

Breaking Barriers

THE 2021 CENSUS OF WOMEN DIRECTORS
AND EXECUTIVE OFFICERS OF
MASSACHUSETTS PUBLIC COMPANIES



THE BOSTON CLUB
ADVANCING WOMEN LEADERS



BENTLEY
UNIVERSITY



The Boston Club is a community of women business and professional leaders dedicated to promoting the advancement of women into significant and visible leadership roles. We provide an inclusive peer community, resources, inspiration, and connections to members, and specific and purposeful programming and activism that encompasses multiple dimensions of diversity for women across Massachusetts and beyond. We measure the progress of women in corporations, place women on corporate and nonprofit boards, and celebrate organizations that elevate women leaders. We engage in public discourse on issues that affect women's advancement today: social justice, racism, pandemic-related career barriers, the wage gap, and more. The annual *Census* of women directors and executive officers plays a major role in The Boston Club's Corporate Board Program, focusing attention on the identification and development of a vital pool of diverse female expertise for corporate leadership positions.



Bentley University is a transformative, life-long learning community that inspires and prepares students to use their business acumen to make a positive difference in the world. With a blend of business, ethics, technology and the arts and sciences, Bentley provides students with a broad and rich mix of skills, experiences and attributes that enable Bentley's students to become immediate value creators in wide varieties of enterprises and markets. Founded in 1917, Bentley University stood out in its early commitment to access and diversity. Bentley graduated its first Black student in 1935. More recently, beginning in 1993, Bentley created a formal Diversity Initiative, one aspect of which was to offer a two-day, off-site retreat that continues to this day. Approximately 900 faculty, staff and administrators have participated in over 60 such events. Last year, Bentley created a Racial Justice Task Force to better examine how we can be an actively anti-racist community, named a Chief Diversity and Inclusion Officer, and identified strategic initiatives for racial justice across the university to be led by each member of the President's Cabinet. The Gloria Cordes Larson Center for Women and Business at Bentley also works to create more inclusive and equitable workplace cultures and partners with organizations to help them create and nurture diverse workplaces. To learn more, visit www.bentley.edu.

2021
CENSUS



A MESSAGE FROM THE BOSTON CLUB PRESIDENT

Now in its 45th anniversary year, The Boston Club has much to celebrate, and the production of this 19th annual *Census* ranks highly on that list. Even more important to note, however, are the results this year's *Census* reports. Since the first *Census* in 2003, we have believed that "what gets measured gets done," and we have welcomed the positive, if slow, increase in gender diversity on public boards in Massachusetts. This year, we can celebrate the significant number of "highest ever" percentages and numbers of women directors, women executive officers, women of color directors, and companies with 3 or more women directors, that public companies have reached.

We know that the information provided in previous reports has brought a spotlight to focus on the lack of gender and racial diversity on corporate boards and in executive suites. The *Census* has been tracked by board chairs, nominating committees, institutional investors, and individual shareholders. And we know that some boards have changed policy or direction because of the *Census*. We respectfully invite the two new *Census* companies that have no women directors to discuss with us how we can help them join the other 98 companies enjoying the benefits of a diverse board.

Public support for gender and racial diversity in public company leadership continues to grow and we look forward to reporting even more "highest ever" results in coming years. We will also continue to build a strong, diverse pipeline of women qualified to lead, and to connect them with CEOs and nominating committees looking to strengthen their organizations.

NANCY E. NAGER

President, The Boston Club



A MESSAGE FROM THE BENTLEY UNIVERSITY PRESIDENT

In June 2021, I was honored to join Bentley as the ninth president of the university. Throughout my academic and professional career, I have had the great privilege of engaging public and private sector entities in an effort to harness the dynamism of the private sector. I've seen firsthand how business and markets can create solutions to human problems and bring those solutions to scale. To now be at the helm of this extraordinary institution that has dedicated itself for more than a century to educating the business leaders of tomorrow is humbling.

Bentley University has long valued the importance of diversity and inclusivity. As one of our Core Values, we recognize that our differences make our community stronger, and we embrace and seek to understand those with different beliefs, backgrounds and life experiences. In 2021 amid a pandemic that has forever altered the way we understand what it means to be a member of a global and connected human community, Bentley is uniquely positioned to not only succeed but to thrive and to deliver new standards of individual and institutional capacity building. This includes affirming the critical importance of a diverse and inclusive community as a condition of global competitiveness and excellence.

I was delighted to learn that Bentley has proudly sponsored The Boston Club's annual *Census* report since its inception in 2003. The fact that Bentley faculty and students have collected and analyzed the data on women in the boardrooms and executive suites of Massachusetts' companies for almost two decades for this report was very much in keeping with my perception of the people who work and study at this institution. And, to have the 2021 *Census* Special Analysis focus on people of color, men as well as women, who serve as corporate directors was a welcome update.

The increasing diversity, in gender and in race and ethnicity, in the boardrooms of the 2021 *Census* companies is great news, as is identification and recognition of business organizations that are leading the way. Yes, we still have a long way to go in terms of many of the aggregate numbers, but continued benchmarking and accountability will foster additional progress in the years ahead. I look forward to future *Census* reports.

DR. E. LABRENT CHRITE

President, Bentley University

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2021 KEY FINDINGS

The *Census of Women Directors and Executive Officers* includes the 100 largest public companies in Massachusetts based on net revenues. The companies range in size from the Fortune 500 through the Russell 3000 and include some companies that may be considered “small cap” as well.

ONWARD AND UPWARD

- Women now hold 27.7% (251) of the board seats in the *Census* companies, the highest percentage and number to date.
- 47 of the *Census* companies have at least three women directors, up from 39 last year, and the highest number to date.
- 20.9% (146) of the executive officers of the *Census* companies are women, the highest percentage and number to date.
- Women are 13.5% (68) of the top-paid executive officers of the *Census* companies, the highest percentage and number to date.
- Women of color hold 4.5% (41) of the director seats and 2.7% (19) of the executive officer positions in the *Census* companies, the highest percentages and numbers since we started collecting these data.
- 59.0% (36) of the male and female independent directors added this past year to the 88 *Census* companies that are included in both the 2020 and 2021 *Census* reports are people of color.

HOWEVER

- A year ago, for the first time, all 100 *Census* companies had at least one woman on their boards. This year, the number has fallen to 98. Two of the companies new to this year's *Census* have all-male boards.
- 22 *Census* companies have no women executive officers.
- 50 *Census* companies have no women among their top-paid executives.
- 33 *Census* companies have no directors of color.

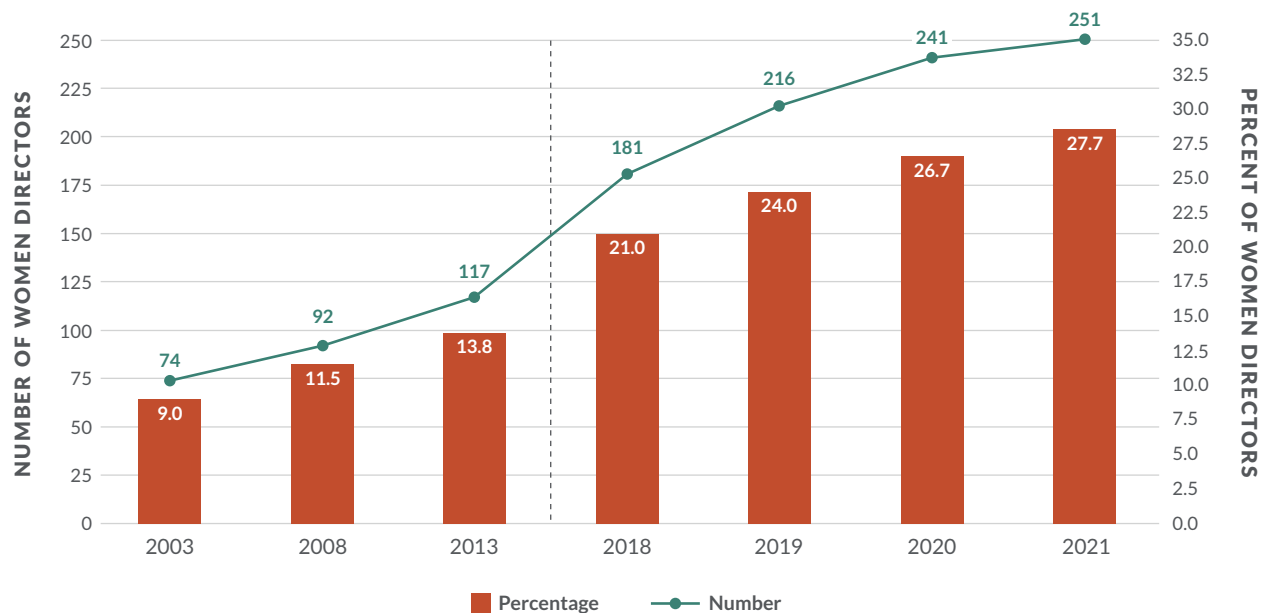
2021 CENSUS RESULTS

WOMEN DIRECTORS

There are 907 directors on the boards of the 2021 *Census* companies. 80.6% (731) are independent directors, while 19.4% (176) are “insider” directors, i.e., those who are employees, officers or have a material interest in the company.

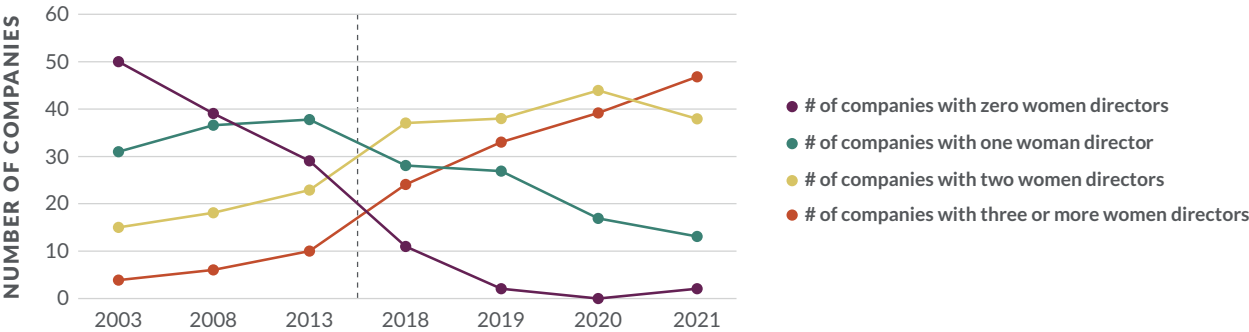
- Women hold 27.7% (251) of the seats on the 2021 *Census* company boards, the highest percentage and number to date.
- Women account for 31.7% (232) of the independent directors, and 10.8% (19) of the insider directors, the highest percentages and numbers to date.
- Women of color now hold 4.5% (41) of the director seats, the highest percentage and number since we started collecting these data in 2005.
- 10.8% (19) of all insider directors are women. Six of the 19 women insider directors are CEOs:
 - Jennifer F. Francis, Diversified Healthcare Trust
 - Mary Anne Heino, Lantheus Holdings, Inc.
 - Reshma Kewalramani, Vertex Pharmaceuticals, Inc.
 - Shacey Petrovic, Insulet Corp.
 - Mary G. Puma, Axcelis Technologies, Inc.
 - Claire Spofford, J. Jill, Inc.
 - Katherine Potter is also CEO of a *Census* company, Five Star Senior Living, Inc., but she is not a director.

