catalyst

1997 Catalyst Census

Women Board Directors of the Fortune 500

Once again, Catalyst presents its annual count of women in corporate governance, the 1997 Catalyst Census of Women Board Directors of the Fortune 500, which along with the Catalyst Census of Women Corporate Officers and Top Earners, serves as a marker of the progress being made by corporate America in tapping the vast talent of its women.

The number of women on boards continues to inch upward, with women holding 643 of the total 6,081 board seats. Since Catalyst began this count in 1993, the number has increased from 8.3 percent of board seats to the current 10.6 percent, indicating a trend by corporate America to begin capitalizing on the talents of women. The number of companies with no women on their boards—81—has narrowed by two since last year, and four more companies have joined the Catalyst Blue Ribbon Board of *Fortune* 500 Companies with Multiple Women Directors. This is progress, but it's not good enough.

This year, the *Census* examines the occupational backgrounds of women directors and finds that over one quarter of women board members currently hold corporate positions, while fully half of the women appointed this year are in that category. We find this important for a couple of reasons. First, it corroborates the finding from Catalyst's study of CEOs, *The CEO View*, that boards are seeking women with corporate experience, and second, it demonstrates that women with this experience are out there.

Catalyst compared old and new companies to the *Fortune* 500 list and found a statistically significant difference between the two groups, with new entrants to the list having fewer women than established companies. Moreover companies in the top quintile of the list are twice as likely to have multiple women on their boards as companies in the bottom quintile. America's top companies demonstrate a clear understanding of the important contribution women make to their organizations and are increasing women's representation on their boards. We present this *Census* in the hope that they will serve as examples for other corporations.

John H. Bryan,

Chairman and CEO, Sara Lee Corporation

John H. Byon.

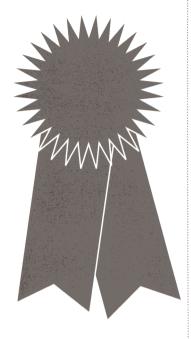
Board of Directors, Catalyst

Shela W. Wellington

President, Catalyst

# Catalyst Blue Ribbon Board Fortune 500 Companies With Multiple Women Directors

1997: 181 Companies



Fluor Aetna **AFLAC** Ahmanson (H. F.) Aid Association for Lutherans Albertson's Gap

Alcoa Allemerica Financial

Allstate American Brands American Electric Power

American Express

American Family Insurance Group

American Home Products

Ameritech Amoco Anheuser-Busch Atlantic Richfield

Avnet Avon Products

Baltimore Gas & Electric

BankAmerica Corp. Bank of New York Co.

Barnett Banks Baxter International Bell Atlantic

BellSouth Beneficial Beverly Enterprises

Boise Cascade Bristol-Myers Squibb Brunswick

Campbell Soup Champion International Chase Manhattan Corp.

Chevron Chubb Cigna CMS Energy Coca-Cola Colgate-Palmolive

College Retirement Equities Fund

Columbia/HCA Healthcare

ConAgra Conrail

Consolidated Edison of New York Consolidated Natural Gas

Corestates Financial Corp.

Corning

**CPC** International Cyprus Amax Minerals Dayton Hudson Dean Witter Discover Donnelley (R. R.) & Sons Dow Chemical

DTE Energy

DuPont de Nemours (E. I.)

Eastman Kodak Edison International

Engelhard Fannie Mae

Federal Home Loan Mortgage First Chicago NBD Corp. Florida Progress

Ford Motor Foster Wheeler Gannett

General Electric General Mills General Motors General Re Giant Food

Golden West Financial Corp.

GPU Grace (W. R.) Hannaford Bros. Harcourt General Hasbro Heinz (H. J.) Home Depot Hormel Foods

International Business Machines

James River Corp. of VA John Hancock Mutual Life Insurance

Johnson & Johnson Kellogg KeyCorp Kimberly-Clark Kmart Knight-Ridder Kroger

Lilly (Eli) Limited Lincoln National Lockheed Martin Long Island Lighting

Lowe's

Lutheran Brotherhood Massachusetts Mutual Life Insurance Maytag

McGraw-Hill MCI Communications McKesson

Merck Merrill Lynch

Metropolitan Life Insurance Minnesota Mining &

Manufacturing Mobil

Monsanto Motorola National City Corp. NationsBank Corp. New York Times

Newell

Niagara Mohawk Power

Nordstrom Northeast Utilities Northern States Power Northwestern Mutual Life Insurance

Norwest Corp. NYNEX OwensCorning Pacific Enterprises

Pacific Mutual Life Insurance

PacifiCorp

Pacific Telesis Group Penney (J. C.) Pfizer PG&E Corp. Pharmacia & Upjohn Philip Morris Phillips Petroleum Phoenix Home Life

Mutual Insurance Pitney Bowes PP&L Resources Principal Financial Procter & Gamble

Prudential Insurance of America

Publix Super Markets Reader's Digest Association Reynolds Metals

Rohm & Haas Safeco Sara Lee Schering-Plough Sears Roebuck Service Master Sprint Stanley Works State Farm Insurance Student Loan Marketing

Association Supervalu Sysco

Teachers Insurance & Annuity Association

Textron Time Warner Times Mirror TJX Toys "R" Us

Transamerica Travelers Group

Ultramar Diamond Shamrock

Unicom

United Healthcare United Technologies

Unum US West USAA Vencor VF

Wal-Mart Stores

Wellpoint Health Networks

Wells Fargo & Co. Whirlpool Williams Woolworth Xerox

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*Sara Lee Corporation sponsored the* 1997 Catalyst Census of Women Board Directors of the *Fortune* 500.

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### **Introductory Note**

Catalyst measures the number of women directors because in business, what gets measured gets done. The Catalyst Census of Women Board Directors of the Fortune 500 was created in 1993 to encourage the leadership of Fortune 500 companies to increase the number of women serving on their boards, and in turn to encourage smaller corporations to do the same. Each Census serves as a marker for corporate America, of accomplishment and of work yet to be done. This rigorous measurement, which Catalyst publishes annually, provides an accurate accounting of the number and names of women board directors of Fortune 500 companies.

Methodology

In May, 1997, Catalyst sent a letter to the Corporate Secretary of each of the *Fortune* 500 companies (as published in the April 28, 1997, issue of *Fortune*). The letter sought (1) to verify the company's total number of board members as of the *Census* cut-off date of March 31, 1997, and (2) to confirm the names and numbers of any women board members and inside board members. The information sent to companies for verification was derived from Catalyst's proprietary database, created from the 1996 *Census* and updated throughout the year. Companies verified or corrected the information by letter, fax, or telephone. In any instance where a company failed to respond to a series of requests for verification, Catalyst turned to the annual report and proxy statement to obtain accurate information.

About Catalyst

Founded in 1962, Catalyst has a dual mission: to enable women in business and the professions to achieve their maximum potential and to help employers capitalize fully on the talents of their women employees. Catalyst maintains a pragmatic and solutions-oriented approach that has earned the confidence of business leaders, who count on Catalyst to help them address women's workplace issues and develop cost-effective responses.

Catalyst Corporate
Board Placement

Catalyst Corporate Board Placement (CBP) works with corporations to identify women for their boards of directors. Unique in conducting searches exclusively for women directors since 1977, Catalyst CBP has worked with over 200 leading corporations to recruit women for their boards.

# 1997 Findings: Overview

The 1997 Catalyst Census of Women Board Directors of the Fortune 500 finds that the percentage of Fortune 500 board seats held by women (10.6 percent) has increased for the fifth straight year, as has the percentage of corporations with at least one woman director (84 percent) and with multiple women directors (36 percent).

The greatest increase in women directors has occurred in companies with three or more women directors: since 1994, that number has increased by nearly two-thirds (63 percent), from 19 to 31. The 1997 Catalyst Blue Ribbon Board of Companies with Multiple Women Directors boasts 181 companies, or 36 percent of *Fortune* 500 boards. All of the Catalyst indices that measure women's representation on boards of directors are up: the number of *Fortune* 500 boards with women directors has increased 21 percent since 1993. The number of board seats held by women is up by 18 percent since 1994; and the number of women serving on the boards of *Fortune* 500 companies has grown 26 percent since 1994.

However, the 1997 *Census* reveals that the rate of growth in women's presence on *Fortune* 500 boards is slowing, with the number of board seats held by women having increased by less than three percent in the past year.

Despite this slowdown, in 1997 for the first time, the *Census* finds gender parity on a *Fortune* 500 board, at Golden West Financial, with five women and five men directors.

Also for the first time this year, Catalyst has completed an extensive examination of the current occupations of the 444 women directors serving on *Fortune* 500 boards as of March 31, 1997, the *Census* cut-off date. In Catalyst's 1995 study, *The CEO View*, chief executives expressed their preference for board members with corporate line experience, and in consonance with that view, Catalyst finds the largest occupational category for current women directors to be corporate line positions.

The 1997 *Census* finds a statistically significant correlation between companies on the *Fortune* 500 list last year and their number of women board members, compared with companies new to the list this year. Companies established on the *Fortune* list are significantly more likely to have women on their boards.

# 1997 Findings: Companies

### **More Companies With Women Directors**

Eighty-four percent of *Fortune* 500 companies—419 companies—now have one or more women directors (as of the *Census* cut-off date of March 31, 1997). Eighty-one *Fortune* 500 companies (16 percent) have no women on their boards. Since 1993, there has been a 21 percent increase in the number of boards with women directors. (See Table 1.)

Table 1 The 1997 Catalyst Census

Fortune 500 Companies With
Women Directors

	Number	Percentage
1997	419	84%
1996	417	83
1995	404	81
1994	376	75
1993	3451	69

Companies With Multiple Women Directors

Gender Parity

Companies With 25 Percent or More Women Directors Of the 419 *Fortune* 500 companies with women on their boards, 43.2 percent (181) have more than one woman. This means that 36 percent of all *Fortune* 500 companies now have two or more women directors. While this is only an increase of one percent from last year, since 1994, the number of companies with more than one woman director has increased by 24 percent.

Presenting the 1997 *Census*, Catalyst notes one board that has reached gender parity: Golden West Financial Corporation, with five women and five men directors. Marion Sandler, CEO of Golden West, and one of two women CEOs in the *Fortune* 500, shared with Catalyst the insights she has gained in the process of achieving the 50/50 mark: "It takes time to change a board. You have to make it a priority. It takes creative thinking. You have to find people who have the interest, the time, the background. And you have to get to know them." Sandler emphasizes the fact that "women have a lot to offer, not because they're women, but for their ability." She characterized the Golden West board as "terrific. They speak up; they're able; they're just what you want board members to be. And they're role models for our employees."

Several other companies boast percentages of women directors well above the *Fortune* 500 average. At two companies, at least one-third of board seats are held by women: Wellpoint Health Systems at 37.5 percent and Gannett at 33.3 percent. Also of note are Avon Products at 30.8 percent; Aetna at 28.6 percent, and Northeast Utilities at 27.3 percent. Six companies have come in with 25 percent women directors: College Retirement Equities Fund, Hasbro, Maytag, McKesson, Pacific Enterprises, and Teachers Insurance & Annuity Association.

<sup>&</sup>lt;sup>1</sup>In 1995, when *Fortune* magazine consolidated the industrial and service companies into one list, Catalyst followed the new listing. In order to have comparison data, Catalyst created a parallel list of the *Fortune* 500 companies for 1994 and an adjusted list for 1993.

Table 2

The 1997 Catalyst Census

Fortune 500 Companies With More Than Two Women Directors, With Percent of Total Board: 31 (1996: 23)

Companies With	Five Wo	men Directors: 3 (1996: 2)	
College Retirement Equities Fu Golden West Financial: Teachers Insurance & Annuity		on:	25% 50 25
<b>Companies With</b>	Four Wo	omen Directors: 6 (1996: 5)	
Aetna:	28.6%	Gannett:	33.3%
Avon Products: Fannie Mae:		Hasbro: Principal Financial:	25 22.2
Companies With T	hree Woi	men Directors: 22 (1996; 16)	
Aid Association for Lutherans:	17.7%	Maytag:	25%
Baxter International:	18.8	Metropolitan Life Insurance:	18.8
Beverly Enterprises:	33.3	Northeast Utilities:	27.3
Chase Manhattan Corporation:	16.7	Northwestern Mutual	
Consolidated Edison Co. of		Life Insurance:	12
New York:	23.1	Phoenix Home Life Insurance:	17.7
Dayton Hudson:	23.1	Prudential Insurance Co.	
Federal Home Loan Mortgage:	16.7	of America:	13.6
Hannaford Brothers:	21.4	Stanley Works:	23.1
Johnson & Johnson:	23.1	Student Loan Mortgage Assoc.:	14.3
Kroger:	20	Textron:	20
Massachusetts Mutual		Travelers Group:	14.3
Life Insurance:	14.3	WellPoint Health Networks:	37.5

This year, 31 companies (6.2 percent of all *Fortune* 500 companies) have three or more women directors, up from 23 in 1996, a 35 percent gain (See Tables 2 and 3) and a 63 percent increase since 1994, when there were only 19 boards with three or more women directors. Twenty-two *Fortune* 500 companies have three women on their boards, six companies have four women, and three companies have five. (See Tables 2 and 3.)

Table 3

The 1997 Catalyst Census

Fortune 500	<b>Companies</b>	and Numbers	of Women	<b>Directors</b>
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Number of Women	1994	Number of 1995	Companies 1996	199 <b>7</b>
WOITIEII			1770	
One	230	238	240	238
Two	127	141	154	150
Three	15	21	16	22
Four	3	3	5	6
Five	1	1	2	3
	376	404	417	419
Two or more	146	166	177	181
Three or more	19	25	23	31

Companies by Revenue

Of the top 100 companies by revenue, 96 have at least one woman on their boards, a loss of one since 1996. Dividing *Fortune* 500 companies into quintiles according to revenue, the higher the quintile in which a company is found, the greater the likelihood of the company's having at least one woman director. Also, companies in the first quintile are more than twice as likely to have multiple women directors as those in the fifth quintile. (See Table 4.)

Table 4

The 1997 Catalyst Census

Percentage of	the Fortune	500 With	Women	Directors,	by Reve	nue
---------------	-------------	----------	-------	------------	---------	-----

Quintile	Companies With at Least One Woman Director	Companies With More Than One
First	96%	61%
Second	90	36
Third	81	28
Fourth	76	27
Fifth	76	26

Greater Likelihood of Women Directors on Boards of Previously Listed Companies Catalyst ran a test of statistical significance on companies new to the *Fortune* 500 list and companies remaining on the list from last year. Of the 36 companies new to the *Fortune* 500 list this year, eleven—or 31 percent—have no women board members, compared to 15 percent of the 464 companies already appearing on the list last year. Similarly, of the new companies on the list, only seven—19.4 percent—have two or more women board members; while of ongoing companies, 174—37.5 percent—have two or more women. Companies established on the *Fortune* 500 list are thus more likely to have women on their boards than companies just coming into the *Fortune* 500.

Companies by Profitability

The top performing *Fortune* 500 companies all demonstrate the winning formula of women on boards. Women fill 16 directors' seats at the *Fortune* 500's ten most profitable companies; six of these companies have two women directors. (See Table 5.)

Table 5 The 1997 Catalyst Census

Top Ten Fortune 500 Companies by Profit

Company	Women Directors
Exxon	1
General Electric	2
Philip Morris	2
AT&T	1
International Business Machines	2
Intel	1
General Motors	2
Ford Motor	2
Merck	2
Citicorp	1
Total	16

### 1997 Findings: Women on Boards

### Increase in Board Seats Held by Women

The number of board seats held by women continues to increase this year. As of March 31, 1997 (the *Census* cut-off date), women hold 10.6 percent of the seats on the boards of *Fortune* 500 companies. Of a total of 6,081 board seats, women occupy 643, an increase of 17 board seats held by women since 1996. Since 1994, this number has increased by 98 seats, or 18 percent, although this year's increase is only 2.7 percent. (See Table 6.)

Table 6

The 1997 Catalyst Census

### Board Seats in Fortune 500 Companies Held by Women

	Total	Wor	nen
	<b>Board Seats</b>	Number	Percent
1997	6,081	643	10.6%
1996	6,123	626	10.2
1995	6,274	600	9.5
1994	6,276	545	8.7
1993	N/A <sup>2</sup>	N/A <sup>2</sup>	8.3

More Women Serving on Boards 1997 saw a net increase of 24 individual women serving on the boards of *Fortune* 500 companies. The total number of individual women on boards is 444, up from 420 in 1996, 390 in 1995, and 352 in 1994. This is an increase of 5.7 percent from 1996, and a total increase from 1994 of 92 women, or 26.1 percent.

