



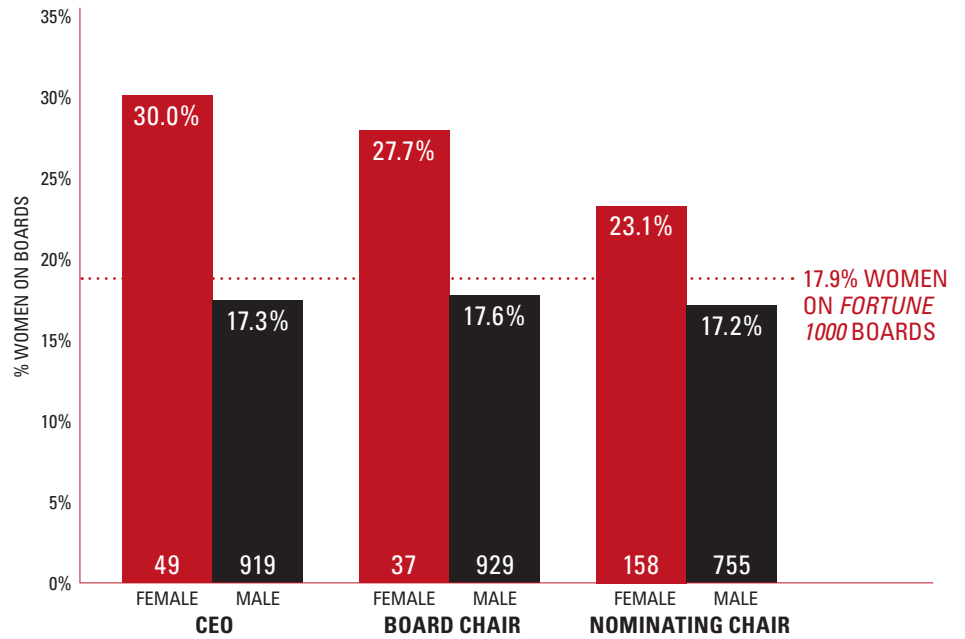
BOARDROOM DIVERSITY: WHEN WOMEN LEAD

In our mid-year report, 2020 Women on Boards delved into the board data of the 2015 *Fortune 1000* companies to research how many women directors there were, whether they were on multiple boards, and whether women in leadership positions create opportunities for more women to serve on boards. We discovered a broad pool of qualified women, evidence that they are helping other women, and the “Amazing Dozen,” who serve on four or more boards.

KEY FINDINGS

- Boards with female CEOs, Board Chairs, or Nominating Committee Chairs are significantly more gender diverse than boards with male leadership.
- Of the *Fortune 1000* companies with a female CEO or Board Chair, 88% and 86% of companies respectively have already met or surpassed 2020 Women on Boards’ goal of having 20% or more women on the board. This compares to 42% of all *Fortune 1000* companies.
- Contrary to popular belief, *Fortune 1000* board seats held by women are not monopolized by an elite subset of individuals. Seventy-five percent of female directors devote their attention to a single *Fortune 1000* company board, although many may also be on smaller company boards.
- Twelve women serve on four or more *Fortune 1000* boards and come from a variety of professional backgrounds including law, politics, academia, and non-CEO executive positions as well as the C-suite. This “Amazing Dozen” shows that there are a multitude of paths to the boardroom and that America’s top companies value diversity of experience.

Percentage of Women on Boards with Women or Men in Leadership Roles



“The ability to land a first Board seat, in my observation, seems to be a confluence of effort, luck and contacts. The ability to build on that first Board seat to obtain additional opportunities has much more to do with performance and referrals. I believe women have to be forthright, without being obstinate; conscientious without being dominating; and hard-working—even if that means doing more than a fair share of the work. It becomes important to be thought of as someone who adds value and is reliable.”

Cynthia Jamison

THE POWER OF WOMEN IN KEY LEADERSHIP POSITIONS

There is a strong relationship between the gender of a company’s key leaders and the diversity of its board of directors.

