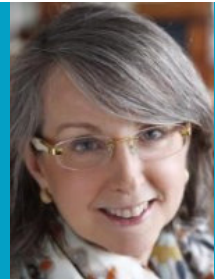




BOARDROOM
INSIDERS

2017 Fortune 500 Female CIOs





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Chief Information Officer: Fortune 500 Female CIOs in 2017

A snail's pace—that's the measure of progress we're seeing when it comes to increasing the number of women CIOs. Looking at the results of both the 2017 Harvey Nash/KPMG CIO survey and our own analysis of women tech leaders in the Fortune 500, it seems that while progress is being made, it's painfully slow, despite companies' commitment to diversity programs.

According to the Harvey Nash/KPMG CIO survey, female CIOs were more likely to have received a salary increase than their male counterparts.

The Global View

Let's first take a global view. Questioning close to 4,500 CIOs and tech leaders across 86 countries, the Harvey Nash/KPMG CIO survey shows that globally, the percentage of women IT leaders—from CIOs to chief technology officers to vice presidents of technology—remains at 9 percent, the same as last year. In large organizations, that number is 10 percent, which is in line with the 10 percent global average rate of women in IT overall.

This is the landscape, even though a third of the organizations have diversity initiatives and a full 72 percent of larger organizations have them in place. Indeed, 44 percent of respondents stated they were happy with their diversity mix.



And yet, in this survey, female CIOs were more likely (42 percent) to have received a salary increase than their male counterparts (32 percent). Is this a measure of success or is something else at work? The survey report writers wonder if it's evidence that traditional gender salary inequities may be starting to be addressed. However, others think that perhaps the pay rise reflects the fact that many countries, like the U.K., now require firms to report on gender pay gaps.

The State of Female CIOs in the U.S.

Drilling down to the state of women CIOs in the U.S., we looked at the Fortune 500 numbers, as we do every year. These aren't regional or divisional CIOs; they're the top tech executives of the largest—usually global—organizations.

In this elite group, we found this year that there are 84 female CIOs among companies on the list, compared to 75 in 2016. Of these 83 women, 23, or 28 percent, are new to our list, while 15 from last year's list are gone. Many retired and others fell off because their companies fell below the 500 in company rankings. However, three of the women on last year's list took on notable new roles:

- Marcy Klevorn was promoted to EVP and President, Mobility at Ford Motor Co.
- Karenann Terrell (the former CIO of Walmart) will be taking on the role of Chief Digital & Technology Officer at GlaxoSmithKline in September 2017.
- Zhanna Golodryga, formerly CIO of Hess Corp., is now Chief Digital and Administrative Officer at Phillips 66 Company, which ranks #34 on the Fortune 500 list.

We also found some industry shifts. The top industries for female CIOs are manufacturing (18 percent), insurance (13 percent), consumer products (12 percent), financial services (9 percent), and energy (8 percent).



Personal Attributes

What makes these women CIOs in the Fortune 500 stand out in 2017? Here are some of their personal attributes:

- Half (49 percent) have advanced degrees, including 28 women, or 34 percent, who have MBAs—higher than last year's 28 percent
- 19 percent are company “lifers,” who started at the bottom and worked their way up.
- 29 percent participate on corporate boards of directors, while 61 percent serve on professional or industry association boards. Another 48 percent are on nonprofit boards or serve in other capacities as a volunteer.
- Only two of the women on the 2017 list served in the military. Best Buy's Colleen Dunn served in the U.S. Marine Corps. Aflac's Julia Davis was a software engineer in the U.S. Air Force, earning the rank of Captain.

Several of these women speak multiple languages. Only five are immigrants—four from India and one from Mexico. Some are engaged in helping women succeed in technology fields—and are active in promoting STEM education.

Keeping Life Balanced

Despite the heavy demands of their positions, the Fortune 500 women CIOs do seem to make time to follow their hobbies and passions—which include golf, reading, cooking, running, skiing, and travel. One, Kathleen McElligott of McKesson Corporation, is a farmer. Two—Starbucks Corporation's Gerri Martin-Flickinger and Cardinal Health's Patricia Morrison—are musicians. And at least 33 of them are mothers (we can't always get insight into their personal lives).



Will the Glass Ceiling Continue to Hold?

What are we to make of these findings? Will the glass ceiling continue to hold? One problem is that while organizations recognize the need for diversity there are significantly higher numbers of male CIO candidates than female candidates.