In 1997, 331, or 74.5 percent of those 444 women, serve on only one board; 13.5 percent serve on two boards, 7.2 percent serve on three boards, and 4.7 percent serve on four or more boards. (See Table 7.)

Table 7

The 1997 Catalyst Census

### Number of Fortune 500 Board Seats Per Woman Director

	19	95	19	96	199	7
Number of Boards	Number of Women	Percent of Women	Number of Women	Percent of Women	Number of Women	Percent of Women
1	283	72.6%	305	72.6%	331	74.5%
2	52	13.3	63	15.0	60	13.5
3	26	6.7	29	6.9	32	7.2
4 or more	29	7.4	23	5.5	21	4.7
Total	390		420		444	

<sup>&</sup>lt;sup>2</sup>In 1995, when *Fortune* magazine consolidated the industrial and service companies into one list, Catalyst followed the new listing. In order to have comparison data, Catalyst created a parallel list of the *Fortune* 500 companies for 1994 and an adjusted list for 1993.

Professions/Occupations of Women Directors<sup>3</sup>

For the first time this year, Catalyst analyzed the occupations of the *Fortune* 500 women directors. Women with positions in corporations comprise the largest single group of women directors at 27 percent, followed by women in academia at 16.2 percent. Women entrepreneurs, an increasingly important part of the economy, register 14.9 percent, while 13.5 percent of all women board directors have backgrounds in nonprofits or foundations. (See Table 8.)

Of the women with corporate positions, two-thirds or 66 percent, hold senior operating positions in their companies. These women hold the titles of chairman, chief executive officer, president, chief operating officer, chief financial officer, executive vice president, senior vice president, or vice president.

Table 8 The 1997 Catalyst Census
Current Occupations of Women Directors of the
Fortune 500 Companies

Field	Women Directors
Corporate	27.0%
Academic	16.2
Entrepreneur/business owner	14.9
Nonprofit/foundation executive	13.5
Retired	8.8
Consultant	5.1
Professionals (lawyer, etc.)	3.8
*Other	10.7
*Including medical, government, investors.	

Women Directors
New to Fortune 500
Boards

Fifty-three women directors serving in 1997 (12 percent of all women directors) did not serve on a *Fortune* 500 board during the previous year. Of these, 26 women—half—are on the boards of companies new to the *Fortune* 500 in 1997. Catalyst analyzed the professions and positions of these 53 women. Thirty-eight percent hold operational and managerial positions in corporations, and 75 percent of these hold senior operating positions with titles of chairman, chief executive officer, president, chief operating officer, chief financial officer, executive vice president, senior vice president, or vice president. Thirteen percent of the 53 new women directors are entrepreneurs, 11 percent hold leadership positions in academic institutions, 9 percent are leaders of nonprofit organizations, and 8 percent are in legal professions. The others are in such fields as government, investment, medicine, consulting, or are retired.

The high percentage of women board directors who hold corporate operational or managerial positions accords with the finding in Catalyst's study of CEOs, *The CEO View*,<sup>4</sup> that boards are seeking directors with corporate experience. It also demonstrates that women with that experience are out there.

<sup>&</sup>lt;sup>3</sup>Catalyst did not request this data from companies, assessing it according to our proprietary database.

<sup>&</sup>lt;sup>4</sup>The CEO View: Women on Corporate Boards. New York: Catalyst, 1995.

Inside Directors

In *Fortune* 500 companies, there are 1,199 inside directors (20 percent of all directors).<sup>5</sup> Just 12 of these inside directors are women. Thus, women account for one percent of inside directors. This low number reflects the low number of women in the highest positions in corporations, as enumerated in the *1996 Catalyst Census of Women Corporate Officers and Top Earners*.<sup>6</sup>

Women of Color<sup>7</sup>

In 1997, 54 women directors, or 12.2 percent, are women of color, holding 1.4 percent of total board seats.

# 1997 Findings: Industry Analysis

The soap/cosmetics industry continues to lead the *Fortune* 500 with the highest percentage of women directors, at 19.6 percent. Other industries with a high percentage of women directors include savings institutions (19.1 percent); toys/sporting goods (17.2 percent); publishing/printing (16.7 percent); pharmaceuticals (14.8 percent); insurance: life and health (stock) (14.4 percent); diversified financial (14.2 percent); other industries with 13 percent women directors include general merchandisers (13.3 percent) and insurance: life and health (mutual) (13.1 percent). Women have low representation on the boards of directors in the following industries: mail/package/freight delivery (2.6 percent); securities (5.5 percent); computer software and food services (5.9 percent); airlines (6.3 percent); engineering, construction (6.4 percent); computer data services (6.7 percent); trucking (6.9 percent); and pipelines (7.1 percent).

The industries with the highest percentage of companies with no women on their boards include computer software, engineering, pipelines, and wholesalers. (See Table 9.)

Table 9 The 1997 Catalyst Census

Industries With the Greatest Percentage of
Companies With No Woman on Their Boards

Industry	Percent With No Women
Engineering, construction	57%
Computer software	50
Wholesalers	37
Pipelines	28

<sup>&</sup>lt;sup>5</sup>For the purpose of this *Census*, Catalyst considers as "inside directors" officers of a company who serve as members of its board of directors. 61996 Catalyst Census of Women Corporate Officers and Top Earners. New York: Catalyst, 1996. The first annual comprehensive accounting and analysis of the representation of women among the corporate officers and the five highest-earning officers in each of the *Fortune* 500 compa-

<sup>&</sup>lt;sup>7</sup>Catalyst did not request this data from companies, assessing it according to our proprietary database.

1997 Findings: Geographical Analysis The Northeast leads the country with the highest percentage of companies with women on boards—93 percent, up from 88 percent in 1996. The West, which also saw a similar increase, has the smallest percentage of companies with women directors (78%). All regions continue to show a steady annual increase in the percentage of companies with women directors except the South. This year, for the first time, the South's percentage dropped—from 85 percent in 1996 to 81 percent in 1997. (See Table 10.)

Table 10 The 1997 Catalyst Census

Board Seats in Fortune 500 Companies

Held by Women, by Region

	Number of Companies	Percent of Companie With Women				
Northeast	160	93%				
Midwest	135	84				
South	123	81				
West	82	78				
Total	500	84%				

# Catalyst Census of Women Board Directors by Number of Women and Percent of Total Board Directors by Company; *Fortune* 500 Companies Listed by Rank

Rank	Company	Women Directors	Total Directors	Percent Women	Rank	Company	Women Directors	Total Directors	Perce Wome
1	GENERAL MOTORS	2	15	13.3%	51	XEROX	2	13	15.4
2	FORD MOTOR	2	12	16.7	52	ATLANTIC RICHFIELD	2	14	14.3
3	EXXON	1	12	8.3	53	BELLSOUTH	2	12	16.7
4	WAL-MART STORES	2	13	15.4	54	CIGNA	2	11	18.2
5	GENERAL ELECTRIC	2	14	14.3	55	WALT DISNEY	1	16	6.3
5	INTL. BUS. MACHINES	2	11	18.2	56	AMERICAN STORES	1	15	6.7
7	AT&T	1	10	10.0	57	SARA LEE	2	19	10.5
3	MOBIL	2	15	13.3	58	COCA-COLA	2	14	14.3
)	CHRYSLER	1	14	7.1	59	MCI COMMUNICATIONS	2	14	14.3
0	PHILIP MORRIS	2	13	15.4	60	COMPAQ COMPUTER	1	9	11.1
1	TEXACO	1	13	7.7	61	AMR	1	12	8.3
2	STATE FARM INSURANCE COS.	2	13	15.4	62	NATIONSBANK CORP.	2	27	7.4
3	PRUDENTIAL INS. CO. OF AMERICA	A 3	22	13.6	63	NEW YORK LIFE INSURANCE	1	15	6.7
4	E. I. DU PONT DE NEMOURS	2	13	15.4	64	AMERICAN EXPRESS	2	14	14.3
5	CHEVRON	2	13	15.4	65	SAFEWAY	0	9	0.0
6	HEWLETT-PACKARD	1	13	7.7	66	RJR NABISCO HOLDINGS	1	9	11.1
7	SEARS ROEBUCK	2	10	20.0	67	AETNA	4	14	28.6
8	PROCTER & GAMBLE	2	17	11.7	68	CATERPILLAR	1	12	8.3
9	AMOCO	2	13	15.4	69	FLEMING	1	8	12.5
20	CITICORP	1	14	7.1	70	SUPERVALU	2	13	15.4
	PEPSICO	1	13	7.7	71	UAL	0	12	0.0
1			15	13.3	72	EASTMAN KODAK	2	9	22.2
2	KMART	2					1	14	7.1
23	AMERICAN INTL. GROUP	1	16	6.3	73	J. P. MORGAN & CO.	2		15.4
24	MOTOROLA	2	16	12.5	74	PHILLIPS PETROLEUM	1	13	
25	CHASE MANHATTAN CORP.	3	18	16.7	75	FEDERATED DEPT. STORES	-	12	8.3
26	LOCKHEED MARTIN	2	19	10.5	76	BRISTOL-MYERS SQUIBB	2	10	20.0
27	DAYTON HUDSON	3	13	23.1	77	AMERITECH	2	12	16.7
28	KROGER	3	15	20.0	78	DIGITAL EQUIPMENT	1	9	11.1
.9	FANNIE MAE	4	18	22.2	79	ROCKWELL INTERNATIONAL	1	13	7.7
80	MERRILL LYNCH	2	15	13.3	80	LEHMAN BROTHERS HOLDINGS	1	10	10.0
31	CONAGRA	2	16	12.5	81	MINNESOTA MINING & MFG.	2	12	16.7
2	ALLSTATE	2	10	20.0	82	SPRINT	2	12	16.7
13	J. C. PENNEY	2	11	18.2	83	AMERICAN HOME PRODUCTS	2	12	16.7
34	UNITED TECHNOLOGIES	2	15	13.3	84	ALLIEDSIGNAL	1	13	7.7
35	METROPOLITAN LIFE INS.	3	16	18.8	85	SBC COMMUNICATIONS	1	14	7.
36	BOEING	1	11	9.1	86	COLLEGE RET. EQUITIES FUND	5	20	25.0
37	UNITED PARCEL SERVICE	0	13	0.0	87	MCDONNELL DOUGLAS	1	13	7.3
38	BANKAMERICA CORP.	2	14	14.3	88	TEACHERS INS. & ANNUITY ASSN.	5	20	25.0
39	JOHNSON & JOHNSON	3	13	23.1	89	ALBERTSON'S	2	15	13.3
10	TRAVELERS GROUP	3	21	14.3	90	MCKESSON	2	8	25.0
41	GTE	1	13	7.7	91	NYNEX	2	12	16.
12	USX	1	15	6.7	92	SYSCO	2	15	13.3
13	INTEL	1	11	9.1	93	ARCHER DANIELS MIDLAND	1	12	8
14	INTERNATIONAL PAPER	1	14	7.1	94	ENRON	1	13	7.
45	DOW CHEMICAL	2	18	11.1	95	KIMBERLY-CLARK	2	12	16.
16	LOEWS	1	11	9.1	96		0	10	0.
47	COLUMBIA/HCA HEALTHCARE	2	10	20.0	97		2	12	16.
48	MERCK	2	13	15.4	98	GOODYEAR TIRE & RUBBER	1	11	9.
<del>4</del> 0	COSTCO	1	10	10.0		BELL ATLANTIC	2	15	13.
50	HOME DEPOT	2	12	16.7	:	GEORGIA-PACIFIC	1	12	8.3
,0	HOME DEI OI	2	12	10.7	Tot		174	1342	13%

		Women	Total	Percent			Women	Total	Percent
Rank	Company	Directors	Directors	Women	Rank	Company	Directors	Directors	Women
101	WINN-DIXIE STORES	1	11	9.1%	151	FARMLAND INDUSTRIES	0	22	0.0%
102	US WEST	2	9	22.2	152	GILLETTE	1	13	7.7
103	MAY DEPARTMENT STORES	1	14	7.1	153	PG&E CORP.	2	16	12.5
104	IBP	2	9	22.2	154	PACIFIC TELESIS GROUP	2	10	20.0
105	ITT HARTFORD GROUP	1	11	9.1	155	BANKERS TRUST NEW YORK CORP.	. 1	12	8.3
106	DELTA AIR LINES	1	12	8.3	156	WESTINGHOUSE ELECTRIC	1	13	7.7
107	NATIONWIDE INS. ENTERPRISE	1	15	6.7	157	PRINCIPAL FINANCIAL	4	18	22.2
108	RAYTHEON	1	15	6.7	158	TEXTRON	3	15	20.0
109	ASHLAND	1	13	7.7	159	MONSANTO	2	14	14.3
10	FEDERAL HOME LOAN MTGE.	3	18	16.7	160	MASS. MUTUAL LIFE INS.	3	21	14.3
111	NORTHWESTERN MUTUAL LIFE INS	S. 3	25	12.0	161	H. J. HEINZ	2	18	11.1
	VIACOM	1	10	10.0	:	DEAN WITTER DISCOVER	2	10	20.0
	INGRAM MICRO	1	8	12.5		SALOMON	2	10	7.7
	FIRST UNION CORP.	1	29	3.5		AMERADA HESS	1	15	6.7
	COASTAL	0	12	0.0		NORWEST CORP.	2	16	12.5
	WALGREEN	1	9	11.1	:	CARDINAL HEALTH	1	12	8.3
	TEXAS INSTRUMENTS	1	9	11.1		COLGATE-PALMOLIVE	2	9	22.2
	PFIZER	2	12	16.7		JOHN HANCOCK MUTUAL LIFE INS	_	19	10.5
	DEERE	1	12	9.1		WELLS FARGO & CO.	2	21	9.5
	EMERSON ELECTRIC	1	17	5.9		ITT INDUSTRIES	0	8	0.0
	IKON OFFICE SOLUTIONS	1	7	14.3		WHIRLPOOL	2	12	16.7
	WEYERHAEUSER	1	9	11.1	:	MICROSOFT	1	8	12.5
	FLUOR	2	12	16.7		LIMITED	2	12	16.7
		1	13	7.7		LOWE'S	2	10	20.0
	ABBOTT LABORATORIES TENNECO	1	11	9.1		SEAGATE TECHNOLOGY	1	7	14.3
							1		
	LIBERTY MUTUAL INS. GROUP	1	17	5.9		UNOCAL EDISON INTERNATIONAL	-	12	8.3
	ANHEUSER-BUSCH	2	15	13.3	:	EDISON INTERNATIONAL	2	18	11.1
128	MCDONALD'S	1	18	5.6	:	CVS	1	13	7.7
129	OCCIDENTAL PETROLEUM	1	14	7.1	:	CROWN CORK & SEAL	1	15	6.7
	CSX	1	12	8.3		GENERAL RE	2	12	16.7
	PUBLIX SUPER MARKETS	2	9	22.2	:	ULTRAMAR DIAMOND SHAMROCK		12	16.7
	BERKSHIRE HATHAWAY	1	6	16.7		BURLINGTON NTHRN. SANTA FE	0	17	0.0
	SOUTHERN	1	14	7.1		US AIRWAYS GROUP	1	12	8.3
	WMX TECHNOLOGIES	1	12	8.3		WOOLWORTH	2	11	18.2
	TRW	2	15	13.3		NORTHROP GRUMMAN	1	11	9.1
	FEDERAL EXPRESS	1	14	7.1		FLEET FINANCIAL GROUP	1	20	5.0
137	BANC ONE CORP.	1	14	7.1		TELE-COMMUNICATIONS	0	8	0.0
138	MARRIOTT INTERNATIONAL	1	10	10.0		COCA-COLA ENTERPRISES	1	14	7.1
139	FIRST CHICAGO NBD CORP.	2	20	10.0		DANA	1	10	10.0
	UNITED HEALTHCARE	2	11	18.2		DELL COMPUTER	1	9	11.1
141	TIME WARNER	2	14	14.3	191	CAMPBELL SOUP	2	15	13.3
142	UNION PACIFIC	1	15	6.7	192	PANENERGY	1	12	8.3
143	JOHNSON CONTROLS	1	13	7.7	193	HALLIBURTON	1	10	10.0
144	BERGEN BRUNSWIG	0	12	0.0	194	ELI LILLY	2	13	15.4
145	TOYS "R" US	2	10	20.0	195	HONEYWELL	1	12	8.3
146	TOSCO	0	8	0.0	196	PHARMACIA & UPJOHN	2	15	13.3
147	NORTHWEST AIRLINES	0	12	0.0	197	NGC	0	13	0.0
148	SUN	1	12	8.3	198	WARNER-LAMBERT	1	13	7.7
149	CPC INTERNATIONAL	2	12	16.7	199	PPG INDUSTRIES	1	12	8.3
150	APPLE COMPUTER	1	7	14.3	200	BEST BUY	0	7	0.0
					Tota	al	132	1297	10.29

