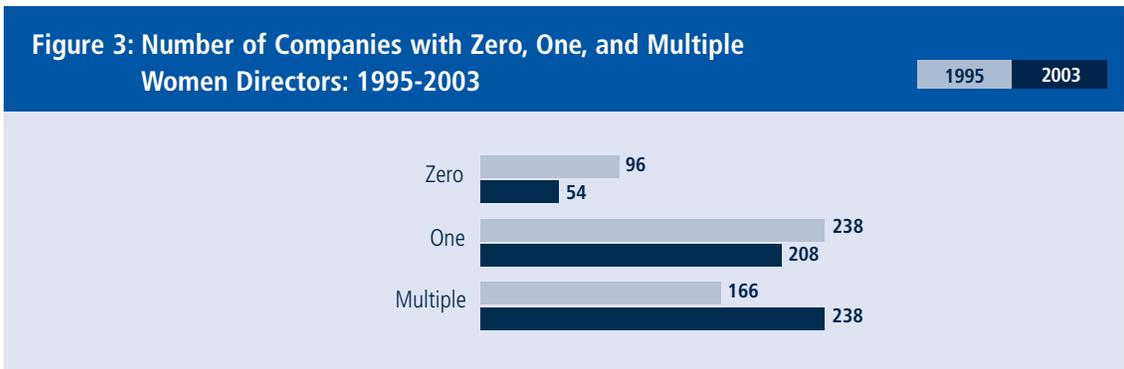
¹³ Catalyst conducted regression analyses to project the percent of women board directors in 5, 10, and 20 years based on the percentage of women directors from 1995 to 2003.

Fortune 500 Companies with Women Directors

In 2003, 54 companies have no women directors, down from 66 companies in 2001 and 96 in 1995. Two hundred and eight companies have one woman, 170 companies have two women, and 68 companies have three or more women serving as directors on their boards.



In 2003, 238 companies have two or more women serving on their boards, up from 223 companies in 2001 and 166 companies in 1995.



Women Directors by Fortune Revenue Quintile

In previous censuses, Catalyst analyzed the relationship between board size and the number of directors by Fortune revenue by quintile (based on *Fortune* magazine’s ranking).¹⁴ This year, as in previous censuses, analyses reveal that companies ranked higher by revenue tend to have larger boards and are more likely to have at least one woman on their boards. Among the top 100 companies in the Fortune ranking, all have at least one woman serving on their boards. These companies also have the highest average number of women directors per company, at 2.0, as well as the highest percentage of women directors, at 16.0 percent.

¹⁴ Correlation analyses were conducted to explore the relationship between Fortune rank by revenue, board size, and the percentage of women board directors. Analyses show a statistically significant relationship between rank by revenue and number of women directors.

Table 2: Average Number of Directors by Company Rank

Quintile	Number of Companies with Zero Women Directors	Average Number of Women Directors per Company	Average Number of Directors per Company
F1-100	0	2.0	12.5
F101-200	6	1.7	11.7
F201-300	14	1.5	12.1
F301-400	11	1.4	10.7
F401-500	23	1.1	10.1

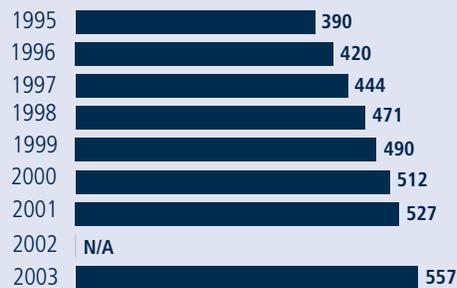
Table 3: Number and Percent of Board Directors by Company Rank

Quintile	Number of Women Directors	Total Directors	Percent of Women Directors
F1-100	200	1247	16.0
F101-200	173	1167	14.8
F201-300	148	1214	12.2
F301-400	144	1073	13.4
F401-500	114	1010	11.3
Total	779	5711	13.6

Individual Women on Boards

There are 557 individual women serving on boards of F500 companies, an increase from 527 in 2001 and 390 in 1995.

Figure 4: Number of Individual Women Board Directors: 1995-2003



The 557 individual women serving on boards hold a total of 779 board seats, an average of 1.4 board seats each, compared to the 1.3 average board seats held in 1995.

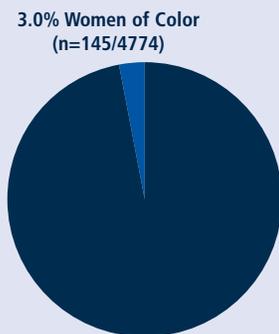
- ◆ 416 (74.7 percent) serve on one board
- ◆ 86 (15.4 percent) serve on two boards
- ◆ 39 (7.0 percent) serve on three boards
- ◆ 16 (2.9 percent) serve on four or more boards

Women of Color on Fortune Boards

In the three years since Catalyst began explicitly counting women-of-color directors, there has been scant progress. In 1999, women of color held 2.5 percent of board seats (103 of 4,178) at 341 companies. In 2001, the percentage rose only one-tenth of a percentage point, to 2.6 (125 of 4,862). This year, women of color hold 3.0 percent of board seats (145 of 4,774) at the 415 F500 companies for which we have this data.¹⁵ At these 415 companies, women of color make up 22.1 percent of all 655 board seats held by women. Of the 145 seats held by women of color, 104 seats are held by African-American women, 29 seats are held by Latina/Hispanic women, and 12 board seats are held by Asian-American women.

From 1999 to 2003, women of color increased by only one-half a percentage point, a rate of growth that lags the overall rate for women.

Figure 5: Board Seats Held by Women of Color in 415 Fortune 500 Companies



¹⁵ Because the racial/ethnic composition of board members is not publicly available, we collect information from companies that are willing to provide it. Those companies that have no women are categorized as companies with zero women of color and are included in the total.

Industry Analysis

Catalyst analyzed industries with the highest and lowest percentages of women board directors based on a broad range of industry categories listed in *Fortune* magazine. The number of companies in each industry can vary, and one company can have considerable influence in industries with few companies.

Table 4: Industries with the Highest Representation of Women Board Directors

Industry	Number of Companies	Total Women Directors	Total Directors	Percent Women Directors
Savings Institutions	2	9	22	40.9
Miscellaneous	3	8	33	24.2
Publishing, Printing	5	14	60	23.3
Tobacco	2	5	22	22.7
Household and Personal Products	7	19	84	22.6
Building Materials, Glass	3	7	32	21.9
Insurance: P&C (mutual)	2	4	20	20.0
General Merchandisers	13	28	151	18.5
Mail, Package, Freight Delivery	4	8	44	18.2
Home Equipment, Furnishings	3	5	28	17.9

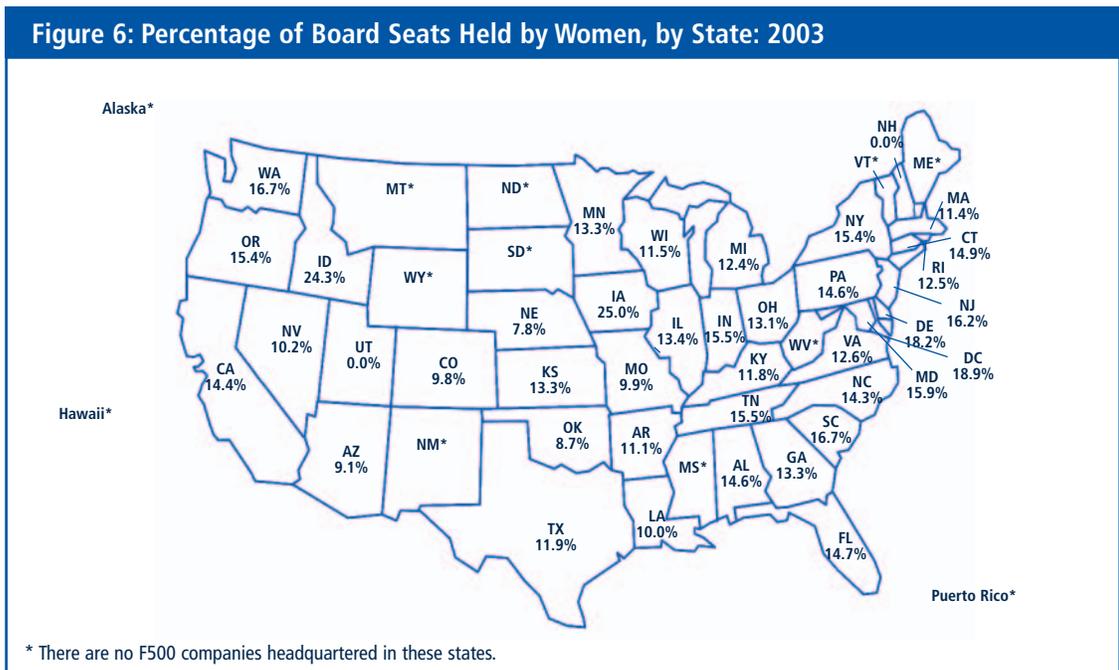
Table 5: Industries with the Lowest Representation of Women Board Directors

Industry	Number of Companies	Total Women Directors	Total Directors	Percent Women Directors
Textiles	1	0	9	0.0
Transportation and Logistics	1	0	8	0.0
Automotive Retailing, Services	5	2	55	3.6
Waste Management	2	1	21	4.8
Oil and Gas Equipment, Services	3	2	30	6.7
Semiconductors and Other Electronic Components	6	4	59	6.8
Computer Peripherals	3	2	28	7.1
Computer Software	3	2	27	7.4
Homebuilders	6	5	65	7.7
Aerospace and Defense	10	9	112	8.0

Geographic Analysis

There have been slight changes in the regional distribution of women board directors since 2001. The Northeast region of the United States now has 92.3 percent of companies with women on boards, compared to 90.8 percent in 2001. The Midwest had the highest percentage of companies with women on boards in 2001—with 91.5 percent—but has decreased to 90.4 percent. The South increased from 83.9 percent in 2001 to 86.0 percent in 2003. The West experienced the greatest increase in women serving on boards, from 77.4 percent in 2001 to 87.7 percent in 2003.

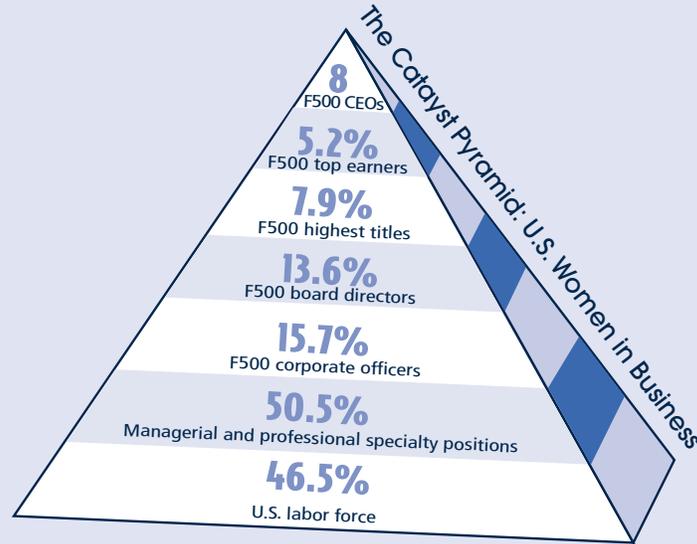
Region	Number of Companies with Women	Number of Companies in Region	Percent of Companies with Women Directors
Northeast	120	130	92.3
Midwest	132	146	90.4
West	71	81	87.7
South	123	143	86.0
Total	446	500	89.2



Catalyst Pyramid—U.S. Women in Business

Catalyst also tracks the percentage of women corporate officers, the highest titles held by women officers, and top earners in alternate years.

Figure 7: 2003 Catalyst Pyramid



Sources: Bureau of Labor Statistics, *Employment & Earnings*, January 2003
Catalyst, *2003 Catalyst Census of Women Board Directors*
Catalyst, *2002 Catalyst Census of Women Corporate Officers and Top Earners*

METHODOLOGY

For ten years, Catalyst's census methodology has ensured the accuracy and comparability of data over time. We accomplish this by providing companies the opportunity to verify their data.

In May, 2003, Catalyst sent a letter to each F500 company (as published in the April 15, 2003 issue of *Fortune* magazine). The letter requested that each company:

- (1) verify the company's total number of board directors in the period between April 1, 2002 and March 31, 2003;
- (2) confirm the names and gender of board directors between April 1, 2002 and March 31, 2003; and
- (3) ascertain the total number of African-American, Latina/Hispanic, Asian-American, and other women of color represented on its board of directors.

One week after the mailing of the first letter, the Catalyst research staff made follow-up phone calls to all non-responding companies. If we still had not heard from a company after the follow-up calls, additional letters were sent out over several weeks, one by mail and the other by fax, from Catalyst's President to the company's CEO. The purpose of these letters was to inform the non-responding companies that, after repeated efforts, we still had not received the company-verified data for this census, and that we would publish the data gathered from public records. Our verification rate for the F500 companies is 81 percent.

The Catalyst research team made a total of 580 follow-up phone calls and sent out 359 letters to non-responding companies. For those companies that did not verify their data, Catalyst reports the unverified data from publicly available records.

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

The *Catalyst Census of Women Board Directors* is a snapshot in time. It represents the gender and racial/ethnic diversity of corporate governance of F500 companies for the period of time between April 1, 2002 and March 31, 2003. Catalyst continues this work biennially to monitor progress over time.

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

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
1	WAL-MART STORES, INC.	2	14	14.3	51	THE DOW CHEMICAL COMPANY	2	13	15.4
2	GENERAL MOTORS CORPORATION	1	13	7.7	52	MARATHON OIL CORPORATION	1	11	9.1
3	EXXON MOBIL CORPORATION	3	13	23.1	53	DELPHI CORPORATION	2	13	15.4
4	FORD MOTOR COMPANY	2	14	14.3	54	SPRINT CORPORATION	1	8	12.5
5	GENERAL ELECTRIC COMPANY	3	17	17.6	55	VALERO ENERGY CORP	1	9	11.1
6	CITIGROUP, INC.	1	16	6.3	56	LOCKHEED MARTIN CORPORATION	2	12	16.7
7	CHEVRONTXACO CORPORATION	1	14	7.1	57	PRUDENTIAL FINANCIAL, INC.	2	15	13.3
8	INTL. BUSINESS MACHINES CORPORATION	2	12	16.7	58	INTEL	1	11	9.1
9	AMERICAN INTERNATIONAL GROUP,INC.	2	19	10.5	59	MOTOROLA, INC.	2	13	15.4
10	VERIZON COMMUNICATIONS INC.	2	15	13.3	60	LOWE'S COMPANIES, INC.	2	11	18.2
11	ALTRIA GROUP, INC.	3	12	25.0	61	THE WALT DISNEY COMPANY	2	13	15.4
12	CONOCOPHILLIPS	3	16	18.8	62	PEPSICO, INC.	3	15	20.0
13	THE HOME DEPOT, INC.	1	12	8.3	63	UNITEDHEALTH GROUP, INCORPORATED	3	12	25.0
14	HEWLETT-PACKARD COMPANY	3	11	27.3	64	INTERNATIONAL PAPER COMPANY	1	11	9.1
15	THE BOEING COMPANY	1	11	9.1	65	NEW YORK LIFE INSURANCE COMPANY	2	14	14.3
16	FANNIE MAE	4	17	23.5	66	VIACOM INC.	2	18	11.1
17	MERCK & CO., INC.	3	11	27.3	67	E.I. DU PONT DE NEMOURS	3	13	23.1
18	THE KROGER COMPANY	1	14	7.1	68	CVS CORPORATION	2	11	18.2
19	CARDINAL HEALTH, INC.	1	13	7.7	69	AMERICAN EXPRESS COMPANY	1	11	9.1
20	MCKESSON CORPORATION	3	10	30.0	70	WACHOVIA CORP.	2	15	13.3
21	STATE FARM INSURANCE COS.	3	13	23.1	71	ARCHER DANIELS MIDLAND COMPANY	2	10	20.0
22	AT&T	2	9	22.2	72	TYSON FOODS, INC.	2	10	20.0
23	BANK OF AMERICA CORPORATION	4	16	25.0	73	SYSCO CORPORATION	3	10	30.0
24	AMERISOURCEBERGEN CORP.	1	10	10.0	74	GEORGIA-PACIFIC CORPORATION	2	12	16.7
25	TARGET CORPORATION	4	14	28.6	75	GOLDMAN SACHS GROUP, INC.	1	8	12.5
26	J.P. MORGAN CHASE & CO.	2	13	15.4	76	INGRAM MICRO, INC.	1	8	12.5
27	SBC COMMUNICATIONS INC.	6	21	28.6	77	BELLSOUTH CORPORATION	2	12	16.7
28	BERKSHIRE HATHAWAY INC.	1	7	14.3	78	HONEYWELL INTERNATIONAL INC.	1	13	7.7
29	AOL TIME WARNER INC.	1	14	7.1	79	BANK ONE CORPORATION	1	13	7.7
30	SEARS ROEBUCK AND COMPANY	2	10	20.0	80	ELECTRONIC DATA SYSTEMS CORPORATION	1	10	10.0
31	THE PROCTER & GAMBLE COMPANY	3	19	15.8	81	SUPERVALU INC.	2	10	20.0
32	FREDDIE MAC	3	18	16.7	82	ALCOA, INC.	2	10	20.0
33	COSTCO WHOLESALE CORPORATION	1	10	10.0	83	FEDEX CORPORATION	2	12	16.7
34	JOHNSON & JOHNSON	1	11	9.1	84	MASS. MUTUAL LIFE INSURANCE COMPANY	1	16	6.3
35	ALBERTSON'S, INC.	4	13	30.8	85	CATERPILLAR, INC.	1	14	7.1
36	DELL COMPUTER CORPORATION	1	11	9.1	86	JOHNSON CONTROLS, INC.	1	12	8.3
37	PFIZER INC †	2	16	12.5	87	CIGNA CORPORATION	2	11	18.2
38	METLIFE INC.	2	14	14.3	88	AETNA INC.	4	13	30.8
39	KMART CORPORATION	2	9	22.2	89	TIAA-CREF	5	14	35.7
40	MORGAN STANLEY	1	11	9.1	90	HCA, INC	2	15	13.3
41	SAFEWAY INC.	1	9	11.1	91	BEST BUY CO. INC.	1	11	9.1
42	J.C. PENNEY COMPANY, INC.	2	11	18.2	92	THE COCA-COLA COMPANY	2	14	14.3
43	UNITED PARCEL SERVICE, INC.	3	12	25.0	93	AUTONATION, INC.	1	11	9.1
44	THE ALLSTATE CORPORATION	2	13	15.4	94	WASHINGTON MUTUAL, INC.	4	13	30.8
45	WALGREEN CO.	1	10	10.0	95	CISCO SYSTEMS, INC.	2	12	16.7
46	WELLS FARGO & CO.	5	17	29.4	96	WEYERHAEUSER COMPANY	2	12	16.7
47	MICROSOFT CORPORATION	1	8	12.5	97	VISTEON CORPORATION	1	10	10.0
48	MERRILL LYNCH & CO., INC.	2	11	18.2	98	BRISTOL-MYERS SQUIBB COMPANY	2	10	20.0
49	UNITED TECHNOLOGIES CORPORATION	1	10	10.0	99	NORTHROP GRUMMAN CORPORATION	1	12	8.3
50	CONAGRA FOODS, INCORPORATED	1	12	8.3	100	ABBOTT LABORATORIES	2	14	14.3