WOMEN DIRECTORS, 2003-2021



- Last year, for the first time, all 100 *Census* companies had at least one woman on their board; this year just 98 do. Two of the companies added to the 2021 *Census* have all-male boards.
- The 2021 *Census* has no “zero-zero” companies, i.e., those that have no women directors and no women executive officers. Last year was the first time there were no zero-zeros in the *Census*. There were 35 zero-zeros when we started the *Census* in 2003.
- 47 of the *Census* companies now have at least three women directors, which many analysts and commentators deem to be a “critical mass.” This is up from 39 *Census* companies a year ago. (See Appendix A.)
- 2 of the 12 companies that are new to this year’s *Census* have no women directors. These two companies also appear to lack directors who are people of color. Further, they are the only *Census* companies with a majority of insider directors. Vicor Corp., which had been included in some previous *Census* reports when its revenues were high enough to make the top 100 public companies in Massachusetts, has six insider directors and four independent directors. Organogenesis Holdings, Inc. which appears in the *Census* for the first time, has five insider directors and two independent directors.

NUMBER OF COMPANIES BY NUMBER OF WOMEN DIRECTORS, 2003-2021



COMPANIES WITH FOUR OR MORE WOMEN DIRECTORS

- 4** Akamai Technologies, Inc.; Alnylam Pharmaceuticals, Inc.; Aspen Technologies, Inc.; Avid Technology, Inc.; Boston Private Financial Holdings, Inc.; Boston Properties, Inc.; General Electric Co.; The Hanover Insurance Group, Inc.; Insulet Corp.; iRobot Corp.; Iron Mountain, Inc.; Office Properties Income Trust; Raytheon Technologies Corp.; Vertex Pharmaceuticals, Inc.
- 5** Bright Horizons Family Solutions, Inc.; The TJX Companies, Inc.
- 6** Keurig Dr Pepper Inc.

AGE & TENURE OF DIRECTORS

AGE PATTERNS

- The independent directors in the 2021 *Census* range in age from 34 to 89 years. The average age is 61 for women, 63 for men.
- Of the 113 independent directors who are 70 or older, 15.5% (17) are women. All of the 11 directors who are in their 80s are male.
- The new independent directors who joined the boards of the 88 continuing *Census* companies this year were on average 58 years old.* The women were 60 years old on average, while men were 57.
 - 5% of the new independent board members were in their 30s; 10% in their 40s; 46% in their 50s; and 38% in their 60s.
 - No new directors were 70 or older.

INDEPENDENT DIRECTORS, BY AGE AND GENDER

AGE	FEMALE	MALE	TOTAL
Less than 40 years	1%	1%	1%
40–49 years	8%	4%	6%
50–59 years	28%	25%	26%
60–69 years	56%	47%	49%
70–79 years	7%	21%	17%
80–89 years	0%	2%	2%

50%

OR MORE OF THE INDEPENDENT DIRECTORS ON THE BOARDS OF 12 CENSUS COMPANIES ARE 70 OR OLDER. AT FIVE OF THESE COMPANIES (THOSE IN BOLD), 50% OR MORE ARE AT LEAST 75 YEARS OLD.

- Ameresco, Inc.
- Bright Horizons Family Solutions, Inc.
- Brooks Automation, Inc.
- Clean Harbors, Inc.
- Cognex Corp.
- **Diversified Healthcare Trust**
- Five Star Senior Living, Inc.
- **Global Partners LP**
- **Kadant, Inc.**
- Office Properties Income Trust
- **Safety Insurance Group, Inc.**
- **Unifirst Corp.**

* The 88 companies included in both the 2020 and the 2021 *Census* reports, are referred to as the "continuing *Census* companies." The 12 companies that were added to this year's *Census* are not included in calculating the average age of new directors, nor in analyzing board turnover. These companies are: Allynlyam Pharmaceuticals, Inc.; Blueprint Medicines Corp.; Casa Systems, Inc.; Collegium Pharmaceutical, Inc.; DraftKings Inc.; Eastern Bankshares, Inc.; Everquote, Inc.; Moderna, Inc.; Organogenesis Holdings, Inc.; Regligen Corp.; Sage Therapeutics; and Vicor Corp. Unless the text refers to the "continuing *Census* companies," the analysis is based on all 100 companies.

TENURE

13.3%

13.3% (97) of the independent directors have served for at least 15 years on their boards. 17 of these directors are women.

11

11 of the independent directors, two of whom are women, have served for at least 25 years.

7

At seven *Census* companies, at least 50% of the independent directors have served together for at least 15 years. These companies are: Brooks Automation, Inc.; Five Star Senior Living, Inc.; Global Partners LP; Kadant, Inc.; Safety Insurance Group, Inc.; Smith & Wesson Brands, Inc.; and Vicor Corp.

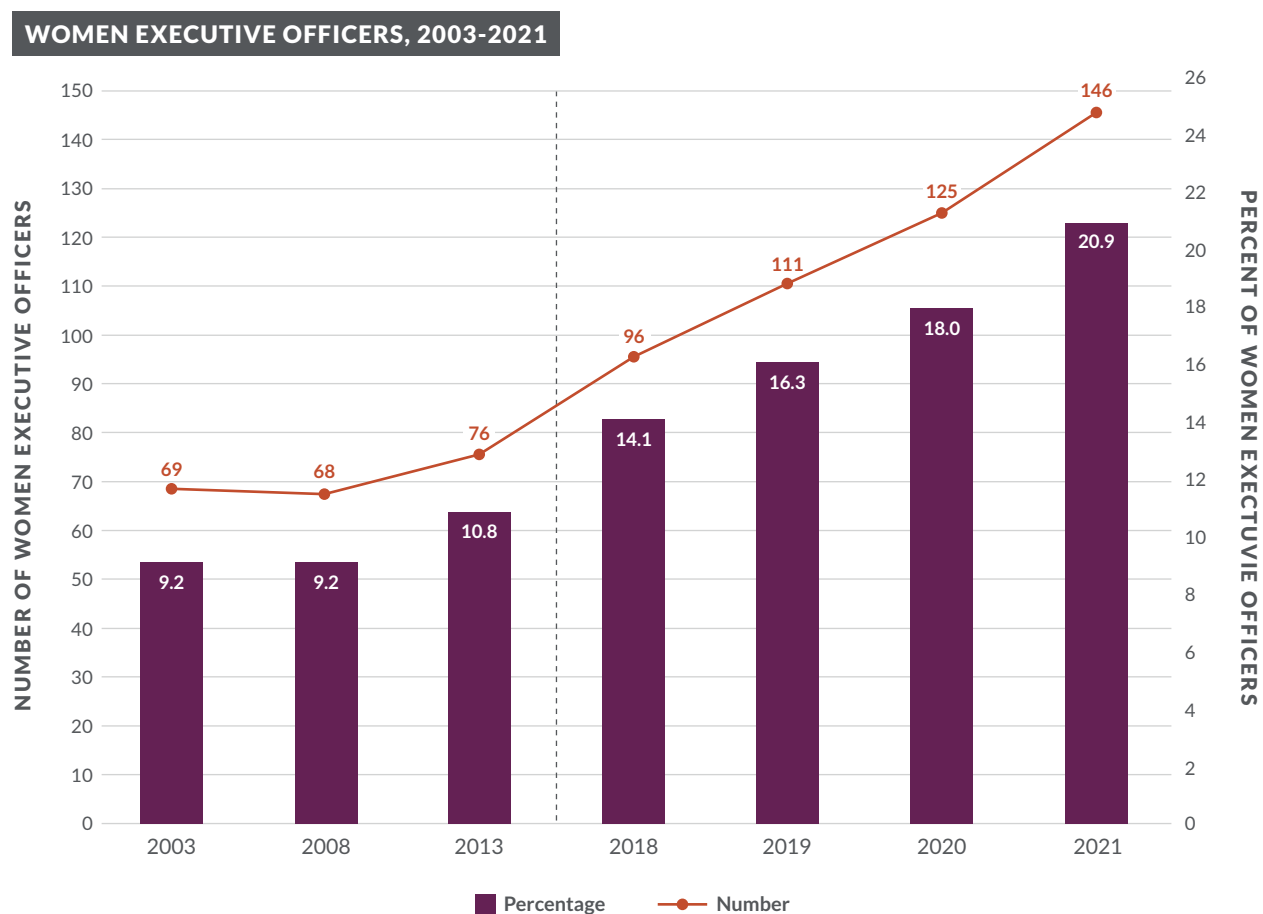
BOARD TURNOVER

- 77 directors joined the boards of the continuing *Census* companies this year, 61 as independent directors, and 16 as insiders. Women are 36.1% (22) of the new independent directors and 37.5% (6) of the new insiders.
- 75 directors left the boards of the continuing *Census* companies this past year: 61 independent directors and 14 insiders. Women were 23.0% (14) of the independents and 14.3% (2) of the insiders who left.
- Of the 61 independent directors who left this past year, approximately a third (34.4%) were 70 years of age or older. 21 were men, six were women.
- In the continuing *Census* companies, there was a net loss of eight male independent directors (39 joined, 47 left) this past year. In contrast, there was a net gain of eight independent female directors, as 22 joined, while 14 left their boards.
- In terms of insider directors, there was a net loss of two males and a net gain of four females this past year.
- Of the 88 continuing *Census* companies, 44 added independent directors this past year; five added only insiders; 13 companies had only unfilled departures; and 26 reported no changes on their boards.

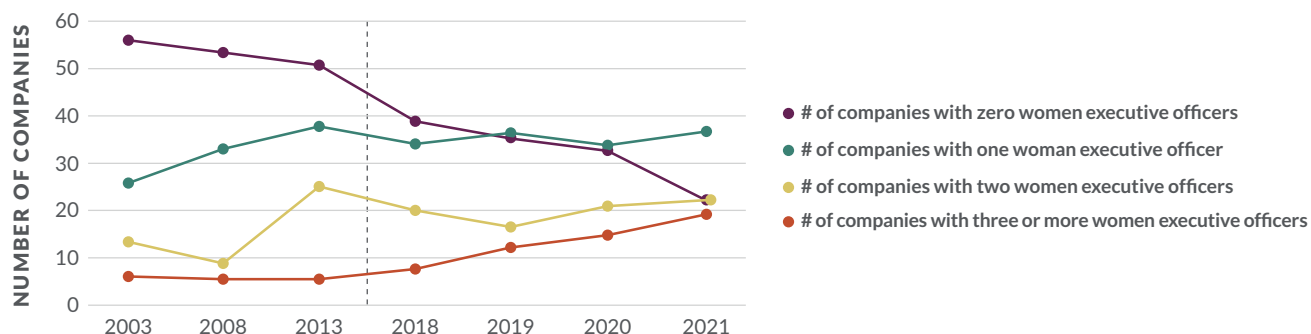
WOMEN EXECUTIVE OFFICERS

THERE ARE 697 EXECUTIVE OFFICERS IN THE 100 CENSUS COMPANIES THIS YEAR.

- 20.9% (146) of the executive officers are women, the highest percentage and number to date. (See Appendix C)
- 19 companies have at least three women executive officers, up from 14 a year ago.
- Two companies (Alexion Pharmaceuticals, Inc.; and Forrester Research, Inc.) have four women executive officers, and three (Berkshire Hills Bancorp, Inc.; Blueprint Medicines Corp.; and Vertex Pharmaceuticals, Inc.) have five.
- At nine *Census* companies, at least 50% of the executive officers are female. These companies are: Alexion Pharmaceuticals, Inc.; Blueprint Medicines Corp.; Bright Horizons Family Solutions, Inc.; Collegium Pharmaceutical, Inc.; Diversified Healthcare Trust; Five Star Senior Living Inc.; J. Jill, Inc.; Office Properties Income Trust; and Smith & Wesson Brands, Inc.
- However, 22 *Census* companies have no women executive officers.