Rank	Company	Women Directors	Total Directors	Percent Women	Rank	Company	Women Directors	Total Directors	Percent Women
201	ENTERGY	1	15	6.7	251	BANK OF NEW YORK CO.	2	18	11.1%
202	AFLAC	2	17	11.8	252	PAINE WEBBER GROUP	0	14	0.0
203	SUN MICROSYSTEMS	1	7	14.3	253	JAMES RIVER CORP. OF VIRGINIA	2	11	18.2
204	CIRCUIT CITY GROUP	1	10	10.0	254	SCHERING-PLOUGH	2	14	14.3
205	REYNOLDS METALS	2	14	14.3	255	TENET HEALTHCARE	1	10	10.0
206	AMERICAN GENERAL	1	11	9.1	256	AMERISOURCE HEALTH	0	9	0.0
207	EATON	1	11	9.1	257	MERISEL	0	4	0.0
208	CONSOLIDATED EDISON OF NY	3	13	23.1	258	RYDER SYSTEM	1	10	10.0
209	UNICOM	2	13	15.4	259	CENTRAL & SOUTH WEST	1	12	8.3
210	GUARDIAN LIFE INS. CO. OF AMER.	. 1	16	6.3	260	AVATEX	0	7	0.0
211	LINCOLN NATIONAL	2	12	16.7	261	AMP	1	12	8.3
212	UNITED SVCS. AUTOMOBILE ASSOC	C. 2	12	16.7	:	RITE AID	1	11	9.1
	HUMANA	1	7	14.3		BAXTER INTERNATIONAL	3	16	18.8
214	INGERSOLL-RAND	1	11	9.1	:	GENERAL MILLS	2	12	16.7
	TJX	2	10	20.0	:	CASE	1	9	11.1
	KELLOGG	2	10	20.0		VONS	0	12	0.0
	R. R. DONNELLEY & SONS	2	13	15.4		FOOD 4 LESS	0	10	0.0
	ITT	2	11	18.2		BINDLEY WESTERN	0	11	0.0
	DRESSER INDUSTRIES	1	12	8.3		GAP	2	11	18.2
	TEXAS UTILITIES	1	10	10.0	:	COOPER INDUSTRIES	1	10	10.0
	ARROW ELECTRONICS	1	10	10.0		W. R. GRACE	2		
	CHUBB	2	15	13.3	:	CUMMINS ENGINE		12	16.7
	NIKE	1			:		1	12	8.3
		1	13	7.7		AVNET	2	13	15.4
	TYSON FOODS	1	11	9.1		QUAKER OATS	1	10	10.0
	DILLARD DEPARTMENT STORES	1	15	6.6		STONE CONTAINER	0	13	0.0
	UNISYS	1	10	10.0	276		2	11	18.2
227	CONTINENTAL AIRLINES	1	13	7.7		BOISE CASCADE	2	12	16.7
	PNC BANK CORP.	1	21	4.8		FMC	1	12	8.3
	TANDY	0	10	0.0		TYCO INTERNATIONAL	0	8	0.0
	TRANSAMERICA	2	9	22.2		REVCO D.S.	1	13	7.7
	ANTHEM INSURANCE	1	17	5.9	:	LYONDELL PETROCHEMICAL	0	8	0.0
	LEAR	1	11	9.1		HOUSEHOLD INTERNATIONAL	1	13	7.7
	BANK OF BOSTON CORP.	1	18	5.6		MILLENNIUM CHEMICALS	0	8	0.0
234	PUBLIC SVCE. ENTERPRISE GROUP	1	11	9.1	284	GATEWAY 2000	0	7	0.0
235	ARAMARK	0	11	0.0	285	ECKERD	1	10	10.0
236	RALSTON PURINA	1	10	10.0	286	ILLINOIS TOOL WORKS	1	14	7.1
237	UNION CARBIDE	1	10	10.0	287	VALERO ENERGY	1	9	11.1
238	ST. PAUL COS.	1	13	7.7	288	BEAR STEARNS	1	39	2.6
239	MANPOWER	1	10	10.0	289	FIRST DATA	0	8	0.0
240	OFFICE DEPOT	1	8	12.5	290	NATIONAL CITY CORP.	2	19	10.5
241	KEYCORP	2	20	10.0	291	BLACK & DECKER	1	8	12.5
242	FPL GROUP	1	15	6.7	292	DOMINION RESOURCES	1	12	8.3
243	CHAMPION INTERNATIONAL	2	12	16.7	293	AVON PRODUCTS	4	13	30.8
244	AMERICAN ELECTRIC POWER	2	13	15.4	294	MEDPARTNERS	0	13	0.0
245	AMERICAN STANDARD	0	10	0.0	295	THRIFTY PAYLESS HOLDINGS	1	7	14.3
246	BROWNING-FERRIS INDUSTRIES	1	11	9.1	296	NORAM ENERGY	1	12	8.3
247	AMERICAN BRANDS	2	12	16.7	297	EASTMAN CHEMICAL	1	10	10.0
248	BORDEN	0	6	0.0	:	NORFOLK SOUTHERN	1	11	9.1
	NAVISTAR INTERNATIONAL	1	13	7.7		MELLON BANK CORP.	1	20	5.0
	GENUINE PARTS	1	11	9.1	:	DUKE POWER	0	13	0.0
					Tota		113	1197	9.4%

CATALYST CENSUS OF WOMEN BOARD DIRECTORS BY NUMBER OF WOMEN AND PERCENT OF TOTAL BOARD DIRECTORS BY COMPANY

Rank	Company	Women Directors	Total Directors	Percent Women	Rank	Company	Women Directors	Total Directors	Percent Women
301	MEAD	1	12	8.3%	351	GPU	2	11	18.2%
302	BETHLEHEM STEEL	1	13	7.7	352	GIANT FOOD	2	9	22.2
303	GANNETT	4	12	33.3	353	PITNEY BOWES	2	11	18.2
304	PACIFICARE HEALTH SYSTEMS	1	12	8.3	354	DOLE FOOD	1	7	14.3
305	TECH DATA	0	7	0.0	355	FIRST BANK SYSTEM	1	16	6.3
306	PACCAR	0	11	0.0	356	OWENS-CORNING	2	12	16.7
307	INLAND STEEL INDUSTRIES	1	11	9.1	357	COMPUSA	1	9	11.1
308	SCI SYSTEMS	1	9	11.1	358	BARNETT BANKS	2	14	14.3
309	WORLDCOM	0	15	0.0	359	ALLEGHENY TELEDYNE	1	14	7.1
310	NORDSTROM	2	12	16.7	360	CONSOLIDATED NATURAL GAS	2	10	20.0
311	PRAXAIR	1	12	8.3	361	NORTHEAST UTILITIES	3	11	27.3
312	QUANTUM	0	6	0.0	362	PHELPS DODGE	1	10	10.0
313	ALLEGIANCE	1	8	12.5	363	MATTEL	1	13	7.7
314	WABAN	1	8	12.5	364	H. F. AHMANSON	2	13	15.4
315	CMS ENERGY	2	12	16.7	365	FRED MEYER	1	7	14.3
316	UTILICORP UNITED	1	9	11.1	366	CONRAIL	2	12	16.7
317	PACIFICORP	2	12	16.7	367	MORTON INTERNATIONAL	0	12	0.0
	PECO ENERGY	1	14	7.2			1	12	8.3
	COMPUTER SCIENCES	0	10	0.0		HARRIS	1	9	11.1
	ORACLE	0	8	0.0		MICRON TECHNOLOGY	0	7	0.0
	CORNING	2	18	11.1		NUCOR	0	6	0.0
	MUTUAL OF OMAHA INSURANCE	0	8	0.0		DTE ENERGY	2	13	15.4
	CORESTATES FINANCIAL CORP.	2	14	14.3	373	PROVIDIAN	1	12	8.3
	AON	1	15	6.7		LITTON INDUSTRIES	1	11	9.1
	FHP INTERNATIONAL	0	7	0.0	375	GENERAL DYNAMICS	0	8	0.0
	WELLPOINT HEALTH SYSTEMS	3	8	37.5	376		3	21	14.3
	MARSH & MCLENNAN	1	18	5.6			1	11	9.1
	APPLIED MATERIALS	1	9	11.1	:	PARKER HANNIFIN	1	14	7.1
	LTV	1	14	7.1	379		0	11	0.0
	SHERWIN-WILLIAMS	1		9.1	380	AUTOMATIC DATA PROCESSING	1	12	8.3
		-	11		381	GREAT WESTERN FINANCIAL COR		11	
	AMERICAN FINANCIAL GROUP	0	8	0.0	382	FOUNDATION HEALTH	0		9.1
	CISCO SYSTEMS	1	10	10.0		TRANS WORLD AIRLINES		10	0.0
	HOUSTON INDUSTRIES	1	12	8.3	:		1	15	6.7
	DOVER	1	10	10.0		INTELLIGENT ELECTRONICS	0	10	0.0
	SUPERMARKETS GENL. HOLDINGS		9	0.0		W. W. GRAINGER	1	11	9.1
	SUNTRUST BANKS	0	14	0.0		WILLIAMS	2	12	16.7
	UNUM	2	12	16.7		MICROAGE	1	6	16.7
	FOSTER WHEELER	2	13	15.4		COMPUTER ASSOCS. INTL.	1	8	12.5
	COMCAST	1	10	10.0		USF&G	1	13	7.7
	AIR PRODUCTS & CHEMICALS	1	13	7.7	:	REEBOK INTERNATIONAL	0	9	0.0
	WACHOVIA CORP.	1	15	6.7		PROGRESSIVE	1	9	11.1
	UNION CAMP	1	12	8.3	:	MAPCO	0	10	0.0
	NIAGARA MOHAWK POWER	2	13	15.4		TEMPLE-INLAND	1	11	9.1
	HERSHEY FOODS	1	10	10.0	:	SERVICEMASTER	2	17	11.8
	ROHM & HAAS	2	14	14.3		PACIFIC MUTUAL LIFE INSURANC		15	13.3
346	SAFECO	2	12	16.7		WILLAMETTE INDUSTRIES	0	11	0.0
347	OWENS-ILLNOIS	0	11	0.0		JEFFERSON SMURFIT	0	10	0.0
348	STAPLES	1	11	9.1	398	WASHINGTON MUTUAL	1	13	7.7
349	SERVICE MERCHANDISE	0	7	0.0		SOUTHWEST AIRLINES	1	7	14.3
350	HILTON HOTELS	1	12	8.3	400	TIMES MIRROR	2	17	11.8
					Tota	al	108	1126	9.6%

Rank	Company	Women Directors	Total Directors	Percent Women			Nomen Pirectors
401	SONAT	1	14	7.1%	451 HASBRO		4
	OLSTEN	1	9	11.1	452 MAYTAG	3	
403	AMERICAN FAMILY INS. GROUP	2	9	22.2	453 GRAYBAR ELECTRIC	0	
404	NASH FINCH	1	11	9.1	454 CAROLINA POWER & LIGHT	1	
405	TURNER CORP.	0	11	0.0	455 IMC GLOBAL	0	
406	KELLY SERVICES	1	7	14.3	456 HANNAFORD BROTHERS	3	
407	PENN TRAFFIC	1	9	11.1	457 PETER KIEWIT SONS'	0	
408	HARCOURT GENERAL	2	12	16.7	458 THERMO ELECTRON	1	
409	BEVERLY ENTERPRISES	3	9	33.3	459 AID ASSOCIATION FOR LUTHERANS	3	
410	REPUBLIC NEW YORK CORP.	1	20	5.0	460 SILICON GRAPHICS	1	
411	MBNA	0	7	0.0	461 SMITH'S FOOD & DRUG CENTERS	1	
412	ALLMERICA FINANCIAL	2	17	11.8	462 HARNISCHFEGER INDUSTRIES	1	
413	COLUMBIA GAS SYSTEM	1	14	7.1	463 BRUNO'S	0	
414	RICHFOOD HOLDINGS	1	12	8.3	464 INTERSTATE BAKERIES	0	
415	CINERGY	0	16	0.0	465 NEWELL	2	
	MASCO	1	8	12.5	466 WESTERN DIGITAL	1	
417	AVERY DENNISON	1	10	10.0	467 FLEETWOOD ENTERPRISES	0	
418	FLORIDA PROGRESS	2	12	16.7	468 CYPRUS AMAX MINERALS	2	
419	YORK INTERNATIONAL	0	8	0.0	469 LONGS DRUG STORES	1	
	HEALTH SYSTEMS INTERNATIONAL		11	0.0	470 SOLECTRON	0	
	SHAW INDUSTRIES	0	10	0.0	471 DEAN FOODS	1	
	ESTÉE LAUDER	1	7	14.3	472 PP&L RESOURCES	2	
	ALLTEL	1	12	8.33	473 SONOCO PRODUCTS	1	
	DARDEN RESTAURANTS	1	9	11.1	474 KNIGHT-RIDDER	2	
425		2	11	18.2	475 BENEFICIAL	2	
426		1	7	14.3	476 BECTON DICKINSON	1	
427	BRUNSWICK	2	12	16.7	477 STATE STREET BOSTON CORP.	1	
428		1	9	11.1	478 ACE HARDWARE	1	
429		2	13	15.4	479 GEN. AMERICAN LIFE INS.	1	
	LONG ISLAND LIGHTING	2	12	16.7	480 APL	1	
	ECHLIN	0	11	0.0	481 PHOENIX HOME LIFE MUT. INS.	3	
	WHITMAN	1	10	10.0	482 CALIBER SYSTEMS	0	
	OLIN	1	10	10.0	483 LUTHERAN BROTHERHOOD	2	
	PITTSTON	0	10	0.0	484 CALDOR	1	
	CENTEX	0	10	0.0	485 ASARCO	1	
	INACOM	0	7	0.0	486 GENERAL INSTRUMENT	1	
	HORMEL FOODS	2	15	13.3	487 STANLEY WORKS	3	
	READER'S DIGEST ASSOCIATION	2	10	20.0	488 GOLDEN WEST FINANCIAL CORP.	5	
	RELIANCE GROUP HOLDINGS	1	13	7.7	489 NORTHERN STATES POWER	2	
		1	7	14.3	490 PAYLESS CASHWAYS	1	
	OXFORD HEALTH PLANS MCGRAW-HILL	2		12.5	491 CONSOLIDATED STORES	1	
			16 11		492 OMNICOM GROUP	0	
	WESTVACO VELLOW	1	11	9.1	493 NATIONAL SEMICONDUCTOR	0	
	YELLOW	1	9	11.1	493 NATIONAL SEMICONDUCTOR 494 NEW YORK TIMES	2	
	COMERICA	1	13	7.7	494 NEW YORK TIMES 495 WITCO	0	
	U. S. BANCORP	1	12	8.3		_	
	CONSECO	1	9	11.1	496 USG	1	
	MERCANTILE STORES	0	10	0.0	497 PACIFIC ENTERPRISES	2	
	BAKER HUGHES	1	12	8.3	498 ROUNDY'S	0	
	OWENS & MINOR	1	11	9.1	499 WESTERN ATLAS	1	
450	EL PASO NATURAL GAS	0	8	0.0	500 VENCOR	2	
					Total	116	11