† See addendum notes on page 36
 Catalyst Census of Women Board Directors from April 1, 2002 to March 31, 2003

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

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
101	SARA LEE CORPORATION	3	15	20.0	151	CIRCUIT CITY STORES, INC.	4	10	40.0
102	FLEMING COMPANIES, INC. †	2	9	22.2	152	EL PASO CORPORATION	0	15	0.0
103	WELLPOINT HEALTH NETWORKS INC.	4	9	44.4	153	HALLIBURTON COMPANY	1	12	8.3
104	AMR CORPORATION	2	12	16.7	154	SUNOCO, INC.	2	11	18.2
105	RAYTHEON COMPANY	1	11	9.1	155	SUN MICROSYSTEMS, INC.	2	8	25.0
106	PHARMACIA CORPORATION	3	14	21.4	156	UNION PACIFIC CORPORATION	1	11	9.1
107	LOEWS CORPORATION	1	12	8.3	157	COMCAST CORPORATION	1	12	8.3
108	COCA-COLA ENTERPRISES, INC.	2	15	13.3	158	SOLECTRON CORPORATION	0	11	0.0
109	LEHMAN BROTHERS HOLDINGS, INC.	1	8	12.5	159	FIRSTENERGY CORPORATION	3	16	18.8
110	3M COMPANY	3	10	30.0	160	CINERGY CORP.	1	9	11.1
111	NATIONWIDE MUTUAL INSURANCE CO.	2	16	12.5	161	THE TJX COMPANIES, INC.	2	11	18.2
112	PUBLIX SUPER MARKETS, INC.	4	11	36.4	162	AMERADA HESS CORPORATION	1	11	9.1
113	NORTHWESTERN MUTUAL	3	25	12.0	163	EDISON INTERNATIONAL	1	11	9.1
114	HARTFORD FINANCIAL SERVICES GROUP INC.	1	12	8.3	164	RELIANT RESOURCES, INC.	1	5	20.0
115	FLEETBOSTON FINANCIAL CORPORATION	2	19	10.5	165	STAPLES, INC.	2	13	15.4
116	XEROX CORPORATION	3	9	33.3	166	OFFICE DEPOT, INC.	2	12	16.7
117	TECH DATA CORPORATION	1	9	11.1	167	COMPUTER SCIENCES CORPORATION	0	10	0.0
118	DUKE ENERGY CORPORATION	1	11	9.1	168	TOYS R US, INC.	2	10	20.0
119	AT&T WIRELESS SERVICES, INC.	1	8	12.5	169	HUMANA INC.	1	8	12.5
120	AMERICAN ELECTRIC POWER COMPANY, INC.	2	13	15.4	170	PACIFICARE HEALTH SYSTEMS INC.	1	11	9.1
121	QWEST COMMUNICATIONS INTL. INC.	1	12	8.3	171	WASTE MANAGEMENT, INC.	1	9	11.1
122	FEDERATED DEPARTMENT STORES, INC.	2	11	18.2	172	ELI LILLY AND COMPANY	3	12	25.0
123	U.S. BANCORP	2	21	9.5	173	WHIRLPOOL CORPORATION	2	12	16.7
124	MCDONALD'S CORPORATION	2	15	13.3	174	TEXTRON INC.	1	13	7.7
125	RITE AID CORPORATION	1	8	12.5	175	MARRIOTT INTERNATIONAL, INC.	2	11	18.2
126	EXELON CORPORATION	2	15	13.3	176	MANPOWER INC.	1	8	12.5
127	HOUSEHOLD INTERNATIONAL, INC.	2	14	14.3	177	SOUTHERN COMPANY	1	10	10.0
128	WYETH	1	11	9.1	178	MARSH & MCLENNAN COMPANIES, INC.	2	17	11.8
129	LIBERTY MUTUAL INSURANCE GROUP	2	14	14.3	179	MBNA CORPORATION	1	9	11.1
130	THE GAP, INC.	3	11	27.3	180	XCEL ENERGY INC.	2	12	16.7
131	LEAR CORPORATION	1	10	10.0	181	AES CORPORATION	2	13	15.4
132	UAL CORPORATION	1	11	9.1	182	DANA CORPORATION	2	11	18.2
133	CENDANT CORPORATION	4	14	28.6	183	AFLAC, INC.	2	17	11.8
134	TXU CORP.	1	10	10.0	184	DOMINION RESOURCES, INC.	1	15	6.7
135	DEERE & COMPANY	2	12	16.7	185	HEALTH NET INC.	1	10	10.0
136	TENET HEALTHCARE CORPORATION	2	10	20.0	186	FLUOR CORPORATION	2	11	18.2
137	GENERAL DYNAMICS CORPORATION	0	9	0.0	187	SCHERING-PLOUGH CORPORATION	2	11	18.2
138	EMERSON ELECTRIC CO.	1	16	6.3	188	NIKE, INC.	2	13	15.4
139	GOODYEAR TIRE & RUBBER	2	13	15.4	189	ILLINOIS TOOL WORKS, INC.	1	10	10.0
140	PG&E CORP.	1	9	11.1	190	ORACLE CORPORATION	1	9	11.1
141	LUCENT TECHNOLOGIES INC.	2	8	25.0	191	CAPITAL ONE FINANCIAL CORPORATION	0	7	0.0
142	ANHEUSER-BUSCH COMPANIES, INC.	2	15	13.3	192	UNUMPROVIDENT CORPORATION	2	11	18.2
143	KIMBERLY-CLARK CORPORATION	3	13	23.1	193	NORTHWEST AIRLINES CORPORATION	1	15	6.7
144	THE MAY DEPARTMENT STORES COMPANY	3	12	25.0	194	H.J. HEINZ COMPANY	3	10	30.0
145	DELTA AIR LINES, INC.	1	9	11.1	195	MASCO CORPORATION	1	7	14.3
146	ANTHEM, INC.	3	16	18.8	196	THE WILLIAMS COMPANIES, INC.	1	12	8.3
147	EXPRESS SCRIPTS, INC.	1	11	9.1	197	THE PROGRESSIVE CORPORATION	2	12	16.7
148	ADVANCEPCS, INC.	0	9	0.0	198	COLGATE-PALMOLIVE COMPANY	2	9	22.2
149	WINN-DIXIE STORES, INC.	2	11	18.2	199	UNITED SERVICES AUTOMOBILE ASSOCIATION	2	14	14.3
150	EASTMAN KODAK COMPANY	3	12	25.0	200	THE PEPSI BOTTLING GROUP, INC.	4	10	40.0

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

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
201	DEAN FOODS COMPANY	1	14	7.1	251	NEWELL RUBBERMAID INC.	2	12	16.7
202	LIMITED BRANDS, INC.	3	14	21.4	252	OCCIDENTAL PETROLEUM CORPORATION	1	12	8.3
203	CHUBB CORPORATION	3	17	17.6	253	SONIC AUTOMOTIVE, INC.	1	11	9.1
204	KOHL'S CORPORATION	2	13	15.4	254	BOISE CASCADE CORPORATION	4	13	30.8
205	BURLINGTON NORTHERN SANTA FE CORP.	1	13	7.7	255	SMITHFIELD FOODS	1	8	12.5
206	AVNET, INC.	2	10	20.0	256	LENNAR CORP.	1	10	10.0
207	THE ST. PAUL COMPANIES, INC.	2	14	14.3	257	PACCAR INC.	0	10	0.0
208	JOHN HANCOCK FINANCIAL SERVICES INC.	1	15	6.7	258	EATON CORPORATION	1	9	11.1
209	COUNTRYWIDE FINANCIAL CORPORATION	1	11	9.1	259	MIRANT CORP.	1	9	11.1
210	PRINCIPAL FINANCIAL GROUP, INC.	4	14	28.6	260	SAFECO CORPORATION	2	11	18.2
211	PUBLIC SERVICE ENTERPRISE GROUP, INC.	3	11	27.3	261	AUTOMATIC DATA PROCESSING, INC.	1	12	8.3
212	AON CORPORATION	1	14	7.1	262	US AIRWAYS GROUP, INC.	2	14	14.3
213	ARAMARK CORPORATION	1	11	9.1	263	TESORO PETROLEUM CORPORATION	0	6	0.0
214	SANMINA-SCI CORPORATION	1	9	11.1	264	UNITED STATES STEEL CORPORATION	1	12	8.3
215	NATIONAL CITY CORPORATION	2	15	13.3	265	THE BEAR STEARNS COMPANIES, INC.	0	12	0.0
216	NEXTEL COMMUNICATIONS, INC.	2	11	18.2	266	ARVINMERITOR, INC.	2	13	15.4
217	CONSOLIDATED EDISON, INC.	3	12	25.0	267	CAREMARK RX, INC.	2	11	18.2
218	GILLETTE COMPANY	2	12	16.7	268	CROWN HOLDINGS, INC.	2	10	20.0
219	CLEAR CHANNEL COMMUNICATIONS, INC.	1	11	9.1	269	PREMCO INC.	0	9	0.0
220	CONTINENTAL AIRLINES, INC.	1	14	7.1	270	DTE ENERGY COMPANY	1	12	8.3
221	PLAINS ALL AMERICAN PIPELINE, L.P.	0	7	0.0	271	D.R. HORTON, INC.	1	11	9.1
222	BAXTER INTERNATIONAL INC.	2	11	18.2	272	CMS ENERGY CORPORATION	1	13	7.7
223	TEXAS INSTRUMENTS INCORPORATED	1	9	11.1	273	NISOURCE INC.	1	10	10.0
224	ENTERGY CORPORATION	2	14	14.3	274	NAVISTAR INTERNATIONAL CORPORATION	1	12	8.3
225	KELLOGG COMPANY	2	12	16.7	275	GANNETT CO., INC.	3	8	37.5
226	FPL GROUP, INC.	1	13	7.7	276	MEDTRONIC, INC.	3	11	27.3
227	GENUINE PARTS COMPANY	2	13	15.4	277	PNC FINANCIAL SERVICES GROUP INC.	2	16	12.5
228	PROGRESS ENERGY, INC.	2	14	14.3	278	FIFTH THIRD BANCORP	1	19	5.3
229	DILLARD'S INC.	1	14	7.1	279	NORFOLK SOUTHERN CORPORATION	1	9	11.1
230	SMURFIT-STONE CONTAINER CORP.	0	10	0.0	280	AVON PRODUCTS, INC.	6	11	54.5
231	CSX	1	14	7.1	281	R. J. REYNOLDS TOBACCO HOLDINGS, INC.	2	10	20.0
232	GUARDIAN LIFE INS. CO. OF AMERICA	1	16	6.3	282	INTERPUBLIC GROUP OF COMPANIES, INC.	1	10	10.0
233	PPG INDUSTRIES, INC.	1	11	9.1	283	PARKER-HANNIFIN CORPORATION	2	14	14.3
234	ALLTEL CORPORATION	1	14	7.1	284	CONSECO, INC.	1	11	9.1
235	GENERAL MILLS, INC.	4	14	28.6	285	KEYCORP	2	15	13.3
236	CENTERPOINT ENERGY, INC.	0	8	0.0	286	CAMPBELL SOUP CO.	2	16	12.5
237	CENEX HARVEST STATES COOPERATIVES	0	17	0.0	287	BB&T CORP.	2	17	11.8
238	AMERICAN STANDARD COMPANIES, INC.	0	8	0.0	288	SCIENCE APPLICATIONS INTL.	2	20	10.0
239	ASHLAND INC.	2	10	20.0	289	DOLLAR GENERAL CORPORATION	2	12	16.7
240	YUM! BRANDS, INC.	2	14	14.3	290	KEYSPAN CORPORATION	1	10	10.0
241	CENTEX CORPORATION	1	12	8.3	291	SEMPRA ENERGY	2	14	14.3
242	FIRST DATA CORPORATION	2	9	22.2	292	AGILENT TECHNOLOGIES INC.	1	7	14.3
243	FARMLAND INDUSTRIES, INC.	0	22	0.0	293	NORDSTROM, INC.	3	11	27.3
244	UNITED AUTO GROUP, INC.	0	12	0.0	294	SAKS, INCORPORATED	2	14	14.3
245	ARROW ELECTRONICS, INC	1	11	9.1	295	BJ'S WHOLESALE CLUB, INC.	0	8	0.0
246	CALPINE CORPORATION	2	8	25.0	296	CUMMINS	1	9	11.1
247	OMNICOM GROUP INC.	2	11	18.2	297	LAND O LAKES, INC.	0	25	0.0
248	SUNTRUST BANKS, INC.	2	15	13.3	298	OWENS-ILLINOIS, INC.	1	10	10.0
249	MEADWESTVACO CORPORATION	2	16	12.5	299	THE BANK OF NEW YORK COMPANY, INC.	1	14	7.1
250	PULTE HOMES, INC.	1	12	8.3	300	APPLE COMPUTER, INC.	0	5	0.0

† See addendum notes on page 36
 Catalyst Census of Women Board Directors from April 1, 2002 to March 31, 2003

