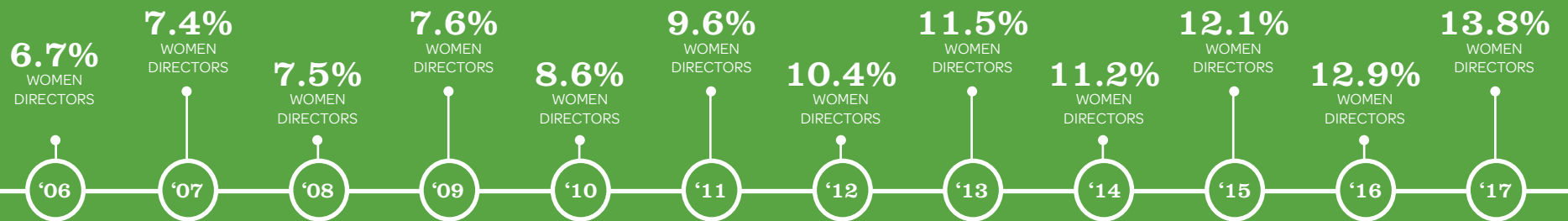


Making an Impact

25 Years and Counting



President's Message



OnBoard Members, Advocates, and Friends:

I'm happy to report that our annual study shows that nearly 25% of open board seats in Georgia in the past year were filled by women, up from approximately 20% the previous year. There's more – 18 Georgia-based public companies now have three or more women on their board. That's up from 12 last year. There is hope in those numbers.

As we have said before, we strongly believe in the Power of 3 – three or more women on a board results in a critical mass that shifts a board's dynamic – and independent research supports that. OnBoard will continue to focus our efforts on that goal, because we want all boards to have the benefit of insight from amazing women.

OnBoard has worked to get more women on boards for 25 years, and this year we're counting the progress we have made. Of course, we still have much to do. We must increase the pace of change, because it is taking too long – at this rate, women will not have equal representation on Fortune 500 boards until 2032. That's why our mission at OnBoard is so vital and your involvement so critical.

OnBoard is dedicated to making a greater impact on the number of women in executive leadership and on boards of directors by focusing on three strategic pillars: Advocate, Inspire, and Connect. This OnBoard Annual Report will give you a broad picture of our impact, our progress, and our programs.

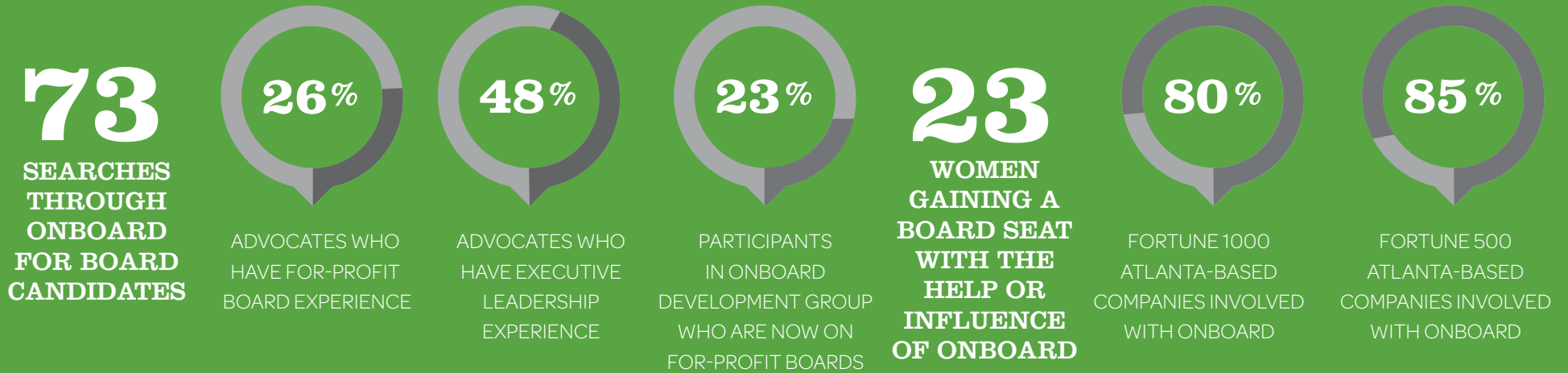
We understand that the value of OnBoard comes not only by creating a benchmark for measuring progress through our annual study, but also in the active role we play in driving our mission. We cannot stand by and hope for the best. We must be proactive and determined about reaching our goals.