### **Company Listing:**

### Women Board Directors of the Fortune 500 (With Rank)

### **ABBOTT LABORATORIES (124)**

W. Ann Reynolds

#### ACE HARDWARE (478)

Jennifer Anderson

### **AETNA (67)**

Betsy Z. Cohen

Barbara Hackman Franklin

Ellen M. Hancock

Judith Rodin

### **AFLAC (202)**

Elizabeth J. Hudson

Barbara K. Rimer

### **AHMANSON (H. F.) (364)**

Delia M. Reyes

Elizabeth A. Sanders

### AID ASSOCIATION FOR

### **LUTHERANS (459)**

Elizabeth Duda

Kathi P. Seifert

Marlene Wilson

### **AIR PRODUCTS & CHEMICALS (340)**

Ruth M. Davis

### ALBERTSON'S (89)

Kathrvn Albertson

Beatriz Rivera

#### **ALCOA (97)**

Judith M. Gueron

Marina v. N. Whitman

### **ALLEGHENY TELEDYNE (359)**

Diane C. Creel

#### **ALLEGIANCE (313)**

Connie Curran

### **ALLIEDSIGNAL (84)**

Ann M. Fudge

### **ALLMERICA FINANCIAL (412)**

Gail Louise Harrison

Dona Scott Laskey

### **ALLSTATE (32)**

Nancy C. Reynolds

Mary Alice Taylor

#### **ALLTEL (423)**

Josie C. Natori

### **ALUMAX (428)**

Anne Wexler

### AMERADA HESS (164)

Edith E. Holiday

### **AMERICAN BRANDS (247)**

Patricia O. Ewers

Anne M. Tatlock

### **AMERICAN ELECTRIC POWER (244)**

Linda Gillespie Stuntz

Ann Haymond Zwinger

### **AMERICAN EXPRESS (64)**

Anne L. Armstrong

Beverly Sills Greenough

### **AMERICAN FAMILY INSURANCE (403)**

Barbara A. Parish

Beverly S. Simone

### **AMERICAN FINANCIAL GROUP (331)**

None

#### **AMERICAN GENERAL (206)**

Anne M. Tatlock

#### **AMERICAN HOME PRODUCTS (83)**

Robin Chandler Duke

Mary Lake Polan

### AMERICAN INTERNATIONAL

**GROUP (23)** 

Carla A. Hills

#### **AMERICAN STANDARD (245)**

None

### **AMERICAN STORES (56)**

Barbara Scott Preiskel

#### **AMERISOURCE HEALTH (256)**

None

### **AMERITECH (77)**

Hanna Holborn Gray

Lynn M. Martin

### **AMOCO (19)**

Ruth S. Block

Martha R. Seger

### AMP (261)

Barbara Hackman Franklin

### **AMR (61)**

Ann D. McLaughlin

### **ANHEUSER-BUSCH (127)**

Vilma S. Martinez

Sybil C. Mobley

### **ANTHEM INSURANCE (231)**

Francis Marie Thrailkill

### AON (324)

Joan D. Manley

### **APL (480)**

Toni Rembe

### **APPLE COMPUTER (150)**

Katherine M. Hudson

### **APPLIED MATERIALS (328)**

Deborah A. Coleman

### ARAMARK (235)

None

### ARCHER DANIELS MIDLAND (93)

Mollie Hale Carter

#### **ARROW ELECTRONICS (221)**

Karen Gordon Mills

### **ASARCO (485)**

Martha T. Muse

### ASHLAND (109)

Jane C. Pfeiffer

### **ATLANTIC RICHFIELD (52)**

Hanna Holborn Gray

Marie L. Knowles

### AT&T (7)

M. Kathryn Eickhoff

### **AUTOMATIC DATA PROCESSING (380)**

Ann Dibble Jordan

**AVATEX (260)** 

None

### **AVERY DENNISON (417)**

Joan T. Bok

### **AVNET (273)**

Eleanor Baum

J. Veronica Biggins

### **AVON PRODUCTS (293)**

Brenda C. Barnes

Ann S. Moore

Remedios Diaz Oliver

Cecily S. Selby

### **BAKER HUGHES (448)**

Eunice M. Filter

### **BALTIMORE GAS & ELECTRIC (429)**

Beverly B. Byron

Nancy Lampton

### **BANC ONE CORP. (137)**

Thekla R. Shackelford

### **BANKAMERICA CORP. (38)**

Kathleen Foley Feldstein

Jill E. Barad

### BANKERS TRUST NEW YORK

CORP. (155)

Patricia Carry Stewart

### **BANK OF BOSTON CORP. (233)**

Alice F. Emerson

# BANK OF NEW YORK CO. (251)

Martha T. Muse

Catherine A. Rein

### BARNETT BANKS (358)

Rita Bornstein

Remedios Diaz Oliver

### BAXTER INTERNATIONAL (263)

Susan Crown

Mary Johnston Evans

Martha R. Ingram

### BEAR STEARNS (288)

Wendy L. deMonchaux

#### **BECTON DICKINSON (476)**

Gloria M. Shatto **BELL ATLANTIC (99)** 

Rozanne L. Ridgway Shirley Young

### BELLSOUTH (53)

Phyllis Burke Davis

Robin B. Smith

**BENEFICIAL (475)** 

Susan Julia Ross

Susan M. Wachter

**BERGEN BRUNSWIG (144)** 

**BERKSHIRE HATHAWAY (132)** 

Susan T. Buffett

**BEST BUY (200)** 

None

**BETHLEHEM STEEL (302)** 

Shirley Peterson

**BEVERLY ENTERPRISES (409)** 

Edith E. Holiday

Risa Lavizzo-Mourey

Marilyn Seymann

**BINDLEY WESTERN (268)** 

**BLACK & DECKER (291)** 

Barbara L. Bowles

**BOEING (36)** 

Rozanne L. Ridgway

**BOISE CASCADE (277)** 

Anne L. Armstrong

Jane E. Shaw

**BORDEN (248)** 

None

**BRISTOL-MYERS SOUIBB (76)** 

Ellen V. Futter

Laurie H. Glimcher, M.D.

**BROWNING-FERRIS INDUSTRIES (246)** 

Marina v. N. Whitman

**BRUNO'S (463)** 

None

**BRUNSWICK (427)** 

Rebecca P. Mark

Bettve Martin Musham

BURLINGTON NORTHERN

**SANTA FE (182)** 

None

**CALDOR (484)** 

Verna Gibson

**CALIBER SYSTEMS (482)** 

**CAMPBELL SOUP (191)** 

Mary Alice Malone

Charlotte C. Weber

**CARDINAL HEALTH (166)** 

Regina E. Herzlinger

Carolina Power & Light (454)

Estell C. Lee

**CASE (265)** 

Katherine M. Hudson

**CATERPILLAR (68)** 

Lilyan H. Affinito

**CENTEX (435)** 

None

CENTRAL & SOUTH WEST (259)

Molly Shi Boren

**CHAMPION INTERNATIONAL (243)** 

Alice F. Emerson

Svbil C. Mobley

**CHASE MANHATTAN CORP. (25)** 

Susan V. Berresford

Helene L. Kaplan

Marina v. N. Whitman

CHEVRON (15)

Carla A. Hills

Condoleezza Rice

CHRYSLER (9)

Lilyan H. Affinito

CHUBB (222)

Gertrude G. Michelson

Sheila P. Burke

**CIGNA (54)** 

Carol Cox Wait

Marilyn W. Lewis

CINERGY (415)

None

**CIRCUIT CITY GROUP (204)** 

Barbara S. Feigin

**CISCO SYSTEMS (332)** 

Carol Bartz

CITICORP (20)

Rozanne L. Ridgway

CMS ENERGY (315)

Kathleen R. Flaherty

Lois A. Lund

**CNF TRANSPORTATION (368)** 

Margaret G. Gill

**COASTAL (115)** 

None

COCA-COLA (58)

Cathleen P. Black

Susan B. King

COCA-COLA ENTERPRISES (188)

Johnnetta B. Cole

**COLGATE-PALMOLIVE (167)** 

Jill K. Conway

Ellen M. Hancock

**COLLEGE RETIREMENT** 

**EQUITIES FUND (86)** 

Elizabeth E. Bailey

Joyce A. Fecske

Edes P. Gilbert

Nancy L. Jacob

**COLUMBIA GAS SYSTEM (413)** 

Marjorie Fine Knowles

Ernesta G. Procope

**COLUMBIA/HCA HEALTHCARE (47)** 

Magdalena Averhoff

Judith Ann Karam

COMCAST (339)

Anne Wexler

**COMERICA (444)** 

Patricia Shontz Longe

**COMPAO COMPUTER (60)** 

Lucille S. Salhany

COMPUSA (357)

Denise Ilitch Lites

**COMPUTER ASSOCIATES** 

**INTERNATIONAL (388)** 

Shirley Strum Kenny

**COMPUTER SCIENCES (319)** 

None

CONAGRA (31)

Marjorie M. Scardino

Jane J. Thompson

**CONRAIL (366)** 

Kathleen Foley Feldstein

Gail J. McGovern

**CONSECO (446)** 

Ngaire E. Cuneo

CONSOLIDATED EDISON OF

**NEW YORK (208)** 

Ruth M. Davis

Ellen V. Futter

Sally Hernandez Pinero

CONSOLIDATED NATURAL GAS (360)

**CORESTATES FINANCIAL CORP. (323)** 

Margaret A. McKenna

Lois Wyse

**CONSOLIDATED STORES (491)** 

Brenda J. Lauderback

**CONTINENTAL AIRLINES (227)** 

Karen Hastie Williams

**COOPER INDUSTRIES (270)** 

Linda A. Hill

Patricia D. McFate

Judith M. von Seldeneck

**CORNING (321)** Catherine A. Rein

Mary L. Bundy

COSTCO (49)

Jill Ruckelshaus CPC International (149)

Ellen R. Gordon Eileen S. Kraus

**CROWN CORK & SEAL (179)** 

Josephine C. Mandeville

CSX (130)

Elizabeth E. Bailey

**CUMMINS ENGINE (272)** 

Hanna Holborn Gray

CVS (178)

Patricia Carry Stewart

**CYPRUS AMAX MINERALS (468)** 

Linda G. Alvarado

Ann M. Grav

**DANA (189)** 

Marilyn R. Marks

**DARDEN RESTAURANTS (424)** 

Betty Southard Murphy

**DAYTON HUDSON (27)** 

Betty Ruth Hollander

Michele J. Hooper

Mary Patterson McPherson

**DEAN FOODS (471)** 

Paula H. Crown

**DEAN WITTER DISCOVER (162)** 

Nancy Kassebaum Baker

Sybil C. Mobley

**DEERE (119)** 

Regina E. Herzlinger

**DELL COMPUTER (190)** 

Claudine B. Malone

**DELTA AIR LINES (106)** 

Mary Johnston Evans

**DIGITAL EQUIPMENT (78)** 

Kathleen Foley Feldstein

**DILLARD DEPARTMENT STORES (225)** 

Drue Corbusier

DISNEY (WALT) (55)

Reveta Franklin Bowers

DOLE FOOD (354)

Elaine L. Chao

**DOMINION RESOURCES (292)** 

Judith B. Sack

DONNELLEY & SONS (R. R.) (217)

Martha Layne Collins

Judith Hamilton

**DOVER (334)** 

Magalen O. Bryant

**DOW CHEMICAL (45)** 

Jacqueline K. Barton

Barbara Hackman Franklin

**DRESSER INDUSTRIES (219)** 

Sylvia A. Earle

DTE ENERGY (372)

Lillian Bauder

Patricia Shontz Longe

**DUKE POWER (300)** 

**DU PONT DE NEMOURS (E. I.) (14)** 

Louisa C. Duemling

Lois Juliber

**EASTMAN CHEMICAL (297)** 

Marilyn R. Marks

**EASTMAN KODAK (72)** 

Martha Lavne Collins

Alice F. Emerson

**EATON (207)** 

Phyllis Burke Davis

**ECHLIN (431)** 

None

**ECKERD (285)** 

Margaret Jordan

**EDISON INTERNATIONAL (177)** 

Camilla C. Frost

Joan C. Hanley

**EL PASO NATURAL GAS (450)** 

**EMERSON ELECTRIC (120)** 

Rozanne L. Ridgway

ENGELHARD (425)

Linda G. Alvarado

Norma T. Pace

**ENRON (94)** 

Wendy L. Gramm

ENTERGY (201)

Lucie J. Fjeldstad

EXXON (3)

Marilyn Carlson Nelson

**FANNIE MAE (29)** 

Ann D. McLaughlin

Antonia Shusta

Kathryn Thompson

Karen Hastie Williams

**FARMLAND INDUSTRIES (151)** 

**FEDERAL EXPRESS (136)** 

Judith L. Estrin

FEDERAL HOME LOAN

MORTGAGE (110)

Maud Mater

Christina Seix

Harriett F. Woods

FEDERATED DEPARTMENT

**STORES (75)** 

Marna C. Whittington

FHP INTERNATIONAL (325)

None

**FIRST BANK SYSTEM (355)** 

Marilyn Carlson Nelson

FIRST CHICAGO NBD CORP. (139)

Adele Smith Simmons

Maureen Fay

FIRST DATA (289)

None

FIRST UNION CORP. (114)

Ruth G. Shaw

FLEET FINANCIAL GROUP (186)

Lois D. Rice

FLEETWOOD ENTERPRISES (467)

None

FLEMING (69)

Carol B. Hallett

FLORIDA PROGRESS (418)

Jean Giles Wittner

Joan D. Ruffier

**FLUOR (123)** 

Vilma S. Martinez

Martha R. Seger

FMC (278)

Patricia A. Buffler

**FOOD 4 LESS (267)** 

None

FORD MOTOR (2)

Marie-Joseé Kravis

Ellen R. Marram

**FOSTER WHEELER (338)** 

Martha Clark Goss

Constance J. Horner

**FOUNDATION HEALTH (382)** 

FPL GROUP (242)

Lynne V. Cheney

**GANNETT (303)** 

Meredith A. Brokaw

Rosalvnn Carter

Josephine P. Louis

Dolores D. Wharton

GAP (269)

Doris F. Fisher

Lucie J. Fjeldstad **GATEWAY 2000 (284)** 

None

**GENERAL AMERICAN LIFE** 

**INSURANCE (479)** 

Virginia V. Weldon **GENERAL DYNAMICS (375)** 

None

**GENERAL ELECTRIC (5)** 

Gertrude G. Michelson

Barbara Scott Preiskel

**GENERAL INSTRUMENT (486)** 

Lynn Forester

**GENERAL MILLS (264)** 

Judith Richards Hope

Dorothy Terrell

**GENERAL MOTORS (1)** Anne L. Armstrong Ann D. McLaughlin

GENERAL RE (180)

Lucy Wilson Benson

Kay Koplovitz

**GENUINE PARTS (250)** 

Alana S. Shepherd

**GEORGIA-PACIFIC (100)** 

Jane Evans

GIANT FOOD (352)

Constance Unseld

Rosemary Thorne

GILLETTE (152)

Carol R. Goldberg

GOLDEN WEST FINANCIAL

**CORP.** (488)

Marvellen Cattani

Antonia Hernandez

Patricia A. King

Marion O. Sandler

Leslie Tang Schilling

GOODYEAR TIRE & RUBBER (98)

Gertrude G. Michelson

GPU (351)

Catherine A. Rein

Patricia K. Woolf

GRACE (W. R.) (271)

Virginia A. Kamsky

Marve Anne Fox

**GRAINGER (W. W.) (385)** 

Janiece S. Webb

**GRAYBAR ELECTRIC (453)** 

None

GREAT WESTERN FINANCIAL

**CORP.** (381)

Alberta E. Siegel

GTE (41)

Sandra O. Moose

GUARDIAN LIFE INSURANCE CO.