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

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
301	ROHM AND HAAS COMPANY	2	15	13.3	351	THE FIRST AMERICAN CORPORATION	2	13	15.4
302	THRIVENT FINANCIAL FOR LUTHERANS	2	18	11.1	352	CONSTELLATION ENERGY GROUP, INC.	2	13	15.4
303	UNISYS CORPORATION	2	10	20.0	353	TEMPLE-INLAND INC.	1	12	8.3
304	NCR CORPORATION	1	9	11.1	354	PARK PLACE ENTERTAINMENT CORPORATION	1	9	11.1
305	AMGEN, INC	2	13	15.4	355	W.W. GRAINGER, INC.	1	12	8.3
306	SOUTHWEST AIRLINES	3	12	25.0	356	LINCOLN NATIONAL CORPORATION	3	13	23.1
307	ALLIED WASTE INDUSTRIES	0	12	0.0	357	DANAHER CORPORATION	0	8	0.0
308	EMC CORPORATION	1	8	12.5	358	RADIOSHACK CORPORATION	1	13	7.7
309	PPL CORPORATION	1	8	12.5	359	JACOBS ENGINEERING GROUP INC.	2	13	15.4
310	FEDERAL-MOGUL CORPORATION	1	8	12.5	360	ASBURY AUTOMOTIVE GROUP, INC.	0	13	0.0
311	AIR PRODUCTS & CHEMICALS, INC	2	11	18.2	361	MOHAWK INDUSTRIES, INC.	0	9	0.0
312	TRIBUNE COMPANY	3	15	20.0	362	CHARTER COMMUNICATIONS, INC.	1	8	12.5
313	FORTUNE BRANDS	2	9	22.2	363	FOOT LOCKER, INC.	2	11	18.2
314	AUTOZONE, INC.	2	10	20.0	364	THE CHARLES SCHWAB CORPORATION	2	12	16.7
315	EASTMAN CHEMICAL	1	11	9.1	365	AUTOLIV, INC.	0	10	0.0
316	UNOCAL CORPORATION	2	10	20.0	366	PERFORMANCE FOOD GROUP COMPANY	0	7	0.0
317	CIT GROUP, INC.	2	8	25.0	367	LONGS DRUG STORES CORPORATION	1	14	7.1
318	BARNES & NOBLE INC.	2	9	22.2	368	PITNEY BOWES INC.	2	12	16.7
319	USA INTERACTIVE, INC.	3	12	25.0	369	DEVON ENERGY CORPORATION	0	13	0.0
320	BAKER HUGHES INCORPORATED	1	11	9.1	370	THE BLACK & DECKER CORPORATION	1	8	12.5
321	THE SHERWIN-WILLIAMS COMPANY	1	12	8.3	371	DOLE FOOD COMPANY, INC.	1	10	10.0
322	VF CORPORATION	2	12	16.7	372	DARDEN RESTAURANTS, INC.	2	12	16.7
323	AMERICAN FAMILY MUTUAL INS. CO.	2	12	16.7	373	LEXMARK INTERNATIONAL, INC.	1	12	8.3
324	PRAXAIR, INC.	1	10	10.0	374	MUTUAL OF OMAHA INSURANCE COMPANIES	1	9	11.1
325	WELLCHOICE INC.	2	15	13.3	375	JONES APPAREL GROUP, INC.	2	12	16.7
326	FIDELITY NATIONAL FINANCIAL, INC.	0	13	0.0	376	AK STEEL HOLDING CORPORATION	1	10	10.0
327	APPLIED MATERIALS, INC.	1	11	9.1	377	PEPCO HOLDINGS, INC.	3	12	25.0
328	SPX CORPORATION	1	6	16.7	378	KELLY SERVICES, INC.	1	6	16.7
329	COX COMMUNICATIONS, INC.	1	7	14.3	379	HEALTHSOUTH CORPORATION	1	8	12.5
330	NORTHEAST UTILITIES	3	11	27.3	380	LEGGETT & PLATT, INCORPORATED	2	13	15.4
331	OM GROUP, INC.	1	7	14.3	381	CDW	2	10	20.0
332	KB HOME	1	11	9.1	382	DOVER CORPORATION	1	9	11.1
333	ITT INDUSTRIES, INC.	2	10	20.0	383	GROUP 1 AUTOMOTIVE INC.	0	8	0.0
334	OXFORD HEALTH PLANS, INC.	1	7	14.3	384	AVERY DENNISON CORPORATION	1	12	8.3
335	AVAYA INC.	2	10	20.0	385	GOODRICH CORPORATION	1	13	7.7
336	DYNEGY INC.	1	8	12.5	386	HARRAH'S ENTERTAINMENT, INC.	1	11	9.1
337	MATTEL, INC.	2	12	16.7	387	GATEWAY, INC.	0	6	0.0
338	OWENS CORNING	3	12	25.0	388	FAMILY DOLLAR STORES, INC.	1	6	16.7
339	IKON OFFICE SOLUTIONS, INC.	2	8	25.0	389	LEVI STRAUSS & CO.	2	14	14.3
340	STATE STREET CORPORATION	3	17	17.6	390	HERSHEY FOODS CORPORATION	1	8	12.5
341	ECHOSTAR COMMUNICATIONS CORPORATION	1	7	14.3	391	QUEST DIAGNOSTICS INCORPORATED	3	12	25.0
342	NUCOR	1	8	12.5	392	HARLEY-DAVIDSON, INC.	1	8	12.5
343	THE MCGRAW-HILL COMPANIES, INC.	2	13	15.4	393	PROVIDIAN FINANCIAL CORPORATION	3	9	33.3
344	MAYTAG CORPORATION	2	10	20.0	394	THE CLOROX COMPANY	1	11	9.1
345	RYDER SYSTEM, INC.	2	10	20.0	395	THE PITTSSTON COMPANY †	1	12	8.3
346	OFFICEMAX, INC.	2	8	25.0	396	BECTON, DICKINSON AND COMPANY	1	11	9.1
347	CNF INC.	1	12	8.3	397	MGM MIRAGE	1	19	5.3
348	R.R. DONNELLEY & SONS COMPANY	2	11	18.2	398	L-3 COMMUNICATIONS HOLDINGS, INC.	0	8	0.0
349	THE ESTEE LAUDER COMPANIES INC.	2	9	22.2	399	ENERGY EAST CORPORATION	2	11	18.2
350	MELLON FINANCIAL CORP.	1	15	6.7	400	CABLEVISION SYSTEMS CORP.	1	15	6.7

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

Rank	Company	Total Women Directors	Total Directors	Percent Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent Women Directors
401	GRAYBAR ELECTRIC COMPANY, INC.	1	13	7.7	451	JEFFERSON-PILOT CORPORATION	1	11	9.1
402	MURPHY OIL CORPORATION	1	11	9.1	452	USG CORPORATION	2	11	18.2
403	NTL EUROPE, INC.	0	9	0.0	453	TENNECO AUTOMOTIVE INC.	1	9	11.1
404	EMCOR GROUP, INC.	0	7	0.0	454	ERIE INSURANCE GROUP	2	12	16.7
405	OWENS & MINOR, INC.	1	11	9.1	455	CORNING INC.	1	13	7.7
406	PATHMARK STORES, INC.	1	7	14.3	456	ALLMERICA FINANCIAL CORPORATION	1	12	8.3
407	AMAZON.COM INC.	1	6	16.7	457	ECOLAB INC.	0	11	0.0
408	HORMEL FOODS CORPORATION	2	13	15.4	458	AIRBORNE INC.	2	8	25.0
409	ROCKWELL AUTOMATION INC.	1	10	10.0	459	COOPER TIRE & RUBBER COMPANY	0	9	0.0
410	NASH FINCH COMPANY	2	10	20.0	460	SOUTHTRUST CORPORATION	1	13	7.7
411	COLLINS & AIKMAN CORPORATION	1	14	7.1	461	WESCO INTERNATIONAL, INC.	1	10	10.0
412	STARWOOD HOTELS & RESORTS WORLDWIDE	1	10	10.0	462	H&R BLOCK, INC.	1	9	11.1
413	BIG LOTS, INC.	1	9	11.1	463	KINDRED HEALTHCARE, INC.	0	7	0.0
414	ANADARKO PETROLEUM CORP.	0	8	0.0	464	C. H. ROBINSON WORLDWIDE, INC.	0	8	0.0
415	BALL CORPORATION	1	11	9.1	465	STARBUCKS CORPORATION	1	11	9.1
416	HILTON HOTELS	1	13	7.7	466	ADVANCE AUTO PARTS, INC.	1	9	11.1
417	YORK INTERNATIONAL CORPORATION	0	9	0.0	467	LYONDELL CHEMICAL	1	10	10.0
418	AMEREN CORPORATION	1	12	8.3	468	UNIVERSAL HEALTH SERVICES, INC.	1	6	16.7
419	PACIFIC LIFECORP †	3	15	20.0	469	SHOPKO STORES, INC.	1	9	11.1
420	REGIONS FINANCIAL CORPORATION	3	14	21.4	470	PEPSIAMERICAS, INC.	1	9	11.1
421	MAXTOR CORPORATION	0	8	0.0	471	GUIDANT CORPORATION	2	13	15.4
422	ADOLPH COORS COMPANY	1	8	12.5	472	FISHER SCIENTIFIC INTERNATIONAL INC.	0	9	0.0
423	ENGELHARD CORPORATION	1	7	14.3	473	SLM CORPORATION	2	15	13.3
424	AMERICAN FINANCIAL GROUP, INC.	0	9	0.0	474	YELLOW CORPORATION	1	7	14.3
425	GOLDEN WEST FINANCIAL CORPORATION	5	9	55.6	475	SEALED AIR CORPORATION	1	9	11.1
426	KERR-MCGEE	2	11	18.2	476	ROADWAY CORPORATION	1	8	12.5
427	WISCONSIN ENERGY CORPORATION	1	10	10.0	477	AQUILA	1	7	14.3
428	PHELPS DODGE CORPORATION	1	11	9.1	478	ARMSTRONG HOLDINGS, INC.	2	9	22.2
429	LIZ CLAIBORNE, INC.	2	10	20.0	479	THE SHAW GROUP, INC.	0	6	0.0
430	BRUNSWICK CORPORATION	2	14	14.3	480	SMITH INTERNATIONAL, INC.	0	7	0.0
431	UNITED STATIONERS INC.	1	8	12.5	481	LEVEL 3 COMMUNICATIONS, INC.	0	14	0.0
432	PETER KIEWIT SONS', INC.	0	12	0.0	482	NVR, INC.	0	9	0.0
433	COMERICA INCORPORATED	2	19	10.5	483	REEBOK INTERNATIONAL LTD.	1	10	10.0
434	HOST MARRIOTT CORPORATION	2	7	28.6	484	OGE ENERGY CORP	1	10	10.0
435	WASHINGTON GROUP INTERNATIONAL, INC.	1	11	9.1	485	STEELCASE INC.	2	11	18.2
436	ROUNDY'S, INC.	0	6	0.0	486	THE NEW YORK TIMES COMPANY	4	13	30.8
437	SERVICEMASTER	2	12	16.7	487	HUGHES SUPPLY, INC.	1	9	11.1
438	ENTERPRISE PRODUCTS PARTNERS, L.P.	2	10	20.0	488	AFFILIATED COMPUTER SERVICES, INC.	0	9	0.0
439	COVENTRY HEALTH CARE INC.	1	9	11.1	489	QUALCOMM INCORPORATED	2	11	18.2
440	BETHLEHEM STEEL CORPORATION †	1	9	11.1	490	ACE HARDWARE	1	10	10.0
441	JABIL CIRCUIT, INC.	0	8	0.0	491	LENNOX INTERNATIONAL, INC.	2	15	13.3
442	TRIAD HOSPITALS, INC.	2	12	16.7	492	AMSOUTH BANCORPORATION	2	13	15.4
443	INTERSTATE BAKERIES CORPORATION	0	9	0.0	493	STRYKER CORPORATION	1	7	14.3
444	ROSS STORES, INC.	1	9	11.1	494	SIERRA PACIFIC RESOURCES	2	10	20.0
445	AUTO-OWNERS INSURANCE GROUP	1	7	14.3	495	TELEPHONE AND DATA SYSTEMS, INC.	2	10	20.0
446	BORDERS GROUP, INC.	3	10	30.0	496	ALLEGHENY ENERGY INCORPORATED	1	9	11.1
447	SPARTAN STORES, INC.	1	9	11.1	497	BURLINGTON RESOURCES INC.	1	11	9.1
448	EQUITY OFFICE PROPERTIES TRUST	1	15	6.7	498	COMPUTER ASSOCIATES INTERNATIONAL, INC.	0	10	0.0
449	ENCOMPASS SERVICES CORPORATION †	0	9	0.0	499	SCANA CORPORATION	2	12	16.7
450	AMERICAN AXLE & MANUFACTURING	0	9	0.0	500	THE NEIMAN MARCUS GROUP, INC.	2	11	18.2

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

3M COMPANY (110)	ALLMERICA FINANCIAL CORPORATION (456)	ANTHEM, INC. (146)
Rozanne L. Ridgway	Gail L. Harrison	Susan B. Bayh
Linda G. Alvarado	THE ALLSTATE CORPORATION (44)	Jackie M. Ward
Aulana L. Peters	Judith A. Spires	B. LaRae Orullian
ABBOTT LABORATORIES (100)	Mary Alice Taylor	AOL TIME WARNER INC. (29)
W. Ann Reynolds	ALLTEL CORPORATION (234)	Carla A. Hills
Roxanne S. Austin	Josie C. Natori	AON CORPORATION (212)
ACE HARDWARE (490)	ALTRIA GROUP, INC. (11)	Carolyn Y. Woo
Lori J. Terpstra	Billie Jean King	APPLE COMPUTER, INC. (300)
ADOLPH COORS COMPANY (422)	Elizabeth E. Bailey	None
Pamela H. Patsley	Jane Evans	APPLIED MATERIALS, INC. (327)
ADVANCE AUTO PARTS, INC. (466)	AMAZON.COM INC. (407)	Deborah A. Coleman
Francesca Spinelli	Patricia Q. Stonesifer	AQUILA (477)
ADVANCEPCS, INC. (148)	AMERADA HESS CORPORATION (162)	Heidi E. Hutter
None	Edith E. Holiday	ARAMARK CORPORATION (213)
AES CORPORATION (181)	AMEREN CORPORATION (418)	Patricia C. Barron
Hazel R. O'Leary	Hanne M. Merriman	ARCHER DANIELS MIDLAND COMPANY (71)
Alice F. Emerson	AMERICAN AXLE & MANUFACTURING (450)	Sandra Andreas McMurtrie
AETNA INC. (88)	None	Mollie Hale Carter
Barbara Hackman Franklin	AMERICAN ELECTRIC POWER (120)	ARMSTRONG HOLDINGS, INC. (478)
Betsy Z. Cohen	Kathryn D. Sullivan	Judith R. Haberkorn
Ellen M. Hancock	Linda Gillespie Stuntz	Ruth M. Owades
Judith Rodin	AMERICAN EXPRESS COMPANY (69)	ARROW ELECTRONICS, INC (245)
AFFILIATED COMPUTER SERVICES, INC. (488)	Charlene Barshefsky	Karen Gordon Mills
None	AMERICAN FAMILY INS. GROUP (323)	ARVINMERITOR, INC. (266)
AFLAC, INC. (183)	Barbara A. Parish	Rhonda L. Brooks
Barbara K. Rimer	Beverly S. Simone	Victoria B. Jackson
Elizabeth J. Hudson	AMERICAN FINANCIAL GROUP, INC. (424)	ASBURY AUTOMOTIVE GROUP, INC. (360)
AGILENT TECHNOLOGIES INC. (292)	None	None
Heidi Kunz	AMERICAN INTERNATIONAL GROUP, INC. (9)	ASHLAND INC. (239)
AIR PRODUCTS & CHEMICALS, INC (311)	Carla A. Hills	Bernadine P. Healy
Ursula F. Fairbairn	Ellen V. Futter	Jane C. Pfeiffer
Paula G. Rospot	AMERICAN STANDARD COMPANIES, INC. (238)	AT&T (22)
AIRBORNE INC. (458)	None	Shirley Ann Jackson
Rosalie J. Wolf	AMERISOURCEBERGEN CORP. (24)	M. Kathryn Eickhoff
Mary Agnes Wilderotter	Jane E. Henney	AT&T WIRELESS SERVICES, INC. (119)
AK STEEL HOLDING CORPORATION (376)	AMGEN, INC (305)	Carolyn M. Ticknor
Bonnie G. Hill	Judith C. Pelham	AUTOLIV, INC. (365)
ALBERTSON'S, INC. (35)	Patricia C. Sultz	None
Beatriz Rivera	AMR CORPORATION (104)	AUTOMATIC DATA PROCESSING, INC. (261)
Teresa Beck	Judith Rodin	Ann Dibble Jordan
Pamela Bailey	Ann McLaughlin Korologos	AUTONATION, INC. (93)
Bonnie G. Hill	AMSOUTH BANCORPORATION (492)	Irene B. Rosenfeld
ALCOA, INC. (82)	Victoria B. Jackson	AUTO-OWNERS INSURANCE GROUP (445)
Kathryn S. Fuller	Martha R. Ingram	Gloria Pearl Murchison
Judith M. Gueron	ANADARKO PETROLEUM CORP. (414)	AUTOZONE, INC. (314)
ALLEGHENY ENERGY INCORPORATED (496)	None	Marsha J. Evans
Eleanor Baum	ANHEUSER-BUSCH COMPANIES, INC. (142)	N. Gerry House
ALLIED WASTE INDUSTRIES (307)	Joyce M. Roché	AVAYA INC. (335)
None	Vilma S. Martinez	Hellene S. Runtagh