NUMBER OF COMPANIES BY NUMBER OF WOMEN EXECUTIVE OFFICERS, 2003-2021



WOMEN OF COLOR EXECUTIVE OFFICERS

There are 19 women of color who are executive officers at 16 *Census* companies, an increase over the 14 women at 12 companies last year. These women constitute 13.0% of all women executive officers and 2.7% of all executive officers. Two companies (Alexion Pharmaceuticals, Inc., and Vertex Pharmaceuticals, Inc.) have at least two women of color among their executive officers.

CRITICAL MASS OF WOMEN DIRECTORS AND EXECUTIVE OFFICERS

10

10 of the *Census* companies have at least 3 women directors and at least 3 women executive officers.

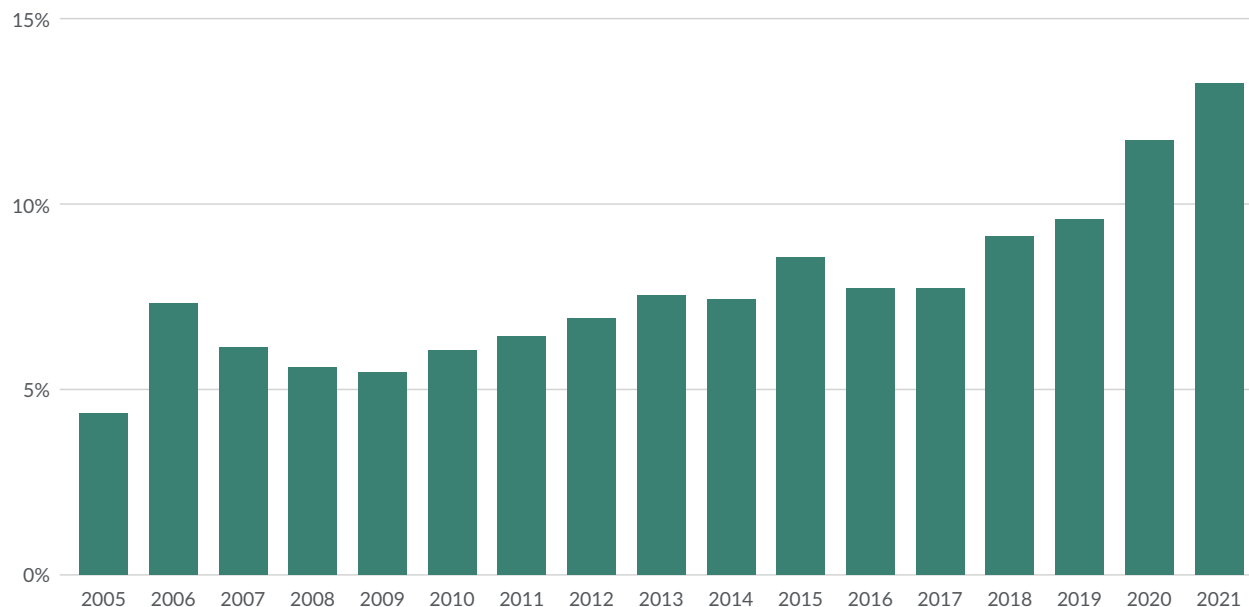
- Berkshire Hills Bancorp, Inc.
- Biogen, Inc.
- BJ's Wholesale Club Holdings, Inc.
- Boston Properties, Inc.
- Boston Scientific Corp.
- Bright Horizons Family Solutions, Inc.
- Eastern Bankshares, Inc.
- Forrester Research, Inc.
- Moderna, Inc.
- Vertex Pharmaceuticals, Inc.

WOMEN TOP-PAID EXECUTIVES

COMPENSATION DATA WERE REPORTED FOR 504 EXECUTIVE OFFICERS IN THE CENSUS COMPANIES IN 2021.

- Women are 13.5% (68) of the top-paid executive officers, the highest percentage and number since 2005 when the *Census* began tracking these data.
- At four companies, women constitute at least 50% of all top-paid executive officers. These companies are: Alexion Pharmaceuticals, Inc.; Bright Horizons Family Solutions, Inc.; Diversified Healthcare Trust; and Five Star Senior Living, Inc.
- However, 50 *Census* companies have no women among their top-paid executives.

PERCENT OF WOMEN AMONG THE TOP-PAID EXECUTIVE OFFICERS, 2005-2021

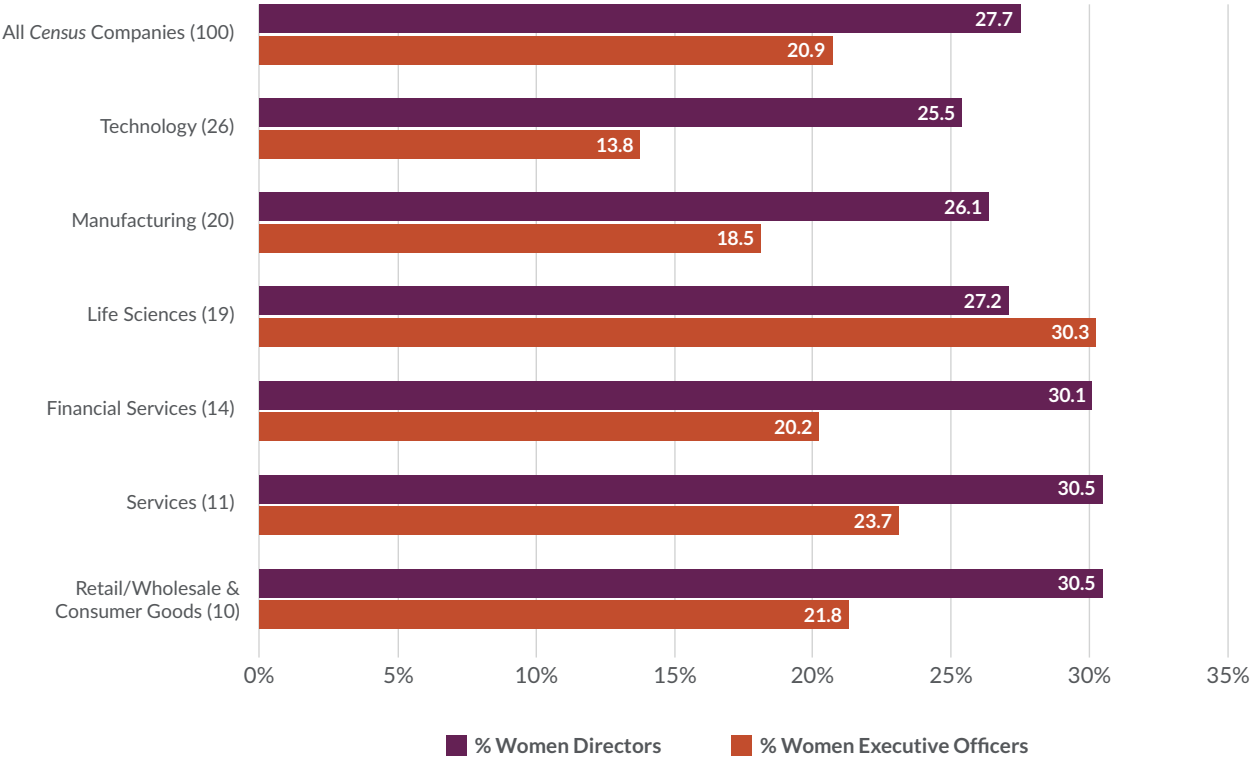


INDUSTRY SECTORS

THE CENSUS COMPANIES REPRESENT SIX INDUSTRY SECTORS: FINANCIAL SERVICES, LIFE SCIENCES, MANUFACTURING, RETAIL-WHOLESALE & CONSUMER GOODS, SERVICES, AND TECHNOLOGY.

- The Technology sector, which has the largest number of companies (26) in the *Census*, continues to lag the other sectors in terms of both women directors and executive officers. This past year, however, Technology was one sector of just two that increased its share of women directors, rising from 22.1% to 25.5%.
- The percentage of women directors in the Retail/ Wholesale & Consumer Goods sector rose as well (from 26.4% to 30.5%) over the past year.
- All industrial sectors except for Financial Services increased their proportion of women executive officers this past year. Financial Services fell by 0.2%, to 20.2%.
- The Life Sciences sector now has the highest share of women executive officers, at 30.3%, followed by the Services sector with 23.7%. The Technology and the Manufacturing sectors have the lowest proportion of women executive officers, at 13.8% and 18.5%, respectively.

WOMEN DIRECTORS AND EXECUTIVE OFFICERS BY INDUSTRY SECTOR, 2021



SPECIAL ANALYSIS:

BREAKING THE BARRIERS FOR PEOPLE OF COLOR

The tables and text of this report illustrate continued progress in leadership diversification. Of special note is the significant increase over the past year in the number of directors of color, male as well as female. The percentage of new directors of color who joined the boards of the 88 continuing *Census* companies suggests that the leadership of these boards has been intentional in seeking out talented nominees who previously may not have been included in the networks from which directors are selected. As a result, many of the largest public companies in Massachusetts are taking advantage of the benefits of board diversity and are providing greater opportunities for women and people of color to move past the barriers that have long impeded their progress towards parity.

THE DIVERSITY LANDSCAPE AS OF JUNE 30, 2021

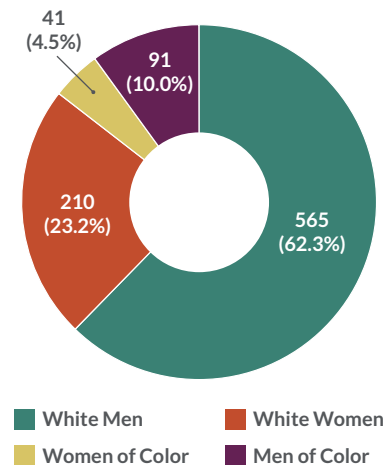
41 women of color hold board seats at 34 *Census* companies. This is a substantial improvement over last year when 28 women of color were directors of 24 companies. Five *Census* companies now have two women of color on their boards.¹

These 41 women constitute 16.3% of all 251 women directors. They account for 4.5% of all 907 directors of the 100 *Census* companies, an increase over last year when the comparable figure was 3.1%.

91 men of color serve on the boards of the *Census* companies, accounting for 13.9% of all 656 male directors and 10.0% of all directors.²

Together, these 132 directors of color constitute 14.5% of all members of the boards of the 100 *Census* companies.

DIRECTORS OF ALL 100 CENSUS COMPANIES



THE SIGNIFICANCE OF HOW WE GOT HERE

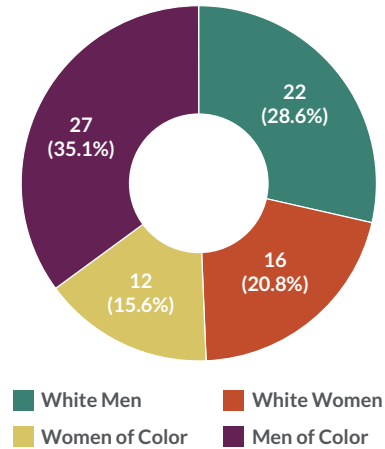
Although the foregoing statistics leave much room for improvement, the proportion of newly elected directors of *Census* companies who are people of color is impressive. Regarding women of color, we find that:

- 12 of the 41 (29.3%) current directors who are women of color were added to the boards of the 88 continuing *Census* companies over the past year.
- By joining the 24 women directors of color who had been elected to continuing *Census* company boards prior to July 1, 2020, these 12 women increased the total on those boards by 50.0%.³
- The 12 women of color newly added to the continuing *Census* company boards this past year constitute 42.9% of all (28) newly appointed women to these boards and the 11 independent women of color constitute 50.0% of the 22 newly elected women directors at those companies.