If you would like to discuss our efforts or participate in one of our programs, please contact me at president@onboard.org or 404-881-4940. As research has consistently shown, it is a business imperative to increase the number of women in leadership and on corporate boards. Please join us in that effort.

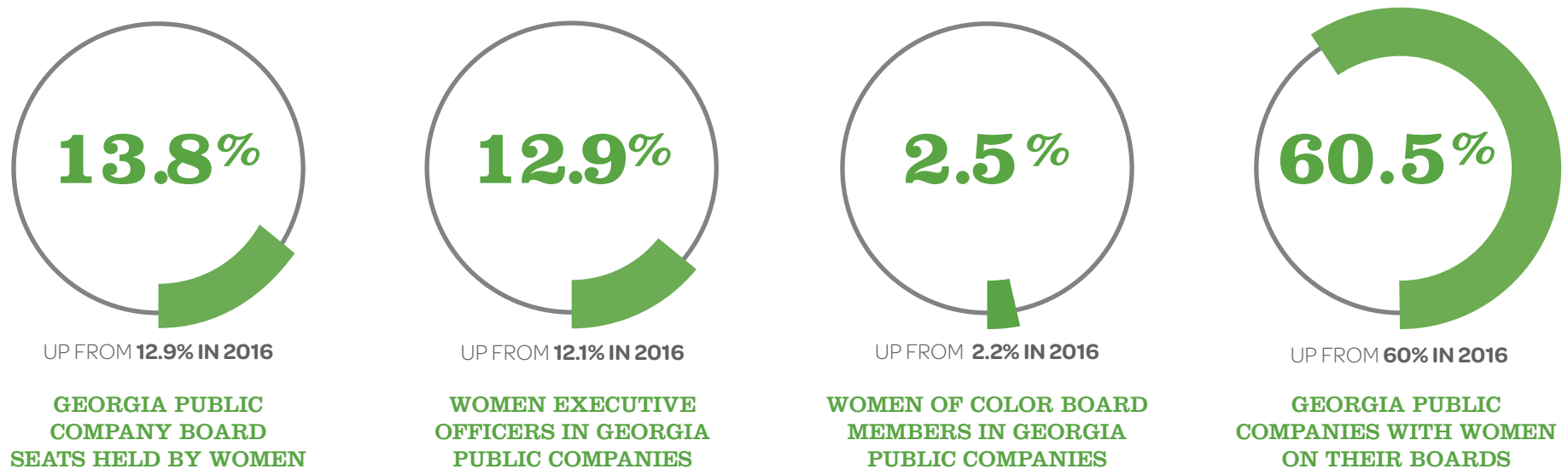
Sarah Ernst
President, OnBoard Inc.

By the Numbers

OnBoard Impact



Georgia Public Companies



25 Years Ago

It really does seem like yesterday, but it was 25 years ago when OnBoard was one of the first organizations to report on the number of women serving on for-profit boards. Our first study found that just **4% of Georgia public company directors were women**. It was clear we needed change.

4%



Fast Forward to Today

OnBoard's 2017 study shows that 13.8% of board seats of Georgia public companies are now held by women. That's up from 12.9% in 2016. In addition, one of the measurements we use to chart progress is the "fill rate" – the percentage of open or new seats filled with women in the past year. It helps us measure the pace of advancement of women on boards. **Georgia public boards had a total of 89 seats filled in the past year, 22 filled with women (25%).** That's up from 18 of 91 (20%) seats filled in 2016.