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

Paula Stern	BJ'S WHOLESALE CLUB, INC. (295)	Myra J. Biblowit
AVERY DENNISON CORPORATION (384)	None	Sheli Z. Rosenberg
Julia A. Stewart	THE BLACK & DECKER CORPORATION (370)	CENEX HARVEST STATES COOPERATIVES (237)
AVNET, INC. (206)	Barbara L. Bowles	None
J. Veronica Biggins	THE BOEING COMPANY (15)	CENTERPOINT ENERGY, INC. (236)
Eleanor Baum	Rozanne L. Ridgway	None
AVON PRODUCTS, INC. (280)	BOISE CASCADE CORPORATION (254)	CENTEX CORPORATION (241)
Ann S. Moore	Jane E. Shaw	Barbara T. Alexander
Brenda C. Barnes	Carolyn M. Ticknor	THE CHARLES SCHWAB CORPORATION (364)
Andrea Jung	Francesca Ruiz de Luzuriaga	Paula A. Sneed
Maria Elena Lagomasino	Claire S. Farley	Nancy H. Bechtle
Susan J. Kropf	BORDERS GROUP, INC. (446)	CHARTER COMMUNICATIONS, INC. (362)
Paula Stern	Amy B. Lane	Nancy B. Peretsman
BAKER HUGHES INCORPORATED (320)	Edna Greene Medford	CHEVRONTEXACO CORPORATION (7)
Claire W. Gargalli	Beth M. Pritchard	Carla A. Hills
BALL CORPORATION (415)	BRISTOL-MYERS SQUIBB COMPANY (98)	CHUBB CORPORATION (203)
Jan Nicholson	Laurie H. Glimcher	Zoë Baird
BANK OF AMERICA CORPORATION (23)	Ellen V. Futter	Sheila P. Burke
Meredith R. Spangler	BRUNSWICK CORPORATION (430)	Karen Hastie Williams
Kathleen F. Feldstein	Dorrit J. Bern	CIGNA CORPORATION (87)
Patricia E. Mitchell	Bettye Martin Musham	Carol Cox Wait
Jackie M. Ward	BURLINGTON NORTHERN SANTA FE CORP. (205)	Marilyn Ware
THE BANK OF NEW YORK COMPANY, INC. (299)	Vilma S. Martinez	CINERGY CORP. (160)
Catherine A. Rein	BURLINGTON RESOURCES INC. (497)	Mary L. Schapiro
BANK ONE CORPORATION (79)	Laird I. Grant	CIRCUIT CITY STORES, INC. (151)
Maureen A. Fay	C. H. ROBINSON WORLDWIDE, INC. (464)	Barbara S. Feigin
BARNES & NOBLE INC. (318)	None	Paula G. Rosput
Irene R. Miller	CABLEVISION SYSTEMS CORP. (400)	Carolyn H. Byrd
Margaret T. Monaco	Sheila A. Mahony	Carolyn Y. Woo
BAXTER INTERNATIONAL INC. (222)	CALPINE CORPORATION (246)	CISCO SYSTEMS, INC. (95)
Susan Crown	Susan C. Schwab	Carol A. Bartz
Gail D. Fosler	Ann B. Curtis	Carleton S. Fiorina
BB&T CORP. (287)	CAMPBELL SOUP CO. (286)	CIT GROUP, INC. (317)
Nelle Ratrie Chilton	Mary Alice D. Malone	Marianne Miller Parris
Jane P. Helm	Charlotte C. Weber	Lois Van Deusen
THE BEAR STEARNS COMPANIES, INC. (265)	CAPITAL ONE FINANCIAL CORPORATION (191)	CITIGROUP, INC. (6)
None	None	Ann Dibble Jordan
BECTON, DICKINSON AND COMPANY (396)	CARDINAL HEALTH, INC. (19)	CLEAR CHANNEL COMMUNICATIONS, INC. (219)
Margaretha af Ugglas	Jean G. Spaulding	Phyllis Riggins
BELLSOUTH CORPORATION (77)	CAREMARK RX, INC. (267)	THE CLOROX COMPANY (394)
Robin B. Smith	Kristen E. Gibney Williams	Jan L. Murley
Kathleen F. Feldstein	Colleen Conway-Welch	CMS ENERGY CORPORATION (272)
BERKSHIRE HATHAWAY INC. (28)	CATERPILLAR, INC. (85)	Kathleen R. Flaherty
Susan T. Buffett	Gail D. Fosler	CNF INC. (347)
BEST BUY CO. INC. (91)	CDW (381)	Margaret G. Gill
Kathy J. Higgins Victor	Michelle L. Collins	THE COCA-COLA COMPANY (92)
BETHLEHEM STEEL CORPORATION (440) †	Susan D. Wellington	Susan B. King
Shirley D. Peterson	CENDANT CORPORATION (133)	Cathleen P. Black
BIG LOTS, INC. (413)	Cheryl D. Mills	COCA-COLA ENTERPRISES, INC. (108)
Brenda J. Lauderback	Pauline D.E. Richards	Paula G. Rosput

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

Johnnetta B. Cole	CUMMINS (296)	E.I. DU PONT DE NEMOURS (67)
COLGATE-PALMOLIVE COMPANY (198)	Alexis M. Herman	Lois D. Juliber
Ellen M. Hancock	CVS CORPORATION (68)	Deborah C. Hopkins
Jill K. Conway	Sheli Z. Rosenberg	Louisa C. Duemling
COLLINS & AIKMAN CORPORATION (411)	Marian L. Heard	EASTMAN CHEMICAL (315)
Cynthia L. Hess	D.R. HORTON, INC. (271)	Marilyn R. Marks
COMCAST CORPORATION (157)	Francine I. Neff	EASTMAN KODAK COMPANY (150)
Judith Rodin	DANA CORPORATION (182)	Debra L. Lee
COMERICA INCORPORATED (433)	Cheryl W. Gris�	Laura D'Andrea Tyson
Patricia M. Wallington	Marilyn R. Marks	Martha Layne Collins
Lillian Bauder	DANAHER CORPORATION (357)	EATON CORPORATION (258)
COMPUTER ASSOCIATES INTL., INC. (498)	None	Deborah L. McCoy
None	DARDEN RESTAURANTS, INC. (372)	ECHOSTAR COMMUNICATIONS CORPORATION (341)
COMPUTER SCIENCES CORPORATION (167)	Maria A. Sastre	Cantey Ergen
None	Rita P. Wilson	ECOLAB INC. (457)
CONAGRA FOODS, INCORPORATED (50)	DEAN FOODS COMPANY (201)	None
Alice B. Hayes	Janet Hill	EDISON INTERNATIONAL (163)
CONOCOPHILLIPS (12)	DEERE & COMPANY (135)	Joan C. Hanley
Kathryn C. Turner	Aulana L. Peters	EL PASO CORPORATION (152)
Ruth R. Harkin	Crandall C. Bowles	None
Victoria J. Tschinkel	DELL COMPUTER CORPORATION (36)	ELECTRONIC DATA SYSTEMS CORPORATION (80)
CONSECO, INC. (284)	Judy C. Lewent	Judith Rodin
Carol Bellamy	DELPHI CORPORATION (53)	ELI LILLY AND COMPANY (172)
CONSOLIDATED EDISON, INC. (217)	Patricia C. Sultz	Karen N. Horn
Ellen V. Futter	Susan A. McLaughlin	Kathi P. Seifert
Joan S. Freilich	DELTA AIR LINES, INC. (145)	Ellen R. Marram
Sally Hernandez-Pinero	Joan E. Spero	EMC CORPORATION (308)
CONSTELLATION ENERGY GROUP, INC. (352)	DEVON ENERGY CORPORATION (369)	Gail Deegan
Nancy Lampton	None	EMCOR GROUP, INC. (404)
Beverly B. Byron	DILLARD'S INC. (229)	None
CONTINENTAL AIRLINES, INC. (220)	Drue Corbusier	EMERSON ELECTRIC CO. (138)
Karen Hastie Williams	DOLE FOOD COMPANY, INC. (371)	Rozanne L. Ridgway
COOPER TIRE & RUBBER COMPANY (459)	Roberta Wieman	ENCOMPASS SERVICES CORPORATION (449) †
None	DOLLAR GENERAL CORPORATION (289)	None
CORNING INC. (455)	Barbara L. Bowles	ENERGY EAST CORPORATION (399)
Deborah D. Rieman	Barbara M. Knuckles	G. Jean Howard
COSTCO WHOLESALE CORPORATION (33)	DOMINION RESOURCES, INC. (184)	Lois B. DeFleur
Jill S. Ruckelshaus	Margaret A. McKenna	ENGELHARD CORPORATION (423)
COUNTRYWIDE FINANCIAL CORPORATION (209)	DOVER CORPORATION (382)	Norma T. Pace
Gwendolyn S. King	Kristiane C. Graham	ENERGY CORPORATION (224)
COVENTRY HEALTH CARE INC. (439)	THE DOW CHEMICAL COMPANY (51)	Kathleen Murphy
Elizabeth E. Tallett	Barbara Hackman Franklin	Maureen Bateman
COX COMMUNICATIONS, INC. (329)	Jacqueline K. Barton	ENTERPRISE PRODUCTS PARTNERS, L.P. (438)
Janet M. Clarke	DTE ENERGY COMPANY (270)	Randa D. Williams
CROWN HOLDINGS, INC. (268)	Lillian Bauder	Jeri R. Eagan
Marie L. Garibaldi	DUKE ENERGY CORPORATION (118)	EQUITY OFFICE PROPERTIES TRUST (448)
Jenne K. Britell	Ann Maynard Gray	Sheli Z. Rosenberg
CSX (231)	DYNEGY INC. (336)	Susan Hirt Hagen
Elizabeth E. Bailey	Linda W. Bynoe	Patricia Garrison-Corbin

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

THE ESTEE LAUDER COMPANIES INC. (349)	Alice M. Peterson	Marjorie M. Yang
Charlene Barshefsky		GOLDEN WEST FINANCIAL CORPORATION (425)
Lynn Forester De Rothschild		Patricia A. King
EXELON CORPORATION (126)	FLUOR CORPORATION (186)	Leslie Tang Schilling
Sue L. Gin	Vilma S. Martinez	Antonia Hernandez
Rosemarie B. Greco	Martha R. Seger	Marion O. Sandler
EXPRESS SCRIPTS, INC. (147)	FOOT LOCKER, INC. (363)	Maryellen Cattani Herringer
Barbara Hill	Dona Davis Young	GOLDMAN SACHS GROUP, INC. (75)
EXXON MOBIL CORPORATION (3)	Cheryl Turpin	Ruth J. Simmons
Reatha Clark King	FORD MOTOR COMPANY (4)	GOODRICH CORPORATION (385)
Marilyn Carlson Nelson	Ellen R. Marram	Diane C. Creel
Helene L. Kaplan	Marie-Josée Kravis	GOODYEAR TIRE & RUBBER (139)
FAMILY DOLLAR STORES, INC. (388)	FORTUNE BRANDS (313)	Kathryn D. Wriston
Sharon Allred Decker	Anne M. Tatlock	Susan E. Arnold
FANNIE MAE (16)	Patricia O. Ewers	GRAYBAR ELECTRIC COMPANY, INC. (401)
Anne M. Mulcahy	FPL GROUP, INC. (226)	Jaunita H. Hinshaw
Jamie S. Gorelick	Sherry S. Barrat	GROUP 1 AUTOMOTIVE INC. (383)
Molly H. Bordonaro	FREDDIE MAC (32)	None
Ann McLaughlin Korologos	Michelle Engler	GUARDIAN LIFE INSURANCE CO. OF AMERICA (232)
FARMLAND INDUSTRIES, INC. (243)	Catherine Stepp	Kay Knight Clarke
None	Christina Seix	GUIDANT CORPORATION (471)
FEDERAL-MOGUL CORPORATION (310)	GANNETT CO., INC. (275)	Susan B. King
Shirley D. Peterson	Donna E. Shalala	Nancy-Ann Min DeParle
FEDERATED DEPARTMENT STORES, INC. (122)	Karen Hastie Williams	H&R BLOCK, INC. (462)
Marna C. Whittington	Meredith A. Brokaw	Donna R. Ecton
Sara L. Levinson	THE GAP, INC. (130)	H.J. HEINZ COMPANY (194)
FEDEX CORPORATION (83)	Doris F. Fisher	Candace Kendle
Shirley Ann Jackson	Glenda A. Hatchett	Edith E. Holiday
Judith L. Estrin	Penelope L. Hughes	Mary C. Choksi
FIDELITY NATIONAL FINANCIAL, INC. (326)	GATEWAY, INC. (387)	HALLIBURTON COMPANY (153)
None	None	Debra L. Reed
FIFTH THIRD BANCORP (278)	GENERAL DYNAMICS CORPORATION (137)	HARLEY-DAVIDSON, INC. (392)
Joan R. Herschede	None	Sara L. Levinson
THE FIRST AMERICAN CORPORATION (351)	GENERAL ELECTRIC COMPANY (5)	HARRAH'S ENTERTAINMENT, INC. (386)
Roslyn B. Payne	Andrea Jung	Barbara T. Alexander
Virginia M. Ueberroth	Rochelle B. Lazarus	HARTFORD FINANCIAL SERVICES GROUP INC. (114)
FIRST DATA CORPORATION (242)	Ann M. Fudge	Dina Dublon
Joan E. Spero	GENERAL MILLS, INC. (235)	HCA, INC (90)
Alison Davis	Dorothy A. Terrell	Magdalena H. Averhoff
FIRSTENERGY CORPORATION (159)	Judith Richards Hope	Glenda A. Hatchett
Catherine A. Rein	Hilda Ochoa-Brillembourg	HEALTH NET INC. (185)
Carol A. Cartwright	Heidi G. Miller	Gale S. Fitzgerald
Patricia K. Woolf	GENERAL MOTORS CORPORATION (2)	HEALTHSOUTH CORPORATION (379)
FISHER SCIENTIFIC INTERNATIONAL INC. (472)	Karen Katen	C. Sage Givens
None	GENUINE PARTS COMPANY (227)	HERSHEY FOODS CORPORATION (390)
FLEETBOSTON FINANCIAL CORPORATION (115)	Mary B. Bullock	Bonnie G. Hill
Marian L. Heard	Alana S. Shepherd	HEWLETT-PACKARD COMPANY (14)
Francene S. Rodgers	GEORGIA-PACIFIC CORPORATION (74)	Patricia C. Dunn
FLEMING COMPANIES, INC. (102) †	Jane Evans	Lucille S. Salhany
Carol B. Hallett	Barbara L. Bowles	Carleton S. Fiorina
	GILLETTE COMPANY (218)	
	Nancy J. Karch	

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HILTON HOTELS (416)	Linda Fayne Levinson	LEHMAN BROTHERS HOLDINGS, INC. (109)
Donna F. Tuttle		Dina Merrill
THE HOME DEPOT, INC. (13)	JEFFERSON-PILOT CORPORATION (451)	LENNAR CORP. (256)
Bonnie G. Hill	Elizabeth Valk Long	Donna E. Shalala
HONEYWELL INTERNATIONAL INC. (78)	JOHN HANCOCK FINANCIAL SERVICES INC. (208)	LENNOX INTERNATIONAL, INC. (491)
Ann M. Fudge	Judith A. McHale	Janet K. Cooper
HORMEL FOODS CORPORATION (408)	JOHNSON & JOHNSON (34)	Linda G. Alvarado
Luella G. Goldberg	Ann Dibble Jordan	LEVEL 3 COMMUNICATIONS, INC. (481)
Susan I. Marvin	JOHNSON CONTROLS, INC. (86)	None
HOST MARRIOTT CORPORATION (434)	Natalie A. Black	LEVI STRAUSS & CO. (389)
Judith A. McHale	JONES APPAREL GROUP, INC. (375)	Patricia Salas Pineda
Ann McLaughlin Korologos	Rhonda Brown	Angela Glover Blackwell
HOUSEHOLD INTERNATIONAL, INC. (127)	Geraldine Stutz	LEXMARK INTERNATIONAL, INC. (373)
Larree M. Renda	KB HOME (332)	Teresa Beck
Anthea Disney	Jane Evans	LIBERTY MUTUAL INSURANCE GROUP (129)
HUGHES SUPPLY, INC. (487)	KELLOGG COMPANY (225)	Marian L. Heard
Toni Jennings	Ann McLaughlin Korologos	Ellen A. Rudnick
HUMANA INC. (169)	Dorothy A. Johnson	LIMITED BRANDS, INC. (202)
W. Ann Reynolds	KELLY SERVICES, INC. (378)	V. Ann Hailey
IKON OFFICE SOLUTIONS, INC. (339)	Maureen A. Fay	Donna A. James
Judith M. Bell	KERR-MCGEE (426)	Abigail S. Wexner
Marilyn Ware	Farah M. Walters	LINCOLN NATIONAL CORPORATION (356)
ILLINOIS TOOL WORKS, INC. (189)	Sylvia A. Earle	Jill S. Ruckelshaus
Susan Crown	KEYCORP (285)	Jenne K. Britell
INGRAM MICRO, INC. (76)	Carol A. Cartwright	M. Leanne Lachman
Martha R. Ingram	Shirley Ann Jackson	LIZ CLAIBORNE, INC. (429)
INTEL (58)	KEYSPAN CORPORATION (290)	Nancy J. Karch
Jane E. Shaw	Andrea S. Christensen	Kay Koplovitz
INTERNATIONAL PAPER COMPANY (64)	KIMBERLY-CLARK CORPORATION (143)	LOCKHEED MARTIN CORPORATION (56)
Jane C. Pfeiffer	Mae C. Jemison	Anne Stevens
INTERPUBLIC GROUP OF COMPANIES, INC. (282)	Pastora San Juan Cafferty	Gwendolyn S. King
Jill M. Considine	Linda Johnson Rice	LOEWS CORPORATION (107)
INTERSTATE BAKERIES CORPORATION (443)	KINDRED HEALTHCARE, INC. (463)	Gloria R. Scott
None	None	LONGS DRUG STORES CORPORATION (367)
INTL. BUSINESS MACHINES CORPORATION (8)	KMART CORPORATION (39)	Mary S. Metz
Cathleen P. Black	Robin B. Smith	LOWE'S COMPANIES, INC. (60)
Nannerl O. Keohane	Lilyan H. Affinito	Dawn E. Hudson
ITT INDUSTRIES, INC. (333)	KOHL'S CORPORATION (204)	Claudine B. Malone
Christina A. Gold	Arlene Meier	LUCENT TECHNOLOGIES INC. (141)
Linda S. Sanford	Judith A. Sprieser	Carla A. Hills
J.C. PENNEY COMPANY, INC. (42)	THE KROGER COMPANY (18)	Patricia F. Russo
Ann W. Richards	Katherine D. Ortega	LYONDELL CHEMICAL (467)
Jane C. Pfeiffer	L-3 COMMUNICATIONS HOLDINGS, INC. (398)	Carol A. Anderson
J.P. MORGAN CHASE & CO. (26)	None	MANPOWER INC. (176)
Ellen V. Futter	LAND O LAKES, INC. (297)	Rozanne L. Ridgway
Helene L. Kaplan	None	MARATHON OIL CORPORATION (52)
JABIL CIRCUIT, INC. (441)	LEAR CORPORATION (131)	Shirley Ann Jackson
None	Irma B. Elder	MARRIOTT INTERNATIONAL, INC. (175)
JACOBS ENGINEERING GROUP INC. (359)	LEGGETT & PLATT, INCORPORATED (380)	Floretta Dukes McKenzie
Linda K. Jacobs	Alice L. Walton	Ann M. Fudge
	Judy C. Odum	