OF AMERICA (210)

Kay Knight Clarke

**HALLIBURTON (193)** 

Anne L. Armstrong

**HANNAFORD BROTHERS (456)** 

Claudine B. Malone

Laurel Cutler

Renee M. Love

**HARCOURT GENERAL (408)** 

Lynn M. Martin

Paula Stern

**HARNISCHFEGER INDUSTRIES (462)** 

Donna M. Alvarado

**HARRIS** (369)

Karen Katen

**HASBRO (451)** 

Sylvia Hassenfeld

Marie-Joseé Kravis

Claudine B. Malone

Norma T. Pace

**HEALTH SYSTEMS** 

**INTERNATIONAL (420)** 

HEINZ (H. J.) (161)

Edith E. Holiday

Eleanor B. Sheldon

HERSHEY FOODS (344)

Bonnie Guiton Hill

**HEWLETT-PACKARD (16)** 

Susan Packard Orr

**HILTON HOTELS (350)** 

Donna F. Tuttle

HOME DEPOT (50)

Johnnetta B. Cole

M. Fave Wilson

**HONEYWELL (195)** 

Elizabeth E. Bailev

**HORMEL FOODS (437)** 

Geraldine M. Joseph

Luella G. Goldberg

**HOUSEHOLD INTERNATIONAL (282)** 

Mary Johnston Evans

**HOUSTON INDUSTRIES (333)** 

Linnett F. Deily

**HUMANA (213)** 

W. Ann Reynolds

**IBP** (104)

Wendy L. Gramm

Jo Ann Smith

**IKON OFFICE SOLUTIONS (121)** 

Barbara Barnes Hauptfuhrer

**ILLINOIS TOOL WORKS (286)** 

Susan Crown

IMC GLOBAL (455)

None

**INACOM (436)** 

None

**INGERSOLL-RAND (214)** 

Constance J. Horner

**INGRAM MICRO (113)** 

Martha R. Ingram

**INLAND STEEL INDUSTRIES (307)** 

Nancy H. Teeters

**INTEL (43)** 

Jane E. Shaw

**INTELLIGENT ELECTRONICS (384)** 

None

INTERNATIONAL BUSINESS

**MACHINES (6)** 

Cathleen Black

Nannerl O. Keohane

**INTERNATIONAL PAPER (44)** 

Jane C. Pfeiffer

**INTERSTATE BAKERIES (464)** 

ITT (218)

Bette B. Anderson

Margarita E. White

**ITT HARTFORD GROUP (105)** 

Bette B. Anderson

**ITT INDUSTRIES (170)** 

JAMES RIVER CORP. OF VA. (253)

Anne Marie Whittemore

Barbara L. Bowles

**JEFFERSON SMURFIT (397)** 

JOHN HANCOCK MUTUAL

**LIFE INSURANCE (168)** 

Joan T. Bok

Kathleen Foley Feldstein

**JOHNSON CONTROLS (143)** 

Martha R. Seger

**JOHNSON & JOHNSON (39)** 

Joan Ganz Cooney

Ann Dibble Jordan

Maxine F. Singer

KELLOGG (216) Ann D. McLaughlin

Dolores D. Wharton

**KELLY SERVICES (406)** 

Maureen Fay

KEYCORP (241)

Carol A. Cartwright

Nancy B. Veeder

**KIEWIT (PETER) SONS' (457)** 

None

KIMBERLY-CLARK (95)

Pastora San Juan Cafferty

Linda Johnson Rice

**KMART (22)** 

Lilyan H. Affinito

Robin B. Smith

**KNIGHT-RIDDER (474)** 

Joan Ridder Challinor

Barbara Barnes Hauptfuhrer KROGER (28)

Patricia Shontz Longe

Katherine D. Ortega

Martha R. Seger

#### LAUDER (ESTEE) (422)

Fave Wattleton

LEAR (232)

Irma B. Elder

### LEHMAN BROTHERS HOLDINGS (80)

Dina Merrill

### LG&E ENERGY (377)

Anne H. McNamara

#### LIBERTY MUTUAL

**INSURANCE GROUP (126)** 

Marian L. Heard

#### LILLY (ELI) (194)

Karen N. Horn

Kathi P. Seifert

### **LIMITED (173)**

Claudine B. Malone

Abigail Wexner

#### LINCOLN NATIONAL (211)

M. Leanne Lachman

Jill S. Ruckelshaus

### **LITTON INDUSTRIES (374)**

Carol B. Hallett

### **LOCKHEED MARTIN (26)**

Lynne V. Cheney

Gwendolyn S. King

### **LOEWS (46)**

Gloria R. Scott

### **LONG ISLAND LIGHTING (430)**

Vicki L. Fuller

Katherine D. Ortega

### **LONGS DRUG STORES (469)**

Mary S. Metz

### LOWE'S (174)

Carol Farmer

Claudine Malone

LTV (329)

Farah M. Walters

#### **LUTHERAN BROTHERHOOD (483)**

Mary Ellen Schmider

Judith Larsen

### LYONDELL PETROCHEMICAL (281)

None

### MANPOWER (239)

Audrey Freedman

**MAPCO (392)** 

None

### **MARRIOTT INTERNATIONAL (138)**

Floretta Dukes McKenzie

### MARSH & MCLENNAN (327)

Adele Smith Simmons

**MASCO (416)** 

Lillian Bauder

### MASSACHUSETTS MUTUAL

#### LIFE INSURANCE (160)

Patricia Diaz Dennis

Barbara Barnes Hauptfuhrer

Barbara Scott Preiskel

### **MATTEL (363)**

Jill E. Barad

### **MAY DEPARTMENT STORES (103)**

Helene L. Kaplan

### **MAYTAG (452)**

Barbara R. Allen

W. Ann Revnolds

Carole J. Uhrich

### **MBNA (411)**

None

### MCDONALD'S (128)

Terry Savage

### MCDONNELL DOUGLAS (87)

Beverly B. Byron

#### MCGRAW-HILL (441)

Linda Koch Lorimer

Lois D. Rice

### **MCI COMMUNICATIONS (59)**

Judith C. Areen

Judith Whittaker

#### MCKESSON (90)

Mary G. F. Bitterman

Jane E. Shaw

#### **MEAD (301)**

Susan J. Kropf

### **MEDPARTNERS (294)**

None

### **MELLON BANK CORP. (299)**

Carol R. Brown

### **MERCANTILE STORES (447)**

None

### **MERCK (48)**

Johnnetta B. Cole

Carolyne K. Davis

#### MERISEL (257)

None

### **MERRILL LYNCH (30)**

Jill K. Conway

Aulana L. Peters

### **METROPOLITAN LIFE**

### **INSURANCE (35)**

Joan Ganz Cooney

Helene L. Kaplan

Ruth J. Simmons

### MEYER (FRED) (365)

Vivian A. Bull

### MICROAGE (387)

Lynda M. Applegate

### **MICRON TECHNOLOGY (370)**

#### MICROSOFT (172)

Jill E. Barad

#### **MILLENNIUM CHEMICALS (283)**

None

### MINNESOTA MINING &

#### **MANUFACTURING (81)**

Aulana L. Peters

Rozanne L. Ridgway

#### MOBIL (8)

Helene L. Kaplan

Aulana L. Peters

### MONSANTO (159)

Joan T. Bok

Gwendolyn S. King

### MORGAN (J. P.) (73)

Hanna Holborn Grav

### **MORGAN STANLEY GROUP (96)**

### **MORTON INTERNATIONAL (367)**

None

#### MOTOROLA (24)

Anne P. Jones

Judy C. Lewent

### **MUTUAL OF OMAHA**

**INSURANCE (322)** 

None

#### NASH FINCH (404)

Carole F. Bitter

### NATIONAL CITY CORP. (290)

Sandra Harden Austin

Bernadine P. Healy

### **NATIONAL SEMICONDUCTOR (493)**

# **NATIONSBANK CORP. (62)**

Meredith Riggs Spangler

Jackie M. Ward

### NATIONWIDE INSURANCE

ENTERPRISE (107)

Nancy C. Thomas

### **NAVISTAR INTERNATIONAL (249)**

Mary Garst

### **NEWELL (465)**

Elizabeth Cuthbert Millett

Cynthia A. Montgomery

## **NEW YORK LIFE INSURANCE (63)**

Patricia T. Carbine

**NEW YORK TIMES (494)** Ruth S. Holmberg

Judith Sulzberger

NGC (197) None

**NIAGARA MOHAWK POWER (343)** 

Patti McGill Peterson Bonnie Guiton Hill

Bolline Guito

NIKE (223)

Jill K. Conway

**NORAM ENERGY (296)** 

Myra Jones

NORDSTROM (310)

Ann D. McLaughlin

Elizabeth Crownhart Vaughan

**NORFOLK SOUTHERN (298)** 

Jane Margaret O'Brien

**NORTHEAST UTILITIES (361)** 

Cotton Mather Cleveland

Elizabeth T. Kennan

E. Gail de Planque

**NORTHERN STATES POWER (489)** 

A. Patricia Sampson

Margaret R. Preska

**NORTHROP GRUMMAN (185)** 

Aulana L. Peters

**NORTHWEST AIRLINES (147)** 

None

NORTHWESTERN MUTUAL

**LIFE INSURANCE (111)** 

Patricia Albjerg Graham

Barbara A. King

Kathryn D. Wriston

NORWEST CORP. (165)

Reatha Clark King

Cynthia H. Milligan

**NUCOR (371)** 

None

**NYNEX (91)** 

Helene L. Kaplan

Elizabeth T. Kennan

OCCIDENTAL PETROLEUM (129)

Rosemary Tomich

**OFFICE DEPOT (240)** 

Cynthia Cohen

**OFFICEMAX (426)** 

Sydell L. Miller

**OLIN (433)** 

Suzanne Denbo Jaffe

**OLSTEN (402)** 

Miriam Olsten

OMNICOM GROUP (492)

None

**ORACLE (320)** 

None

**OWENS-CORNING (356)** 

Ann Iverson

W. Ann Reynolds

**OWENS-ILLINOIS (347)** 

None

**OWENS & MINOR (449)** 

Anne Marie Whittemore

**OXFORD HEALTH PLANS (440)** 

Marcia J. Radoxevich

**PACCAR (306)** 

None

**PACIFICARE HEALTH SYSTEMS (304)** 

Jean Bixby Smith

**PACIFIC ENTERPRISES (497)** 

Hvla H. Bertea

Diana L. Walker

PACIFIC MUTUAL LIFE

**INSURANCE (395)** 

Jacqueline C. Morby

Susan Westerberg Prager

PACIFICORP (317)

Kathryn A. Braun

Nancy Wilgenbusch

**PACIFIC TELESIS GROUP (154)** 

Mary S. Metz

Toni Rembe

PAINE WEBBER GROUP (252)

None

PANENERGY (192)

Ann M. Gray

PARKER HANNIFIN (378)

Stephanie Streeter

**PAYLESS CASHWAYS (490)** 

Susan M. Stanton

PECO ENERGY (318)

Susan W. Catherwood

PENN TRAFFIC (407)

Susan Engel

**PENNEY (J. C.) (33)** 

Jane C. Pfeiffer

Ann Richards

PEPSICO (21)

Sharon Percy Rockefeller

**PFIZER (118)** 

Constance J. Horner

Ruth J. Simmons

**PG&E CORP.** (153)

Mary S. Metz

Rebecca Q. Morgan

PHARMACIA & UPJOHN (196)

M. Kathryn Eickhoff

Ulla Reinius

PHELPS DODGE (362)

Marie L. Knowles

PHILIP MORRIS (10)

Elizabeth E. Bailey

Jane Evans

PHILLIPS PETROLEUM (74)

Victoria J. Tschinkel

Kathryn C. Turner

PHOENIX HOME LIFE MUTUAL

**INSURANCE (481)** 

Carol H. Baldi

Marilyn E. LaMarche

Indra K. Nouvi

**PITNEY BOWES (353)** 

Linda G. Alvarado

Phyllis S. Sewell

PITTSTON (434)

None

**PNC BANK (228)** 

Diana L. Green

**PPG INDUSTRIES (199)** 

Michele J. Hooper

PP&L RESOURCES (472)

Nance K. Dicciani

Ruth Leventhal

PRAXAIR (311) Claire W. Gargalli

PRINCIPAL FINANCIAL (157)

Mary V. Andringa

Ruth M. Davis

Barbara A. Rice

Elizabeth E. Tallett

PROCTER & GAMBLE (18)

Lvnn M. Martin

Marina v. N. Whitman

PROGRESSIVE (391)

Ianet Hill

PROVIDIAN (373)

Martha R. Seger

PRUDENTIAL INSURANCE CO.

OF AMERICA (13)

Carolyne K. Davis

Constance J. Horner

Ida Schmertz

PUBLIC SERVICE

ENTERPRISE GROUP (234)
Marilyn M. Pfaltz

**PUBLIX SUPER MARKETS (131)** 

Carol Jenkins Barnett

Tina P. Johnson

QUAKER OATS (274) Judy C. Lewent

**QUANTUM (312)** 

None
RALSTON PURINA (236)

Katherine D. Ortega

RAYTHEON (108)

Barbara Barnes Hauptfuhrer

#### **READER'S DIGEST ASSOCIATION (438)**

Lynne V. Chenev

M. Christine DeVita

### **REEBOK INTERNATIONAL (390)**

None

#### **RELIANCE GROUP HOLDINGS (439)**

Jewell Jackson McCabe

### **REPUBLIC NEW YORK CORP. (410)**

Janet L. Norwood

**REVCO D.S. (280)** 

Sheli Z. Rosenberg

### **REYNOLDS METALS (205)**

Patricia C. Barron

Mylle Bell Mangum

### **RICHFOOD HOLDINGS (414)**

Grace E. Harris

**RITE AID (262)** 

Nancy Lieberman

#### **RJR NABISCO HOLDINGS (66)**

Rozanne L. Ridgway

#### **ROCKWELL INTERNATIONAL (79)**

Judith L. Estrin

#### **ROHM & HAAS (345)**

Sandra O. Moose

Marna C. Whittington

### **ROUNDY'S (498)**

None

### RYDER SYSTEM (258)

Lynn M. Martin

### **SAFECO (346)**

Phyllis Campbell

Judith M. Runstad

### SAFEWAY (65)

None

### SALOMON (163)

Claire M. Fagin

#### SARA LEE (57)

Joan D. Manley

Rozanne L. Ridgway

### SBC COMMUNICATIONS (85)

Patricia P. Upton

### **SCHERING-PLOUGH (254)**

Regina E. Herzlinger

Patricia Russo

#### SCI SYSTEMS (308)

Jackie M. Ward

### **SEAGATE TECHNOLOGY (175)**

Laurel L. Wilkening

#### **SEARS ROEBUCK (17)**

Nancy C. Reynolds

Dorothy A. Terrell

### **SERVICEMASTER (394)**

Michelle Hunt

Kay A. Orr

### **SERVICE MERCHANDISE (349)**

#### **SHAW INDUSTRIES (421)**

### **SHERWIN-WILLIAMS (330)**

Helen O. Petrauskas

#### SILICON GRAPHICS (460)

Lucille Shapiro

### SMITH'S FOOD & DRUG

**CENTERS (461)** 

Linda McLoughlin Figel

### **SOLECTRON (470)**

None

### **SONAT (401)**

Adrian M. Tocklin

### **SONOCO PRODUCTS (473)**

Dona Davis Young

### SOUTHERN (133)

Gloria M. Shatto

### **SOUTHWEST AIRLINES (399)**

June Morris

#### SPRINT (82)

Ruth M. Davis

Linda Koch Lorimer

### **ST. PAUL COS. (238)**

Anita M. Pampusch

### **STANLEY WORKS (487)**

Eileen S. Kraus

Gertrude G. Michelson

Kathryn D. Wriston

### STAPLES (348)

Mary Elizabeth Burton

### STATE FARM INSURANCE (12)

Wendy L. Gramm

Hanne M. Merriman

#### STATE STREET BOSTON CORP. (12)

Tenley E. Albright

# STONE CONTAINER (275)

### STUDENT LOAN MARKETING

### ASSOCIATION (376)

Diane Suitt Gilleland

Regina T. Montoya

Irene Natividad

### SUN (148)

Mary Johnston Evans

### **SUN MICROSYSTEMS (203)**

Judith L. Estrin

#### **SUNTRUST BANKS (336)**

None

### SUPERMARKETS GENERAL

**HOLDINGS (335)** 

None

#### SUPERVALU (70)

Harriet Perlmutter

Carole F. St. Mark

#### SYSCO (92)

Judith B. Craven

Phyllis S. Sewell

**TANDY (229)** None

### **TEACHERS INSURANCE &**

#### ANNUITY (88)

Flora Mancuso Edwards

Estelle A. Fishbein

**Ruth Simms Hamilton** 

Dorothy Ann Kelly

Rosalie J. Wolf

### TECH DATA (305)

None

### **TELE-COMMUNICATIONS (187)**

#### **TEMPLE-INLAND (393)**

Charlotte Temple

### **TENET HEALTHCARE (255)**

Bernice B. Bratter

TENNECO (125)

M. Kathryn Eickhoff

#### TEXACO (11)

Robin B. Smith

### **TEXAS INSTRUMENTS (117)**

Gloria M. Shatto

### **TEXAS UTILITIES (220)**

Margaret N. Maxey

### **TEXTRON (158)**

Teresa Beck

Barbara Scott Preiskel

Jean Head Sisco

### **THERMO ELECTRON (458)**

Hutham S. Olavan

# THRIFTY PAYLESS HOLDINGS (295)

Jennifer Holden Dunbar

# **TIMES MIRROR (400)**

Gwendolyn Garland Babcock

Joan A. Payden

# TIME WARNER (141)

Beverly Sills Greenough

Carla A. Hills

# TJX (215)

Phyllis Burke Davis

Willow B. Shire

### **TOSCO (146)**

None

### TOYS "R" US (145)

Shirley Strum Kenny

Roann Costin

TRANSAMERICA (230)

Toni Rembe

Condoleezza Rice

TRANS WORLD AIRLINES (383)

Jewel Lafontant-Mankarious

**TRAVELERS GROUP (40)** 

Judtih Arron

Ann Dibble Jordan

Linda J. Wachner

TRW (135)

Karen N. Horn

Lynn M. Martin

**TURNER CORP. (405)** 

None

**TYCO INTERNATIONAL (279)** 

None

**TYSON FOODS (224)** 

Barbara Tyson

**UAL** (71)

None

**ULTRAMAR DIAMOND** 

SHAMROCK (181)