25%
seats filled
by women

We see progress in the...

89
Seats



22
Women



Going Beyond Georgia

How does Georgia's "fill rate" compare with what's happening nationwide? The Board Monitor by Heidrick & Struggles shows that the number of women appointed to fill open seats last year in Fortune 500 companies was down by 2% to 27.8%. At that rate, we won't have parity until 2032.

Women on Boards Make a Difference

Why do we need to have women on corporate boards? A MSCI ESG Research paper published in November 2015 found that companies with **strong female leadership had a ROE of 10.1% versus 7.4% in those companies without a critical mass of women at the top.**



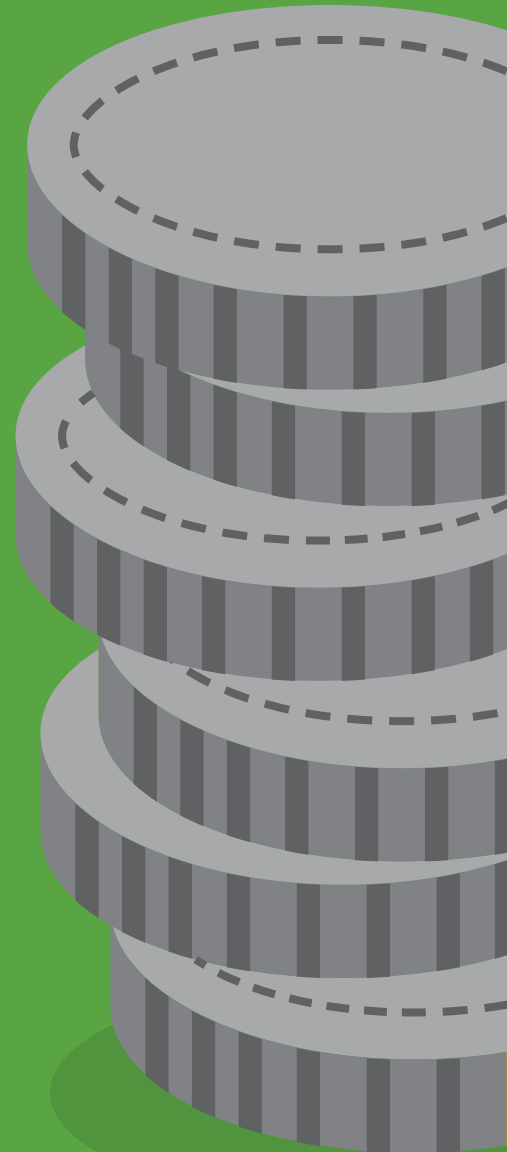
10.1%

strong female leadership, ROE

VS

7.4%

without strong female leadership, ROE



Forces for Change

Institutional investors are now beginning to vote for board members according to a company's board diversity. Voting against companies' directors who do not have women on their boards is a real impetus to change and is sending a strong message to boards lacking diversity.

OnBoard constantly advocates for the value of women on boards and in the C-Suite, and we are glad to see these institutional organizations take such a strong stance for initiatives that can directly cause an increase in women's board membership.

Our programs and activities also directly affect the progress of women on boards. Our signature event, *Get On Board!*, connects board-ready women to companies looking for board members. In addition, our board search service identifies board candidates to meet a company's criteria. We also work with board-ready women to raise their visibility and accelerate their candidacy.

OnBoard constantly advocates for the value of women on boards and in the C-Suite

"It is easy to be an Advocate for OnBoard because I have witnessed and enjoyed the value of a woman's perspective from my years in professional services and currently in my role as a board member."

Tim Bentsen
Board Member, Synovus Financial Corp.