As the CIO role has evolved into a more business-oriented responsibility, the path to that office has changed.

But as the CIO role has evolved into a more business-oriented responsibility, the path to that office has changed. Sixty-two percent of CIOs, notes Jonathan Mitchell of Harvey Nash, now sit on their executive committee and IT leaders are increasingly working at board level. With this increased exposure, many CIOs are taking leading roles in business innovation. They have strategic influence. That means that while a technology background helps, proven leadership skills and high performers who can manage and deliver large projects that help the company drive profits are now the more attractive choice—hence the number of women on this list with MBAs.



Female CIOs of the Fortune 500: Who's New to the List?

No Image
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Milla Hautman

CTO

UnitedHealth Group, Inc.

Hautman has a Ph.D. in Physics.



Kathleen Wayton

SVP and CIO

Southwest Airlines

Wayton's first job was painting oil derricks in West Texas.



Martha Gallo

EVP and CIO

American International Group, Inc.

Gallo is involved in women and diversity agendas globally.



Pragati Mathur

CIO

Staples, Inc.

While still in school, Mathur developed software for Fiserv.



Carla Zuniga

SVP, Technology and Operations

Allstate Corporation

Zuniga coaches her kids' sports teams.



Bonnie Smith

VP and CIO

Lear Corporation

Smith is interested in gourmet cooking, gardening, and wine tasting.



Judy Gawlik Brown

SVP of Global Business Services

and Finance

Amgen, Inc.

Brown speaks German and Italian.



Bridget Engle

Senior EVP and CIO

Bank of New York Mellon Corporation

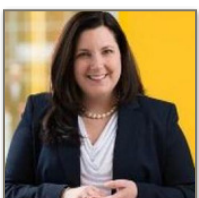
Engle was nicknamed "Gadget" by her family.

**Sherry Kelly-Neubert**

CIO and VP of Information Technology and ePMO, Goodyear Tire and Rubber Company
Kelly-Neubert carries her iPad with her everywhere.

**Jennifer Hartsock**

CIO
Baker Hughes Inc.
Hartsock speaks French.

**Carol Juel**

EVP and CIO
Synchrony Financial
Juel keeps her young son's "All About My Mom" questionnaire framed on her desk for jolts of joy during the work day.

**Rhonda Vetere**

CTO, Global Infrastructure Services
Estee Lauder Companies, Inc.
Vetere will do two Ironmans, run the NY Marathon, the NY Half Marathon, two Olympic triathalons, and four other half marathons in 2017 alone.

**Mindy Simon**

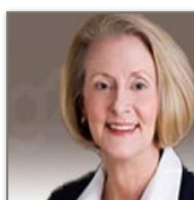
CIO
Conagra Brands, Inc.
Simon began her career in finance and marketing with cattle feedlot companies.

**Debbie Garrison**

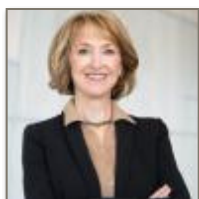
CIO
Berry Global Group, Inc.
Garrison is a volunteer teacher at Junior Achievement of Southwestern Indiana

**Grace Monahan**

VP and Global CIO
Henry Schein Inc.
Monahan is a jack-of-all-trades who has held positions in operations, human resources, facilities, customer service, market research, and direct marketing.

**Mary Heger**

SVP and CIO
Ameren Services
Heger most identifies with the movie "It's a Wonderful Life."

**Suzanne Scanlon-Pope**

EVP and CIO
Reinsurance Group of America, Inc.
Scanlon-Pope considers keeping dogs that were being trained to be support dogs for the disabled as her most rewarding volunteer experience.

**Amala Duggirala**

Enterprise CIO
Regions Financial Group
Duggirala studied at Osmania University in Hyderabad, India.



Charu Jain

CIO

Alaska Airlines, Alaska Air Group Inc.

Jain was named one of Computerworld's "100 Premier IT Leaders" in 2009.



Christy Barker

VP and CIO

Olin Corporation

Barker has worked in Israel and The Netherlands.



Nan Mattai

SVP of Engineering and Information Technology Rockwell Collins Inc.

Mattai says her favorite charity is the American Diabetes Foundation.



Amy Brady

CIO

KeyCorp

Brady has on her desk a little stone inscribed with the words, "Be the change you want to see in the world."