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

MARSH & MCLENNAN COMPANIES, INC. (178)	MGM MIRAGE (397)	NISOURCE INC. (273)
Adele Simmons	Alexis M. Herman	Carolyn Y. Woo
Gwendolyn S. King	MICROSOFT CORPORATION (47)	NORDSTROM, INC. (293)
MASCO CORPORATION (195)	Ann McLaughlin Korologos	Jeanne P. Jackson
Mary Ann Van Lokeren	MIRANT CORP. (259)	Stephanie M. Shern
MASS. MUTUAL LIFE INSURANCE COMPANY (84)	S. Marce Fuller	Alison A. Winter
Patricia Diaz Dennis	MOHAWK INDUSTRIES, INC. (361)	NORFOLK SOUTHERN CORPORATION (279)
MATTEL, INC. (337)	None	Jane Margaret O'Brien
Kathy Brittain White	MORGAN STANLEY (40)	NORTHEAST UTILITIES (330)
Andrea L. Rich	Laura D'Andrea Tyson	E. Gail de Planque
MAXTOR CORPORATION (421)	MOTOROLA, INC. (59)	Elizabeth T. Kennan
None	Judy C. Lewent	Cotton Mather Cleveland
THE MAY DEPARTMENT STORES COMPANY (144)	Indra K. Nooyi	NORTHROP GRUMMAN CORPORATION (99)
Helene L. Kaplan	MURPHY OIL CORPORATION (402)	Aulana L. Peters
Joyce M. Roché	Caroline G. Theus	NORTHWEST AIRLINES CORPORATION (193)
Marsha J. Evans	MUTUAL OF OMAHA INSURANCE COMPANIES (374)	Doris Kearns Goodwin
MAYTAG CORPORATION (344)	Carol B. Hallett	NORTHWESTERN MUTUAL (113)
Barbara R. Allen	NASH FINCH COMPANY (410)	Barbara A. King
W. Ann Reynolds	Laura Stein	Patricia Albjerg Graham
MBNA CORPORATION (179)	Carole F. Bitter	Kathryn D. Wriston
Norma Lerner	NATIONAL CITY CORPORATION (215)	NTL EUROPE, INC. (403)
MCDONALD'S CORPORATION (124)	Jerry Sue Thornton	None
Terry L. Savage	Sandra Austin Crayton	NUCOR (342)
Jeanne P. Jackson	NATIONWIDE MUTUAL INSURANCE CO. (111)	Victoria F. Haynes
THE MCGRAW-HILL COMPANIES, INC. (343)	Yvonne M. Curl	NVR, INC. (482)
Linda Koch Lorimer	Lydia Marshall	None
Lois D. Rice	NAVISTAR INTERNATIONAL CORPORATION (274)	OCCIDENTAL PETROLEUM CORPORATION (252)
MCKESSON CORPORATION (20)	Abbie J. Griffin	Rosemary Tomich
Jane E. Shaw	NCR CORPORATION (304)	OFFICE DEPOT, INC. (166)
M. Christine Jacobs	Linda Fayne Levinson	Cynthia R. Cohen
Marie L. Knowles	THE NEIMAN MARCUS GROUP, INC. (500)	Brenda J. Gaines
MEADWESTVACO CORPORATION (249)	Paula Stern	OFFICEMAX, INC. (346)
Susan J. Kropf	Matina S. Horner	Jacqueline F. Woods
Jane L. Warner	NEW YORK LIFE INSURANCE COMPANY (65)	Jerry Sue Thornton
MEDTRONIC, INC. (276)	Betty C. Alewine	OGE ENERGY CORP (484)
Shirley Ann Jackson	Christina A. Gold	Martha W. Griffin
Denise M. O'Leary	THE NEW YORK TIMES COMPANY (486)	OM GROUP, INC. (331)
Bernadine P. Healy	Ellen R. Marram	Katherine L. Plourde
MELLON FINANCIAL CORP. (350)	Jacqueline H. Dryfoos	OMNICOM GROUP INC. (247)
Carol R. Brown	Brenda C. Barnes	Susan S. Denison
MERCK & CO., INC. (17)	Cathy J. Sulzberger	Linda Johnson Rice
Heidi G. Miller	NEWELL RUBBERMAID INC. (251)	ORACLE CORPORATION (190)
Anne M. Tatlock	Cynthia A. Montgomery	Safra Catz
Johnnetta B. Cole	Elizabeth Cuthbert Millett	OWENS & MINOR, INC. (405)
MERRILL LYNCH & CO., INC. (48)	NEXTEL COMMUNICATIONS, INC. (216)	Anne Marie Whittemore
Jill K. Conway	Janet Hill	OWENS CORNING (338)
Aulana L. Peters	Stephanie M. Shern	W. Ann Reynolds
METLIFE INC. (38)	NIKE, INC. (188)	Ann Iverson
Catherine R. Kinney	Jeanne P. Jackson	Maura Abeln Smith
Helene L. Kaplan	Jill K. Conway	

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

OWENS-ILLINOIS, INC. (298) Anastasia D. Kelly	PITNEY BOWES INC. (368) Jessica P. Einhorn Linda G. Alvarado	PULTE HOMES, INC. (250) Debra Kelly-Ennis
OXFORD HEALTH PLANS, INC. (334) Ellen A. Rudnick	THE PITTSTON COMPANY (395) † Betty C. Alewine	QUALCOMM INCORPORATED (489) Adelia A. Coffman Diana Lady Dougan
PACCAR INC. (257) None	PLAINS ALL AMERICAN PIPELINE, L.P. (221) None	QUEST DIAGNOSTICS INCORPORATED (391) Rosanne Haggerty Gail R. Wilensky Mary A. Cirillo
PACIFIC LIFECORP (419) † Audrey L. Milfs Jacqueline C. Morby Susan Westerberg Prager	PNC FINANCIAL SERVICES GROUP INC. (277) Jane G. Pepper Lorene K. Steffes	QWEST COMMUNICATIONS (121) Linda G. Alvarado
PACIFICARE HEALTH SYSTEMS INC. (170) Shirley S. Chater	PPG INDUSTRIES, INC. (233) Michele J. Hooper	R. J. REYNOLDS TOBACCO HOLDINGS, INC. (281) Denise Ilitch Mary K. Bush
PARK PLACE ENTERTAINMENT CORPORATION (354) Barbara Coleman	PPL CORPORATION (309) Susan M. Stalneck	R.R. DONNELLEY & SONS COMPANY (348) Judith H. Hamilton Martha Layne Collins
PARKER-HANNIFIN CORPORATION (283) Candy M. Obourn Debra L. Starnes	PRAXAIR, INC. (324) Claire W. Gargalli	RADIOSHACK CORPORATION (358) Edwina D. Woodbury
PATHMARK STORES, INC. (406) Eileen R. Scott	PREMCO INC. (269) None	RAYTHEON COMPANY (105) Barbara M. Barrett
PEPCO HOLDINGS, INC. (377) Judith A. McHale Pauline A. Schneider Floretta Dukes McKenzie	PRINCIPAL FINANCIAL GROUP, INC. (210) Sandra L. Helton Elizabeth E. Tallett Betsy J. Bernard Jocelyn Carter-Miller	REEBOK INTERNATIONAL LTD. (483) Dorothy Puhý
THE PEPSI BOTTLING GROUP, INC. (200) Margaret D. Moore Blythe J. McGarvie Susan D. Kronick Linda G. Alvarado	THE PROCTER & GAMBLE COMPANY (31) Margaret C. Whitman Lynn M. Martin Marina v.N. Whitman	REGIONS FINANCIAL CORPORATION (420) Susan W. Matlock Margaret H. Greene Sheila S. Blair
PEPSIAMERICAS, INC. (470) Brenda C. Barnes	PROGRESS ENERGY, INC. (228) Jean Giles Wittner E. Marie McKee	RELIANT RESOURCES, INC. (164) Laree E. Perez
PEPSICO, INC. (62) Cynthia M. Trudell Sharon Percy Rockefeller Indra K. Nooyi	THE PROGRESSIVE CORPORATION (197) Janet Hill Bernadine P. Healy	RITE AID CORPORATION (125) Mary F. Sammons
PERFORMANCE FOOD GROUP COMPANY (366) None	PROVIDIAN FINANCIAL CORPORATION (393) Ruth M. Owades Francesca Ruiz de Luzuriaga Jane A. Truelove	ROADWAY CORPORATION (476) Sarah Roush Werner
PETER KIEWIT SONS', INC. (432) None	PRUDENTIAL FINANCIAL, INC. (57) Constance J. Horner Ida F.S. Schmertz	ROCKWELL AUTOMATION INC. (409) Betty C. Alewine
PFIZER INC (37) † Constance J. Horner Ruth J. Simmons	PUBLIC SERVICE ENTERPRISE GROUP, INC. (211) Caroline Dorsa Shirley Ann Jackson Marilyn M. Pfaltz	ROHM AND HAAS COMPANY (301) Marna C. Whittington Sandra O. Moose
PG&E CORP. (140) Mary S. Metz		ROSS STORES, INC. (444) Sharon Garrett
PHARMACIA CORPORATION (106) Gwendolyn S. King M. Kathryn Eickhoff Ulla B. Reinius		ROUNDY'S, INC. (436) None
HELPS DODGE CORPORATION (428) Marie L. Knowles	PUBLIX SUPER MARKETS, INC. (112) Tina P. Johnson Joan G. Buccino Kelly E. Norton Carol Jenkins Barnett	RYDER SYSTEM, INC. (345) Christine A. Varney Lynn M. Martin
		SAFECO CORPORATION (260) Phyllis J. Campbell Judith M. Runstad
		SAFeway INC. (41) Rebecca A. Stirn

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

SAKS, INCORPORATED (294)	SMITHFIELD FOODS (255)	Rosemarie B. Greco
Marguerite W. Sallee	Carol T. Crawford	SUNTRUST BANKS, INC. (248)
Nora P. McAniff	SMURFIT-STONE CONTAINER CORPORATION (230)	Patricia C. Frist
SANMINA-SCI CORPORATION (214)	None	Karen Hastie Williams
Jackie M. Ward	SOLETRON CORPORATION (158)	SUPERVALU INC. (81)
SARA LEE CORPORATION (101)	None	Harriet K. Pearlmutter
Laurette Koeliner	SONIC AUTOMOTIVE, INC. (253)	Susan E. Engel
Joan D. Manley	Maryann N. Keller	SYSCO CORPORATION (73)
Rozanne L. Ridgway	SOUTHERN COMPANY (177)	Judith L. Craven
SBC COMMUNICATIONS INC. (27)	Dorrit J. Bern	Phyllis S. Sewell
Lynn M. Martin	SOUTHTRUST CORPORATION (460)	Jackie M. Ward
Toni Rembe	Judy M. Merritt	TARGET CORPORATION (25)
Patricia P. Upton	SOUTHWEST AIRLINES (306)	Elizabeth Hoffman
Mary S. Metz	Colleen C. Barrett	Roxanne S. Austin
Laura D'Andrea Tyson	Nancy Loeffler	Michele J. Hooper
Joyce M. Roché	June M. Morris	Anne M. Mulcahy
SCANA CORPORATION (499)	SPARTAN STORES, INC. (447)	TIAA-CREF (89)
Lynne M. Miller	Elizabeth Nickels	Ruth Simms Hamilton
Elaine T. Freeman	SPRINT CORPORATION (54)	Marjorie Fine Knowles
SCHERING-PLOUGH CORPORATION (187)	Linda Koch Lorimer	Rosalie J. Wolf
Patricia F. Russo	SPX CORPORATION (328)	Elizabeth E. Bailey
Kathryn C. Turner	Sarah R. Coffin	Estelle A. Fishbein
SCIENCE APPLICATIONS INTL. (288)	THE ST. PAUL COMPANIES, INC. (207)	TECH DATA CORPORATION (117)
Claudine B. Malone	Carolyn H. Byrd	Kathy Misunas
Anita K. Jones	Janet M. Dolan	TELEPHONE AND DATA SYSTEMS, INC. (495)
SEALED AIR CORPORATION (475)	STAPLES, INC. (165)	Letitia G.C. Carlson
Shirley Ann Jackson	Brenda C. Barnes	Sandra L. Helton
SEARS ROEBUCK AND COMPANY (30)	Mary Elizabeth Burton	TEMPLE-INLAND INC. (353)
Brenda C. Barnes	STARBUCKS CORPORATION (465)	Afsaneh Mashayekhi Beschloss
Dorothy A. Terrell	Barbara Bass	TENET HEALTHCARE CORPORATION (136)
SEMPRA ENERGY (291)	STARWOOD HOTELS & RESORTS (412)	Bernice B. Bratter
Hyla H. Berteau	Charlene Barshefsky	Mónica C. Lozano
Diana L. Walker	STATE FARM INSURANCE COS. (21)	TENNECO AUTOMOTIVE INC. (453)
SERVICEMASTER (437)	Hanne M. Merriman	M. Kathryn Eickhoff
Betty Jane Scheihing	Judith A. Muhlberg	TESORO PETROLEUM CORPORATION (263)
Michele M. Hunt	Susan M. Phillips	None
THE SHAW GROUP, INC. (479)	STATE STREET CORPORATION (340)	TEXAS INSTRUMENTS INCORPORATED (223)
None	Diana Chapman Walsh	Ruth J. Simmons
THE SHERWIN-WILLIAMS COMPANY (321)	Linda A. Hill	TEXTRON INC. (174)
Susan J. Kropf	Tenley E. Albright	Teresa Beck
SHOPKO STORES, INC. (469)	STEELCASE INC. (485)	THRIVENT FINANCIAL FOR LUTHERANS (302)
Martha A. McPhee	Kate Pew Wolters	Adrian M. Tocklin
SIERRA PACIFIC RESOURCES (494)	Elizabeth Valk Long	Addie J. Butler
Krestine M. Corbin	STRYKER CORPORATION (493)	THE TJX COMPANIES, INC. (161)
Mary Lee Coleman	Ronda E. Stryker	Willow B. Shire
SLM CORPORATION (473)	SUN MICROSYSTEMS, INC. (155)	Gail Deegan
Diane Suitt Gilleland	Naomi O. Seligman	TOYS R US, INC. (168)
Ann Torre Grant	Judith L. Estrin	Nancy J. Karch
SMITH INTERNATIONAL, INC. (480)	SUNOCO, INC. (154)	RoAnn Costin
None	Ursula F. Fairbairn	

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

TRIAD HOSPITALS, INC. (442)

Barbara A. Durand
Nancy-Ann Min DeParle

TRIBUNE COMPANY (312)

Kathryn C. Turner
Nancy Hicks Maynard
Betsy D. Holden

TXU CORP. (134)

Margaret N. Maxey

TYSON FOODS, INC. (72)

Jo Ann R. Smith
Barbara A. Tyson

U.S. BANCORP (123)

Victoria Buynisky Gluckman
Linda L. Ahlers

UAL CORPORATION (132)

Hazel R. O'Leary

UNION PACIFIC CORPORATION (156)

Judith Richards Hope

UNISYS CORPORATION (303)

Denise K. Fletcher
Gail D. Fosler

UNITED AUTO GROUP, INC. (244)

None

UNITED PARCEL SERVICE, INC. (43)

Carol Tome
Lea N. Soupata
Ann Livermore

UNITED SERVICES AUTOMOBILE ASSOCIATION (199)

Patricia C. Barron
Marcelite J. Harris

UNITED STATES STEEL CORPORATION (264)

Shirley Ann Jackson

UNITED STATIONERS INC. (431)

Ilene S. Gordon

UNITED TECHNOLOGIES CORPORATION (49)

Jamie S. Gorelick

UNITEDHEALTH GROUP, INCORPORATED (63)

Donna E. Shalala
Mary O. Munding
Gail R. Wilensky

UNIVERSAL HEALTH SERVICES, INC. (468)

Leatrice Ducat

UNOCAL CORPORATION (316)

Ferrell P. McLean
Marina v.N. Whitman

UNUMPROVIDENT CORPORATION (192)

Lois D. Rice
Cynthia A. Montgomery

US AIRWAYS GROUP, INC. (262)

Hilda Ochoa-Brillembourg
Hanne M. Merriman

USA INTERACTIVE, INC. (319)

Marie-Josée Kravis
Anne M. Busquet
Diane Von Furstenberg

USG CORPORATION (452)

Valerie B. Jarrett
Judith A. Sprieser

VALERO ENERGY CORP (55)

Susan Kaufman Purcell

VERIZON COMMUNICATIONS INC. (10)

Helene L. Kaplan
Sandra O. Moose

VF CORPORATION (322)

Barbara S. Feigin
Ursula F. Fairbairn

VIACOM INC. (66)

Shari Redstone
Patricia Q. Stonesifer

VISTEON CORPORATION (97)

Marla C. Gottschalk

W.W. GRAINGER, INC. (355)

Janiece S. Webb

WACHOVIA CORP. (70)

Dona Davis Young
Ruth G. Shaw

WALGREEN CO. (45)

Marilou M. von Ferstel

WAL-MART STORES, INC. (1)

Elizabeth A. Sanders
Dawn G. Lepore

THE WALT DISNEY COMPANY (61)

Judith L. Estrin
Mónica C. Lozano

WASHINGTON GROUP INTERNATIONAL, INC. (435)

Bettina M. Whyte

WASHINGTON MUTUAL, INC. (94)