The addition of male directors of color at the *Census* companies followed a similar pattern.

- 27 of the 91 (29.7%) current directors who are men of color were added to the boards of the 88 continuing *Census* companies over the past year.
- By joining the 55 male directors of color who had been elected to continuing *Census* company boards prior to July 1, 2020, these 27 men increased the total on those boards by 49.1%.⁴
- The 27 men of color who joined the continuing *Census* company boards this past year constitute 55.1% of all (49) newly elected men on these boards and 64.1% of all (39) newly elected independent male directors of those companies.

BREAKDOWN OF THE 77 NEW DIRECTORS ADDED TO THE BOARDS OF THE 88 CONTINUING CENSUS COMPANIES



In sum, the 39 women and men of color who were elected to the boards of the 88 continuing *Census* companies over the past year constitute 50.7% of all newly elected directors. The 36 who are independent directors account for 59.0% of all new independent directors.

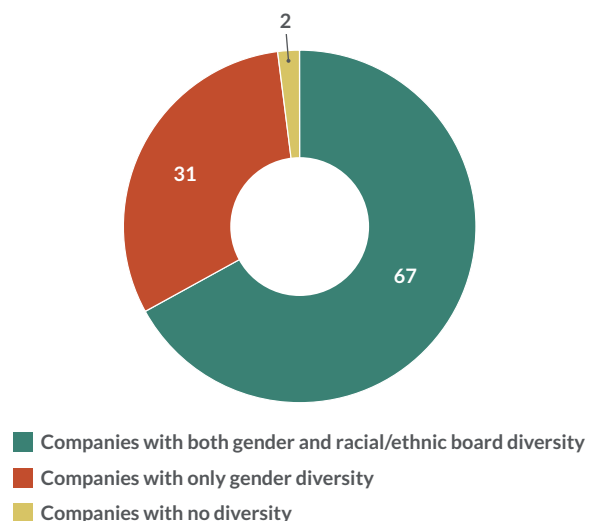
THE MOST DIVERSE BOARDS

With these new directors, 67 *Census* companies now have boards on which at least one woman and one person of color are directors. **At 18 of these companies, women and people of color together comprise at least 50% of their directors.**⁵ Women and people of color constitute 60% or more of the directors at eight of those companies, and HubSpot, Inc. and iRobot Corp. each has a board on which women and people of color hold 75% of the seats. These two companies have nine-person boards of directors. Of the *Census* companies with larger boards, The TJX Companies, Inc., with eight of twelve (62.5%) directors who are women or people of color, is the most diverse.

On the other hand, even though their boards include one or more women, the directors of 31 of the 100 *Census* companies are all white. These 31 companies include four of the 12 new companies to the *Census* as well as 27 of the 88 continuing companies. And, as pointed out earlier in this report, another two of these six newly added companies have no women directors either.

There should be numerous opportunities to add accomplished women and people of color to the boards of many of these 33 companies over the next year or two. Sixteen of the 27 continuing *Census* companies with all white boards did not add any new independent directors during the past year, and at least one director retired or otherwise left the boards of seven of them. Perhaps they will follow the example of the many *Census* companies that have successfully found ways to diversify their boards.

GENDER AND RACIAL/ETHNIC BOARD DIVERSITY



1 These companies are Akamai Technologies, Inc., Boston Scientific Corp., Bright Horizons Family Solutions, Inc., Eversource Energy, and Vertex Pharmaceuticals, Inc.

2 Because this is the first year that we have identified male directors of color, comparable figures for 2020 are not available.

3 The remaining five directors who are women of color sit on the boards of four of the 12 new companies that were added to this year's *Census*. Those 12 new companies together have a total of 22 women directors.

4 The remaining nine directors who are men of color sit on the boards of five of the 12 new companies that joined the *Census* this year.

5 These companies are Boston Private Financial Holdings, Inc., Bright Horizons Family Solutions, Inc., Brightsphere Investment Group, Inc., Casa Systems, Inc., Cerence, Inc., Cognex Corp., Eastern Bankshares, Inc., Hologic, Inc., HubSpot, Inc., Inuslet Corp., iRobot Corp., Keurig Dr Pepper Inc., MKS Instruments, Inc., Rapid7, Inc., The RMR Group, Inc., The TJX Companies, Inc., Vertex Pharmaceuticals, Inc., and Wayfair, Inc. At another company, Office Properties Income Trust, Caucasian women constitute 50% of its directors.

CONCLUSION:

A CALL TO ACTION TO HELP US BREAK MORE BARRIERS

The 100 public companies that comprise the *Census* of Women Directors and Executive Officers made significant progress this past year in diversifying both their boardrooms and their executive suites as this report clearly shows. In addition, the fact that more than half of the new directors and nearly 60% of the new independent directors added to the boards of the 88 continuing *Census* companies are people of color strongly suggests that at many companies the traditional barriers to progress for women and minorities are falling as a result of intentional board succession planning. But in order to build upon this progress and to break the barriers that still exist at other companies, further action is needed. Better disclosure is the first step.

In recent years, institutional investors, proxy advisors and legislators at the national and state levels have called for greater diversity in corporate leadership. During the past year, they were joined by NASDAQ, with the blessing of the Securities & Exchange Commission (SEC). While their approaches to achieving their goals may differ, these entities all expect—or explicitly require—that the companies within their respective jurisdictions will clearly disclose in their proxy statements demographic data on director nominees and sitting directors. Board composition in terms of gender, race, ethnicity, age and tenure should be set forth in a manner that allows investors and other corporate stakeholders to assess the extent to which companies incorporate various aspects of diversity.

Although not required by law to do so in Massachusetts, many of the *Census* companies now voluntarily include in their proxy statements specific information about their governance principles, the composition of their boards, and their approach to board refreshment. Indeed, we addressed this issue in the 2017 *Census* report titled “Full Disclosure,” and noted several ways

in which some Massachusetts companies were leading the way. Since that time, more *Census* companies have improved the ways in which they explain how they go about refreshing their boards and how those boards reflect the range of skill sets, experiences, and demographic diversity of their members. They have done so in a variety of formats.

Some companies have added demographic information on their directors to a skills and experience matrix to capture much of this information. Increasingly, the matrix includes details on the gender and race/ethnicity of the board members. We find this approach highly valuable as it: (a) contains all the relevant information in one place and in a form that the reader can readily access without having to look elsewhere or rely on photos; (b) treats the demographic information on a par with other aspects of diversity, such as skills and experience; and (c) dispels any lingering notions that women and people of color have been added to the board without the same kinds of qualifications as white men. Examples of 2021 *Census* companies leading the way in providing detailed demographic data in matrix format include Insulet Corp., Nuance Communications, Inc. and PerkinElmer, Inc.

We encourage all companies to consider using a clear, detailed matrix when they are preparing their disclosures on demographics and in assessing how they measure up to their stated or unstated goals. This kind of detailed information cannot be adequately conveyed by pie charts or other ways of simply aggregating limited demographic data, as many companies now do. For this reason, we are providing a sample matrix that can be modified to fit any company’s specific needs, while clearly providing the kinds of demographic information shareholders are increasingly seeking and deserve.

BOARD MATRIX

	Director A	Director B	Director C	Director D	Director E	Director F
KNOWLEDGE, SKILLS & EXPERIENCE						
Executive Experience						
Industry Experience						
International Experience						
Public Company Board Experience						
Business Ethics						
Corporate Governance						
ESG						
Financial						
IT/Digital/Cyber						
Mergers & Acquisitions						
Risk Management						
Strategic Planning/Oversight						
DEMOGRAPHICS & TENURE						
RACE/ETHNICITY						
Black/African American						
Asian/Pacific Islander						
White/Caucasian						
Hispanic/Latino						
Native American						
GENDER						
Male						
Female						
Non-Binary						
AGE IN YEARS						
TENURE ON THIS BOARD IN YEARS						

In conclusion, we are pleased to report the positive numbers and trends in the 2021 *Census* companies. We are, however, mindful of the troubling statistics on: the overall share of women directors; the absence of women executive officers in a third of the *Census* companies; the all-male boards in two *Census* companies; the fact that women of color currently represent just 4.5% of the directors of the *Census* companies; and the fact that a third of the *Census* companies lack any directors of color.

We encourage you to share and discuss this *Census* information with employees, customers, investors, public policy makers, and business leaders (and laggards). There will, of course, be a 2022 *Census* to track the progress, or lack thereof, in creating greater diversity in boardrooms and executive suites in Massachusetts *Census* companies.

APPENDIX A

WOMEN DIRECTORS AND EXECUTIVE OFFICERS

Company	# Women Directors	Total # Directors	% Women Directors	# Women Executive Officers	Total # Executive Officers	% Women Executive Officers	% Women Among Top-Paid	Total # Top-Paid	% Women Among Top-Paid
Abiomed, Inc.	3	9	33.3%	0	5	0.0%	0	5	0.0%
Acushnet Holdings Corp.	1	8	12.5%	1	8	12.5%	1	5	20.0%
Akamai Technologies, Inc.	4	11	36.4%	1	10	10.0%	0	5	0.0%
Alexion Pharmaceuticals, Inc.	2	9	22.2%	4	7	57.1%	3	6	50.0%
Alnylam Pharmaceuticals, Inc.	4	11	36.4%	2	6	33.3%	2	6	33.3%
Altra Industrial Motion Corp.	2	7	28.6%	0	5	0.0%	0	5	0.0%
Ameresco, Inc.	1	9	11.1%	3	10	30.0%	1	5	20.0%
American Tower Corp.	3	12	25.0%	0	7	0.0%	0	7	0.0%
Analog Devices, Inc.	3	11	27.3%	1	5	20.0%	0	5	0.0%
Aspen Technology, Inc.	4	11	36.4%	1	4	25.0%	0	4	0.0%
ATN International, Inc.	2	7	28.6%	1	4	25.0%	1	5	20.0%
Avid Technology, Inc.	4	10	40.0%	0	8	0.0%	0	6	0.0%
Axcelis Technologies, Inc.	1	8	12.5%	2	6	33.3%	2	5	40.0%
Berkshire Hills Bancorp, Inc.	3	13	23.1%	5	12	41.7%	1	6	16.7%
Biogen, Inc.	3	13	23.1%	3	8	37.5%	1	5	20.0%
BJ's Wholesale Club Holdings, Inc.	3	10	30.0%	3	11	27.3%	0	6	0.0%
Blueprint Medicines Corp.	1	8	12.5%	5	10	50.0%	2	5	40.0%
The Boston Beer Company, Inc.	2	9	22.2%	3	11	27.3%	1	5	20.0%
Boston Private Financial Holdings Inc.	4	9	44.4%	3	10	30.0%	0	5	0.0%
Boston Properties, Inc.	4	11	36.4%	0	10	0.0%	0	5	0.0%
Boston Scientific Corp.	3	10	30.0%	3	16	18.8%	0	5	0.0%
Bright Horizons Family Solutions, Inc.	5	10	50.0%	3	5	60.0%	3	5	60.0%
Brightsphere Investment Group, Inc.	1	5	20.0%	1	3	33.3%	1	4	25.0%
Brooks Automation, Inc.	3	9	33.3%	1	9	11.1%	1	5	20.0%
Bruker Corp.	3	10	30.0%	0	6	0.0%	0	5	0.0%
Cabot Corp.	3	10	30.0%	2	5	40.0%	2	5	40.0%
CarGurus, Inc.	2	8	25.0%	3	9	33.3%	1	5	20.0%
Casa Systems, Inc.	2	7	28.6%	1	4	25.0%	1	3	33.3%
Cerence, Inc.	2	7	28.6%	1	4	25.0%	0	3	0.0%
Charles River Laboratories International, Inc.	3	11	27.3%	2	6	33.3%	1	5	20.0%
CIRCOR International, Inc.	2	8	25.0%	2	8	25.0%	0	8	0.0%
Clean Harbors, Inc.	2	9	22.2%	1	10	10.0%	1	5	20.0%
Cognex Corp.	1	6	16.7%	1	4	25.0%	2	6	33.3%
Collegium Pharmaceutical, Inc.	2	8	25.0%	3	6	50.0%	2	5	40.0%
CRA International, Inc.	2	7	28.6%	0	4	0.0%	0	4	0.0%
Destination XL Group, Inc.	2	6	33.3%	2	9	22.2%	0	5	0.0%