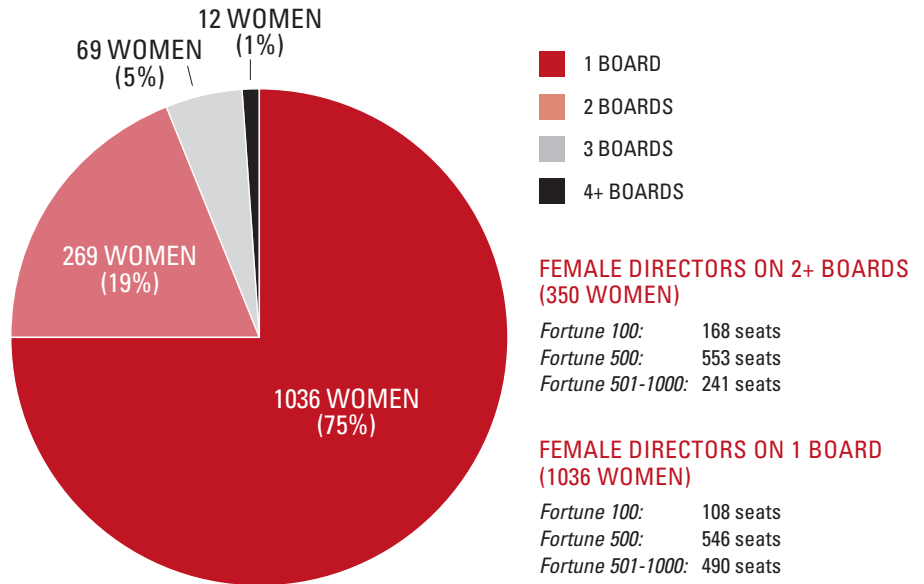
Women account for 49 CEOs, 37 Board Chairs, and 158 Nominating Committee Chairs in the *Fortune 1000*. Compared to their male counterparts, women in these roles are much more likely to oversee gender diverse boards. In fact, boards headed by women far exceed the national average of 17.9% women per company board. Female CEOs, Board Chairs, and Nominating Chairs have an average of 30.0%, 27.7%, and 23.1% women on their boards, respectively, while men in these positions trail at 17.3%, 17.6% and 17.2% women.ⁱ While we cannot speak to causation, there is clearly a strong positive correlation between women in leadership positions and gender diversity on boards.

The data also shows that most companies with female leadership are 2020 Women on Boards Winning **W** Companies, with 20% or more women on the board. Eighty-eight percent of companies with female CEOs are Winning **W** Companies, followed by 86% of companies with female Board Chairs and 68% of companies with female Nominating Chairs. Of the companies with a male CEO, only 39% are Winning **W** Companies. Forty percent of companies with a male Board Chair and 37% of companies with a male Nominating Chair are Winning **W** Companies. This compares to 42% of all the *Fortune 1000* companies.

ⁱ For further explanation see Methodology.

“It was great to see the high positive correlation between female corporate leadership (CEO, Board Chair or Nominating Committee Chair) and board diversity but I don’t think this is a necessity in order to achieve gender diversity on boards. Of the four boards I sit on two have achieved gender parity and the other two having 45% and 36% of women on the board with only one having the noted female leadership (Nominating Committee Chair). So absent female corporate leadership, I believe gender diversity can be achieved if the leadership of the board and the board itself values diversity.”

Joyce Roche



BREADTH AND DEPTH OF WOMEN IN THE FORTUNE 1000

The 2015 data busts the popular myth that only a few, high profile women hold all the board seats at large companies. On the contrary, the research shows that in *Fortune 1000* companies, the 1,830 female board seats are held by 1,386 women. Of these 1,386 different women, 1,036 or 75% serve on the board of just one *Fortune 1000* company, although many likely sit on smaller company or nonprofit boards.

The findings also suggest that once women have landed their first board seat in the *Fortune 1000*, some are tapped for a second position by another high-ranking *Fortune* company. Of the 350 unique women who hold multiple directorships, over 20% of their seats are on *Fortune 100* companies. Women on multiple large boards account for a smaller proportion of seats moving down the rankings: 168 seats in the *Fortune 100*, 553 seats in the *Fortune 500*, and 241 seats in the *Fortune 501-1000*.