Mary E. Pugh
Elizabeth A. Sanders
Anne V. Farrell
Margaret Osmer-McQuade

WASTE MANAGEMENT, INC. (171)

Pastora San Juan Cafferty

WELLCHOICE INC. (325)

Veronica Santilli
Faye Wattleton

WELLPOINT HEALTH NETWORKS INC. (103)

Elizabeth A. Sanders

Julie A. Hill

Sheila P. Burke
Jane G. Pisano

WELLS FARGO & CO. (46)

Susan G. Swenson
Susan E. Engel
Judith M. Runstad
Reatha Clark King
Cynthia H. Milligan

WESCO INTERNATIONAL, INC. (461)

Sandra Beach Lin

WEYERHAEUSER COMPANY (96)

Martha R. Ingram
Nicole W. Piasecki

WHIRLPOOL CORPORATION (173)

Janice D. Stoney
Kathleen J. Hempel

THE WILLIAMS COMPANIES, INC. (196)

Janice D. Stoney

WINN-DIXIE STORES, INC. (149)

Julia B. North
Tillie K. Fowler

WISCONSIN ENERGY CORPORATION (427)

Barbara L. Bowles

WYETH (128)

Mary Lake Polan

XCEL ENERGY INC. (180)

A. Patricia Sampson
Margaret R. Preska

XEROX CORPORATION (116)

Anne M. Mulcahy
Antonia Ax:son Johnson
Ann N. Reese

YELLOW CORPORATION (474)

Cassandra C. Carr

YORK INTERNATIONAL CORPORATION (417)

None

YUM! BRANDS, INC. (240)

Bonnie G. Hill
Jackie Trujillo

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

ADVERTISING, MARKETING (3/21) 14.3%

Interpublic Group of Companies, Inc. (1/10)
Omnicom Group Inc. (2/11)

AEROSPACE AND DEFENSE (9/112) 8.0%

The Boeing Company (1/11)
General Dynamics Corporation (0/9)
Goodrich Corporation (1/13)
Honeywell International Inc. (1/13)
L-3 Communications Holdings, Inc. (0/8)
Lockheed Martin Corporation (2/12)
Northrop Grumman Corporation (1/12)
Raytheon Company (1/11)
Textron Inc. (1/13)
United Technologies Corporation (1/10)

AIRLINES (11/87) 12.6%

AMR Corporation (2/12)
Continental Airlines, Inc. (1/14)
Delta Air Lines, Inc. (1/9)
Northwest Airlines Corporation (1/15)
Southwest Airlines (3/12)
UAL Corporation (1/11)
US Airways Group, Inc. (2/14)

APPAREL (11/71) 15.5%

Jones Apparel Group, Inc. (2/12)
Levi Strauss & Co. (2/14)
Liz Claiborne, Inc. (2/10)
Nike, Inc. (2/13)
Reebok International Ltd. (1/10)
VF Corporation (2/12)

AUTOMOTIVE RETAILING, SERVICES (2/55) 3.6%

Asbury Automotive Group, Inc. (0/13)
AutoNation, Inc. (1/11)
Group 1 Automotive Inc. (0/8)
Sonic Automotive, Inc. (1/11)
United Auto Group, Inc. (0/12)

BEVERAGES (12/71) 16.9%

Adolph Coors Company (1/8)
Anheuser-Busch Companies, Inc. (2/15)
The Coca-Cola Company (2/14)
Coca-Cola Enterprises, Inc. (2/15)
The Pepsi Bottling Group, Inc. (4/10)
PepsiAmericas, Inc. (1/9)

BUILDING MATERIALS, GLASS (7/32) 21.9%

Armstrong Holdings, Inc. (2/9)
Owens Corning (3/12)
USG Corporation (2/11)

CHEMICALS (19/153) 12.4%

Air Products & Chemicals, Inc (2/11)
Ashland Inc. (2/10)
Avery Dennison Corporation (1/12)
The Dow Chemical Company (2/13)
E.I. du Pont de Nemours (3/13)
Eastman Chemical (1/11)
Ecolab Inc. (0/11)
Engelhard Corporation (1/7)
Lyondell Chemical (1/10)
OM Group, Inc. (1/7)
PPG Industries, Inc. (1/11)
Praxair, Inc. (1/10)
Rohm and Haas Company (2/15)
The Sherwin-Williams Company (1/12)

COMMERCIAL BANKS (47/350) 13.4%

AmSouth Bancorporation (2/13)
Bank of America Corporation (4/16)
The Bank of New York Company, Inc. (1/14)
Bank One Corporation (1/13)
BB&T Corp. (2/17)
Citigroup, Inc. (1/16)
Comerica Incorporated (2/19)
Fifth Third Bancorp (1/19)
FleetBoston Financial Corporation (2/19)
J.P. Morgan Chase & Co. (2/13)
KeyCorp (2/15)
MBNA Corporation (1/9)
Mellon Financial Corp. (1/15)
National City Corporation (2/15)
PNC Financial Services Group Inc. (2/16)
Provident Financial Corporation (3/9)
Regions Financial Corporation (3/14)
SouthTrust Corporation (1/13)
State Street Corporation (3/17)
SunTrust Banks, Inc. (2/15)
U.S. Bancorp (2/21)
Wachovia Corp. (2/15)
Wells Fargo & Co. (5/17)

COMPUTER AND DATA SERVICES (7/68) 10.3%

Affiliated Computer Services, Inc. (0/9)
Computer Sciences Corporation (0/10)
Electronic Data Systems Corporation (1/10)
First Data Corporation (2/9)
Science Applications International Corporation (2/20)
Unisys Corporation (2/10)

COMPUTER PERIPHERALS (2/28) 7.1%

EMC Corporation (1/8)
Lexmark International, Inc. (1/12)
Maxtor Corporation (0/8)

COMPUTER SOFTWARE (2/27) 7.4%

Computer Associates International, Inc. (0/10)
Microsoft Corporation (1/8)
Oracle Corporation (1/9)

COMPUTERS, OFFICE EQUIPMENT (14/83) 16.9%

Apple Computer, Inc. (0/5)
Dell Computer Corporation (1/11)
Gateway, Inc. (0/6)
Hewlett-Packard Company (3/11)
International Business Machines Corporation (2/12)
NCR Corporation (1/9)
Pitney Bowes Inc. (2/12)
Sun Microsystems, Inc. (2/8)
Xerox Corporation (3/9)

DIVERSIFIED FINANCIALS (21/149) 14.1%

American Express Company (1/11)
Aon Corporation (1/14)
Capital One Financial Corporation (0/7)
CIT Group, Inc. (2/8)
Countrywide Financial Corporation (1/11)
Fannie Mae (4/17)
Freddie Mac (3/18)
General Electric Company (3/17)
Household International, Inc. (2/14)
Marsh & McLennan Companies, Inc. (2/17)
SLM Corporation (2/15)

DIVERSIFIED OUTSOURCING SERVICES (3/32) 9.4%

Aramark Corporation (1/11)
Encompass Services Corporation (0/9) †
ServiceMaster (2/12)

ELECTRONICS, ELECTRICAL EQUIP. (8/63) 12.7%

Eaton Corporation (1/9)
Emerson Electric Co. (1/16)
Maytag Corporation (2/10)
Rockwell Automation Inc. (1/10)
SPX Corporation (1/6)
Whirlpool Corporation (2/12)

ENERGY (9/77) 11.7%

American Electric Power Company, Inc. (2/13)
Calpine Corporation (2/8)
Cinergy Corp. (1/9)
Dynergy Inc. (1/8)
El Paso Corporation (0/15)
Mirant Corp. (1/9)
Reliant Resources, Inc. (1/5)
TXU Corp. (1/10)

† See addendum notes on page 36

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

ENGINEERING, CONSTRUCTION (5/60) 8.3%

Emcor Group, Inc. (0/7)
 Fluor Corporation (2/11)
 Jacobs Engineering Group Inc. (2/13)
 Peter Kiewit Sons', Inc. (0/12)
 The Shaw Group, Inc. (0/6)
 Washington Group International, Inc. (1/11)

ENTERTAINMENT (6/56) 10.7%

AOL Time Warner Inc. (1/14)
 Clear Channel Communications, Inc. (1/11)
 Viacom Inc. (2/18)
 The Walt Disney Company (2/13)

FOOD AND DRUG STORES (18/108) 16.7%

Albertson's, Inc. (4/13)
 CVS Corporation (2/11)
 The Kroger Company (1/14)
 Longs Drug Stores Corporation (1/14)
 Pathmark Stores, Inc. (1/7)
 Publix Super Markets, Inc. (4/11)
 Rite Aid Corporation (1/8)
 Safeway Inc. (1/9)
 Walgreen Co. (1/10)
 Winn-Dixie Stores, Inc. (2/11)

FOOD CONSUMER PRODUCTS (23/167) 13.8%

Campbell Soup Co. (2/16)
 ConAgra Foods, Incorporated (1/12)
 Dole Food Company, Inc. (1/10)
 General Mills, Inc. (4/14)
 H.J. Heinz Company (3/10)
 Hershey Foods Corporation (1/8)
 Hormel Foods Corporation (2/13)
 Interstate Bakeries Corporation (0/9)
 Kellogg Company (2/12)
 Land O Lakes, Inc. (0/25)
 PepsiCo, Inc. (3/15)
 Sara Lee Corporation (3/15)
 Smithfield Foods (1/8)

FOOD PRODUCTION (5/56) 8.9%

Archer Daniels Midland Company (2/10)
 Dean Foods Company (1/14)
 Farmland Industries, Inc. (0/22)
 Tyson Foods, Inc. (2/10)

FOOD SERVICES (7/52) 13.5%

Darden Restaurants, Inc. (2/12)
 McDonald's Corporation (2/15)
 Starbucks Corporation (1/11)
 Yum! Brands, Inc. (2/14)

FOREST AND PAPER PRODUCTS (11/64) 17.2%

Boise Cascade Corporation (4/13)

Georgia-Pacific Corporation (2/12)
 International Paper Company (1/11)
 MeadWestvaco Corporation (2/16)
 Weyerhaeuser Company (2/12)

FURNITURE (4/24) 16.7%

Leggett & Platt, Incorporated (2/13)
 Steelcase Inc. (2/11)

GENERAL MERCHANDISERS (28/151) 18.5%

Dillard's Inc. (1/14)
 Dollar General Corporation (2/12)
 Family Dollar Stores, Inc. (1/6)
 Federated Department Stores, Inc. (2/11)
 J.C. Penney Company, Inc. (2/11)
 Kmart Corporation (2/9)
 Kohl's Corporation (2/13)
 The May Department Stores Company (3/12)
 Nordstrom, Inc. (3/11)
 Saks, Incorporated (2/14)
 Sears Roebuck and Company (2/10)
 Target Corporation (4/14)
 Wal-Mart Stores, Inc. (2/14)

HEALTH CARE (37/222) 16.7%

AdvancePCS, Inc. (0/9)
 Aetna Inc. (4/13)
 Anthem, Inc. (3/16)
 Caremark Rx, Inc. (2/11)
 CIGNA Corporation (2/11)
 Coventry Health Care Inc. (1/9)
 Express Scripts, Inc. (1/11)
 HCA, Inc (2/15)
 Health Net Inc. (1/10)
 Healthsouth Corporation (1/8)
 Humana Inc. (1/8)
 Kindred Healthcare, Inc. (0/7)
 Oxford Health Plans, Inc. (1/7)
 PacifiCare Health Systems Inc. (1/11)
 Quest Diagnostics Incorporated (3/12)
 Tenet Healthcare Corporation (2/10)
 Triad Hospitals, Inc. (2/12)
 UnitedHealth Group, Incorporated (3/12)
 Universal Health Services, Inc. (1/6)
 WellChoice Inc. (2/15)
 WellPoint Health Networks Inc. (4/9)

HOME EQUIPMENT, FURNISHINGS (5/28) 17.9%

Fortune Brands (2/9)
 Masco Corporation (1/7)
 Newell Rubbermaid Inc. (2/12)

HOMEBUILDERS (5/65) 7.7%

Centex Corporation (1/12)
 D.R. Horton, Inc. (1/11)

KB Home (1/11)
 Lennar Corp. (1/10)
 NVR, Inc. (0/9)
 Pulte Homes, Inc. (1/12)

HOTELS, CASINOS, RESORTS (7/73) 9.6%

Harrah's Entertainment, Inc. (1/11)
 Hilton Hotels (1/13)
 Marriott International, Inc. (2/11)
 MGM Mirage (1/19)
 Park Place Entertainment Corporation (1/9)
 Starwood Hotels & Resorts Worldwide, Inc. (1/10)

HOUSEHOLD AND PERSONAL PRODUCTS (19/84) 22.6%

Avon Products, Inc. (6/11)
 The Clorox Company (1/11)
 Colgate-Palmolive Company (2/9)
 The Estee Lauder Companies Inc. (2/9)
 Gillette Company (2/12)
 Kimberly-Clark Corporation (3/13)
 The Procter & Gamble Company (3/19)

INDUSTRIAL AND FARM EQUIPMENT (13/118) 11.0%

American Standard Companies, Inc. (0/8)
 The Black & Decker Corporation (1/8)
 Caterpillar, Inc. (1/14)
 Cummins (1/9)
 Deere & Company (2/12)
 Dover Corporation (1/9)
 Illinois Tool Works, Inc. (1/10)
 ITT Industries, Inc. (2/10)
 Lennox International, Inc. (2/15)
 Parker-Hannifin Corporation (2/14)
 York International Corporation (0/9)

INSURANCE: LIFE, HEALTH (MUTUAL) (15/112) 13.4%

Guardian Life Insurance Co. of America (1/16)
 Massachusetts Mutual Life Insurance Company (1/16)
 Mutual of Omaha Insurance Companies (1/9)
 New York Life Insurance Company (2/14)
 Northwestern Mutual Life Insurance Company (3/25)
 TIAA-CREF (5/14)
 Thrivent Financial for Lutherans (2/18)

INSURANCE: LIFE, HEALTH (STOCK) (21/136) 15.4%

AFLAC, Inc. (2/17)
 Conseco, Inc. (1/11)
 Jefferson-Pilot Corporation (1/11)
 John Hancock Financial Services Inc. (1/15)
 Lincoln National Corporation (3/13)
 MetLife Inc. (2/14)
 Pacific LifeCorp (3/15) †
 Principal Financial Group, Inc. (4/14)
 Prudential Financial, Inc. (2/15)
 UnumProvident Corporation (2/11)

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

INSURANCE: P&C (MUTUAL) (4/20) 20.0%

Auto-Owners Insurance Group (1/7)
State Farm Insurance Cos. (3/13)

INSURANCE: P&C (STOCK) (29/232) 12.5%

Allmerica Financial Corporation (1/12)
The Allstate Corporation (2/13)
American Family Mutual Insurance Company (2/12)
American Financial Group, Inc. (0/9)
American International Group, Inc. (2/19)
Berkshire Hathaway Inc. (1/7)
Chubb Corporation (3/17)
Erie Insurance Group (2/12)
Fidelity National Financial, Inc. (0/13)
The First American Corporation (2/13)
Hartford Financial Services Group Inc. (1/12)
Liberty Mutual Insurance Group (2/14)
Loews Corporation (1/12)
Nationwide Mutual Insurance Co. (2/16)
The Progressive Corporation (2/12)
Safeco Corporation (2/11)
The St. Paul Companies, Inc. (2/14)
United Services Automobile Association (2/14)

MAIL, PACKAGE, FREIGHT DELIVERY (8/44) 18.2%

Airborne Inc. (2/8)
FedEx Corporation (2/12)
The Pittston Company (1/12) †
United Parcel Service, Inc. (3/12)

MEDICAL PRODUCTS AND EQUIPMENT (9/53) 17.0%

Baxter International Inc. (2/11)
Becton, Dickinson and Company (1/11)
Guidant Corporation (2/13)
Medtronic, Inc. (3/11)
Stryker Corporation (1/7)

METALS (7/60) 11.7%

AK Steel Holding Corporation (1/10)
Alcoa, Inc. (2/10)
Bethlehem Steel Corporation (1/9) †
Nucor (1/8)
Phelps Dodge Corporation (1/11)
United States Steel Corporation (1/12)

MINING, CRUDE-OIL PRODUCTION (6/65) 9.2%

Anadarko Petroleum Corp. (0/8)
Burlington Resources Inc. (1/11)
Devon Energy Corporation (0/13)
Kerr-McGee (2/11)
Occidental Petroleum Corporation (1/12)
Unocal Corporation (2/10)

MISCELLANEOUS (8/33) 24.2%

3M Company (3/10)
Cendant Corporation (4/14)
H&R Block, Inc. (1/9)

MOTOR VEHICLES AND PARTS (18/190) 9.5%

American Axle & Manufacturing Holdings, Inc. (0/9)
ArvinMeritor, Inc. (2/13)
Autoliv, Inc. (0/10)
Collins & Aikman Corporation (1/14)
Cooper Tire & Rubber Company (0/9)
Dana Corporation (2/11)
Delphi Corporation (2/13)
Federal-Mogul Corporation (1/8)
Ford Motor Company (2/14)
General Motors Corporation (1/13)
Goodyear Tire & Rubber (2/13)
Johnson Controls, Inc. (1/12)
Lear Corporation (1/10)
Navistar International Corporation (1/12)
Paccar Inc. (0/10)
Tenneco Automotive Inc. (1/9)
Visteon Corporation (1/10)