"The OnBoard Development Group experience has given me a much clearer strategy to prepare for, and obtain, a Board seat. "

Carey Herron
CFO, CAB Incorporated

"You can sell yourself not because you are a woman, but as a skill set. Find ways to market your skill set in terms of how to serve a board. It opens their minds to something else to consider. "

Dave Ferguson
Retired President, Walmart Europe

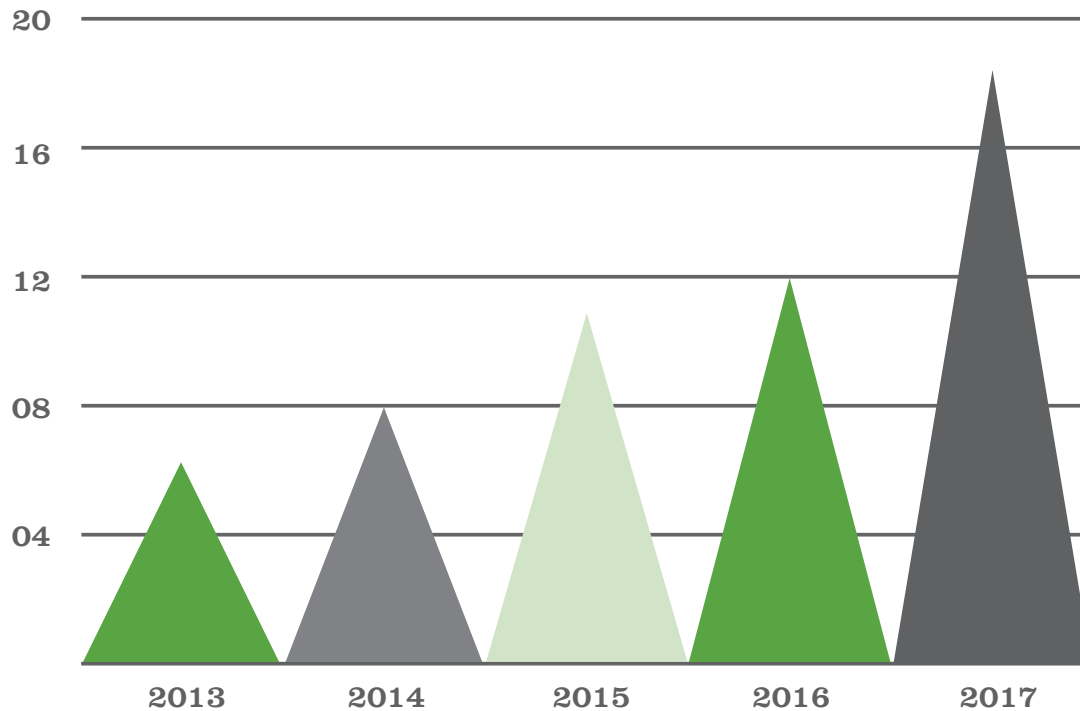
"OnBoard has given me a forum to tell a story. It encourages women to make a plan and catalogue credentials."

Betsy Camp
Board Member, Synovus Financial Corp.,
Genuine Parts

Power of 3

The 2017 study shows a strong emerging trend – for the past five years we have seen an increasing number of companies with three or more women on their boards. We call them the “Power of 3” companies, because we know that the board dynamic really shifts and the true impact of women is felt when boards reach this threshold.

Number of Georgia public companies with three or more women on boards:



“One woman is the invisibility phase; two women are the conspiracy phase; three women are mainstream.”

– A response from research interviews

Programs and Initiatives



This exclusive, invitation-only event is designed to connect board-ready women to companies who are looking for female representation on their boards.



Next OnBoard provides early-career professionals the opportunity to connect with senior executive women and men interested in OnBoard's mission, learn about board governance, and expand their professional networks.



Prepare Women for Board Candidacy

The OnBoard Development Group (OBDG) helps executive women rapidly accelerate their development as candidates for directors of for-profit companies.



Educate and Connect

OnBoard offers stellar events with knowledgeable speakers, executives, leaders, and board members who inform but also provoke our thinking. Networking receptions make connecting informally to a deep and broad network of women and men easy and rewarding.