Michele Trolli

EVP of Technology and Banking Operations and CIO

M&T Bank

Trolli arranged for M&T to pay to have an orphaned polar bear cub flown from Alaska to the Buffalo Zoo, where she is a board member.



We compiled this list of Female CIOs of the Fortune 500 based on the most updated public information available as of August 1, 2017. We looked for global corporate CIOs or their functional equivalents. In some cases companies only employ divisional CIOs, in which case we listed the CIO of the largest division, or the executive who oversees all of the divisional CIOs.

Boardroom Insiders' database contains in-depth profiles of ALL of these executives — plus thousands more!

Rank	Company	Executive Name	Job Title
5	McKesson Corporation	Kathleen McElligott	EVP, CIO and CTO
6	UnitedHealth Group, Inc.	Milla Hautman	CTO
9	AT&T Inc.	Pam Parisian	CIO, AT&T Services
15	Cardinal Health, Inc.	Patricia Morrison	EVP, Customer Support Services and CIO
21	J.P. Morgan Chase	Lori Beer	Global CIO
26	Bank of America Corporation	Catherine Bessant	Chief Operations and Technology Officer
37	Valero Energy Corporation	Cheryl Thomas	VP and CIO
43	Aetna Inc.	Meg McCarthy	EVP, Operations and Technology
44	PepsiCo Inc.	Jody Davids	SVP and Global CIO
47	Intel Corporation	Paula Tolliver	Corporate VP and CIO
48	Prudential Financial, Inc.	Barbara Koster	SVP and CIO
52	Walt Disney Company	Susan O'Day	EVP, Enterprise Technology and CIO
55	American International Group Inc.	Martha Gallo	EVP and CIO
56	Lockheed Martin Corporation	Anne Mullins	CIO and Corporate VP, Enterprise Business Services
62	Dow Chemical Company	Melanie Kalmar	CIO
67	American Airlines Group Inc.	Maya Leibman	EVP and CIO
72	Best Buy Co., Inc.	Colleen Dunn	SVP, IT and CIO
74	Caterpillar Inc.	Julie Lagacy	CIO and VP, Global Information Services
83	United Continental Holdings, Inc.	Linda Jojo	EVP, Technology and Chief Digital Officer, United Airlines, Inc.
84	Allstate Corporation	Carla Zuniga	SVP, Technology and Operations
85	Publix Super Markets Inc.	Laurie Douglas	SVP, CIO and Chief Security Officer
99	Travelers Companies, Inc.	Madelyn Lankton	EVP and CIO, Enterprise Operations and eBusiness,
102	United Services Automobile Association (USAA)	Jennifer Sepull	SVP, Information Services, and CIO
114	Northrop Grumman Corporation	Shawn Purvis	VP and CIO



Rank	Company	Executive Name	Job Title
119	Qualcomm Inc.	Mary Gendron	SVP and CIO
123	Amgen Inc.	Judy Gawlik Brown	SVP, Global Business Services and Finance
126	Aflac Inc.	Julia Davis	SVP and CIO
131	Starbucks Corporation	Gerri Martin-Flickinger	EVP and CTO
132	Eli Lilly and Company	Aarti Shah	SVP and CIO
135	Abbott Laboratories	Nancy Berce	VP, Business and Technology Services
138	Southwest Airlines	Kathleen Wayton	SVP and CIO
140	Staples, Inc.	Pragati Mathur	CIO
151	Lear Corporation	Bonnie Smith	VP and CIO
155	Kimberly-Clark Corporation	Sujatha Chandrasekaran	CIO
157	PG&E Corporation	Karen Austin	SVP and CIO, Pacific Gas and Electric Company
159	Cummins Inc.	Sherry Aaholm	VP and CIO
164	PACCAR Inc.	Lily Ley	VP and CIO
177	Bank of New York Mellon Corporation	Bridget Engle	Senior EVP and CIO
184	Goodyear Tire & Rubber Company	Sherry Kelly-Neubert	CIO and VP, Information Technology and ePMO
185	Synchrony Financial	Carol Juel	EVP and CIO
197	Conagra Brands, Inc.	Mindy Simon	CIO
200	Textron Inc.	Diane Schwarz	Vice President and CIO
206	Texas Instruments Inc.	Ellen Barker	SVP, IT Services and CIO
221	J.C. Penney Company, Inc.	Therace Risch	EVP and CIO
229	NRG Energy Inc.	Donna Benefield	SVP, Information Technology
237	NGL Energy Partners LP.	Jennifer Kingham	CIO
243	Henry Schein Inc.	Grace Monahan	VP and Global CIO
245	BB&T Corporation	Barbara Duck	Senior EVP and CIO
246	Reinsurance Group of America, Inc.	Suzanne Scanlon-Pope	EVP and CIO
250	Stanley Black & Decker, Inc.	Rhonda Gass	VP and CIO
253	Estee Lauder Companies Inc.	Rhonda Vetere	CTO, Global Infrastructure Services
257	CSX Corporation	Kathleen Brandt	SVP and CIO
258	Unum Group	Katherine Miller	SVP and CIO
259	Jacobs Engineering Group Inc.	Barbie Bigelow	SVP and CIO