NETWORK AND OTHER COMMUNICATIONS EQUIPMENT (11/67) 16.4%

Avaya Inc. (2/10)
Cisco Systems, Inc. (2/12)
Corning Inc. (1/13)
Lucent Technologies Inc. (2/8)
Motorola, Inc. (2/13)
Qualcomm Incorporated (2/11)

OIL AND GAS EQUIPMENT, SERVICES (2/30) 6.7%

Baker Hughes Incorporated (1/11)
Halliburton Company (1/12)
Smith International, Inc. (0/7)

PACKAGING, CONTAINERS (6/62) 9.7%

Ball Corporation (1/11)
Crown Holdings, Inc. (2/10)
Owens-Illinois, Inc. (1/10)
Sealed Air Corporation (1/9)
Smurfit-Stone Container Corporation (0/10)
Temple-Inland Inc. (1/12)

PAYROLL SERVICES (1/12) 8.3%

Automatic Data Processing, Inc. (1/12)

PETROLEUM REFINING (13/111) 11.7%

Amerada Hess Corporation (1/11)
ChevronTexaco Corporation (1/14)
ConocoPhillips (3/16)
Exxon Mobil Corporation (3/13)

Marathon Oil Corporation (1/11)
Murphy Oil Corporation (1/11)
Premcor Inc. (0/9)
Sunoco, Inc. (2/11)
Tesoro Petroleum Corporation (0/6)
Valero Energy Corp (1/9)

PHARMACEUTICALS (21/123) 17.1%

Abbott Laboratories (2/14)
Amgen, Inc (2/13)
Bristol-Myers Squibb Company (2/10)
Eli Lilly and Company (3/12)
Johnson & Johnson (1/11)
Merck & Co., Inc. (3/11)
Pfizer Inc (2/16) †
Pharmacia Corporation (3/14)
Schering-Plough Corporation (2/11)
Wyeth (1/11)

PIPELINES (3/29) 10.3%

Enterprise Products Partners, L.P. (2/10)
Plains All American Pipeline, L.P. (0/7)
The Williams Companies, Inc. (1/12)

PUBLISHING, PRINTING (14/60) 23.3%

Gannett Co., Inc. (3/8)
The McGraw-Hill Companies, Inc. (2/13)
The New York Times Company (4/13)
R.R. Donnelley & Sons Company (2/11)
Tribune Company (3/15)

RAILROADS (4/47) 8.5%

Burlington Northern Santa Fe Corp. (1/13)
CSX (1/14)
Norfolk Southern Corporation (1/9)
Union Pacific Corporation (1/11)

REAL ESTATE (3/22) 13.6%

Equity Office Properties Trust (1/15)
Host Marriott Corporation (2/7)

SAVINGS INSTITUTIONS (9/22) 40.9%

Golden West Financial Corporation (5/9)
Washington Mutual, Inc. (4/13)

SCIENTIFIC, PHOTO, CONTROL EQUIP. (4/27) 14.8%

Agilent Technologies Inc. (1/7)
Danaher Corporation (0/8)
Eastman Kodak Company (3/12)

SECURITIES (7/62) 11.3%

The Bear Stearns Companies, Inc. (0/12)
The Charles Schwab Corporation (2/12)
Goldman Sachs Group, Inc. (1/8)

† See addendum notes on page 36

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

Lehman Brothers Holdings, Inc. (1/8)
Merrill Lynch & Co., Inc. (2/11)
Morgan Stanley (1/11)

SEMICONDUCTORS AND OTHER ELECTRONIC COMPONENTS (4/59) 6.8%

Applied Materials, Inc. (1/11)
Intel (1/11)
Jabil Circuit, Inc. (0/8)
Sanmina-SCI Corporation (1/9)
Solectron Corporation (0/11)
Texas Instruments Incorporated (1/9)

SPECIALTY RETAILERS (45/259) 17.4%

Advance Auto Parts, Inc. (1/9)
Amazon.Com Inc. (1/6)
AutoZone, Inc. (2/10)
Barnes & Noble Inc. (2/9)
Best Buy Co. Inc. (1/11)
Big Lots, Inc. (1/9)
BJ's Wholesale Club, Inc. (0/8)
Borders Group, Inc. (3/10)
Circuit City Stores, Inc. (4/10)
Costco Wholesale Corporation (1/10)
Foot Locker, Inc. (2/11)
The Gap, Inc. (3/11)
The Home Depot, Inc. (1/12)
Limited Brands, Inc. (3/14)
Lowe's Companies, Inc. (2/11)
The Neiman Marcus Group, Inc. (2/11)
Office Depot, Inc. (2/12)
OfficeMax, Inc. (2/8)
RadioShack Corporation (1/13)
Ross Stores, Inc. (1/9)
ShopKo Stores, Inc. (1/9)
Staples, Inc. (2/13)
The TJX Companies, Inc. (2/11)
Toys R Us, Inc. (2/10)
USA Interactive, Inc. (3/12)

TELECOMMUNICATIONS (25/192) 13.0%

Alltel Corporation (1/14)
AT&T (2/9)
AT&T Wireless Services, Inc. (1/8)
BellSouth Corporation (2/12)
Cablevision Systems Corp. (1/15)
Charter Communications, Inc. (1/8)
Comcast Corporation (1/12)
Cox Communications, Inc. (1/7)
EchoStar Communications Corporation (1/7)
Level 3 Communications, Inc. (0/14)
Nextel Communications, Inc. (2/11)
NTL Europe, Inc. (0/9)
Qwest Communications International Inc. (1/12)

SBC Communications Inc. (6/21)
Sprint Corporation (1/8)
Telephone and Data Systems, Inc. (2/10)
Verizon Communications Inc. (2/15)

TEMPORARY HELP (2/14) 14.3%

Kelly Services, Inc. (1/6)
Manpower Inc. (1/8)

TEXTILES (0/9) 0.0%

Mohawk Industries, Inc. (0/9)

TOBACCO (5/22) 22.7%

Altria Group, Inc. (3/12)
R. J. Reynolds Tobacco Holdings, Inc. (2/10)

TOYS, SPORTING GOODS (2/12) 16.7%

Mattel, Inc. (2/12)

TRANSPORTATION AND LOGISTICS (0/8) 0.0%

C. H. Robinson Worldwide, Inc. (0/8)

TRANSPORTATION EQUIPMENT (3/22) 13.6%

Brunswick Corporation (2/14)
Harley-Davidson, Inc. (1/8)

TRUCKING, TRUCK LEASING (5/37) 13.5%

CNF Inc. (1/12)
Roadway Corporation (1/8)
Ryder System, Inc. (2/10)
Yellow Corporation (1/7)

UTILITIES: GAS AND ELECTRIC (51/368) 13.9%

AES Corporation (2/13)
Allegheny Energy Incorporated (1/9)
Ameren Corporation (1/12)
Aquila (1/7)
CenterPoint Energy, Inc. (0/8)
CMS Energy Corporation (1/13)
Consolidated Edison, Inc. (3/12)
Constellation Energy Group, Inc. (2/13)
Dominion Resources, Inc. (1/15)
DTE Energy Company (1/12)
Duke Energy Corporation (1/11)
Edison International (1/11)
Energy East Corporation (2/11)
Entergy Corporation (2/14)
Exelon Corporation (2/15)
FirstEnergy Corporation (3/16)
FPL Group, Inc. (1/13)
Keyspan Corporation (1/10)
NiSource Inc. (1/10)
Northeast Utilities (3/11)
OGE Energy Corp (1/10)

Pepco Holdings, Inc. (3/12)
PG&E Corp. (1/9)
PPL Corporation (1/8)
Progress Energy, Inc. (2/14)
Public Service Enterprise Group, Inc. (3/11)
SCANA Corporation (2/12)
Sempra Energy (2/14)
Sierra Pacific Resources (2/10)
Southern Company (1/10)
Wisconsin Energy Corporation (1/10)
Xcel Energy Inc. (2/12)

WASTE MANAGEMENT (1/21) 4.8%

Allied Waste Industries (0/12)
Waste Management, Inc. (1/9)

WHOLESALE: DIVERSIFIED (6/63) 9.5%

Ace Hardware (1/10)
Fisher Scientific International Inc. (0/9)
Genuine Parts Company (2/13)
Hughes Supply, Inc. (1/9)
W.W. Grainger, Inc. (1/12)
Wesco International, Inc. (1/10)

WHOLESALE: ELECTRONICS AND OFFICE EQUIPMENT (11/77) 14.3%

Arrow Electronics, Inc (1/11)
Avnet, Inc. (2/10)
CDW (2/10)
Graybar Electric Company, Inc. (1/13)
Ikon Office Solutions, Inc. (2/8)
Ingram Micro, Inc. (1/8)
Tech Data Corporation (1/9)
United Stationers Inc. (1/8)

WHOLESALE: FOOD AND GROCERY (10/78) 12.8%

Genex Harvest States Cooperatives (0/17)
Fleming Companies, Inc. (2/9) †
Nash Finch Company (2/10)
Performance Food Group Company (0/7)
Roundy's, Inc. (0/6)
Spartan Stores, Inc. (1/9)
Supervalu Inc. (2/10)
Sysco Corporation (3/10)

WHOLESALE: HEALTH CARE (6/44) 13.6%

AmerisourceBergen Corp. (1/10)
Cardinal Health, Inc. (1/13)
McKesson Corporation (3/10)
Owens & Minor, Inc. (1/11)

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

States Ranked by Percentage of Board Seats Held by Women

IOWA	25.0	NEW YORK	15.4	MINNESOTA	13.3	ARKANSAS	11.1
IDAHO	24.3	OREGON	15.4	GEORGIA	13.3	NEVADA	10.2
DISTRICT OF COLUMBIA	18.9	CONNECTICUT	14.9	OHIO	13.1	LOUISIANA	10.0
DELAWARE	18.2	FLORIDA	14.7	VIRGINIA	12.6	MISSOURI	9.9
SOUTH CAROLINA	16.7	ALABAMA	14.6	RHODE ISLAND	12.5	COLORADO	9.8
WASHINGTON	16.7	PENNSYLVANIA	14.6	MICHIGAN	12.4	ARIZONA	9.1
NEW JERSEY	16.2	CALIFORNIA	14.4	TEXAS	11.9	OKLAHOMA	8.7
MARYLAND	15.9	NORTH CAROLINA	14.3	KENTUCKY	11.8	NEBRASKA	7.8
INDIANA	15.5	ILLINOIS	13.4	WISCONSIN	11.5	NEW HAMPSHIRE	0.0
TENNESSEE	15.5	KANSAS	13.3	MASSACHUSETTS	11.4	UTAH	0.0

* The remaining states do not host F500 company headquarters.

ALABAMA (12/82) 14.6%

AmSouth Bancorporation (2/13)
Caremark Rx, Inc. (2/11)
Healthsouth Corporation (1/8)
Regions Financial Corporation (3/14)
Saks, Incorporated (2/14)
Sanmina-SCI Corporation (1/9)
SouthTrust Corporation (1/13)

ARIZONA (3/33) 9.1%

Allied Waste Industries (0/12)
Avnet, Inc. (2/10)
Phelps Dodge Corporation (1/11)

ARKANSAS (7/63) 11.1%

Alltel Corporation (1/14)
Dillard's Inc. (1/14)
Murphy Oil Corporation (1/11)
Tyson Foods, Inc. (2/10)
Wal-Mart Stores, Inc. (2/14)

CALIFORNIA (83/575) 14.4%

Agilent Technologies Inc. (1/7)
Amgen, Inc. (2/13)
Apple Computer, Inc. (0/5)
Applied Materials, Inc. (1/11)
Avery Dennison Corporation (1/12)
Calpine Corporation (2/8)
The Charles Schwab Corporation (2/12)
ChevronTexaco Corporation (1/14)
Cisco Systems, Inc. (2/12)
The Clorox Company (1/11)
CNF Inc. (1/12)
Computer Sciences Corporation (0/10)
Countrywide Financial Corporation (1/11)
Dole Food Company, Inc. (1/10)

Edison International (1/11)
Fidelity National Financial, Inc. (0/13)
The First American Corporation (2/13)
Fluor Corporation (2/11)
The Gap, Inc. (3/11)
Gateway, Inc. (0/6)
Golden West Financial Corporation (5/9)
Health Net Inc. (1/10)
Hewlett-Packard Company (3/11)
Hilton Hotels (1/13)
Ingram Micro, Inc. (1/8)
Intel (1/11)
Jacobs Engineering Group Inc. (2/13)
KB Home (1/11)
Levi Strauss & Co. (2/14)
Longs Drug Stores Corporation (1/14)
Mattel, Inc. (2/12)
Maxtor Corporation (0/8)
McKesson Corporation (3/10)
Northrop Grumman Corporation (1/12)
Occidental Petroleum Corporation (1/12)
Oracle Corporation (1/9)
Pacific LifeCorp (3/15) †
PacifiCare Health Systems Inc. (1/11)
PG&E Corp. (1/9)
Providian Financial Corporation (3/9)
Qualcomm Incorporated (2/11)
Ross Stores, Inc. (1/9)
Safeway Inc. (1/9)
Science Applications International Corporation (2/20)
Sempra Energy (2/14)
Solectron Corporation (0/11)
Sun Microsystems, Inc. (2/8)
Tenet Healthcare Corporation (2/10)
Unocal Corporation (2/10)
The Walt Disney Company (2/13)

WellPoint Health Networks Inc. (4/9)
Wells Fargo & Co. (5/17)

COLORADO (6/61) 9.8%

Adolph Coors Company (1/8)
Ball Corporation (1/11)
Echostar Communications Corporation (1/7)
First Data Corporation (2/9)
Level 3 Communications, Inc. (0/14)
Qwest Communications International Inc. (1/12)

CONNECTICUT (22/148) 14.9%

Aetna Inc. (4/13)
Asbury Automotive Group, Inc. (0/13)
Emcor Group, Inc. (0/7)
General Electric Company (3/17)
Hartford Financial Services Group Inc. (1/12)
International Paper Company (1/11)
MeadWestvaco Corporation (2/16)
Northeast Utilities (3/11)
Oxford Health Plans, Inc. (1/7)
Pitney Bowes Inc. (2/12)
Praxair, Inc. (1/10)
United Technologies Corporation (1/10)
Xerox Corporation (3/9)

DELAWARE (4/22) 18.2%

E.I. du Pont de Nemours (3/13)
MBNA Corporation (1/9)

DISTRICT OF COLUMBIA (7/37) 18.9%

Danaher Corporation (0/8)
Fannie Mae (4/17)
Pepco Holdings, Inc. (3/12)

† See addendum notes on page 36

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

FLORIDA (17/116) 14.7%

AutoNation, Inc. (1/11)
 Darden Restaurants, Inc. (2/12)
 FPL Group, Inc. (1/13)
 Hughes Supply, Inc. (1/9)
 Jabil Circuit, Inc. (0/8)
 Lennar Corp. (1/10)
 Office Depot, Inc. (2/12)
 Publix Super Markets, Inc. (4/11)
 Ryder System, Inc. (2/10)
 Tech Data Corporation (1/9)
 Winn-Dixie Stores, Inc. (2/11)

GEORGIA (22/166) 13.3%

AFLAC, Inc. (2/17)
 BellSouth Corporation (2/12)
 The Coca-Cola Company (2/14)
 Coca-Cola Enterprises, Inc. (2/15)
 Cox Communications, Inc. (1/7)
 Delta Air Lines, Inc. (1/9)
 Genuine Parts Company (2/13)
 Georgia-Pacific Corporation (2/12)
 The Home Depot, Inc. (1/12)
 Mirant Corp. (1/9)
 Mohawk Industries, Inc. (0/9)
 Southern Company (1/10)
 SunTrust Banks, Inc. (2/15)
 United Parcel Service, Inc. (3/12)

IDAHO (9/37) 24.3%

Albertson's, Inc. (4/13)
 Boise Cascade Corporation (4/13)
 Washington Group International, Inc. (1/11)

ILLINOIS (56/417) 13.4%

Abbott Laboratories (2/14)
 Ace Hardware (1/10)
 The Allstate Corporation (2/13)
 Aon Corporation (1/14)
 Archer Daniels Midland Company (2/10)
 Bank One Corporation (1/13)
 Baxter International Inc. (2/11)
 The Boeing Company (1/11)
 Brunswick Corporation (2/14)
 Caterpillar, Inc. (1/14)
 CDW (2/10)
 Dean Foods Company (1/14)
 Deere & Company (2/12)
 Equity Office Properties Trust (1/15)
 Exelon Corporation (2/15)
 Fortune Brands (2/9)
 Household International, Inc. (2/14)
 Illinois Tool Works, Inc. (1/10)

McDonald's Corporation (2/15)
 Motorola, Inc. (2/13)
 Navistar International Corporation (1/12)
 Newell Rubbermaid Inc. (2/12)
 R.R. Donnelley & Sons Company (2/11)
 Sears Roebuck and Company (2/10)
 ServiceMaster (2/12)
 Smurfit-Stone Container Corporation (0/10)
 State Farm Insurance Cos. (3/13)
 Telephone and Data Systems, Inc. (2/10)
 Tenneco Automotive Inc. (1/9)
 Tribune Company (3/15)
 UAL Corporation (1/11)
 United Stationers Inc. (1/8)
 USG Corporation (2/11)
 W.W. Grainger, Inc. (1/12)
 Walgreen Co. (1/10)

INDIANA (11/71) 15.5%

Anthem, Inc. (3/16)
 Consecro, Inc. (1/11)
 Cummins (1/9)
 Eli Lilly and Company (3/12)
 Guidant Corporation (2/13)
 NiSource Inc. (1/10)