A Matching Service for Companies and Qualified Women

Our matching service facilitates the introduction of qualified women to companies seeking a new director.



Recognize Achievement

OnBoard's Lettie Pate Whitehead Evans Award recognizes women who are exemplars of outstanding board service. OnBoard's Executive Leadership Honor Roll recognizes women executives who play a significant role in their organization, are a role model for others, and are a likely future candidate for corporate board service.



Track Progress

The annual study, published consistently since 1993, tracks the trends of women on Georgia public company boards and in executive leadership.



Collaborate at a National Level

The InterOrganization Network (ION) is an alliance of 8 prestigious women's business organizations across the U.S. combining efforts to help advance women to boards of directors and executive suites. OnBoard is a founding member of ION (ionwomen.org).

See more at OnBoardNow.org

ADVOCATE

INSPIRE

CONNECT

Lettie Pate Whitehead Evans Award

Juanita Baranco

2003



Claire “Yum” Arnold

2004



Vicki Palmer

2005



Chilton Varner

2006



Carolyn Byrd

2007



Celeste Bottorff

2008



Carol B. Tomé

2009



Donna James

2010



J. Veronica Biggins

2011



Judi North

2012



Phoebe Wood

2013

Elizabeth Camp

2014

Virginia Hepner

2015

Cheryl Bachelder

2016

Lizanne Thomas

2017

“It has been proven that a minimum of three women on a board makes a positive difference.”

Juanita Baranco,
Board Member: The Southern Company, first LPWE recipient

Sponsored by: 

Advocates List 2017-2018

Women and men who have accepted the invitation to financially support OnBoard at a leadership level because they are passionate about our mission.

Kristin R. Adams	Executive Vice President	Aon Risk Services South	Miriam Burgess	Partner, Global Account Executive	Aon Hewitt	Dan Dubay	Partner, Director of SignatureEXEC	SignatureFD
Peggy V. Allumbaugh	Retired Partner	Deloitte	Suzanne E. Burks	Senior Advisor and Chief Marketing Officer	The Burks Companies, Inc.	Lauren R. Eden	Director of Business Development	The PBE Group
Margaret Anderson	SVP, SAP HANA Enterprise Cloud Team	SAP America, Inc.	Elizabeth Camp	Corporate Board Member		Sandra P. Edwards	VP, Wealth Management Advisor	Merrill Lynch
Andrea Arena	CEO	Time Squared Concierge, LLC	Ann-Marie Campbell	EVP US Stores	The Home Depot	Cassie Elder	Managing Partner	DataCraft Partners
Sonia Arena			Richard Carrano	Chief Executive Officer	Purchasing Power	Jane Elliott	EVP and Chief Administrative Officer	Global Payments Inc.
Claire (Yum) Lewis Arnold	CEO	Leapfrog Services, Inc.	Shellie Cherner	Director & Senior Counsel	Iron Mountain	Connie Engel	Partner - Development and Leasing	Childress Klein
Jim Balkcom	Lead Director	State Bank Financial Corporation	Lea Clingman	SVP	DataStax	Yelena Epova	Partner-in-Charge, International Services	Aprio, LLP
Michael Baroody	Partner	Harvard Group International	Shan Cooper	Chief Supply Chain and Technology Officer	WestRock Company	Sarah Ernst	Partner	Alston & Bird LLP
Kelly Barrett	SVP, Home Services	The Home Depot	Karen Robinson Cope		NanoLumens	Kimberley M. Euston	Director - National Business Development Leader for Technology, Media and Entertainment Sector	PWC
Susan R. Bell	Partner	Ernst & Young LLP	Jessica Corley	Partner	Alston & Bird LLP	Joe Evans	Chairman	State Bank & Trust Company
Tim Bentsen	Director	Synovus Financial Corp.	Anne Crumlish	SVP	Aon	Howard L. Feinsand		
Kathy T. Betty	Board of Directors	Aaron's Inc.	Frank Dalton	Partner	Fulcrum Equity Partners	Dave Ferguson	Retired President / CEO	Walmart Europe
Becky Blalock	Managing Partner, Advisory Capital; Corporate Board Member		Nancy D'Amico	Chief Information Officer		Ellyn W. Foltz	Principal	FlexExec LLC
Katherine Blue	Principal	KPMG LLP	Jennifer Dangar	CCO	Jackson Healthcare	Mary Ford	Chief Operating Officer	Springbot
Sue Boehlke	President, Transportation Intelligence	Informa	Steven Deaton	Executive Vice President	State Bank & Trust Company	Jeanene Fowler	Financial Advisor	Edward Jones
L. Celeste Bottorff	Chief Marketing Officer	Hire Dynamics	Juliet Denise	Consultant	FranNet	Alison Garey	Client Service Specialist	Highlands
Denise Boyd	Tax Partner	Grant Thornton LLP	Constance Dierickx, PhD	Founder/President	CD Consulting Group	Kelly Gay	CEO & Board Member	
Wayne N. Bradley	Attorney	Dentons US LLP	Michael Dierickx, CFP®			Julie Gerlach	Managing Director	KPMG LLP
Allison Brantley	General Counsel	Superior Essex, Inc.	Lynne Dougherty			Elizabeth Gibbs	General Counsel	The Woodruff Arts Center
Rosalind G. Brewer	COO & Group President	Starbucks Corporation	Roxanne Douglas	Owner	R Douglas Law Firm LLC	Jill Goodrich	President	Women's Chamber of Commerce of Atlanta
Martha Finn Brooks	Board Member: Jabil; Bombardier; Constellium; Board Chair: CARE USA		Khristi Driver	Compliance & Concerns Director	Southern Nuclear Operating Company			