Of additional interest is the relationship between companies with a single man or woman serving as both Board Chair and CEO, and the average percentage of women on the board. Though it is traditionally considered good corporate governance to separate these roles, companies where the Board Chair and CEO positions are held by the same individual are more gender diverse than boards where the roles are split between two different leaders (19.2% compared to 16.8%). This may be because a Board Chair who is also CEO has more control over board selection, but any reason is purely speculative.

THE AMAZING DOZEN

There are 12 women who each sit on four or more *Fortune 1000* boards. Their stories are a testament to the wide variety of professional pedigrees that make an all-star director. Of these 12 women:

- Eleven sit on 4 boards in the *Fortune 1000*. Patricia Russo sits on 5 boards in the *Fortune 1000*.
- All are independent directors.
- The average age is 63.
- Three of the twelve are African-American.
- Two are attorneys; three are CPAs/CFOs; two are politicians; five were CEOs.

Together these women represent 48 different companies, with Target being the only company with two of the Amazing Dozen on the same board. Of the 48 company boards, 39 are in the *Fortune 500* and 9 are in the *Fortune 501-1000*. The average percentage of women on these 48 company boards is 26.4%, and 73% of these companies are Winning **W** Companies, having at least 20% women on their boards. Twenty-one percent or 10 companies are Very Close **V** Companies at 11-19% and just three companies or 6% have only one woman on their board.

THE AMAZING DOZEN SIT ON THE FOLLOWING 48 COMPANY BOARDS:

BOLDED Companies are 2020 Winning **W** Companies (20%+ women)

ABBOTT LABORATORIES

ABBVIE INC.

ALCOA, INC.

AMERICAN EXPRESS COMPANY

AMERICAN INTERNATIONAL GROUP, INC.

AT&T INC.

AVON PRODUCTS, INC.

BIG LOTS, INC.

BOSTON SCIENTIFIC INC.

BRUNSWICK CORPORATION

COACH, INC.

COCA-COLA COMPANY

CUMMINS, INC.

DARDEN RESTAURANTS, INC.

DR PEPPER SNAPPLE GROUP, INC.

ENTERGY CORPORATION

ESTÉE LAUDER COMPANIES, INC.

GENERAL MOTORS COMPANY

GRAHAM HOLDINGS COMPANY

HEWLETT-PACKARD COMPANY

INGRAM MICRO INC.

INTUIT INC.

JACOBS ENGINEERING GROUP, INC.

JOHNSON & JOHNSON

KKR & CO. LP

KROGER COMPANY

L BRANDS, INC.

LPL FINANCIAL HOLDINGS INC.

MACY'S, INC.

MARATHON PETROLEUM CORPORATION

MERCK AND CO INC.

MGM RESORTS INTERNATIONAL

MOSAIC COMPANY

NCR CORPORATION

OFFICE DEPOT, INC.

PFIZER INC.

SHERWIN-WILLIAMS COMPANY

STARWOOD HOTELS AND RESORTS WORLDWIDE, INC.

TARGET CORPORATION

TELEDYNE TECHNOLOGIES INC.

TERADATA CORPORATION

THE GUARDIAN LIFE INSURANCE COMPANY OF AMERICA

TIME WARNER CABLE, INC.

TRACTOR SUPPLY COMPANY

TUPPERWARE BRANDS CORPORATION

VISA, INC.

WESTERN UNION COMPANY

“When you have a reputation of helping a company by being on their board, other companies find you attractive. This is particularly true of the Audit Committee Chair position. My real delight in this position is facilitating a company’s success and having employees and shareholders share in this success.”

Nancy Cooper

Meet The Amazing Dozen



ROXANNE S. AUSTIN (54) has been the President of Austin Investment Advisors since 2004. Ms. Austin also previously served as President and Chief Executive Officer of Move Networks, Inc., President and Chief Operating Officer of DIRECTV, Inc., Executive Vice President and Chief Financial Officer of Hughes Electronics Corporation and as a partner of Deloitte & Touche LLP. She is on the boards of Target Corporation, Abbott Laboratories, AbbVie Inc. and Teledyne Technologies Inc.