Katherine D. Ortega

Madeleine Saint-Jacques

**UNICOM (209)** 

Jean Allard

Sue L. Gin

**UNION CAMP (342)** 

Ann D. McLaughlin

**UNION CARBIDE (237)** 

Rozanne L. Ridgway

**UNION PACIFIC (142)** 

Judith Richards Hope

**UNISYS (226)** 

Gail D. Fosler

**UNITED HEALTHCARE (140)** 

Elizabeth J. McCormack

Gail R. Wilensky

**UNITED PARCEL SERVICE (37)** 

UNITED SERVICES AUTOMOBILE

**ASSOCIATION (212)** 

Marcelite J. Harris

Myrna H. Williamson

**UNITED TECHNOLOGIES (34)** 

Antonia Handler Chayes

Jacqueline G. Wexler

UNIVERSAL (379)

None

**UNOCAL (176)** 

Marina v. N. Whitman

**UNUM (337)** 

Cynthia A. Montgomery

Lois D. Rice

**US AIRWAYS GROUP (183)** 

Hanne M. Merriman

**U. S. BANCORP (445)** 

Carolyn S. Chambers

USF&G (389)

Anne Marie Whittemore

USG (496)

Judith A. Sprieser

**US WEST (102)** 

Marilyn Carlson Nelson

Remedios Diaz Oliver

USX (42)

Jeannette Grasselli Brown

**UTILICORP UNITED (316)** 

Avis Tucker

**VALERO ENERGY (287)** 

Susan Kaufman Purcell

VENCOR (500)

Elaine L. Chao

Donna R. Ecton

VF (276)

Ursula F. Fairbairn

Barbara S. Feigin

**VIACOM (112)** 

Shari Redstone

**VONS (266)** 

None

**WABAN (314)** 

Kerry L. Hamilton

WACHOVIA CORP. (341)

Wyndham Robertson

WALGREEN (116)

Marilou M. Von Ferstel

WAL-MART STORES (4)

Elizabeth A. Sanders

Paula Stern

WARNER-LAMBERT (198)

Patricia Shontz Longe

**WASHINGTON MUTUAL (398)** 

Anne V. Farrell

WELLPOINT HEALTH

**NETWORKS (326)** 

Sheila P. Burke

Julie A. Hill

Elizabeth A. Sanders

WELLS FARGO & CO. (169)

Ellen M. Newman

Susan G. Swenson

**WESTERN ATLAS (499)** 

Claire W. Gargalli

**WESTERN DIGITAL (466)** 

Anne Krueger

**WESTINGHOUSE ELECTRIC (156)** 

Paula Stern

WESTVACO (442)

Katherine G. Peden

**WEYERHAEUSER (122)** 

Martha R. Ingram

WHIRLPOOL (171)

Kathleen Hempel

Janice D. Stoney

WHITMAN (432) Victoria B. Jackson

**WILLAMETTE INDUSTRIES (396)** 

None

**WILLIAMS (386)** 

Patricia L. Higgins

Kay A. Orr

WINN-DIXIE STORES (101)

Julia B. North

WITCO (495)

None

**WMX TECHNOLOGIES (134)** 

Pastora San Juan Cafferty

**WOOLWORTH (184)** 

Helen Galland

Margaret P. MacKimm

WORLDCOM (309)

None

**XEROX** (51)

Martha Romayne Seger

Antonia Ax:son Johnson

**YELLOW (443)** 

Cassandra C. Carr

**YORK INTERNATIONAL (419)** 

None

# **Industry Listing:**

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

Number of women directors and total number of directors appear next to industry and company name. The percentage of women directors in each industry (rounded to the nearest whole number) is also indicated.

ADVERTISING, MARKETING (0/14) 0% OMNICOM GROUP (0/14)

AEROSPACE (11/105) 10% ALLIEDSIGNAL (1/13)

BOEING (1/11)

GENERAL DYNAMICS (0/8)

LOCKHEED MARTIN (2/19)

MCDONNELL DOUGLAS (1/13)

NORTHROP GRUMMAN (1/11)

**TEXTRON** (3/15)

UNITED TECHNOLOGIES (2/15)

**AIRLINES (6/95) 6%** 

AMR (1/12)

CONTINENTAL AIRLINES (1/13)

DELTA AIR LINES (1/12)

NWA (0/12)

SOUTHWEST AIRLINES (1/7)

TRANS WORLD AIRLINES (1/15)

UAL (0/12)

US AIRWAYS GROUP (1/12)

APPAREL (3/33) 9%

NIKE (1/13)

REEBOK INTERNATIONAL (0/9)

VF (2/11)

**BEVERAGES (6/53) 11%** 

ANHEUSER-BUSCH (2/15)

COCA-COLA (2/14)

COCA-COLA ENTERPRISES (1/14)

WHITMAN (1/10)

**BUILDING MATERIALS,** 

GLASS (5/53) 9%

**CORNING** (2/18)

OWENS-CORNING (2/12)

OWENS-ILLINOIS (0/11)

USG (1/12)

CHEMICALS (21/237) 9%

AIR PRODUCTS & CHEMICALS (1/13)

DOW CHEMICAL (2/18)

DU PONT DE NEMOURS (E. I.) (2/13)

EASTMAN CHEMICAL (1/10)

ENGELHARD (2/11)

FMC (1/12)

GRACE (W. R.) (2/12)

IMC GLOBAL (0/12)

LYONDELL PETROCHEMICAL (0/8)

MILLENNIUM CHEMICALS (0/8)

MONSANTO (2/14)

MORTON INTERNATIONAL (0/12)

OCCIDENTAL PETROLEUM (1/14)

OLIN (1/10)

PPG INDUSTRIES (1/12)

PRAXAIR (1/12)

ROHM & HAAS (2/14)

SHERWIN-WILLIAMS (1/11)

UNION CARBIDE (1/10)

WITCO (0/11)

COMMERCIAL BANKS (38/477) 8%

BANC ONE CORP. (1/14)

BANKAMERICA CORP. (2/14)

**BANKERS TRUST** 

NEW YORK CORP. (1/12)

BANK OF BOSTON CORP. (1/18)

BANK OF NEW YORK CO. (2/18)

BARNETT BANKS (2/14)

CHASE MANHATTAN CORP. (3/18)

CITICORP (1/14)

COMERICA (1/13)

CORESTATES FINANCIAL CORP. (2/14)

FIRST BANK SYSTEM (1/16)

FIRST CHICAGO NBD CORP. (2/20)

FIRST UNION CORP. (1/29)

FLEET FINANCIAL GROUP (1/20)

**KEYCORP** (2/20)

MBNA (0/7)

MELLON BANK CORP. (1/20)

MORGAN (J. P.) & CO. (1/14)

NATIONAL CITY CORP. (2/19)

NATIONSBANK CORP. (2/27)

NORWEST CORP. (2/16)

PNC BANK (1/21)

REPUBLIC NEW YORK CORP. (1/20)

STATE STREET BOSTON CORP. (1/17)

SUNTRUST BANKS (0/14)

U.S. BANCORP (1/12)

WACHOVIA CORP. (1/15)

WELLS FARGO & CO. (2/21)

**COMPUTER AND** 

DATA SERVICES (2/30) 7%

AUTOMATIC DATA PROCESSING (1/12)

FIRST DATA (0/8)

UNISYS (1/10)

COMPUTER

PERIPHERALS (2/21) 10%

QUANTUM (0/6)

SEAGATE TECHNOLOGY (1/7)

WESTERN DIGITAL (1/8)

**COMPUTER SOFTWARE (2/34) 6%** 

COMPUTER ASSOCIATES

INTERNATIONAL (1/8)

COMPUTER SCIENCES (0/10)

MICROSOFT (1/8)

ORACLE (0/8)

COMPUTERS,

OFFICE EQUIPMENT (14/114) 12%

APPLE COMPUTER (1/7)

COMPAQ COMPUTER (1/9)

DELL COMPUTER (1/9)

DIGITAL EQUIPMENT (1/9)

GATEWAY 2000 (0/7)

HEWLETT-PACKARD (1/13)

INTERNATIONAL BUSINESS

MACHINES (2/11)

PITNEY BOWES (2/11)

SCI SYSTEMS (1/9)

SILICON GRAPHICS (1/9)

SUN MICROSYSTEMS (1/7)

XEROX (2/13)

DIVERSIFIED

FINANCIALS (24/169) 14%

AMERICAN EXPRESS (2/14)

AMERICAN GENERAL (1/11)

BENEFICIAL (2/16)

COLLEGE RETIREMENT

EQUITIES FUND (5/20)

DEAN WITTER DISCOVER (2/10)

FANNIE MAE (4/18)

FEDERAL HOME LOAN

MORTGAGE (3/18)

HOUSEHOLD INTERNATIONAL (1/13)

MARSH & MCLENNAN (1/18)

MORGAN STANLEY (0/10)

STUDENT LOAN MARKETING

ASSOCIATION (3/21)

ELECTRONICS, ELECTRICAL EQUIPMENT (18/177) 10%

AMP (1/12)

COOPER INDUSTRIES (1/10)

EATON (1/11)

EMERSON ELECTRIC (1/17)

GENERAL ELECTIC (2/14)

GENERAL INSTRUMENT (1/9)

HARRIS (1/9)

LITTON INDUSTRIES (1/11)

MAYTAG (3/12)

MICRON TECHNOLOGY (0/7)

MOTOROLA (2/16)

RAYTHEON (1/15)

ROCKWELL INTERNATIONAL (1/13)

INDUSTRY LISTING: NUMBER OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY, PLUS PERCENTAGE BY INDUSTRY

SOLECTRON (0/9) WHIRLPOOL (2/12)

ELECTRONICS, NETWORK COMMUNICATIONS (1/10) 10% CISCO SYSTEMS (1/10)

ELECTRONICS.

SEMICONDUCTORS (3/37) 8% APPLIED MATERIALS (1/9)

INTEL (1/11)

NATIONAL SEMICONDUCTOR (0/8)

TEXAS INSTRUMENTS (1/9)

ENGINEERING,

CONSTRUCTION (5/78) 6%

CENTEX (0/10)

FLEETWOOD ENTERPRISES (0/8)

FLUOR (2/12)

FOSTER WHEELER (2/13)

HALLIBURTON (1/10)

(PETER) KIEWIT SONS' (0/14)

TURNER CORP. (0/11)

ENTERTAINMENT (5/53) 9%

DISNEY (WALT) (1/16)

TIME WARNER (2/14)

VIACOM (1/10)

WESTINGHOUSE ELECTRIC (1/13)

FOOD (26/244) 11%

ARCHER DANIELS MIDLAND (1/12)

**BORDEN** (0/6)

CAMPBELL SOUP (2/15)

CONAGRA (2/16)

CPC INTERNATIONAL (2/12)

DEAN FOODS (1/12)

DOLE FOOD (1/7)

FARMLAND INDUSTRIES (0/22)

GENERAL MILLS (2/12)

HEINZ (H. J.) (2/18)

HERSHEY FOODS (1/10)

HORMEL FOODS (2/15)

IBP (2/9)

INTERSTATE BAKERIES (0/9)

KELLOGG (2/10)

QUAKER OATS (1/10)

RALSTON PURINA (1/10)

RJR NABISCO HOLDINGS (1/9)

SARA LEE (2/19)

TYSON FOODS (1/11)

FOOD &

**DRUG STORES (22/214) 10%** 

ALBERTSON'S (2/15)

AMERICAN STORES (1/15)

BRUNO'S (0/7)

ECKERD (1/10)

FOOD 4 LESS (0/10)

GIANT FOOD (2/9)

HANNAFORD BROS. (3/14)

KROGER (3/15)

LONGS DRUG STORES (1/13)

PENN TRAFFIC (1/9)

PUBLIX SUPER MARKETS (2/9)

REVCO D.S. (1/13)

RITE AID (1/11)

SAFEWAY (0/9)

SMITH'S FOOD & DRUG CENTERS (1/7)

SUPERMARKETS GENERAL

HOLDINGS (0/9)

THRIFTY PAYLESS HOLDINGS (1/7)

VONS (0/12)

WALGREEN (1/9)

WINN-DIXIE STORES (1/11)

FOOD SERVICES (3/51) 6%

ARAMARK (0/11)

DARDEN RESTAURANTS (1/9)

MCDONALD'S (1/18)

PEPSICO (1/13)

**FOREST &** 

**PAPER PRODUCTS (17/188) 9%** 

AVERY DENNISON (1/10)

BOISE CASCADE (2/12)

CHAMPION INTERNATIONAL (2/12)

GEORGIA-PACIFIC (1/12)

INTERNATIONAL PAPER (1/14)

JAMES RIVER CORP. OF VA. (2/11)

JEFFERSON SMURFIT (0/10)

KIMBERLY-CLARK (2/12)

KINIBERLI-CLARK (2/12

MEAD (1/12)

SONOCO PRODUCTS (1/16)

STONE CONTAINER (0/13)

TEMPLE-INLAND (1/11)

UNION CAMP (1/12)

WESTVACO (1/11)

WEYERHAEUSER (1/9)

WILLAMETTE INDUSTRIES (0/11)

**GENERAL** 

MERCHANDISERS (20/150) 13%

CALDOR (1/6)

DAYTON HUDSON (3/13)

DILLARD DEPARTMENT STORES (1/15)

FEDERATED DEPARTMENT

STORES (1/12)

HARCOURT GENERAL (2/12)

KMART (2/15)

MAY DEPARTMENT STORES (1/14)

MERCANTILE STORES (0/10)

MEYER (FRED) (1/7)

NORDSTROM (2/12)

PENNEY (J. C.) (2/11)

SEARS ROEBUCK (2/10)

WAL-MART STORES (2/13)

HEALTH CARE (17/133) 13%

ALLEGIANCE (1/8)

BEVERLY ENTERPRISES (3/9)

COLUMBIA/HCA HEALTHCARE (2/10)

FHP INTERNATIONAL (0/7)

FOUNDATION HEALTH (0/10)

**HEALTH SYSTEMS** 

INTERNATIONAL (0/11)

HUMANA (1/7))

MEDPARTNERS (0/13)

OXFORD HEALTH PLANS (1/7)

PACIFICARE HEALTH SYSTEMS (1/12)

TENET HEALTHCARE (1/10)

UNITED HEALTHCARE (2/11)

VENCOR (2/10)

WELLPOINT HEALTH NETWORKS (3/8)

HOTELS, CASINOS,

**RESORTS (4/33) 12%** 

HILTON HOTELS (1/12)

ITT (2/11)

MARRIOTT INTERNATIONAL (1/10)

INDUSTRIAL &

**FARM EQUIPMENT (12/150) 8%** 

AMERICAN STANDARD (0/10)

BAKER HUGHES (1/12)

BLACK & DECKER (1/8)

CASE (1/9)

CATERPILLAR (1/12)

CUMMINS ENGINE (1/12)

DEERE (1/12)

DOVER (1/10)

DRESSER INDUSTRIES (1/12)

HARNISCHFEGER INDUSTRIES (1/14

INGERSOLL-RAND (1/11)

PARKER HANNIFIN (1/14)

WESTERN ATLAS (1/7)

YORK INTERNATIONAL (0/8)

INSURANCE: LIFE & HEALTH

(MUTUAL) (25/191) 13%

AID ASSOCIATION

FOR LUTHERANS (3/17)

GUARDIAN LIFE INSURANCE CO.

OF AMERICA (1/16)

INDUSTRY LISTING: NUMBER OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY, PLUS PERCENTAGE BY INDUSTRY

JOHN HANCOCK MUTUAL LIFE INSURANCE (2/19)

LUTHERAN BROTHERHOOD (2/13)

MASSACHUSETTS MUTUAL

LIFE INSURANCE (3/21)

MUTUAL OF OMAHA INSURANCE (0/8)

NEW YORK LIFE INSURANCE (1/15)

NORTHWESTERN MUTUAL

LIFE INSURANCE (3/25)

PACIFIC MUTUAL LIFE INSURANCE (2/15)

PRUDENTIAL INSURANCE CO.