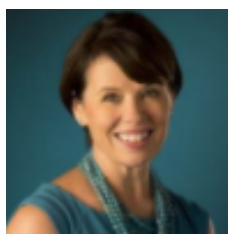


Rank	Company	Executive Name	Job Title
260	Lennar Corporation	Laura Lete	CIO
284	Norfolk Southern Corporation	Cindy Earhart	EVP, Administration and CIO
285	Baker Hughes Inc.	Jennifer Hartsock	CIO
289	Huntsman Corporation	Delaney Bellinger	VP and CIO
294	Air Products and Chemicals Inc.	Alyssa Budraitis	VP and CIO
315	American Family Insurance Group	Kristin Kirkconnell	CIO
320	Reliance Steel & Aluminum Company	Susan Borchers	CIO
327	Boston Scientific Corporation	Jodi Eddy	SVP and CIO
335	PVH Corp.	Eileen Mahoney	EVP and CIO
341	Weyerhaeuser Company	Denise Merle	SVP, Human Resources and Information Technology
343	Chesapeake Energy Corporation	Cathy Tompkins	SVP, IT and CIO
346	J.M. Smucker Company	Michelle Kasson	Director, Information Technology
358	Eversource Energy	Katherine Kountze-Tatum	SVP and Chief Information Officer
366	Quest Diagnostics Inc.	Lidia Fonseca	SVP and CIO
368	WEC Energy Group	Molly Mulroy	VP and CIO
405	Franklin Resources Inc.	Priscilla Moyer	SVP and CIO
413	Berry Global Group, Inc.	Debbie Garrison	CIO
422	Yum! Brands, Inc.	Michelle Wells	VP, Finance & Corporate IT
431	Ameren Corporation	Mary Heger	Ameren Services Senior Vice President and Chief Information Officer
436	Regions Financial Corporation	Amala Duggirala	Enterprise CIO
438	Alaska Air Group Inc.	Charu Jain	CIO, Alaska Airlines
444	Avon Products Inc.	Susan Liddie	Group VP and CIO
455	M&T Bank	Michele Trolli	EVP, Technology and Banking Operations and CIO
465	Symantec Corporation	Sheila Jordan	SVP and CIO
467	Olin Corporation	Christy Barker	VP and CIO
479	KeyCorp	Amy Brady	CIO
483	Western & Southern Financial Group	Karen Chamberlain	SVP and CIO
487	Essendant, Inc.	Janet Zelenka	SVP and CIO
490	Kelly Services Inc.	Judy Snyder	SVP and CIO
492	Rockwell Collins Inc.	Nan Mattai	SVP, Engineering and Information Technology



Fortune 500 Executive Profiles

Successful account planning requires understanding a core group of decision makers — and where they are headed next. Boardroom Insiders provides extremely in-depth executive profiles, telling you what's top-of-mind with the people influencing your sale. Wouldn't you like to have executive profiles like this for your accounts?



Karen A. Austin

SVP and CIO, Pacific Gas and Electric Company

Executive Summary

Austin since June 2011 has been Senior Vice President and Chief Information Officer for San Francisco-based Pacific Gas and Electric Corporation (PG&E), the huge investor-owned utility that provides power to much of Northern California. She is responsible for the IT portfolio for one of the largest utilities in the United States and one of the top employers in the tech-savvy Silicon Valley. Austin spent much of her career with Kmart and then Sears Holdings after Sears' acquisition of the Kmart chain. Starting as a Systems Manager with a degree in Computer Science, Austin rose to SVP and CIO, Retail Chain, by 2002. In 2004, she was moved to Head, IT Department for Sears and then EVP and CIO while also serving for a time as President, Home Electronics Business Unit. In 2011, she made the big shift from retail to power when she joined PG&E, one of the largest utilities in the United States - a move that saw her relocated from Chicago to California's San Francisco Bay Area.