CHARLENE BARSHEFSKY (65) served as United States Trade Representative, the country's top trade negotiator, from 1997 to 2001. She was the Deputy U.S. Trade Representative from 1993 to 1997. She is a partner at the law firm of Wilmer Cutler Pickering Hale and Dorr. She is on the boards of Intel Corporation, American Express Company, Estee Lauder Companies, Inc. and Starwood Hotels and Resorts Worldwide, Inc.



NANCY COOPER (61) served as Executive Vice President and Chief Financial Officer of CA Technologies from August 2006 until she retired in May 2011. Earlier, she served as Chief Financial Officer for IMS Health Incorporated and, prior to that, for Reciprocal, Inc. She is on the boards of The Guardian Life Insurance Company of America, The Mosaic Company, Brunswick Corporation and Teradata Corporation.



ALEXIS MARGARET HERMAN (68) is an American politician who served as the 23rd U.S. Secretary of Labor under President Bill Clinton. Prior to her appointment, she was Assistant to the President and Director of the White House Office of Public Engagement. Under Jimmy Carter, she was Director of the Labor Department's Women's Bureau. At age 29, she was the youngest person to ever serve in that position. She is on the boards of Coca-Cola Company, Cummins, Inc. Entergy Corporation and MGM Resorts International.



DONNA A. JAMES (58) has been a Consultant, Business Advisor, President and Managing Director of Lardon & Associates LLC since March 2006. Ms. James previously served as President of Nationwide Strategic Investments. Ms. James is also the founder and Chair of The Center for Healthy Families, a nonprofit in Columbus, Ohio, and the former president and appointed Chair of the National Women's Business Council. She is a non-practicing Certified Public Accountant. She is on the boards of Marathon Petroleum Corporation, Time Warner Cable, Inc., L Brands, Inc. and Boston Scientific Inc.



CYNTHIA JAMISON (57) is the former Chief Financial Officer of AquaSpy, Inc. Prior to that, Ms. Jamison was a partner with Tatum, LLC, and earlier, she served as Chief Financial Officer of Chart House Enterprises. Ms. Jamison is currently a director of Tractor Supply Company, where she serves as Chair. She is also on the boards of Office Depot, Inc., Darden Restaurants, Inc., and Big Lots, Inc.

Meet The Amazing Dozen



SUZANNE NORA JOHNSON (58) is an American corporate lawyer and executive. Until 2007, she was Vice Chair of Goldman Sachs, Chair of the Global Markets Institute, head of the firm's Global Investment Research Division, and a member of the firm's management committee. She is on the boards of American International Group Inc., Pfizer Inc., Visa, Inc. and Intuit Inc.



SUSAN KROPF (66) served as President and Chief Operating Officer of Avon Products, Inc. from 2001 until her retirement in 2007. She served as Executive Vice President and Chief Operating Officer, North America and Global Business Operations of Avon from 1999 to 2001 and Executive Vice President and President, North America of Avon from 1997 to 1999. She is on the boards of Kroger Company, Sherwin-Williams Company, Avon Products, Inc. and Coach, Inc.



LINDA FAYNE LEVINSON (73) was Non-Executive Chair of Connexus, Inc. (formerly VendareNetBlue) from 2006 until 2010. From February through July 2006, Ms. Levinson was also Interim CEO of VendareNetBlue. Throughout her career she previously served as partner of GRP Partners, President of Fayne Levinson Associates, executive at Creative Artists Agency, Inc., partner of Wings Partners, Senior Vice President of American Express Travel Related Services Co., Inc., and a partner of McKinsey & Company, where she became the first woman partner in 1979. Ms. Levinson is on the boards of Ingram Micro Inc., Jacobs Engineering Group, Inc., NCR Corporation and Western Union Company.



ANNE M. MULCAHY (63) is former Chair and CEO of Xerox Corporation. She was named CEO of Xerox in 2001, and Chair in 2002. Ms. Mulcahy joined Xerox as a field sales representative in 1976 and rose through the ranks. She is on the boards of Target Corporation, Johnson & Johnson, LPL Financial Holdings Inc. and Graham Holdings Inc.