Nancy D. Halwig	Senior Vice President	United Community Bank
Page Harty	Partner	SignatureFD, LLC
Richard Hays	Partner	Alston & Bird LLP
Charles T. Huddleston	Of Counsel	Nelson Mullins Riley & Scarborough LLP
Ronald Hull	Assistant General Counsel Building Products	Georgia-Pacific
Tammy Hunter	Partner	KPMG LLP
Cheri Husney	Executive Director	KPMG LLP
Rebecca Johnson	Principal	Extend Marketing
Terri Jondahl	CEO	CAB Incorporated
Trish Jones	Principal	eMentorConnect LLC
John Jordak	Partner	Alston & Bird LLP
Tasia T. Katapodis	Regional President	United Community Bank
Linda A. Klein	Senior Managing Shareholder	Baker Donelson
Lauren Koontz	Executive Vice President & Chief Philanthropy Officer	YMCA of Metro Atlanta
Nancy Kumar	Lead Attorney	Georgia Power
Lisa LaFave	President, Enterprise Account Sales	UPS®
Andrew P. Lechter	Executive Vice President, Branch Manager	Savills Studley
Billy Linville	Partner	Lexicon Strategies, LLC
Helene Lollis	President & CEO	Pathbuilders, Inc.
Annis Lyles	Vice President	The Coca-Cola Company, retired
Jane R. Mandula	Director, University of Wisconsin Foundation	previously: Co-owner and Director, Gen-Tran Corporation
Erica V. Mason	President, Hispanic Nat'l Bar Association	Partner, Constangy, Brooks & Prophete
Cynthia Masters	Principal	CMastersHealth, LLC
Cheryl McAfee, LEED AP BD+C	CEO	McAfee3 Architects, Inc.
Mary McCoy	Partner	McCoy Advisory LLC
Myra McElhaney	Author / Speaker	
Ann-Marie McGaughey	Partner	Dentons US LLP