Personal Attributes and Interests

- Austin is married, with two daughters.
- She grew up on a farm in Ohio.
- Her current interests include water and snow skiing, traveling, and time with her family.
- Austin considers herself a leader "who strives to stay true to my personal values and inspire others to think positively and act creatively."
- "I'm at my best when I'm doing something new and different," Austin said. "There's a lot we can do to improve the experience of our employees in the field. The better IT supports our employees, the better they can support our customers."
- Austin in December 2013 was named one of ComputerWorld's Premier 100 IT Leaders. "I believe that the ComputerWorld ranking is really a reflection of the progress that the team and IT has made in helping move the business forward," she said of the award. "We're deploying a lot of integrated, digital solutions that automate processes and drive efficiencies so that we can support our company goals of being safe, reliable and affordable for our customers." Not long after taking the job at PG&E, Austin was credited

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Personal Interests

- Skiing
- Water Skiing
- Travel

Other News and Interviews

LinkedIn Leadership
Tactics Article authored
by Karen Austin (March
2016)



with making relatively simple but long overdue, changes: upgrading computers, expanding Wi-Fi, being able to use iPhones for work email, getting rid of annoying Muzak on phone lines. She also moved the company forward revamping call centers, redesigning PG&E bills and expanding the use of Social Media. "The IT department used to be off on its own, and everything was a three-year, \$20 million project. We now have IT aligned with each business unit, and we're moving much faster. My philosophy is: let's get this done in six months."

- One of the first priorities Austin addressed when joining PG&E was digitizing PG&E's gas records using GIS, or geospatial information systems to make it possible to capture, manage and analyze geographically based information, reported Mercury News. Missing and inaccurate records was a huge problem in the aftermath of the 2010 San Bruno gas explosion. Records showed that the pipeline was a solid piece of seamless pipe when in fact it was welded. She has been working to improve the system in incremental improvements. "They literally had to take baby steps," said Austin who so far has replaced 20-pound bulky detection equipment and paper clipboards with lighter, more ergonomic detection devices and GPS-enabled tablets that capture the exact location where information is entered.
- Austin led PG&E to become the first utility to sign on to the White House's "Green Button" challenge making use of an online tool that lets consumers download energy usage data from their utility's website. The idea is that consumers can then opt to share their energy data with third-party developers for smartphone apps, text message alerts and other tools that give consumers information about their energy use. "People are using this data to more effectively manage their energy use," said Austin. "We are now looking at what to do to take it to the next level."

Current Focus

- **Speed up development of mobile apps:** In April 2017, Austin said that she is speeding up the development of mobile apps that serve a range of functions, from boosting employee productivity to increasing safety, WSJ reported. Safety is the company's first priority, she said. The key has been the creation of a private computing cloud and an agile culture of software development, she said. PG&E's private cloud was deployed across two of the company's primary data centers in March 2016 with the goal of lowering costs, increasing innovation and accelerating the time it takes for software developers to provision a platform needed to build mobile apps, according to Austin. The \$7 million project took about a year to complete and was built by a core team of about five PG&E employees, she said. A private cloud offers cloud computing services such as storage, software and development platforms that users associated with a single enterprise can access online, through proprietary infrastructure. Austin said the company is starting to see a savings in hardware costs, and labor costs associated with deploying infrastructure were "dramatically reduced" because of the company's private cloud. PG&E's private cloud, nicknamed Cloud First, enables software engineers and developers to save time configuring the online environment needed to code mobile apps because they aren't manually provisioning hardware. "It really took months in the past, and now it's hours to get the assets they need, which are the servers and storage, the platform they need to build the mobile apps," Austin said. "They're using this self-service automation (method) to go in and configure what they need." The PG&E team of 70 employees in charge of developing and releasing mobile apps, called the digital catalyst team, has released either a mobile app or an iteration to a mobile app once every two weeks since mid-2016. Before, three or four months would pass between releases, Austin said. She credits the faster pace to the agile software development method, in which the IT and business groups work together under tighter feedback loops to release software faster. Among the iOS mobile apps that have been created by PG&E since mid-2016 are an asset inspection app and a corrective action program app. The GPS-based asset inspection app allows field workers to locate a gas or electric asset, such as a power line or service pole in a neighborhood or in a rural mountain range. The app, which was made available to thousands of employees last September, also allows field workers to report any useful information gathered along the route, such as the location of potentially dangerous dogs or the use of security gate codes, Austin said. The tool replaces paper maps that were sometimes unreliable, according to Austin. "It's taking hours off the time it takes to get to an asset and inspect it," she said. The new corrective action app will be offered to the company's 22,000 employees in June. It allows employees to submit information about security concerns, such as safety hazards in substations. "It's an opportunity for employees to speak up and share any issues and concerns they have, really reinforcing safety and innovation and continuous improvement," Austin said.