APPENDIX A

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Company	# Women Directors	Total # Directors	% Women Directors	# Women Executive Officers	Total # Executive Officers	% Women Executive Officers	% Women Among Top-Paid	Total # Top-Paid	% Women Among Top-Paid
Diversified Healthcare Trust	2	6	33.3%	1	2	50.0%	1	2	50.0%
DraftKings Inc.	3	13	23.1%	0	6	0.0%	0	5	0.0%
Dynatrace, Inc.	2	9	22.2%	0	4	0.0%	0	3	0.0%
Eastern Bankshares, Inc.	3	12	25.0%	3	11	27.3%	0	3	0.0%
Entegris, Inc.	2	9	22.2%	1	12	8.3%	1	5	20.0%
EverQuote, Inc.	1	9	11.1%	1	9	11.1%	0	4	0.0%
Eversource Energy	3	12	25.0%	1	7	14.3%	0	5	0.0%
Five Star Senior Living, Inc.	3	7	42.9%	2	3	66.7%	2	3	66.7%
Forrester Research, Inc.	3	8	37.5%	4	9	44.4%	2	5	40.0%
GCP Applied Technologies, Inc.	3	9	33.3%	0	4	0.0%	0	7	0.0%
General Electric Co.	4	11	36.4%	1	10	10.0%	2	6	33.3%
Global Partners LP	1	8	12.5%	1	6	16.7%	1	6	16.7%
Haemonetics Corp.	3	9	33.3%	2	5	40.0%	2	5	40.0%
The Hanover Insurance Group, Inc.	4	12	33.3%	2	10	20.0%	0	5	0.0%
Hologic, Inc.	3	8	37.5%	2	7	28.6%	1	5	20.0%
Houghton Mifflin Harcourt	2	9	22.2%	1	8	12.5%	0	5	0.0%
Hubspot, Inc.	3	9	33.3%	2	5	40.0%	2	6	33.3%
Independent Bank Corp.	3	14	21.4%	1	7	14.3%	0	5	0.0%
Insulet Corp.	4	9	44.4%	1	8	12.5%	1	6	16.7%
IPG Photonics Corp.	2	9	22.2%	0	8	0.0%	0	5	0.0%
iRobot Corp.	4	9	44.4%	2	8	25.0%	2	7	28.6%
Iron Mountain, Inc.	4	12	33.3%	2	7	28.6%	1	5	20.0%
Ironwood Pharmaceuticals, Inc.	3	11	27.3%	1	4	25.0%	1	5	20.0%
J. Jill, Inc.	2	7	28.6%	2	3	66.7%	1	3	33.3%
Kadant, Inc.	1	6	16.7%	3	8	37.5%	1	5	20.0%
Keurig Dr Pepper Inc.	6	13	46.2%	2	9	22.2%	0	5	0.0%
Lantheus Holdings, Inc.	2	9	22.2%	3	9	33.3%	1	5	20.0%
LPL Financial Holdings Inc.	3	9	33.3%	2	10	20.0%	0	5	0.0%
MACOM Technology Solutions Holdings, Inc.	1	8	12.5%	1	6	16.7%	0	5	0.0%
Mercury Systems, Inc.	2	9	22.2%	0	4	0.0%	0	4	0.0%
MKS Instruments, Inc.	3	8	37.5%	1	6	16.7%	1	5	20.0%
Moderna, Inc.	3	9	33.3%	3	10	30.0%	0	6	0.0%
Netscout Systems, Inc.	2	9	22.2%	1	4	25.0%	1	4	25.0%
Novanta, Inc.	3	9	33.3%	0	3	0.0%	0	3	0.0%
Nuance Communications, Inc.	2	9	22.2%	2	7	28.6%	0	5	0.0%
Office Properties Income Trust	4	8	50.0%	1	2	50.0%	0	3	0.0%

APPENDIX A

WOMEN DIRECTORS AND EXECUTIVE OFFICERS

Company	# Women Directors	Total # Directors	% Women Directors	# Women Executive Officers	Total # Executive Officers	% Women Executive Officers	% Women Among Top-Paid	Total # Top-Paid	% Women Among Top-Paid
Onto Innovation, Inc.	1	7	14.3%	1	12	8.3%	0	5	0.0%
Organogenesis Holdings, Inc.	0	7	0.0%	1	6	16.7%	1	3	33.3%
Pegasystems, Inc.	2	7	28.6%	0	6	0.0%	0	5	0.0%
PerkinElmer, Inc.	2	8	25.0%	1	7	14.3%	0	5	0.0%
Progress Software Corp.	3	9	33.3%	2	9	22.2%	1	6	16.7%
PTC Inc.	2	8	25.0%	0	5	0.0%	1	5	20.0%
Rapid7, Inc.	3	9	33.3%	1	6	16.7%	1	5	20.0%
Raytheon Technologies Corp.	4	14	28.6%	1	11	9.1%	0	6	0.0%
Repligen Corp.	2	7	28.6%	1	5	20.0%	0	3	0.0%
The RMR Group, Inc.	2	6	33.3%	2	6	33.3%	1	5	20.0%
Safety Insurance Group, Inc.	2	6	33.3%	1	8	12.5%	0	6	0.0%
Sage Therapeutics, Inc.	1	9	11.1%	2	7	28.6%	2	6	33.3%
Sarepta Therapeutics, Inc.	2	6	33.3%	1	6	16.7%	1	8	12.5%
Service Properties Trust	2	7	28.6%	0	3	0.0%	0	4	0.0%
Smith & Wesson Brands, Inc.	1	8	12.5%	2	4	50.0%	0	6	0.0%
STAG Industrial, Inc.	2	9	22.2%	0	5	0.0%	0	5	0.0%
State Street Corp.	3	12	25.0%	1	11	9.1%	0	5	0.0%
Steel Connect, Inc.	2	7	28.6%	0	5	0.0%	0	5	0.0%
Teradyne, Inc.	2	8	25.0%	0	5	0.0%	0	7	0.0%
Thermo Fisher Scientific, Inc.	2	12	16.7%	0	6	0.0%	0	5	0.0%
The TJX Companies, Inc.	5	12	41.7%	1	6	16.7%	1	5	20.0%
TripAdvisor, Inc.	3	10	30.0%	2	5	40.0%	2	5	40.0%
Unifirst Corp.	2	7	28.6%	1	7	14.3%	1	5	20.0%
Vertex Pharmaceuticals, Inc.	4	10	40.0%	5	11	45.5%	1	6	16.7%
Vicor Corp.	0	10	0.0%	1	11	9.1%	0	5	0.0%
Waters Corp.	2	10	20.0%	3	7	42.9%	1	6	16.7%
Watts Water Technologies, Inc.	2	10	20.0%	0	5	0.0%	0	5	0.0%
Wayfair, Inc.	2	8	25.0%	0	6	0.0%	0	7	0.0%
Totals	251	907	27.7%	146	697	20.9%	68	504	13.5%

APPENDIX B

WOMEN DIRECTORS

Woman of Color = bold
Insider Director = asterisk

Company	Women Directors	Titles
Abiomed, Inc.	Paula A. Johnson Dorothy Puhy Jeannine Rivet	President, Wellesley College Former EVP, COO, Dana-Farber Cancer Institute Former EVP, UnitedHealth Group
Acushnet Holdings Corp.	Jennifer Estabrook	President, Fila North America
Akamai Technologies, Inc.	Sharon Bowen Marianne Brown Jill A. Greenthal Madhu F. Ranganathan	Former Commissioner, US Commodity Futures Trading Commission; Former Senior Associate/Partner, Latham & Watkins Former EVP, Co-COO, Fidelity National Information Services, Inc Senior Advisor, Private Equity Group, Blackstone Group EVP, CFO, Open Text
Alexion Pharmaceuticals, Inc.	Deborah Dunsire Judith Reinsdorf	President, CEO, H. Lundbeck A/S; Former Pres. & CEO, Millennium Pharmaceuticals, Inc. Former SVP, General Counsel, Johnson Controls International
Alnylam Pharmaceuticals, Inc.	Marsha H. Fanucci Margaret A. Hamburg, M.D. Colleen F. Reitan Amy W. Schulman	SVP, Chief Financial Officer, Millennium Pharmaceuticals, Inc. Interim VP Global Biological Policy & Programs, Nuclear Threat Initiative Former President of Plan Operations, Health Care Service Corporation Managing Partner, Polaris Partners
Altra Industrial Motion Corp.	Nicole Parent Haughey Margot L. Hoffman	Former COO, Mimeo.com; Former VP, United Technologies President, CEO, The Partnership for Excellence
Ameresco, Inc.	Jennifer Miller	Former Chief Business Sustainability Officer, Sappi North America
American Tower Corp.	Grace Lieblein JoAnn A. Reed Pamela D.A. Reeve	Former VP, Global Quality, General Motors Healthcare Consultant & Former SVP, Finance & CFO, Medco Health Solutions, Inc. Former President, CEO, Lightbridge, Inc.
Analog Devices, Inc.	Laurie H. Glimcher Karen M. Golz Susie Wee	President, CEO, Dana-Farber Cancer Institute; Professor of Medicine, Harvard Medical School Retired Partner, Ernst & Young SVP, General Manager of DevNet, Cisco Systems; Former VP, HP
Aspen Technology, Inc.	Karen Golz Adriana Karaboutis Georgia Keresty Jill D. Smith	Retired Partner, Ernst & Young Group Chief Information & Digital Officer, National Grid R&D COO, Takeda Pharmaceuticals Former President, CEO, Allied Minds PLC
ATN International, Inc.	Pamela F. Lenehan Liane J. Pelletier	President, Ridge Hill Consulting, LLC Former CEO, Chairman, Alaska Communications Systems
Avid Technology, Inc.	Paula E. Boggs Elizabeth M. Daley Nancy Hawthorne Michelle Munson	Founder, Owner, Boggs Media, LLC Dean, School of Cinematic Arts, University of Southern California Partner, Hawthorne Financial Advisors Co-Founder, CEO, Eluvio, Inc.; Former CEO & Founder, Aspera, Inc.
Axcelis Technologies, Inc.	Mary G. Puma*	President, CEO, Axcelis Technologies, Inc.
Berkshire Hills Bancorp, Inc.	Deborah P. Bailey Sylvia Maxfield Laurie Norton Moffat	Governor of the Financial Industry Regulatory Authority (FINRA) Dean, Providence College School of Business Director, CEO, Norman Rockwell Museum
Biogen, Inc.	Maria C. Friere Caroline D. Dorsa Nancy L. Leaming	President, Executive Director, Foundation for the National Institutes of Health Former EVP, CFO, Public Service Enterprise Group, Inc. Former CEO, President, Tufts Health Plan
BJ's Wholesale Club Holdings, Inc.	Maile Clark Michelle Gloeckler Judith L. Werthauser	Former Investment Officer, MFS Investment Management Former EVP, Chief Merchant, Academy Sports & Outdoors; Former EVP, Consumables, Health and Wellness, Walmart Inc. EVP, Chief Experience Officer, Five Below, Inc.; Former EVP, Chief People Officer, Domino's Pizza, Inc.
Blueprint Medicines Corp.	Lynn Seely, M.D.	Former CEO, Director, Myovant Sciences, Inc.
The Boston Beer Company, Inc.	Cynthia A. Fisher* Meghan V. Joyce	Founder, WaterRev, LLC Regional General Manager, United States and Canada, Uber, Inc.,