OF AMERICA (3/22)

TEACHERS INSURANCE

& ANNUITY (5/20)

# INSURANCE: LIFE & HEALTH

(STOCK) (30/209) 14%

AETNA LIFE & CASUALTY (4/14)

AFLAC (2/17)

ANTHEM INSURANCE (1/17)

AON (1/15)

CIGNA (2/11)

CONSECO (1/9)

GENERAL AMERICAN

LIFE INSURANCE (1/14)

LINCOLN NATIONAL (2/12)

METROPOLITAN LIFE

INSURANCE (3/16)

NATIONWIDE INSURANCE

ENTERPRISE (1/15)

PHOENIX HOME LIFE MUTUAL (3/17)

PRINCIPAL FINANCIAL (4/18)

PROVIDIAN (1/12)

TRANSAMERICA (2/9)

UNUM (2/12)

# INSURANCE: PROPERTY & CASUALTY (MUTUAL) (3/30) 10%

LIBERTY MUTUAL INSURANCE

GROUP (1/17)

STATE FARM GROUP (2/13)

# INSURANCE: PROPERTY & CASUALTY (STOCK) (25/208) 12%

ALLMERICA FINANCIAL (2/17)

ALLSTATE (2/10)

**AMERICAN FAMILY** 

**INSURANCE GROUP (2/9)** 

AMERICAN FINANCIAL GROUP (0/8)

AMERICAN INTERNATIONAL

GROUP (1/16)

BERKSHIRE HATHAWAY (1/6)

CHUBB (2/15)

GENERAL RE (2/12)

ITT HARTFORD GROUP (1/11)

LOEWS (1/11)

PROGRESSIVE (1/9)

RELIANCE GROUP HOLDINGS (1/13)

SAFECO (2/12)

ST. PAUL COS. (1/13)

TRAVELERS GROUP (3/21)

UNITED SERVICES AUTOMOBILE

ASSOCIATION (2/12)

USF&G (1/13)

#### MAIL, PACKAGE &

FREIGHT DELIVERY (1/38) 3%

FEDERAL EXPRESS (1/14)

PITTSTON (0/11)

UNITED PARCEL SERVICE (0/13)

### MARINE SERVICES (1/10) 10%

APL (1/10)

#### METAL PRODUCTS (9/82) 11%

CROWN CORK & SEAL (1/15)

GILLETTE (1/13)

ILLINOIS TOOL WORKS (1/14)

MASCO (1/8)

NEWELL (2/11)

STANLEY WORKS (3/13)

TYCO INTERNATIONAL (0/8)

#### METALS (10/103) 10%

ALCOA (2/12)

ALLEGHENY TELEDYNE (1/14)

**ALUMAX** (1/9)

BETHLEHEM STEEL (1/13)

INLAND STEEL INDUSTRIES (1/11)

LTV (1/14)

NUCOR (0/6)

PHELPS DODGE (1/10)

REYNOLDS METALS (2/14)

## MINING, CRUDE-OIL

**PRODUCTION (3/25) 12%** 

ASARCO (1/11)

CYPRUS AMAX MINERALS (2/14)

### **MOTOR VEHICLES &**

#### PARTS (12/144) 8%

CHRYSLER (1/14)

DANA (1/10)

ECHLIN (0/11)

FORD MOTOR (2/12)

GENERAL MOTORS (2/15)

ITT INDUSTRIES (0/8)

JOHNSON CONTROLS (1/13)

LEAR (1/11)

NAVISTAR INTERNATIONAL (1/13)

PACCAR (0/11)

**TENNECO (1/11)** 

TRW (2/15)

### PETROLEUM REFINING (20/211) 9%

AMERADA HESS (1/15)

AMOCO (2/13)

**ASHLAND** (1/13)

ATLANTIC RICHFIELD (2/14)

CHEVRON (2/13)

COASTAL (0/12)

EXXON (1/12)

MAPCO (0/10)

MOBIL (2/15)

PHILLIPS PETROLEUM (2/13)

SUN (1/12)

TEXACO (1/13)

TOSCO (0/8)

ULTRAMAR DIAMOND SHAMROCK (2/12)

UNOCAL (1/12)

USX (1/15)

VALERO ENERGY (1/9)

#### PHARMACEUTICALS (19/128) 15%

ABBOTT LABORATORIES (1/13)

AMERICAN HOME PRODUCTS (2/12)

BRISTOL-MYERS SQUIBB (2/10)

JOHNSON & JOHNSON (3/13)

LILLY (ELI) (2/13)

MERCK (2/13) PFIZER (2/12)

PHARMACIA & UPJOHN (2/15)

SCHERING-PLOUGH (2/14)

WARNER-LAMBERT (1/13)

### **PIPELINES (6/84) 7%**

EL PASO NATURAL GAS (0/8)

ENRON (1/13)

NGC (0/13)

NORAM ENERGY (1/12)

PANENERGY (1/12)

SONAT (1/14)

WILLIAMS (2/12)

### PUBLISHING, PRINTING (16/96) 17%

DONNELLEY (R. R.) & SONS (2/13)

GANNETT (4/12)

KNIGHT-RIDDER (2/14)

MCGRAW-HILL (2/16)

NEW YORK TIMES (2/14)

READER'S DIGEST ASSOCIATION (2/10)

TIMES MIRROR (2/17)

### RAILROADS (5/67) 7%

BURLINGTON NORTHERN

SANTA FE (0/17)

CONRAIL (2/12)

CSX (1/12)

NORFOLK SOUTHERN (1/11)

UNION PACIFIC (1/15)

#### RUBBER &

PLASTIC PRODUCTS (1/11) 9%

GOODYEAR TIRE & RUBBER (1/11)

INDUSTRY LISTING: NUMBER OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY, PLUS PERCENTAGE BY INDUSTRY

### SAVINGS INSTITUTIONS (9/47) 19%

(H. F.) AHMANSON (2/13)

GOLDEN WEST FINANCIAL CORP. (5/10)

**GREAT WESTERN** 

FINANCIAL CORP. (1/11)

WASHINGTON MUTUAL (1/13)

### SCIENTIFIC, PHOTOGRAPHIC. & CONTROL EQUIPMENT (10/70) 14%

BAXTER INTERNATIONAL (3/16)

BECTON DICKINSON (1/11)

EASTMAN KODAK (2/9)

HONEYWELL (1/12)

MINNESOTA MINING

& MANUFACTURING (2/12)

THERMO ELECTRON (1/10)

#### **SECURITIES (5/91) 5%**

BEAR STEARNS (1/39)

LEHMAN BROTHERS HOLDINGS (1/10)

MERRILL LYNCH (2/15)

PAINE WEBBER GROUP (0/14)

SALOMON (1/13)

### SOAPS, COSMETICS (9/46) 20%

AVON PRODUCTS (4/13)

COLGATE-PALMOLIVE (2/9)

(ESTEE) LAUDER (1/7)

PROCTER & GAMBLE (2/17)

#### **SPECIALIST**

### RETAILERS (24/196) 12%

BEST BUY (0/7)

CIRCUIT CITY GROUP (1/10)

COMPUSA (1/9)

CONSOLIDATED STORES (1/9)

COSTCO (1/10)

CVS (1/13)

GAP (2/11)

HOME DEPOT (2/12)

LIMITED (2/12)

LOWE'S (2/10)

OFFICE DEPOT (1/8)

OFFICEMAX (1/7)

PAYLESS CASHWAYS (1/11)

SERVICE MERCHANDISE (0/7)

STAPLES (1/11)

TANDY (0/10)

TJX (2/10)

TOYS "R" US (2/10)

WABAN (1/8)

WOOLWORTH (2/11)

### TELECOMMUNICATIONS (21/178) 12%

ALLTEL (1/12)

AMERITECH (2/12)

AT&T (1/10)

BELL ATLANTIC (2/15)

BELLSOUTH (2/12)

COMCAST (1/10)

GTE (1/13)

MCI COMMUNICATIONS (2/14)

NYNEX (2/12)

PACIFIC TELESIS GROUP (2/10)

SBC COMMUNICATIONS (1/14)

SPRINT (2/12)

TELE-COMMUNICATIONS (0/8)

US WEST (2/9)

WORLDCOM (0/15)

### TEMPORARY HELP (3/26) 12%

KELLY SERVICES (1/7)

MANPOWER (1/10)

**OLSTEN** (1/9)

**TEXTILES (0/10) 0%** 

SHAW INDUSTRIES (0/10)

### TOBACCO (4/36) 11%

AMERICAN BRANDS (2/12)

PHILIP MORRIS (2/13)

UNIVERSAL (0/11)

### TOYS, SPORTING GOODS (5/29) 17%

HASBRO (4/16)

MATTELL (1/13)

### TRANSPORTATION

**EOUIPMENT (2/12) 17%** 

BRUNSWICK (2/12)

### TRUCK LEASING (1/10) 10%

RYDER SYSTEM (1/10)

### TRUCKING (2/29) 7%

CALIBER SYSTEMS (0/8)

CNF TRANSPORTATION (1/12)

YELLOW (1/9)

### UTILITIES,

### **GAS AND ELECTRIC (51/413) 12%**

AMERICAN ELECTRIC POWER (2/13)

BALTIMORE GAS & ELECTRIC (2/13)

CAROLINA POWER & LIGHT (1/11)

CENTRAL & SOUTH WEST (1/12) CINERGY (0/16)

CMS ENERGY (2/12)

COLUMBIA GAS SYSTEM (1/14)

CONSOLIDATED EDISON

OF NEW YORK (3/13)

CONSOLIDATED NATURAL GAS (2/10)

DOMINION RESOURCES (1/12)

DTE ENERGY (2/13)

DUKE POWER (0/13)

EDISON INTERNATIONAL (2/18)

ENTERGY (1/15)

FLORIDA PROGRESS (2/12)

FPL GROUP (1/15)

GPU (2/11)

HOUSTON INDUSTRIES (1/12)

LG&E ENERGY (1/11)

LONG ISLAND LIGHTING (2/12)

NIAGARA MOHAWK POWER (2/13)

NORTHEAST UTILITIES (3/11)

NORTHERN STATES POWER (2/12) PACIFIC ENTERPRISES (2/8)

PACIFICORP (2/12)

PECO ENERGY (1/14)

PG&E CORP. (2/16)

PP&L RESOURCES (2/12)

PUBLIC SERVICE

ENTERPRISE GROUP (1/11) SOUTHERN (1/14)

TEXAS UTILITIES (1/10)

UNICOM (2/13)

UTILICORP UNITED (1/9)

### WASTE MANAGEMENT (2/23) 9%

BROWNING-FERRIS INDUSTRIES (1/11) WMX TECHNOLOGIES (1/12)

### WHOLESALERS (20/259) 8%

ACE HARDWARE (1/11)

AMERISOURCE HEALTH (0/9)

ARROW ELECTRONICS (1/10)

AVATEX (0/7)

AVNET (2/13)

BERGEN BRUNSWIG (0/12)

BINDLEY WESTERN (0/11)

CARDINAL HEALTH (1/12)

FLEMING (1/8)

GENUINE PARTS (1/11)

GRAINGER (W. W.) (1/11)

GRAYBAR ELECTRIC (0/15)

IKON OFFICE SOLUTIONS (1/7)

INACOM (0/7)

INGRAM MICRO (1/8)

INTELLIGENT ELECTRONICS (0/10)

MCKESSON (2/8)

MERISEL (0/4)

MICROAGE (1/6)

NASH FINCH (1/11)

OWENS & MINOR (1/11)

RICHFOOD HOLDINGS (1/12)

ROUNDY'S (0/10) SUPERVALU (2/13)

SYSCO (2/15) TECH DATA (0/7)

# MISCELLANEOUS (2/17) 12%

SERVICEMASTER (2/17)

# **Geographical Listing:**

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

Number of women directors and total number of directors appear next to state and company name. The percentage of women directors in each state (rounded to the nearest whole number) is also indicated

ALABAMA (2/43) 5%

BRUNO'S (0/7))

MEDPARTNERS (0/13)

SCI SYSTEMS (1/9)

SONAT (1/14)

ARIZONA (2/16) 13%

MICROAGE (1/6)

PHELPS DODGE (1/10)

ARKANSAS (8/60) 13%

ALLTEL (1/12)

BEVERLY ENTERPRISES (3/9)

DILLARD DEPARTMENT STORES (1/15)

TYSON FOODS (1/11)

WAL-MART STORES (2/13)

CALIFORNIA (65/624) 10%

AHMANSON (H. F.) (2/13)

APL (1/10)

APPLE COMPUTER (1/7)

APPLIED MATERIALS (1/9)

ATLANTIC RICHFIELD (2/14)

**AVERY DENNISON (1/10)** 

BANKAMERICA CORP. (2/14)

BERGEN BRUNSWIG (0/12)

CHEVRON (2/13)

CISCO SYSTEMS (1/10)

CNF TRANSPORATION (1/12)

COMPUTER SCIENCES (0/10)

**DISNEY (WALT) (1/16)** 

DOLE FOOD (1/7)

EDISON INTERNATIONAL (2/18)

FHP INTERNATIONAL (0/7)

FLEETWOOD ENTERPRISES (0/8))

FLUOR (2/12)

FOOD 4 LESS HOLDINGS (0/10)

FOUNDATION HEALTH (0/10)

GAP (2/11)

GOLDEN WEST FINANCIAL CORP. (5/10)

**GREAT WESTERN** 

FINANCIAL CORP. (1/11)

**HEALTH SYSTEMS** 

INTERNATIONAL (0/11)

HEWLETT-PACKARD (1/13)

HILTON HOTELS (1/12)

INGRAM MICRO (1/8)

INTEL (1/11)

LITTON INDUSTRIES (1/11)

LONGS DRUG STORES (1/13)

MATTEL (1/13)

MCKESSON (2/8)

MERISEL (0/4)

NATIONAL SEMICONDUCTOR (0/8)

NORTHROP GRUMMAN (1/11)

OCCIDENTAL PETROLEUM (1/14)

**ORACLE** (0/8)

PACIFICARE HEALTH SYSTEMS (1/12)

PACIFIC ENTERPRISES (2/8)

PACIFIC MUTUAL

LIFE INSURANCE (2/15)

PACIFIC TELESIS GROUP (2/10)

PG&E (2/16)

OUANTUM (0/6)

ROCKWELL INTERNATIONAL (1/13)

SAFEWAY (0/9)

SEAGATE TECHNOLOGY (1/7))

SILICON GRAPHICS (1/9)

SOLECTRON (0/9)

SUN MICROSYSTEMS (1/7)

TENET HEALTHCARE (1/10)

TIMES MIRROR (2/17)

TRANSAMERICA (2/9)

UNOCAL (1/12)

VONS (0/12)

WELLPOINT HEALTH NETWORKS (3/8)

WELLS FARGO & CO. (2/21)

WESTERN ATLAS (1/7)

WESTERN DIGITAL (1/8)

#### COLORADO (4/31) 13%

CYPRUS AMAX MINERALS (2/14)

TELE-COMMUNICATIONS (0/8)

US WEST (2/9)

### CONNECTICUT (35/254) 14%

AETNA (4/14)

AMERICAN BRANDS (2/12)

**CALDOR** (1/6)

CHAMPION INTERNATIONAL (2/12)

ECHLIN (0/11)

GENERAL ELECTRIC (2/14)

GENERAL RE (2/12)

GTE (1/13)

ITT HARTFORD GROUP (1/11)

NORTHEAST UTILITIES (3/11)

OLIN (1/10)

OXFORD HEALTH PLANS (1/7)

PHOENIX HOME LIFE

MUTUAL INSURANCE (3/17)

PITNEY BOWES (2/11)

PRAXAIR (1/12)

STANLEY WORKS (3/13)

TENNECO (1/11)

TOSCO (0/8)

UNION CARBIDE (1/10)

UNITED TECHNOLOGIES (2/15)

XEROX (2/13)

WITCO (0/11)

**DELAWARE (4/36) 11%** 

BENEFICIAL (2/16)

DU PONT DE NEMOURS (E. I.) (2/13)

MBNA (0/7)

### DISTRICT OF COLUMBIA (9/53) 17%

FANNIE MAE (4/18)

MCI COMMUNICATIONS (2/14)

STUDENT LOAN MARKETING

ASSOCIATION (3/21)

### FLORIDA (17/140) 12%

BARNETT BANKS (2/14)

DARDEN RESTAURANTS (1/9)

ECKERD (1/10)

FLORIDA PROGRESS (2/12)

FPL GROUP (1/15)

GRACE (W. R.) (2/12)

**HARRIS** (1/9)

KNIGHT-RIDDER (2/14)

OFFICE DEPOT (1/8)

PUBLIX SUPER MARKETS (2/9)

RYDER SYSTEM (1/10)

TECH DATA (0/7)

WINN-DIXIE STORES (1/11)

#### GEORGIA (14/164) 9%

AFLAC (2/17)

ALUMAX (1/9)

BELLSOUTH (2/12)

COCA-COLA (2/14)

COCA-COLA ENTERPRISES (1/14)

DELTA AIR LINES (1/12)

GENUINE PARTS (1/11)

GEORGIA-PACIFIC (1/12)

HOME DEPOT (2/12)

SHAW INDUSTRIES (0/10)

SOUTHERN (1/14)

SUNTRUST BANKS (0/14)

UNITED PARCEL SERVICE (0/13)

### IDAHO (4/34) 12%

ALBERTSON'S (2/15)

BOISE CASCADE (2/12)

MICRON TECHNOLOGY (0/7)