- **Company Snapshot:** PG&E Corporation is an energy-based holding company headquartered in San Francisco. It is the parent company of Pacific Gas and Electric Company. PG&E Corporation subsidiaries provide customers with public utility services, and services relating to the generation of energy, transmission of electricity and natural gas, generation of electricity, and the distribution of energy. PG&E Company, with more than 20,000 employees, provides natural gas and electric service to approximately 16 million people throughout a 70,000-square-mile service area in northern and central California.
- **CIO Philosophy:** Austin leads all of PG&E's IT systems and technology initiatives, from cybersecurity to further enabling the development of the smart grid. Her team includes 1,600 people, and she reports directly to President Chris Johns. Austin described her CIO philosophy in a LinkedIn post: "My philosophy as a CIO is to really understand the business - whether it involves spending time with the end users of our technology or with the executives who are trying to achieve efficiencies - and then build the business case and partnership so that the IT team can drive innovation and results. But it's not all about me - back to servant leadership here. It's incredibly important for all the members of my team to understand why we're doing what we're doing. A leader needs to paint a vision that they can understand and connect with the company's goals."
- **CIO Priorities:** In February 2017 incoming CEO Geisha Williams told analysts, "As we look forward, I'm going to be focused on three areas. First, and always first continuing to build on the strong safety and operational progress we've made in the last several years. Second, providing first-class customer service and maintaining affordable bills, so that we can be our customer's preferred provider of choice. And third, positioning PG&E for success within the changing utility industry."
- **Diversity Draws Innovation:** In January 2017 she blogged, "the more diverse the team, the more varied the solutions that are brought to the table...are we really mining all the potential for innovation when we stop there? I suggest that we look beyond the boundaries of our own teams, and extend the focus to partners outside the business. For those with external customers to consider, aligning with partners that reflect the diversity of your customer base is a great way to connect and provide the best product or service possible. And internally, working with diverse partners helps encourage your own team to think outside the box...It's not always easy to identify diverse partners. In fact, it often takes some extra legwork. Ensure that you have the support of the organization and a dedicated team that understands the priority. Also be sure that diversity is a part of your metrics and is reviewed on a regular basis...Success breeds success. When you identify a great partner that produces on a given contract or scope of work, share the recommendation across your organization. Even better, make this a part of your regular company meetings. Once the larger team sees what's possible, they'll be more likely to increase their own efforts."
- **IT Honors:** IDG's CIO in June 2016 announced Pacific Gas and Electric Company (PG&E) as a recipient of the 2016 CIO 100 award. The 29th annual award program recognizes organizations around the world that exemplify the highest level of operational and strategic excellence in information technology (IT). PG&E was recognized for its innovative use of technologies that support the company's industry-leading, high-tech Electric Distribution Control Centers. PG&E's IT infrastructure helps manage more than 140,000 miles of electric power distribution lines that serve nearly 16 million Californians. The three new distribution control centers – one in Fresno opened in late 2014, one in Concord opened in 2015 and another opened in Rocklin earlier this year – are revolutionizing the way operators monitor and control PG&E's grid. "We're thrilled to be recognized by CIO magazine for two years running – last year for our emergency base camp technologies and this year for our Electric Distribution Control Centers," Austin said. "The cutting-edge technologies at these centers give our operators unprecedented visibility into our electric system, allowing them to pinpoint the exact locations of outages and quickly restore service. This is just one way we're leveraging the latest technology innovations to deliver safe, reliable, affordable and clean energy to our customers." The facilities are built to a higher reliability standard by incorporating the use of leading-edge Voice over IP and Radio over IP (VOIP/ROIP) technology; a new Distributed Management System (DMS) that incorporates advanced electronic mapping and SmartMeter data to help operators pinpoint the exact location of an outage, sometimes even before customers can report an outage; and Geographic Information System (GIS) integration with DMS. Additionally, critical systems are constructed with redundant data feeds, including dual server rooms, dual communication networks and dual power trains, so if any one facility needs to go offline in case of an emergency or natural disaster, the remaining two facilities are configured to support operations across PG&E's full service territory. And the use of advanced communication technology allows the seamless integration



of traditional phone and radio platforms into an easy-to-use touch screen control platform. "Delivering innovation and business value are top priorities for CIOs everywhere, and our CIO 100 awards program celebrates the leading IT organizations that excel at both," said Maryfran Johnson, Editor in Chief of CIO Events. "Our 2016 winners are raising the bar even higher this year with their outstanding work in digital transformation, customer focus and IT-business collaboration."