APPENDIX B

WOMEN DIRECTORS

Woman of Color = bold
Insider Director = asterisk

Company	Women Directors	Titles
Boston Private Financial Holdings Inc.	Deborah F. Kuenstner Gloria C. Larsen	CIO, Wellesley College Former President, Bentley University; in Residence at Harvard's Graduate School of Education
	Kimberly S. Stevenson Lizabeth H. Zlatkus	SVP, General Manager of Foundational Data Services, NetApp Former CFO, Chief Risk Officer, Hartford Financial Services Group
Boston Properties, Inc.	Kelly A. Ayotte Karen E. Dykstra Carol B. Einiger Diane J. Hoskins	Former U.S. Senator, New Hampshire Former CFO, Chief Administrative Officer, AOL, Inc. President, Post Rock Advisors, LLC Co-CEO, Chair, M. Arthur Gensler Jr. & Associates, Inc.
Boston Scientific Corp.	Nelda J. Connors Donna A. James Ellen M. Zane	Founder, Chairwoman & CEO, Pine Grove Holdings, LLC President, Managing Director, Lardon & Associates LLC CEO Emeritus, Vice Chair, Tufts Medical Center & Floating Hospital for Children
Bright Horizons Family Solutions, Inc.	Julie Atkinson Sara Lawrence-Lightfoot Cathy E. Minehan	Chief Marketing Officer, Chopt Creative Salad Company Emily Hargroves Fisher Professor of Education, Harvard University Managing Director, Arlington Advisory Partners LLC; Former Dean, School of Management, Simmons College
	Laurel J. Richie Mary Ann Tocio	Former President, Women's National Basketball Association, LLC Former COO, President, Bright Horizons Family Solutions, Inc.
Brightsphere Investment Group, Inc.	Barbara Trebbi	Former General Partner, Co-Managing Partner, Mercator Asset Management L.P.
Brooks Automation, Inc.	Robyn C. Davis Erica J. McLaughlin Ellen M. Zane	Managing Director, Angel Healthcare Investors, LLC SVP, CFO, Cabot Corp. CEO Emeritus, Vice Chair, Tufts Medical Center & Floating Hospital for Children
	Bruker Corp.	Bonnie H. Anderson Cynthia M. Friend Adelene Q. Perkins
Cabot Corp.	Cynthia Arnold Sue H. Rataj Christine Yan	Former Chief Technology Officer, Valspar Corp. Former CEO, Petrochemicals, BP Former VP of Integration, Stanley Black & Decker
CarGurus, Inc.	Yvonne Hao Lori Hickok	Managing Director, Co-Founder, Cove Hill Partners Former EVP, Chief Financial & Development Officer, Scripps Networks Interactive, Inc.
Casa Systems, Inc.	Susana D'Emic	Chief Accounting Officer/Controller, Booking Holdings, Interim CFO of Booking.com
	Lucy Xie*	SVP of Operations, Casa Systems, Inc.
Cerence, Inc.	Marianne Budnik Kristi Ann Matus	Chief Marketing Officer, CyberArk Software Ltd. Executive Advisor to Thomas H. Lee Partners
Charles River Laboratories International, Inc.	Nancy C. Andrews Deborah T. Kochevar	Professor, Former Dean, Duke University School of Medicine Senior Fellow, Fletcher School of Law and Diplomacy; Dean Emerita, Cummings School of Veterinary Medicine, Tufts University
	Virginia M. Wilson	Former CFO, TIAA
CIRCOR International, Inc.	Tina M. Donikowski Jill D. Smith	Former VP, Global Locomotive Business, GE Transportation Former President & CEO, Allied Minds PLC
Clean Harbors, Inc.	Andrea Robertson	Former Group Executive, Corporate Treasurer, MasterCard Worldwide
	Lauren C. States	Former VP, Strategy and Transformation, IBM's Software Group
Cognex Corp.	Dianne M. Parrotte	Independent Consultant
Collegium Pharmaceutical, Inc.	Rita Balice-Gordon	Chief Scientific Officer, Muna Therapeutics; Entrepreneur-in-Residence, Novo Seeds
	Gwen Melincoff	Managing Director, Gemini Advisors LLC; Advisor to Verge Genomics
CRA International, Inc.	Christine Detrick Nancy Hawthorne	Former Director/Partner, Bain & Company, Inc. Founder, Partner, Hawthorne Financial Advisors

APPENDIX B

WOMEN DIRECTORS

Woman of Color = bold
Insider Director = asterisk

Company	Women Directors	Titles
Destination XL Group, Inc.	Ivy Ross Elaine Rubin	VP, Head of Design, Google's Hardware Products Founder, President, Digital Prophets Network, LLC
Diversified Healthcare Trust	Jennifer F. Francis* Lisa Harris Jones	President, CEO, Diversified Healthcare Trust Founding Member, Harris, Jones & Malone, LLC
DraftKings Inc.	Jocelyn Moore Valerie Mosley Marni M. Walden	Venture Partner, Ozone X Ventures; Executive-in-Residence, The Gathering Spot Founder, CEO, Upward Health Former Strategic Advisor, Verizon
Dynatrace, Inc.	Jill Ward Kirsten O. Wolberg	Former Operating Partner, Lead Edge Capital Former Chief Operating Officer, Chief Technology Officer, DocuSign
Eastern Bankshares, Inc.	Bari A. Harlam Diane S. Hessian Deborah C. Jackson	Co-Founder, Trouble, LLC CEO, Salient Ventures President, Cambridge College
Entegris, Inc.	Azita Saleki-Gerhardt Yvette Kanouff	EVP, Operations, AbbVie Inc. Partner, Chief Technology Officer, JC2 Ventures
EverQuote, Inc.	Mira Wilczek*	Managing Director, Link Ventures
Eversource Energy	Cotton M. Cleveland Linda Dorcena Fory Frederica M. Williams	President, Mather Associates VP, Diversity, Inclusion & Community Relations, Northeast Region, Suffolk Construction President, CEO, Whittier Street Health Center
Five Star Senior Living, Inc.	Jennifer B. Clark* Donna D. Fraiche Barbara D. Gilmore	Managing Director, Five Star Senior Living, Inc; EVP, General Counsel & Secretary, The RMR Group LLC Former Senior Counsel, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC Former Law Clerk, U.S. Bankruptcy Court, Central Division of the District of MA
Forrester Research, Inc.	Jean M. Birch Gretchen G. Teichgraeber Yvonne Wassenaar	President, CEO, Birch Company, LLC Board Chair, Leadership Directories, Inc.; Former CEO, Scientific American, Inc. CEO, Puppet, Inc.
GCP Applied Technologies, Inc.	Janet P. Giesselman Marran H. Ogilvie Linda J. Welty	Former President, Oil & Gas, The Dow Chemical Company Former COO, General Counsel, Ramius President, CEO, Welty Strategic Consulting, LLC; Former COO, Flint Ink
General Electric Co.	Risa Lavizzo-Mourey Catherine Lesjak Paula Rosput Reynolds Leslie Seidman	Professor, University of Pennsylvania; Former President, CEO, Robert Wood Johnson Foundation Former CFO, HP CEO, PreferWest Former Chair, Financial Accounting Standards Board (FASB)
Global Partners LP	Daphne H. Foster*	CFO, Global Partners, LP
Haemonetics Corp.	Catherine M. Burzik Claire Pomeroy Ellen M. Zane	President, CEO, CFB Interests, LLC & Former Pres. & CEO, Kinetic Concepts, Inc. President, Albert and Mary Lasker Foundation CEO Emeritus, Vice Chair, Tufts Medical Center & Floating Hospital for Children
The Hanover Insurance Group, Inc.	Jane D. Carlin Cynthia L. Egan Kathleen S. Lane Harriett "Tee" Taggart	Former Chair, U.S. Financial Services Sector Coordinating Council for Critical Infrastructure Protection & Homeland Security (FSSCC) Former Senior Advisor, Department of Treasury & Former Pres., Retirement Plan Services, T. Rowe Price Group Former EVP, CIO, The TJX Companies, Inc. Former Partner, SVP, Sector Portfolio Manager, Wellington Management, LLC
Hologic, Inc.	Sally W. Crawford Christiana Stamoulis Amy M. Wendell	Healthcare Consultant; Former COO, Healthsource, Inc. EVP, CFO, Incyte Corporation Former SVP, Strategy & Business Development, Covidien, PLC

APPENDIX B

WOMEN DIRECTORS

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Company	Women Directors	Titles
Houghton Mifflin Harcourt	Jill A. Greenthal Tracey D. Weber	Senior Advisor, Private Equity Group, Blackstone Group General Manager for Digital Commerce & SaaS, IBM
Hubspot, Inc.	Julie Herendeen Lorrie Norrington Jill Ward	Chief Marketing Officer, PagerDuty; Former VP, Global Marketing, Dropbox Operating Partner, Lead Edge Capital Former Operating Partner, Lead Edge Capital
Independent Bank Corp.	Donna L. Abelli Mary L. Lentz Eileen C. Miskell	Assistant Professor, Ricciardi College of Business, Bridgewater State University Former EVP, Partner, McCall & Almy Former Secretary, Treasurer, The Wood Lumber Co.
Insulet Corp.	Sally W. Crawford Jessica Hopfield Corinne H. Nevinny Shacey Petrovic*	Healthcare Consultant; Former COO, Healthsource, Inc. Former Partner, McKinsey & Co.; Chairperson, Board of Trustees, Joslin Diabetes Center General Partner, LMN Ventures CEO, Insulet Corp.
IPG Photonics Corp.	Jeanmarie F. Desmond Natalia Pavlova*	Former EVP, CFO, DuPont Significant stockholder
iRobot Corp.	Deborah G. Ellinger Elisha Finney Eva Manolis Michelle V. Stacy	Former President, CEO, Ideal Image Development Corp. Former EVP, CFO, Varian Medical Systems Former VP, Consumer Shopping, Amazon.com, Inc. Former President, Keurig, Inc.; Lead Executive Director, Coravin, Inc.
Iron Mountain, Inc.	Jennifer Allerton Pamela M. Arway Wendy J. Murdock Robin Matlock	Former CIO, F. Hoffman la Roche Former President, Japan/Asia/Pacific/Australia. American Express International, Inc. Retired Executive, Mastercard, Worldwide SVP, Chief Marketing Officer, VMware, Inc.
Ironwood Pharmaceuticals, Inc.	Marla L. Kessler Julie H. McHugh Catherine Moukheiber	SVP, Strategy, Marketing & Communications, IQVIA Inc. Former COO, Endo Health Solutions, Inc. CEO, Chair of the Board, MedDay Pharmaceuticals
J. Jill, Inc.	Marka Hansen Shelley Milano Claire Spofford*	Former President, Gap North America EVP, Chief Human Resources Officer, L Brands, Inc. CEO, President, J. Jill, Inc.
Kadant, Inc.	Erin L. Russell	Former Principal, Vestar Capital Partners, LP
Keurig Dr Pepper Inc.	Juliette Hickman Genevieve Hovde Pamela H. Patsley Lubomira Rochet* Debra Sandler Justine Tan*	Former Investment Analyst, Capital World Investors Partner, BDT & Company Former CEO, Executive Chair, MoneyGram International, Inc. Partner, JAB Holding Company Founder, CEO, Mavis Foods Partner, JAB Holding Company
Lantheus Holdings, Inc.	Mary Anne Heino* Julie H. McHugh	President, CEO, Lantheus Holdings, Inc. Former COO, Endo Health Solutions, Inc.
LPL Financial Holdings Inc.	H. Paulett Eberhart Allison H. Mnookin Anne M. Mulcahy	Chair, CEO, HMS Ventures Former CEO of QuickBase, current Senior Lecturer, Harvard Business School Former Chairman, CEO, Xerox Corp.
MACOM Technology Solutions Holdings, Inc.	Susan Ocampo*	VP, Secretary, Treasurer, Gaas Labs, LLC
Mercury Systems, Inc.	Lisa S. Disbrow Mary Louise (ML) Krakauer	Former Under Secretary, U.S. Air Force Former EVP, CIO, Dell Corp.
MKS Instruments, Inc.	Jacqueline F. Moloney Elizabeth A. Mora Michelle M. Warner	Chancellor, University of Massachusetts Lowell Chief Administrative Officer, The Charles Stark Draper Laboratory Former SVP, General Counsel, Corporate Secretary, USG Corporation