JOYCE M. ROCHE (68) served as President and Chief Executive Officer of Girls, Inc. from 2000 until her retirement in 2010. Throughout her career she was an independent marketing consultant, President and Chief Operating Officer of Carson, Inc., Executive Vice President of Global Marketing of Carson, Inc., and Vice President of Global Marketing for Avon Products, Inc. Ms. Roche is on the boards of AT&T Inc., Macy's, Inc., Dr Pepper Snapple Group, Inc. and Tupperware Brands Corporation.



PATRICIA F. RUSSO (63) served as Chair, President and Chief Executive Officer of Lucent Technologies Inc. and later Chief Executive Officer of its successor, Alcatel-Lucent. She has spent her career in technology industries, working with IBM, AT&T Inc., and Lucent, among others. She is on the boards of General Motors Company, Hewlett-Packard Company, Merck and Co. Inc., Alcoa, Inc. and KKR & Co. LP.



“There is a wonderful African proverb, *if you want to go fast go alone, if you want to go far, go together.* In business, as in life, it’s important where we stand, and standing for diversity is not only the right thing to do, but also the smart thing to do.”

Donna James

CREATED BY THE 2020 WOMEN ON BOARDS TEAM:

STEPHANIE SONNABEND
Co-Founder & Chair

MALLI GERO
Co-Founder & President

BREANNA BAKKE
Director of Finance & Administration

EVELYN GARRITY
Communications Coordinator

2020 WOMEN ON BOARDS

P.O. Box 301095

Jamaica Plain, MA 02130

info@2020WOB.com

   @2020WOB

2020WOB.COM

CONCLUSION

America’s largest companies are recruiting talented women directors, setting an example for smaller businesses looking to gain a competitive advantage. These inspirational women and their accomplishments encourage companies to recruit not just experienced women, but experienced women with a range of talents beyond successful CEO experience.

The *Fortune 501-1000* needs the most improvement. This segment contains the highest concentration of companies with a single woman on the board. Having a single female director puts a company below acceptable standards for diversity, and we encourage these businesses to pursue rigorous recruiting tactics to tap the underused pool of female directors who have experience on small company or nonprofit boards and have the availability to commit to another directorship.

In summary, women directors come from diverse backgrounds and experiences. When they get on one large public company board they both qualify for other boards and help other women join them, especially when they get into leadership positions. We urge both men and women to recognize the value women contribute to the boardroom and increase the presence of women in all companies large and small.

METHODOLOGY

2020 Women on Boards’ mid-year report utilized data from the 2015 *Fortune 1000* list of companies. Researchers verified the number of women and total board members for these companies utilizing December 1, 2015 as the cutoff date. If companies no longer had an active board of directors, due to a sale, merger, bankruptcy, or other reason, they were removed from the list. In addition, certain private companies were excluded if they did not identify the make-up of their boards or if their boards had mainly insiders (as defined by the SEC). The data from 960 active companies was collected and the overall percentages of women on boards are from those active companies.

All data was collected from companies’ SEC filings, specifically the proxy statement (DEF 14A), annual report (10-K), and current report (8-K) filed immediately after the annual meeting. Data was then confirmed on Morningstar or the companies’ websites as secondary sources and sent to the companies to confirm accuracy. We heard back from many companies, but not all. While we believe the data to be accurate and the trends clearly identified, human error, both on the part of the research team or the companies’ websites, could create some inaccuracies. All reasonable steps were taken to ensure the accuracy of the data.

Eight companies have two individuals as co-CEOs. Nine companies have two individuals as Board co-Chairs and three companies do not have a Board Chair. The Nominating Committee Chair leads the board committee responsible for evaluating and selecting board directors. Three companies have Nominating Committee co-Chairs. Fifty companies did not have a defined Nominating Committee or Chair.

The gender diversity of these and other companies may be viewed on our website at 2020wob.com/companies. The 2020 Gender Diversity Directory may be searched by company name, city, state, sector, number of women, or 2020 rating.