IOWA (6/24) 25.0%

Maytag Corporation (2/10)
 Principal Financial Group, Inc. (4/14)

KANSAS (2/15) 13.3%

Sprint Corporation (1/8)
 Yellow Corporation (1/7)

KENTUCKY (6/51) 11.8%

Ashland Inc. (2/10)
 Humana Inc. (1/8)
 Kindred Healthcare, Inc. (0/7)
 Lexmark International, Inc. (1/12)
 Yum! Brands, Inc. (2/14)

LOUISIANA (2/20) 10.0%

Entergy Corporation (2/14)
 The Shaw Group, Inc. (0/6)

MARYLAND (11/69) 15.9%

Allegheny Energy Incorporated (1/9)
 Constellation Energy Group, Inc. (2/13)
 Coventry Health Care Inc. (1/9)
 Host Marriott Corporation (2/7)
 Lockheed Martin Corporation (2/12)
 Marriott International, Inc. (2/11)
 The Black & Decker Corporation (1/8)

MASSACHUSETTS (19/166) 11.4%

Allmerica Financial Corporation (1/12)
 BJ's Wholesale Club, Inc. (0/8)
 EMC Corporation (1/8)
 FleetBoston Financial Corporation (2/19)
 Gillette Company (2/12)
 John Hancock Financial Services Inc. (1/15)
 Liberty Mutual Insurance Group (2/14)
 Massachusetts Mutual Life Insurance Company (1/16)
 Raytheon Company (1/11)
 Reebok International Ltd. (1/10)
 Staples, Inc. (2/13)
 State Street Corporation (3/17)
 The TJX Companies, Inc. (2/11)

MICHIGAN (34/275) 12.4%

American Axle & Manufacturing Holdings, Inc. (0/9)
 ArvinMeritor, Inc. (2/13)
 Auto-Owners Insurance Group (1/7)
 Borders Group, Inc. (3/10)
 CMS Energy Corporation (1/13)
 Collins & Aikman Corporation (1/14)
 Comerica Incorporated (2/19)
 Delphi Corporation (2/13)
 The Dow Chemical Company (2/13)
 DTE Energy Company (1/12)
 Federal-Mogul Corporation (1/8)
 Ford Motor Company (2/14)
 General Motors Corporation (1/13)
 Kellogg Company (2/12)
 Kelly Services, Inc. (1/6)
 Kmart Corporation (2/9)
 Lear Corporation (1/10)
 Masco Corporation (1/7)
 Pulte Homes, Inc. (1/12)
 Spartan Stores, Inc. (1/9)
 Steelcase Inc. (2/11)
 Stryker Corporation (1/7)
 United Auto Group, Inc. (0/12)
 Visteon Corporation (1/10)
 Whirlpool Corporation (2/12)

MINNESOTA (34/255) 13.3%

3M Company (3/10)
 Best Buy Co. Inc. (1/11)
 C. H. Robinson Worldwide, Inc. (0/8)
 Cenex Harvest States Cooperatives (0/17)
 Ecolab Inc. (0/11)
 General Mills, Inc. (4/14)
 Hormel Foods Corporation (2/13)
 Land O Lakes, Inc. (0/25)
 Medtronic, Inc. (3/11)
 Nash Finch Company (2/10)

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

Northwest Airlines Corporation (1/15)
 PepsiAmericas, Inc. (1/9)
 The St. Paul Companies, Inc. (2/14)
 Supervalu Inc. (2/10)
 Target Corporation (4/14)
 Thrivent Financial for Lutherans (2/18)
 U.S. Bancorp (2/21)
 UnitedHealth Group, Incorporated (3/12)
 Xcel Energy Inc. (2/12)

MISSOURI (17/171) 9.9%

Ameren Corporation (1/12)
 Anheuser-Busch Companies, Inc. (2/15)
 Aquila (1/7)
 Charter Communications, Inc. (1/8)
 Emerson Electric Co. (1/16)
 Express Scripts, Inc. (1/11)
 Farmland Industries, Inc. (0/22)
 Graybar Electric Company, Inc. (1/13)
 H&R Block, Inc. (1/9)
 Interstate Bakeries Corporation (0/9)
 Leggett & Platt, Incorporated (2/13)
 The May Department Stores Company (3/12)
 Premcor Inc. (0/9)
 Sara Lee Corporation (3/15)

NEBRASKA (4/51) 7.8%

Berkshire Hathaway Inc. (1/7)
 ConAgra Foods, Incorporated (1/12)
 Mutual of Omaha Insurance Companies (1/9)
 Peter Kiewit Sons', Inc. (0/12)
 Union Pacific Corporation (1/11)

NEVADA (5/49) 10.2%

Harrah's Entertainment, Inc. (1/11)
 MGM Mirage (1/19)
 Park Place Entertainment Corporation (1/9)
 Sierra Pacific Resources (2/10)

NEW HAMPSHIRE (0/9) 0.0%

Fisher Scientific International Inc. (0/9)

NEW JERSEY (39/241) 16.2%

American Standard Companies, Inc. (0/8)
 AT&T (2/9)
 Automatic Data Processing, Inc. (1/12)
 Avaya Inc. (2/10)
 Becton, Dickinson and Company (1/11)
 Campbell Soup Co. (2/16)
 Chubb Corporation (3/17)
 CIT Group, Inc. (2/8)
 Engelhard Corporation (1/7)

Honeywell International Inc. (1/13)
 Johnson & Johnson (1/11)
 Lucent Technologies Inc. (2/8)
 Merck & Co., Inc. (3/11)
 Pathmark Stores, Inc. (1/7)
 Pharmacia Corporation (3/14)
 Prudential Financial, Inc. (2/15)
 Public Service Enterprise Group, Inc. (3/11)
 Quest Diagnostics Incorporated (3/12)
 Schering-Plough Corporation (2/11)
 Sealed Air Corporation (1/9)
 Toys R Us, Inc. (2/10)
 Wyeth (1/11)

NEW YORK (97/630) 15.4%

Altria Group, Inc. (3/12)
 Amerada Hess Corporation (1/11)
 American Express Company (1/11)
 American International Group, Inc. (2/19)
 AOL Time Warner Inc. (1/14)
 Arrow Electronics, Inc. (1/11)
 Avon Products, Inc. (6/11)
 The Bank of New York Company, Inc. (1/14)
 Barnes & Noble Inc. (2/9)
 The Bear Stearns Companies, Inc. (0/12)
 Bristol-Myers Squibb Company (2/10)
 Cablevision Systems Corp. (1/15)
 Cendant Corporation (4/14)
 Citigroup, Inc. (1/16)
 Colgate-Palmolive Company (2/9)
 Computer Associates International, Inc. (0/10)
 Consolidated Edison, Inc. (3/12)
 Corning Inc. (1/13)
 Dover Corporation (1/9)
 Eastman Kodak Company (3/12)
 Energy East Corporation (2/11)
 The Estee Lauder Companies Inc. (2/9)
 Foot Locker, Inc. (2/11)
 The Goldman Sachs Group, Inc. (1/8)
 Guardian Life Insurance Co. of America (1/16)
 International Business Machines Corporation (2/12)
 Interpublic Group of Companies, Inc. (1/10)
 ITT Industries, Inc. (2/10)
 J.P. Morgan Chase & Co. (2/13)
 Keyspan Corporation (1/10)
 L-3 Communications Holdings, Inc. (0/8)
 Lehman Brothers Holdings, Inc. (1/8)
 Liz Claiborne, Inc. (2/10)
 Loews Corporation (1/12)
 Marsh & McLennan Companies, Inc. (2/17)
 The McGraw-Hill Companies, Inc. (2/13)
 Merrill Lynch & Co., Inc. (2/11)

MetLife Inc. (2/14)
 Morgan Stanley (1/11)
 New York Life Insurance Company (2/14)
 The New York Times Company (4/13)
 NTL Europe, Inc. (0/9)
 Omnicom Group Inc. (2/11)
 The Pepsi Bottling Group, Inc. (4/10)
 PepsiCo, Inc. (3/15)
 Pfizer Inc (2/16) †
 Starwood Hotels & Resorts Worldwide, Inc. (1/10)
 TIAA-CREF (5/14)
 USA Interactive, Inc. (3/12)
 Verizon Communications Inc. (2/15)
 Viacom Inc. (2/18)
 WellChoice Inc. (2/15)

NORTH CAROLINA (23/161) 14.3%

Bank of America Corporation (4/16)
 BB&T Corp. (2/17)
 Duke Energy Corporation (1/11)
 Family Dollar Stores, Inc. (1/6)
 Goodrich Corporation (1/13)
 Jefferson-Pilot Corporation (1/11)
 Lowe's Companies, Inc. (2/11)
 Nucor (1/8)
 Progress Energy, Inc. (2/14)
 R. J. Reynolds Tobacco Holdings, Inc. (2/10)
 Sonic Automotive, Inc. (1/11)
 SPX Corporation (1/6)
 VF Corporation (2/12)
 Wachovia Corp. (2/15)

OHIO (44/336) 13.1%

AK Steel Holding Corporation (1/10)
 American Electric Power Company, Inc. (2/13)
 American Financial Group, Inc. (0/9)
 Big Lots, Inc. (1/9)
 Cardinal Health, Inc. (1/13)
 Cinergy Corp. (1/9)
 Cooper Tire & Rubber Company (0/9)
 Dana Corporation (2/11)
 Eaton Corporation (1/9)
 Federated Department Stores, Inc. (2/11)
 Fifth Third Bancorp (1/19)
 FirstEnergy Corporation (3/16)
 Goodyear Tire & Rubber (2/13)
 KeyCorp (2/15)
 The Kroger Company (1/14)
 Limited Brands, Inc. (3/14)
 National City Corporation (2/15)
 Nationwide Mutual Insurance Co. (2/16)
 NCR Corporation (1/9)

† See addendum notes on page 36

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

OfficeMax, Inc. (2/8)
 OM Group, Inc. (1/7)
 Owens Corning (3/12)
 Owens-Illinois, Inc. (1/10)
 Parker-Hannifin Corporation (2/14)
 The Procter & Gamble Company (3/19)
 The Progressive Corporation (2/12)
 Roadway Corporation (1/8)
 The Sherwin-Williams Company (1/12)

OKLAHOMA (4/46) 8.7%

Devon Energy Corporation (0/13)
 Kerr-McGee (2/11)
 OGE Energy Corp (1/10)
 The Williams Companies, Inc. (1/12)

OREGON (2/13) 15.4%

Nike, Inc. (2/13)

PENNSYLVANIA (42/287) 14.6%

Air Products & Chemicals, Inc (2/11)
 Alcoa, Inc. (2/10)
 AmerisourceBergen Corp. (1/10)
 Aramark Corporation (1/11)
 Armstrong Holdings, Inc. (2/9)
 Bethlehem Steel Corporation (1/9) †
 CIGNA Corporation (2/11)
 Comcast Corporation (1/12)
 Crown Holdings, Inc. (2/10)
 Erie Insurance Group (2/12)
 H.J. Heinz Company (3/10)
 Hershey Foods Corporation (1/8)
 Ikon Office Solutions, Inc. (2/8)
 Jones Apparel Group, Inc. (2/12)
 Lincoln National Corporation (3/13)
 Mellon Financial Corp. (1/15)
 PNC Financial Services Group Inc. (2/16)
 PPG Industries, Inc. (1/11)
 PPL Corporation (1/8)
 Rite Aid Corporation (1/8)
 Rohm and Haas Company (2/15)
 Sunoco, Inc. (2/11)
 Unisys Corporation (2/10)
 United States Steel Corporation (1/12)
 Universal Health Services, Inc. (1/6)
 Wesco International, Inc. (1/10)
 York International Corporation (0/9)

RHODE ISLAND (3/24) 12.5%

CVS Corporation (2/11)
 Textron Inc. (1/13)

SOUTH CAROLINA (2/12) 16.7%

SCANA Corporation (2/12)

TENNESSEE (11/71) 15.5%

AutoZone, Inc. (2/10)
 Dollar General Corporation (2/12)
 Eastman Chemical (1/11)
 FedEx Corporation (2/12)
 HCA, Inc (2/15)
 UnumProvident Corporation (2/11)

TEXAS (57/477) 11.9%

AdvancePCS, Inc. (0/9)
 Affiliated Computer Services, Inc. (0/9)
 AMR Corporation (2/12)
 Anadarko Petroleum Corp. (0/8)
 Baker Hughes Incorporated (1/11)
 Burlington Northern Santa Fe Corp. (1/13)
 Burlington Resources Inc. (1/11)
 CenterPoint Energy, Inc. (0/8)
 Centex Corporation (1/12)
 Clear Channel Communications, Inc. (1/11)
 ConocoPhillips (3/16)
 Continental Airlines, Inc. (1/14)
 D.R. Horton, Inc. (1/11)
 Dell Computer Corporation (1/11)
 Dynegy Inc. (1/8)
 El Paso Corporation (0/15)
 Electronic Data Systems Corporation (1/10)
 Encompass Services Corporation (0/9) †
 Enterprise Products Partners,, L.P. (2/10)
 Exxon Mobil Corporation (3/13)
 Fleming Companies, Inc. (2/9) †
 Group 1 Automotive Inc. (0/8)
 Halliburton Company (1/12)
 J.C. Penney Company, Inc. (2/11)
 Kimberly-Clark Corporation (3/13)
 Lennox International, Inc. (2/15)
 Lyondell Chemical (1/10)
 Marathon Oil Corporation (1/11)
 The Neiman Marcus Group, Inc. (2/11)
 Plains All American Pipeline, L.P. (0/7)
 RadioShack Corporation (1/13)
 Reliant Resources, Inc. (1/5)
 SBC Communications Inc. (6/21)
 Smith International, Inc. (0/7)
 Southwest Airlines (3/12)
 Sysco Corporation (3/10)
 Temple-Inland Inc. (1/12)
 Tesoro Petroleum Corporation (0/6)
 Texas Instruments Incorporated (1/9)
 Triad Hospitals, Inc. (2/12)

TXU Corp. (1/10)
 United Services Automobile Association (2/14)
 Valero Energy Corp (1/9)
 Waste Management, Inc. (1/9)

UTAH (0/10) 0.0%

Autoliv, Inc. (0/10)

VIRGINIA (25/199) 12.6%

Advance Auto Parts, Inc. (1/9)
 AES Corporation (2/13)
 Capital One Financial Corporation (0/7)
 Circuit City Stores, Inc. (4/10)
 CSX (1/14)
 Dominion Resources, Inc. (1/15)
 Freddie Mac (3/18)
 Gannett Co., Inc. (3/8)
 General Dynamics Corporation (0/9)
 Nextel Communications, Inc. (2/11)
 Norfolk Southern Corporation (1/9)
 NVR, Inc. (0/9)
 Owens & Minor, Inc. (1/11)
 Performance Food Group Company (0/7)
 The Pittston Company (1/12) †
 SLM Corporation (2/15)
 Smithfield Foods (1/8)
 US Airways Group, Inc. (2/14)

WASHINGTON (18/108) 16.7%

Airborne Inc. (2/8)
 Amazon.Com Inc. (1/6)
 AT&T Wireless Services, Inc. (1/8)
 Costco Wholesale Corporation (1/10)
 Microsoft Corporation (1/8)
 Nordstrom, Inc. (3/11)
 Paccar Inc. (0/10)
 Safeco Corporation (2/11)
 Starbucks Corporation (1/11)
 Washington Mutual, Inc. (4/13)
 Weyerhaeuser Company (2/12)

WISCONSIN (13/113) 11.5%

American Family Mutual Insurance Company (2/12)
 Harley-Davidson, Inc. (1/8)
 Johnson Controls, Inc. (1/12)
 Kohl's Corporation (2/13)
 Manpower Inc. (1/8)
 Northwestern Mutual Life Insurance Company (3/25)
 Rockwell Automation Inc. (1/10)
 Roundy's, Inc. (0/6)
 ShopKo Stores, Inc. (1/9)
 Wisconsin Energy Corporation (1/10)

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ADDENDUM NOTES

Addendum Notes

- 1) Bethlehem Steel Corporation filed for bankruptcy, April 2003.
- 2) Encompass Services Corporation filed for bankruptcy, November 2002.
- 3) Fleming Companies, Inc. filed for bankruptcy, April 2003.
- 4) Pacific LifeCorp changed its name to Pacific Life Insurance Company.
- 5) Pfizer Inc merged with Pharmacia Corporation and retains the name Pfizer Inc.
- 6) The Pittston Company changed its name to The Brink's Company.

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ALSO BY CATALYST

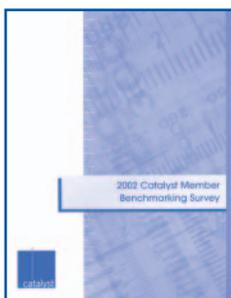
As this census report illustrates, understanding and tracking the numbers of women in key positions is an important step in creating diverse and inclusive work environments. Catalyst has designed a number of practical tools to help HR professionals and managers move beyond the numbers and make positive change in their organizations. To find out more about these and other Catalyst publications, visit our web site at www.catalystwomen.org.



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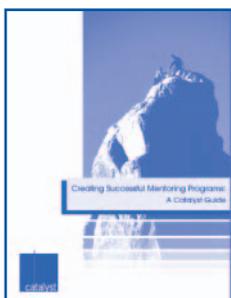
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