APPENDIX B

WOMEN DIRECTORS

Woman of Color = bold
Insider Director = asterisk

Company	Women Directors	Titles
Moderna, Inc.	Sandra Horning Elizabeth Nabel Elizabeth Tallett	Former Chief Medical Officer, Global Head of Product Development, Roche, Inc. EVP, Strategy, ModeX Therapeutics Former President, Centocor; Board Member, Anthem
Netscout Systems, Inc.	Susan L. Spradley Vivian Vitale	Partner, Tap Growth Group; CEO, Motion Intelligence, Inc. Principal, Vivian Vitale Consulting, LLC
Novanta, Inc.	Deborah DiSanzo Maxine L. Mauricio Katherine A. Owen	Former General Manager, IBM Watson Health SVP, General Counsel, Secretary, EMCOR VP, Advisor to the CEO, Stryker Corporation
Nuance Communications, Inc.	Laura S. Kaiser Michal Katz	CEO, SSM Health Head of Corporate Investment Banking for the Americas, Mizuho Financial Group, Inc.
Office Properties Income Trust	Donna D. Fraiche Barbara D. Gilmore Elena Poptodorova Jennifer Clark*	Former Senior Counsel, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC Former Law Clerk, U.S. Bankruptcy Court, Central Division of the District of MA Former Bulgarian Ambassador to U.S. EVP, General Counsel, and Secretary, RMR
Onto Innovation, Inc.	Christine A. Tsingos	Former EVP, CFO, Bio-Rad Laboratories
Organogenesis Holdings, Inc.	None	None
Pegasystems, Inc.	Dianne Ledingham Sharon Rowlands	Partner, Director, Bain & Company President, CEO, Web.com Group, Inc.
PerkinElmer, Inc.	Sylvie Grégoire Pascale Witz	Co-founder, Executive Chair, EIP Pharma, Inc.; Former President, Human GeneticTherapies Division, Shire, PLC Founder, CEO, PWH Advisors; Former EVP, Diabetes & Cardiovascular, Sanofi, SA
Progress Software Corp.	Sanskriti Y. King Angela T. Tucci Vivian Vitale	CEO, Veracode, Inc. COO, Uplight, Inc.; Former CEO, Apto, Inc. Principal, Vivian Vitale Consulting, LLC
PTC Inc.	Janice D. Chaffin Corinna Lathan	Former Group President, Consumer Business; Former CMO, Symantec CEO, Co-Founder, & Board Chair, AnthroTronix, Inc.
Rapid7, Inc.	Judy Bruner Christina Kosmowski Reeny Sondhi	Former EVP, Administration and CFO, SanDisk Corp Global Head of Customer Success and Services, Slack Technologies, Inc. Chief Security Officer, Autodesk, Inc.
Raytheon Technologies Corp.	Tracy Atkinson Margaret L. O'Sullivan Ellen M. Pawlikowski Denise L. Ramos	Retired EVP, State Street Corporation Jeane Kirkpatrick Professor of the Practice of International Affairs, Harvard University Kennedy School Retired General, U.S. Air Force Retired CEO, President, ITT Inc.
Repligen Corp.	Karen A. Dawes Carrie Eglinton Manner	President, Knowledgeable Decisions, LLC. SVP, Advanced Diagnostics, Quest Diagnostics
The RMR Group, Inc.	Jennifer B. Clark* Ann Logan	EVP, General Counsel & Corp. Secretary, The RMR Group, Inc. Former EVP, Single Family Mortgage Business, Fannie Mae
Safety Insurance Group, Inc.	Thalia M. Meehan Mary C. Moran	Former Team Leader, Portfolio Manager, Putnam Investments CEO, MCM Financial Consulting
Sage Therapeutics, Inc.	Elizabeth Barrett	President, CEO, UroGen Pharma Ltd.
Sarepta Therapeutics, Inc.	M. Kathleen Behrens Mary Ann Gray	Former Member, President's Council of Advisors on Science & Technology & Former President, CEO, KEW Group Inc. President, Gray Strategic Advisors, LLC

APPENDIX B

WOMEN DIRECTORS

Woman of Color = bold
Insider Director = asterisk

Company	Women Directors	Titles
Service Properties Trust	Laurie B. Burns Donna D. Fraiche	Founder, CEO, LBB Growth Partners Former Attorney, Baker, Donelson, Bearman, Caldwell & Berkowitz, PC & Law Clerk, U.S. Bankruptcy Court, Central Division of the District of MA
Smith & Wesson Brands, Inc.	Anita D. Britt	Former CFO, Perry Ellis International
STAG Industrial, Inc.	Jit Kee Chin Michelle Dilley	EVP, Chief Data Officer & Chief Innovation Officer, Suffolk Construction Corporation Inc. COO, DSC Logistics, Inc.
State Street Corp.	Marie A. Chandoha Amelia C. Fawcett Sara Mathew	Retired President & CEO, Charles Schwab Investment Management, Inc. Former VP, Morgan Stanley Retired Chairman & CEO, Dun & Bradstreet
Steel Connect, Inc.	Maria U. Molland Renata Simril	CEO, Thinx Inc. President, CEO, LA84 Foundation
Teradyne, Inc.	Mercedes Johnson Marilyn Matz	Former SVP & CFO, Avago Technologies Limited Co-Founder, CEO, Paradigm4, Inc.
Thermo Fisher Scientific, Inc.	R. Alexandra Keith Debora L. Spar	CEO, Proctor & Gamble Beauty Professor, Harvard Business School; Former President, CEO, Lincoln Center for the Performing Arts
The TJX Companies, Inc.	Rosemary T. Berkery C. Kim Goodwin Amy B. Lane Carol Meyrowitz* Jackwyn L. Nemerov	Former Chairman, UBS Bank USA Former Managing Director & Head of Equities, Credit Suisse Group AG Former Managing Director & Group Leader, Global Retailing Investment Banking Group, Merrill Lynch Executive Chairman, The TJX Companies, Inc. Former President & COO, Ralph Lauren
TripAdvisor, Inc.	Trynka Shineman Blake Betsy L. Morgan Jane Jie Sun	Former CEO, Vistaprint Co-founder, Magnet Companies CEO, Trip.com
Unifirst Corp.	Kathleen M. Camilli Cynthia Croatti*	Founder, Principal, Camilli Economics, LLC EVP, Treasurer
Vertex Pharmaceuticals, Inc.	Sangeeta N. Bhatia Reshma Kewalramani* Margaret G. McGlynn Diana McKenzie	John J. & Dorothy Wilson Professor, Health Sciences & Technology/Electrical Engineering & Computer Science, MIT President, CEO, Vertex Pharmaceuticals, Inc. Former President & CEO, International AIDS Vaccine Initiative Former Chief Information Officer, Workday, Inc.
Vicor Corp.	None	None
Waters Corp.	Linda Baddour Pearl S. Huang, Ph.D.	Former CFO, PRA Health Sciences, Inc. President, CEO, Cygnal Therapeutics
Watts Water Technologies, Inc.	Louise K. Goeser Merilee Raines	Retired President, CEO, Grupo Siemens SA de CV Former CFO, Idexx Laboratories
Wayfair, Inc.	Andrea Jung Anke Schäferkordt	CEO, President, Grameen America; Former CEO & Chair, Avon Products Former CEO, RTL Television and Mediengruppe RTL Deutschland GmbH, Former Co-CEO, RTL Group S.A.

APPENDIX C

WOMEN EXECUTIVE OFFICERS

Woman of Color = bold

Company	Women Executive Officers	Titles
Abiomed, Inc.	None	None
Acushnet Holdings Corp.	Mary Lou Bohn	President, Titleist Golf Balls
Akamai Technologies, Inc.	Kim Salem-Jackson	EVP, Chief Marketing Officer
Alexion Pharmaceuticals, Inc.	Tanisha Carino Ellen Chiniara Indrani Franchini Aradhana Sarin	EVP, Chief Corporate Affairs Officer EVP, Chief Legal Officer & Corporate Secretary EVP, Chief Compliance Officer EVP, Chief Financial Officer
Alnylam Pharmaceuticals, Inc.	Yvonne L. Greenstreet Laurie B. Keating	President, COO EVP, Chief Legal Officer & Secretary
Altra Industrial Motion Corp.	None	None
Ameresco, Inc.	Nicole A. Bulgarino Britta MacIntosh Lauren Todd	EVP, General Manager, Federal Solutions SVP, Western Region and London Operations SVP, Human Resources & Operations
American Tower Corp.	None	None
Analog Devices, Inc.	Anelise Sacks	SVP, Chief Customer Officer
Aspen Technology, Inc.	Chantelle Breithaupt	SVP, Chief Financial Officer
ATN International, Inc.	Mary M. Mabey	Senior VP, General Counsel & Corp. Secretary
Avid Technology, Inc.	None	None
Axcelis Technologies, Inc.	Lynnette C. Fallon Mary G. Puma	EVP, HR, Legal & General Counsel & Corp. Secretary President, CEO
Berkshire Hills Bancorp, Inc.	Jennifer M. Carmichael Jacqueline Courtwright Heather Lashway Georgia Melas Deborah Stephenson	EVP, Chief Internal Audit Officer EVP, Chief Human Resources & Culture Officer SVP, Director of Retail Banking EVP, Chief Credit Officer Senior EVP, Compliance and Regulatory
Biogen, Inc.	Susan H. Alexander Ginger Gregory Robin C. Kramer	EVP, Chief Legal Officer & Secretary EVP, Chief Human Resources Officer VP, Chief Accounting Officer
BJ's Wholesale Club Holdings, Inc.	Laura L. Felice Monica Schwartz Kristyn M. Sugrue	SVP, Chief Financial Officer SVP, Chief Digital Officer SVP, Treasurer
Blueprint Medicines Corp.	Debra Durso-Bumpus Kathryn Haviland Ariel Hurley Tracey L. McCain, Esq. Christina Rossi	Chief People Officer Chief Operating Officer VP, Finance & Controller Chief Legal & Compliance Officer Chief Commercial Officer
The Boston Beer Company, Inc.	Tara L. Heath Lesya Lysyj Carolyn L. O'Boyle	VP, Legal & Deputy General Counsel Chief Marketing Officer Chief People Officer
Boston Private Financial Holdings Inc.	Maura S. Almy Colleen Graham Joy McCune	EVP, Chief Operating & Platform Officer EVP, General Counsel EVP, Human Resources Officer
Boston Properties, Inc.	None	None
Boston Scientific Corp.	Wendy Carruthers Jodi Euerle Eddy Meghan Scanlon	SVP, Human Resources SVP, Chief Information Officer SVP, President, Urology and Pelvic Health
Bright Horizons Family Solutions, Inc.	Maribeth Bearfield Elizabeth J. Boland Mary Lou Burke Afonso	Chief Human Resources Officer Chief Financial Officer COO, North America Center Operations
Brightsphere Investment Group, Inc.	Christina Wiater	Principal Financial Officer, Principal Accounting Officer