**ILLINOIS (50/492) 10%** 

ABBOTT LABORATORIES (1/13)

ACE HARDWARE (1/11)

ALLEGIANCE (1/8)

ALLSTATE (2/10)

AMERITECH (2/12)

AMOCO (2/13)

AON (1/15)

ARCHER DANIELS MIDLAND (1/12)

**BAXTER INTERNATIONAL (3/16)** 

BRUNSWICK (2/12)

CATERPILLAR (1/12)

DEAN FOODS (1/12)

DEERE (1/11)

DONNELLEY (R. R.) & SONS (2/13)

FIRST CHICAGO NBD CORP. (2/20)

FMC (1/12)

GENERAL INSTRUMENT (1/9)

GRAINGER (W. W.) (1/11)

HOUSEHOLD INTERNATIONAL (1/13)

ILLINOIS TOOL WORKS (1/14)

IMC GLOBAL (0/12)

INLAND STEEL INDUSTRIES (1/11)

MCDONALD'S (1/18)

MORTON INTERNATIONAL (0/12)

MOTOROLA (2/16)

NAVISTAR INTERNATIONAL (1/13)

NEWELL (2/11)

QUAKER OATS (1/10)

SARA LEE (2/19)

SEARS ROEBUCK (2/10)

SERVICEMASTER (2/17)

STATE FARM INSURANCE (2/13)

STONE CONTAINER (0/13)

UAL (0/12)

UNICOM (2/13)

USG (1/12)

WALGREEN (1/9)

WHITMAN (1/10)

WMX TECHNOLOGIES (1/12)

INDIANA (7/74) 9%

ANTHEM INSURANCE (1/17)

BINDLEY WESTERN (0/11))

CONSECO (1/9)

**CUMMINS ENGINE (1/12)** 

LILLY (ELI) (2/13)

LINCOLN NATIONAL (2/12)

IOWA (7/30) 23%

MAYTAG (3/12)

PRINCIPAL FINANCIAL (4/18)

KANSAS (3/21) 14%

SPRINT (2/12)

**YELLOW** (1/9)

KENTUCKY (6/53) 11%

ASHLAND (1/13)

**HUMANA** (1/7)

LG&E ENERGY (1/11)

PROVIDIAN (1/12)

VENCOR (2/10)

LOUISIANA (1/15) 7%

**ENTERGY (1/15)** 

MAINE (5/26) 19%

HANNAFORD BROS. (3/14)

UNUM (2/12)

MARYLAND (9/72) 13%

BALTIMORE GAS & ELECTRIC (2/13)

BLACK & DECKER (1/8)

GIANT FOOD (2/9)

LOCKHEED MARTIN (2/19)

MARRIOTT INTERNATIONAL (1/10)

USF&G (1/13)

MASSACHUSETTS (21/226) 9%

ALLMERICA FINANCIAL (2/17)

BANK OF BOSTON CORP. (1/18)

DIGITAL EQUIPMENT (1/9)

FLEET FINANCIAL GROUP (1/20)

GILLETTE (1/13)

HARCOURT GENERAL (2/12)

JOHN HANCOCK MUTUAL

LIFE INSURANCE (2/19)

LIBERTY MUTUAL INSURANCE

GROUP (1/17)

MASSACHUSETTS MUTUAL

LIFE INSURANCE (3/21)

RAYTHEON (1/15)

REEBOK INTERNATIONAL (0/9)

**STAPLES** (1/11)

STATE STREET BOSTON CORP. (1/17)

THERMO ELECTRON (1/10)

TJX (2/10)

WABAN (1/8)

MICHIGAN (23/175) 13%

CHRYSLER (1/14)

CMS ENERGY (2/12)

COMERICA (1/13)

DOW CHEMICAL (2/18)

DTE ENERGY (2/13)

FORD MOTOR (2/12)

GENERAL MOTORS (2/15)

KELLOGG (2/10)

KELLY SERVICES (1/7)

KMART (2/15)

LEAR SEATING (1/11)

MASCO (1/8)

PHARMACIA & UPJOHN (2/15)

WHIRLPOOL (2/12)

MINNESOTA (23/188) 12%

BEST BUY (0/7)

DAYTON HUDSON (3/13)

FIRST BANK SYSTEM (1/16)

GENERAL MILLS (2/12)

HONEYWELL (1/12)

HORMEL FOODS (2/15)

LUTHERAN BROTHERHOOD (2/13)

MINNESOTA MINING

& MANUFACTURING (2/12)

NASH FINCH (1/11)

NORTHERN STATES POWER (2/12)

NORTHWEST AIRLINES (0/12)

NORWEST CORP. (2/16)

ST. PAUL COS. (1/13)

SUPERVALU (2/13)

UNITED HEALTHCARE (2/11)

MISSISSIPPI (0/15) 0%

WORLDCOM (0/15)

MISSOURI (12/188) 6%

ANHEUSER-BUSCH (2/15)

EMERSON ELECTRIC (1/17)

FARMLAND INDUSTRIES (0/22) **GENERAL AMERICAN** 

LIFE INSURANCE (1/14)

GRAYBAR ELECTRIC (0/15)

INTERSTATE BAKERIES (0/9)

JEFFERSON SMURFIT (0/10)

MAY DEPARTMENT STORES (1/14)

MCDONNELL DOUGLAS (1/13)

MONSANTO (2/14)

PAYLESS CASHWAYS (1/11) RALSTON PURINA (1/10)

TRANS WORLD AIRLINES (1/15)

UTILICORP UNITED (1/9)

NEBRASKA (5/60) 8%

BERKSHIRE HATHAWAY (1/6)

CONAGRA (2/16)

IBP (2/9)

INACOM (0/7)

KIEWIT (PETER) SONS' (0/14)

MUTUAL OF OMAHA INSURANCE (0/8)

NEW HAMPSHIRE (0/8) 0%

TYCO INTERNATIONAL (0/8)

NEW JERSEY (33/279) 12%

ALLIEDSIGNAL (1/13)

AMERICAN HOME PRODUCTS (2/12)

AMERICAN STANDARD (0/10)

**AUTOMATIC DATA PROCESSING (1/12)** 

BECTON DICKINSON (1/11)

CAMPBELL SOUP (2/15)

CHUBB (2/15)

CPC INTERNATIONAL (2/12)

ENGELHARD (2/11)

FIRST DATA (0/8)

FOSTER WHEELER (2/13)

GPU(2/11)

INGERSOLL-RAND (1/11)

JOHNSON & JOHNSON (3/13)

MERCK (2/13)

MILLENNIUM CHEMICALS (0/8)

PRUDENTIAL INSURANCE CO.

OF AMERICA (3/22)

PUBLIC SERVICE ENTERPRISE

GROUP (1/11)

SCHERING-PLOUGH (2/14)

SUPERMARKETS GENERAL

HOLDINGS (0/9)

TOYS "R" US (2/10)

UNION CAMP (1/12)

WARNER-LAMBERT (1/13)

NEW YORK (96/813) 12%

AMERADA HESS (1/15)

AMERICAN EXPRESS (2/14)

AMERICAN INTERNATIONAL

GROUP (1/16)

ARROW ELECTRONICS (1/10)

ASARCO (1/11)

AT&T (1/10)

AVNET (2/13)

**AVON PRODUCTS (4/13)** 

BANKERS TRUST

NEW YORK CORP. (1/12)

BANK OF NEW YORK CO. (2/18)

BEAR STEARNS (1/39)

BRISTOL-MYERS SQUIBB (2/10)

CHASE MANHATTAN CORP. (3/18)

CITICORP (1/14)

COLGATE-PALMOLIVE (2/9)

COLLEGE RETIREMENT

EOUITIES FUND (5/20)

**COMPUTER ASSOCIATES** 

INTERNATIONAL (1/8)

**CONSOLIDATED EDISON** 

OF NEW YORK (3/13)

**CORNING** (2/18)

DEAN WITTER DISCOVER (2/10)

DOVER (1/10)

EASTMAN KODAK (2/9)

GUARDIAN LIFE INSURANCE CO.

OF AMERICA (1/16)

INTERNATIONAL BUSINESS

MACHINES (2/11)

INTERNATIONAL PAPER (1/14)

ITT (2/11)

ITT INDUSTRIES (0/8)

LAUDER (ESTEE) (1/7)

LEHMAN BROTHERS HOLDINGS (1/10)

LOEWS (1/11)

LONG ISLAND LIGHTING (2/12)

MARSH & MCLENNAN (1/18)

MCGRAW-HILL (2/16)

MERRILL LYNCH (2/15)

METROPOLITAN LIFE

INSURANCE (3/16)

MORGAN (J. P.) & CO. (1/14)

MORGAN STANLEY GROUP (0/10)

NEW YORK LIFE INSURANCE (1/15)

NEW YORK TIMES (2/14)

NIAGARA MOHAWK POWER (2/13)

NYNEX (2/12)

OLSTEN (1/9)

OMNICOM GROUP (0/14)

PAINE WEBBER GROUP (0/14)

PENN TRAFFIC (1/9)

**PEPSICO** (1/13)

PFIZER (2/12)

PHILIP MORRIS (2/13)

READER'S DIGEST ASSOCIATION (2/10)

RELIANCE GROUP HOLDINGS (1/13)

REPUBLIC NEW YORK CORP. (1/20)

RJR NABISCO HOLDINGS (1/9)

**SALOMON** (1/13)

TEACHERS INSURANCE &

ANNUITY (5/20)

TEXACO (1/13)

TIME WARNER (2/14)

TRAVELERS GROUP (3/21)

TURNER CORP. (0/11)

VIACOM (1/10)

WESTVACO (1/11)

WOOLWORTH (2/11)

NORTH CAROLINA (7/111) 6%

CAROLINA POWER & LIGHT (1/11)

DUKE POWER (0/13)

FIRST UNION CORP. (1/29)

LOWE'S (2/10)

NATIONSBANK CORP. (2/27)

NUCOR (0/6)

WACHOVIA CORP. (1/15)

OHIO (32/356) 9%

AMERICAN ELECTRIC POWER (2/13)

AMERICAN FINANCIAL GROUP (0/8)

BANC ONE CORP. (1/14)

BORDEN (0/6)

CALIBER SYSTEMS (0/8)

CARDINAL HEALTH (1/12)

CINERGY (0/16)

CONSOLIDATED STORES (1/9)

DANA (1/10)

EATON (1/11)

FEDERATED DEPARTMENT

STORES (1/12)

GOODYEAR TIRE & RUBBER (1/11)

KEYCORP (2/20)

KROGER (3/15)

LIMITED (2/12)

LTV (1/14)

MEAD (1/12) MERCANTILE STORES (0/10)

NATIONAL CITY CORP. (2/19)

NATIONWIDE INSURANCE

ENTERPRISE (1/15)

OFFICEMAX (1/7)

OWENS-CORNING (2/12)

OWENS-ILLINOIS (0/11)

PARKER HANNIFIN (1/14)

PROCTER & GAMBLE (2/17)

PROGRESSIVE (1/9) REVCO D.S. (1/13)

SHERWIN-WILLIAMS (1/11)

TRW (2/15)

OKLAHOMA (5/43) 12%

FLEMING (1/8)

MAPCO (0/10)

PHILLIPS PETROLEUM (2/13)

WILLIAMS (2/12)

OREGON (6/62) 10%

MEYER (FRED) (1/7)

NIKE (1/13)

PACIFICORP (2/12)

THRIFTY PAYLESS HOLDINGS (1/7)

U.S. BANCORP (1/12)

WILLAMETTE INDUSTRIES (0/11)

PENNSYLVANIA (38/404) 9%

AIR PRODUCTS & CHEMICALS (1/13)

ALCOA (2/12)

ALLEGHENY TELEDYNE (1/14)

AMERISOURCE HEALTH (0/9)

AMP (1/12)

ARAMARK (0/11)

BELL ATLANTIC (2/15)

BETHLEHEM STEEL (1/13)

CIGNA (2/11)

COMCAST (1/10)

CONRAIL (2/12)

CONSOLIDATED NATURAL GAS (2/10)

CORESTATES FINANCIAL CORP. (2/14)

CROWN CORK & SEAL (1/15)

HEINZ (H. J.) (2/18)

HERSHEY FOODS (1/10)

IKON OFFICE SOLUTIONS (1/7)

INTELLIGENT ELECTRONICS (0/10)

MELLON BANK CORP. (1/20)

PECO ENERGY (1/14)

PNC BANK (1/21)

PPG INDUSTRIES (1/12)

PP&L RESOURCES (2/12)

RITE AID (1/11)

ROHM & HAAS (2/14)

SUN (1/12)

UNION PACIFIC (1/15)

UNISYS (1/10)

USX (1/15)

VF (2/11)

WESTINGHOUSE ELECTRIC (1/13)

YORK INTERNATIONAL (0/8)

**RHODE ISLAND (8/44) 18%** 

CVS (1/13)

HASBRO (4/16)

**TEXTRON** (3/15)

SOUTH CAROLINA (1/16) 6%

SONOCO PRODUCTS (1/16)

SOUTH DAKOTA (0/7) 0%

GATEWAY 2000 (0/7)

**TENNESSEE (4/41) 10%** 

COLUMBIA/HCA HEALTHCARE (2/10)

EASTMAN CHEMICAL (1/10)

FEDERAL EXPRESS (1/14)

SERVICE MERCHANDISE (0/7)

TEXAS (33/398) 8%

AMERICAN GENERAL (1/11)

AMR (1/12)

AVATEX (0/7)

BAKER HUGHES (1/12)

**BROWNING-FERRIS INDUSTRIES (1/11)** 

**BURLINGTON NORTHERN** 

SANTA FE (0/17)

CENTEX (0/10)

CENTRAL & SOUTH WEST (1/12)

COASTAL (0/12)

COMPAO COMPUTER (1/9)

COMPUSA (1/9)

CONTINENTAL AIRLINES (1/13)

COOPER INDUSTRIES (1/10)

DELL COMPUTER (1/9)

DRESSER INDUSTRIES (1/12)

EL PASO NATURAL GAS (0/8)

ENRON (1/13)

EXXON (1/12)

HALLIBURTON (1/10)

**HOUSTON INDUSTRIES (1/12)** 

KIMBERLY-CLARK (2/12)

LYONDELL PETROCHEMICAL (0/8)

NGC (0/13)

NORAM ENERGY (1/12)

PANENERGY (1/12)

PENNEY (J. C.) (2/11)

SBC COMMUNICATIONS (1/14)

SOUTHWEST AIRLINES (1/7)

SYSCO (2/15)

TANDY (0/10)

TEMPLE-INLAND (1/11)

TEXAS INSTRUMENTS (1/9)

TEXAS UTILITIES (1/10)

**ULTRAMAR DIAMOND** 

SHAMROCK (2/12)

UNITED SERVICES AUTOMOBILE

ASSOCIATION (2/12)

VALERO ENERGY (1/9)

UTAH (2/22) 9%

AMERICAN STORES (1/15)

SMITH'S FOOD & DRUG CENTERS (1/7)

VIRGINIA (21/194) 11%

CIRCUIT CITY GROUP (1/10)

COLUMBIA GAS SYSTEM (1/14)

CSX (1/12)

DOMINION RESOURCES (1/12)

FEDERAL HOME

LOAN MORTGAGE (3/18)

GANNETT (4/12)

GENERAL DYNAMICS (0/8)

JAMES RIVER CORP. OF VA. (2/11)

MOBIL (2/15)

NORFOLK SOUTHERN (1/11)

OWENS & MINOR (1/11)

PITTSTON (0/11)

REYNOLDS METALS (2/14)

RICHFOOD HOLDINGS (1/12)

UNIVERSAL (0/11)

USAIR GROUP (1/12)

WASHINGTON (9/86) 10%

BOEING (1/11)

COSTCO (1/10)

MICROSOFT (1/8)

NORDSTROM (2/12)

PACCAR (0/11)

SAFECO (2/12)

WASHINGTON MUTUAL (1/13)

WEYERHAEUSER (1/9)

WISCONSIN (12/107) 11%

AID ASSOCIATION

FOR LUTHERANS (3/17)

AMERICAN FAMILY

INSURANCE GROUP (2/9)

CASE (1/9)

HARNISCHFEGER INDUSTRIES (1/14)

JOHNSON CONTROLS (1/13)

MANPOWER (1/10)

NORTHWESTERN MUTUAL

LIFE INSURANCE (3/25)

ROUNDY'S (0/10)

### **Acknowledgments**

The 1997 Catalyst Census of Women Board Directors of the Fortune 500 was conducted and published under the direction of President Sheila W. Wellington. Donna Dillon Manning oversaw the research and analysis. Danielle McLeod verified the data with the companies, and Jennette R. Henry managed the database.

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