- **Getting Your Message Across:** In an August 2016 blog post Austin writes, "I recently did something that I've never done before: participated in a podcast series created by one of our employees. As a leader, I'm always on the lookout for new ways to connect with my team. So when I was approached with the idea for a podcast, I jumped on it. Going through the process, I learned that employees in my company's call center prefer to receive company information via podcast. This was news to me, and it got me thinking: what's the best way to connect with employees? As leaders, how do we best show up for them? I think the answer lies with meeting employees on their turf – on the channel that they prefer – then personalizing your message, and truly caring about what you're saying.... My company currently employs 23,000 team members spread across two-thirds of California. We have an incredibly diverse group of people, and there's no single communications channel that works for all of them. I've found that there's great value in experimenting with various channels. The podcast is one example, but I've also become more focused recently on face-to-face meetings. There's an immediacy and an opportunity for dialogue in face-to-face meetings that you just can't get through any other channel. These meetings are certainly more time intensive, as opposed to dashing off an email or hosting a call, but they're always worth the investment. I learn a nugget of information at every field visit that helps me better remove barriers for the team and set them up for success. It can be difficult to get people talking, so I like to start with an icebreaker question. Whether it's learning everyone's favorite vacation spot or favorite ice cream flavor, an icebreaker can help develop a connection and make people feel comfortable.... Whether you're communicating to 10 people or 10,000 people, the best way to connect with your audience is to be authentic and relatable. People resonate with stories and examples drawn from real life. A little bit of humor and even vulnerability goes a long way, as well. In a previous blog post, I talked about my favorite summertime reads. Even though I wrote that post over a year ago, someone at a company meeting just mentioned it to me last week. She used it as an opportunity to start a conversation. I make a point to include a personal story in most of my email communications to my team. Just something brief that relates to the topic at hand and keeps things interesting. And every time I do, someone will stop me in the hallway or approach me at a meeting to discuss a shared interest or similar story. By revealing a little bit of yourself – whether it's what you had for breakfast that day or a story from your childhood – you open the door for further connections and conversations with your audience.... You have to be genuine and passionate about what you're communicating, or else it won't resonate with your audience. Most people have a highly attuned radar for inauthenticity, and if they sense that you don't believe your own message, they'll tune out. I was at a meeting with my peers last month and shared my passion for early reporting of repetitive stress injuries. Now, this is a topic on which I'm truly passionate, so that emotional resonance came across. After the meeting, I had four or five people in the room come up to me. They said that they connected with my passion on the topic, and that I influenced them to change their practices. That's the way to engage hearts and minds, versus sending out another wag-of-the-finger email. We all want to be better communicators, whether we're talking to the person over the cubicle wall or to a team of employees across geographies. With a little bit of consideration to preferred channels and a relatable, genuine approach, we all stand a better chance of getting our message across."
- **Design Thinkers:** Austin wrote about technology jobs in a March 2016 blog posting. "As the head of IT for the energy company that powers California's Silicon Valley, I need to make sure I'm at the top of my game to keep the lights on and gas flowing for the likes of Google, Facebook, and Apple," she wrote. "How do I do this? Building a strong and diverse team is a huge part of the equation. The energy industry is drawing all kinds of new talent these days, as utilities around the globe are modernizing their infrastructure to help customers save money, provide new levels of reliability, and combat climate change. In fact, our industry has experienced more growth and innovation in the last 15 years than at any other point in the past century. All of this innovation has resulted in a new set of job categories, many of which haven't historically existed at a utility company. Three examples that particularly stand out are design thinkers who help us create a more human approach to technology, IT telecommunications workers who get their hands dirty building the future energy grid, and meteorologists who leverage the latest technology to predict what nature has in store for us. With the increasingly complex role that technology plays in the modern business, many companies are moving to a new approach that focuses on the end user's experience. Called 'design thinking,' this approach involves designing a new system, process, or application in a way that's intuitive and simple from the user's point of view. At my own company, we're implementing a new approach to how we plan for and manage mobile technologies across the enterprise. Design