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WOMEN EXECUTIVE OFFICERS

Woman of Color = bold

Company	Women Executive Officers	Titles
Brooks Automation, Inc.	Guojuan Liao	President, GENEWIZ, Inc.
Bruker Corp.	None	None
Cabot Corp.	Karen Kalita Erica J. McLaughlin	SVP, General Counsel SVP, Chief Financial Officer
CarGurus, Inc.	Andrea Eldridge Kathleen Patton Sarah Welch	Chief People Officer General Counsel & Secretary Chief Marketing Officer
Casa Systems, Inc.	Lucy Xie	SVP, Operations
Cerence, Inc.	Leanne Fitzgerald	General Counsel
Charles River Laboratories International, Inc.	Victoria Creamer Birgit Girshick	SVP, Chief People Officer Corporate EVP, Discovery & Safety Assessment, Biologics & Avian
CIRCOR International, Inc.	Tanya Dawkins Jessica Wenzell	VP, Corporate Treasurer SVP, General Counsel
Clean Harbors, Inc.	Sharon Gabriel	EVP, Chief Information Officer
Cognex Corp.	Sheila M. DiPalma	SVP, Employee Services
Collegium Pharmaceutical, Inc.	Alison Fleming Shirley Kuhlmann Colleen Tupper	EVP, Chief Technical Officer EVP, General Counsel EVP, Chief Financial Officer
CRA International, Inc.	None	None
Destination XL Group, Inc.	Stacey Jones Allison Surette	Chief Human Resources Officer SVP, General Merchandise Manager
Diversified Healthcare Trust	Jennifer F. Francis	President, CEO
DraftKings Inc.	None	None
Dynatrace, Inc.	None	None
Eastern Bankshares, Inc.	Barbara J. Heinemann Kathleen C. Henry Nancy Huntington Stager	EVP, Consumer Banking EVP, General Counsel & Corporate Secretary President, CEO of the Eastern Bank Charitable Foundation; EVP, Eastern Bank
Entegris, Inc.	Susan Rice	SVP, Human Resources
EverQuote, Inc.	Elyse Neumeier	Chief People Officer
Eversource Energy	Christine M. Carmody	EVP, Human Resources & Information Technology & Director, Connecticut Light and Power Company
Five Star Senior Living, Inc.	Katherine E. Potter Margaret C. Wigglesworth	President, CEO SVP, Chief Operating Officer
Forrester Research, Inc.	Kelley Hippler Carrie Johnson Sherri Kottmann Shirley Macbeth	Chief Sales Officer Chief Research Officer Chief People Officer Chief Marketing Officer
GCP Applied Technologies, Inc.	None	None
General Electric Co.	Carolina Dybeck Happe	SVP, Chief Financial Officer
Global Partners LP	Daphne H. Foster	Chief Financial Officer
Haemonetics Corp.	Michelle Basil Anila Lingamneni	EVP, General Counsel EVP, Chief Technology Officer
The Hanover Insurance Group, Inc.	Denise M. Lowsley Ann K. Tripp	EVP, Chief HR Officer EVP, Chief Investment Officer; Treasurer, President, Opus Investment Management, Inc.

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WOMEN EXECUTIVE OFFICERS

Woman of Color = bold

Company	Women Executive Officers	Titles
Hologic, Inc.	Elisabeth Hellmann Karleen M. Oberton	SVP, Human Resources Chief Financial Officer
Houghton Mifflin Harcourt	Amy L. Dunkin	EVP, General Manager, Services
Hubspot, Inc.	Kate Bueker Yamini Rangan	Chief Financial Officer, Treasurer Chief Customer Officer
Independent Bank Corp.	Maria Harris	SVP, Director, Human Resources, Rockland Trust
Insulet Corp.	Shacey Petrovic	President, CEO
IPG Photonics Corp.	None	None
iRobot Corp.	Karian Wong Julie Zeiler	VP Finance & Chief Accounting Officer EVP, Chief Financial Officer
Iron Mountain, Inc.	Deirdre Evens Deborah Marson	EVP & North America General Manager, Records & Information Management EVP, General Counsel & Corp. Secretary
Ironwood Pharmaceuticals, Inc.	Gina Consylman	SVP, Chief Financial Officer
J. Jill, Inc.	Kyle Polischuk Claire Spofford	SVP, Chief Human Resources Officer CEO, President
Kadant, Inc.	Stacy D. Krause Dara Mitchell Deborah Selwood	VP, General Counsel & Corp. Secretary SVP, Corporate Development SVP, Chief Accounting Officer
Keurig Dr Pepper Inc.	Mary Beth DeNooyer Maria Sceppaguercio	Chief Human Resources Officer Chief Corp. Affairs Officer
Lantheus Holdings, Inc.	Mary Anne Heino Linda Lennox Carol Walker	President, CEO VP, Corporate Communications SVP, Quality
LPL Financial Holdings Inc.	Sallie Larsen Michelle Oroschakoff	Managing Director, Chief Human Capital Officer Managing Director, Chief Legal Officer
MACOM Technology Solutions Holdings, Inc.	Ambra Roth	SVP, General Counsel, Human Resources Officer & Secretary
Mercury Systems, Inc.	None	None
MKS Instruments, Inc.	Kathleen Burke	SVP, General Counsel & Corp. Secretary
Moderna, Inc.	Tracey Franklin Corinne Le Goff Shannon Thyme Klinger	Chief Human Resources Officer Chief Commercial Officer Chief Legal Officer, Corporate Secretary
Netscout Systems, Inc.	Jean Bua	EVP, CFO, Chief Accounting Officer & Treasurer
Novanta, Inc.	None	None
Nuance Communications, Inc.	Wendy Cassity Diana Nole	EVP, Chief Legal Officer EVP, GM, Healthcare
Office Properties Income Trust	Jennifer B. Clark	Managing Trustee
Onto Innovation, Inc.	Danielle Baptiste	VP, General Manager, Enterprise Business Unit
Organogenesis Holdings, Inc.	Lori Freedman	VP, General Counsel
Pegasystems, Inc.	None	None
PerkinElmer, Inc.	Miriame Victor	SVP, Chief Commercial Officer
Progress Software Corp.	Loren Jarrett Katie Kulikoski	SVP, General Manager, Developer Tools Business Chief People Officer

APPENDIX C

WOMEN EXECUTIVE OFFICERS

Woman of Color = bold

Company	Women Executive Officers	Titles
PTC Inc.	None	None
Rapid7, Inc.	Christina Luconi	Chief People Officer
Raytheon Technologies Corp.	Dantaya Williams	Chief Human Relations Officer
Repligen Corp.	Christine Gebski	SVP, Filtration and Chromatography
The RMR Group, Inc.	Jennifer B. Clark Jennifer F. Mintzer	EVP, General Counsel & Corp. Secretary EVP
Safety Insurance Group, Inc.	Ann M. McKeown	VP, Insurance Operations
Sage Therapeutics, Inc.	Kimi Iguchi Anne Marie Cook	Chief Financial Officer SVP, General Counsel & Secretary
Sarepta Therapeutics, Inc.	Louise Rodino-Klapac	EVP, Chief Science Officer
Service Properties Trust	None	None
Smith & Wesson Brands, Inc.	Susan Cupero Deana L. McPherson	VP, Sales EVP, CFO, Treasurer & Assistant Secretary
STAG Industrial, Inc.	None	None
State Street Corp.	Kathryn M. Horgan	EVP, Chief Human Resources & Citizenship Officer
Steel Connect, Inc.	None	None
Teradyne, Inc.	None	None
Thermo Fisher Scientific, Inc.	None	None
The TJX Companies, Inc.	Carol Meyrowitz	Executive Chairman of the Board
TripAdvisor, Inc.	Lindsay Nelson Kanika Soni	Chief Experience and Brand Officer Chief Commercial Officer
Unifirst Corp.	Cynthia Croatti	EVP, Treasurer
Vertex Pharmaceuticals, Inc.	Kristen Ambrose Carmen Bozic Reshma Kewalramani Joy Liu Nia Tatsis	SVP, Chief Accounting Officer EVP, Global Medicines Development and Medical Affairs & Chief Medical Officer CEO, President SVP, General Counsel EVP, Chief Regulatory & Quality Officer
Vicor Corp.	Nancy L. Grava	Corporate VP, Human Resources
Waters Corp.	Keeley Aleman Jianqing Bennet Belinda Hyde	SVP, General Counsel & Secretary SVP, TA Instruments Division SVP, Global Human Resources
Watts Water Technologies, Inc.	None	None
Wayfair, Inc.	None	None

METHODOLOGY

The list of the largest 100 companies in the 2021 *Census* of Women Directors and Executive Officers is based on company net revenue as reported in the *Boston Business Journal*. The composition of the list for 2021 reflects the replacement of 12 companies in the 2020 *Census* with 12 new companies identified on page 7. Data are drawn from the most recent company filings with the Securities and Exchange Commission (SEC) as of June 30, 2021. Companies are sent a summary of their data for verification of the information and for updating to reflect any changes that have taken place between the filing of their SEC reports and the *Census* cutoff date of June 30. Those changes are incorporated into this report. “Top-paid” data are drawn exclusively from the proxy statements and may include executive officers who left the *Census* companies during the year ending June 30, 2021. Directors and executive officers who are women of color have been identified from a variety of sources. In all cases, names, and identity as a woman of color have been included in the forms sent to the companies for verification. Names and identity of male directors of color also have been identified from a variety of sources but were not confirmed with the companies. All reasonable steps have been taken to ensure the accuracy of the data.

ACKNOWLEDGMENTS

The 2021 *Census* of Women Directors and Executive Directors would not have been possible without the research, data analyses and writing of the document by Bentley University’s Patricia M. Flynn, Trustee Professor of Economics and Management, and Cynthia E. Clark, Professor of Management, and by Toni G. Wolfman, former Chair of The Boston’s Club Corporate Board Committee. The Boston Club is most appreciative of the time and expertise that these three individuals donated to make the *Census* a reality. And these three individuals are very appreciative of the excellent coordination, insights and editing skills of Constance Armstrong, Executive Director of The Boston Club. The Boston Club also supported John Lindberg, a 2021 Bentley graduate who provided valuable services as a Research Assistant throughout the project.

The Boston Club also recognizes the important contributions that the Thirty Percent Coalition (www.30percentcoalition.org) and ION, the InterOrganization Network (www.ionwomen.org) have made to the work of our Corporate Board Committee over the past year. Both of these organizations have long been valuable partners of The Boston Club in advancing women, including women of color, to leadership positions in companies across the United States.

Appreciation and thanks go to the corporate secretaries and other officers of the companies who responded to our requests to verify and update the 2021 *Census* data.

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THE BOSTON CLUB
ADVANCING WOMEN LEADERS



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