Debbie McGlaun, CPA, CFE	Manager, Advisory Services	Smith & Howard
Milford McGuirt	Atlanta Managing Partner	KPMG LLP
Teri McMahon	Partner	Alston & Bird LLP
Amy W. Medendorp	Board Member	Piedmont Health System
Heather Miller	VP Global IT Strategy	InterContinental Hotels Group (IHG)
Stefanie D. Miller	SVP, Strategic Partnership Marketing	The Coca-Cola Company
Hala Modellmog	President and CEO	Metro Atlanta Chamber
Hannah A. Molette	Principal Consultant	Accenture
Technology Consultant	VP Client Experience	ADP
Accenture	Partner	The Koblenz Group
Susan Nethero	Managing Director	GoldenSeeds
Judi North	Corporate Board Member	
Barbara J. O'Connell	VP & Associate General Counsel	Southwire Company, LLC
Shannon Sweeney Offen	Director	SunTrust Robinson Humphrey
Andi Oppmann	Director of Marketing South Atlantic District	UPS®
Michelle Page-Rivera, PhD	Managing Director	Slalom
Elba Pareja-Gallagher	Founder	ShowMe50.org
Jackie Parker	Founder & President	JWP Consulting, LLC
Zach Parker	CEO	DLH Corporation
Suzanne D. Patterson	Retired Controller, Chief Accounting Officer	Coca-Cola Enterprises
Stefanie Paulos	VP Strategic Initiatives	The Coca-Cola Company
Bea Perez	Chief Sustainability Officer	The Coca-Cola Company
Sloane Perras	VP & CLO	The Krystal Company
Alison Rand	EVP and CFO	Primerica, Inc.
Sheila E. Ray	EVP and Chief Financial Officer	State Bank & Trust Company
Beth Riddle	SVP, Senior Relationship Manager	Bank of America Merrill Lynch
Robin Sangston	V.P., Chief Compliance Officer	Cox Communications, Inc.

Jina Sanone	Managing Director	Delta Air Lines, Inc.
Michele Sarkisian	President	P3 Advisors, LLC
H. Carol Saul	Partner	Arnall Golden Gregory LLP
Mike Schall	Managing Director	Schall Consulting Group, Inc.
Beth P. Schiavo	Chief Financial Officer	North Highland Worldwide Consulting
Deborah Schwartz Griffin	Founder/CEO	DSG & Associates, LLC
Deborah Sessions	Partner	Porter Keadle Moore LLC
Vicki Shackley	Partner	SignatureFD, LLC
Veronica Sheehan	Partner	Valor Ventures
Meredith Sidewater	Senior Vice President and General Counsel	LexisNexis Risk Solutions
Christine St.Clare	Founder & President, St.Clare Advisors, LLC	(retired KPMG Partner)
Mimi Thigpen	CEO	C-Suite Advisory Services
Lisa Bigazzi Tilt	President	Full Tilt Consulting
Annette Tirabasso	Partner	Tirabasso Transformation Group
Carolyn (Lyn) Turknett	President	Turknett Leadership Group
Kathy Waller	EVP and Chief Financial Officer	The Coca-Cola Company
Kathleen A. Walters	Executive Vice President - Consumer Products Group	Georgia-Pacific
Liz Ward	Chief Marketing Officer	United Way of Greater Atlanta
Jodi Weintraub	SVP of Human Resources	Vesta Corporation
Ken Welch	Partner	KPMG LLP
Rona L. Wells	President	Wells Holdings
Linda Welty	Board Director	
Kerry Wenzel	Counsel	Alston & Bird LLP
Shelli Willis	SVP and Deputy General Counsel	SunTrust Bank
Phoebe A. Wood	Principal	CompaniesWood
Jam Yap	Assurance Director	BDO

Sponsors

ALSTON & BIRD

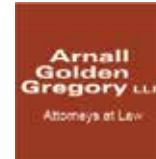


SIGNATUREFD



DENTONS

Novelis



KING & SPALDING



The Coca-Cola Company



BAKER
DONELSON



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