thinking is a huge part of this effort, and we're recruiting, hiring, and training people with this skill set. And I know we're not alone. If you're looking to grow within your current job or identify new opportunities, you'll expand your reach with some design-thinking knowledge and skills under your belt.... Technology has come to the energy grid in a big way. Innovative new devices are being placed on poles and wires to allow us to immediately identify and remotely repair outages. These intelligent switches and remote sensors isolate trouble areas and re-route power where needed. But it requires a special skill set to install and maintain these technologies. IT telecommunications workers not only need to be technologically savvy, they must be able to operate in occasionally extreme conditions. A day in the life of an IT telecom worker might involve a three-hour hike to the top of a mountain to install a new switch, a helicopter lift to a damaged router on a remote power line, or a ride in an off-road vehicle to perform maintenance on a microwave tower. Team members who can exhibit this unusual mix of tech smarts and physical performance are in high demand across the industry.... People have been attempting to predict the weather for centuries, but instead of relying on wind vanes and grandpa's trick knee acting up, meteorologists today use the latest technologies to calculate what's coming next. Weather forecasting plays a vital role in the energy industry, as utilities need to know if storms, heat waves, cold snaps, or high-wind warnings will impact their ability to safely provide power to customers. The six-person meteorology team at my company is using the latest storm outage prediction models, historical data, and digital mapping to pinpoint where the worst weather will hit. Their job, like that of their counterparts at other electric power providers, is to issue an early-warning call, helping mobilize the support of repair crews, customer care providers and company leadership. With El Niño bringing high levels of wind and rain to California this season, their job is especially crucial to company operations. For job seekers interested in technology and weather forecasting, this field shows no signs of slowing down - not only for the energy sector, but other fields such as aviation and shipping that rely on clear skies for smooth operations.... While these are just three examples, the fact remains that new and exciting job opportunities are continually opening up in both the technology and energy sectors. My advice for job seekers is to conduct exhaustive research to identify emerging opportunities like the ones I've mentioned, to keep their skills sharp through continuous learning, and to avoid limiting themselves to just one industry. If you're following these tips, you just might be riding a helicopter to repair a remote sensor before the next wind storm."

Key Challenges

- **California Clean Energy Policies:** CEO Tony Earley on a July 2016 earnings call shared with analysts "how we're thinking about the future in the context of California's clean energy policies. With the passage of AB350 last year California will be doubling its energy efficiency goals and increasing the renewable portfolio standard to 50% by 2030. Over time these mandates will impact both our electric procurement needs and our investment opportunities. On the investment side California's policies will drive capital expenditures in both the electric distribution and transmission systems. We're going to have to continue to upgrade the distribution grid to sport increasing levels of distributor resources, and we'll need new and upgraded transmission lines to support the utility scale renewables required to meet the higher RPS standards. On the procurement side we expect electric demand to decrease as customers continue to reduce the energy they need from PG&E through energy efficiency and distributed generation. We also expect that some cities will pursue community choice aggregation where they will purchase their own generation. As we consider the changing energy landscape in California became clear to us that we needed to take a hard look at the future of Diablo Canyon. Working with a diverse coalition of labor and environmental groups we crafted a joint proposal to retire Diablo Canyon at the end of its current license terms which are 2024 for one unit and 2025 for another and to replace it with a greenhouse gas free portfolio of renewable energy, energy efficiency and energy storage. We've also voluntarily committed to a 55% RPS target beginning in 2031. I'm very pleased to report that the State lands commission recently extended the lease for Diablo Canyon's intake and outflow structures so that it now runs through the current NRC license terms, and that was an important first step in carrying out our plan. In August we'll be filing an application for CPUC approval of the joint proposal by the end of 2017. We believe the joint proposal fully supports California's long-term clean energy goals while providing time for a thoughtful transition to new greenhouse gas free resources."
- **Accused of Poor Record Keeping:** A judge with the California Public Utilities Commission issued a \$24.3 million dollar fine against PG&E for keeping faulty or inaccurate records regarding natural gas lines in more than a dozen cities across California, sfirst reported in June 2016. The San Francisco Business Times reports that this fine, which the company may appeal, followed the explosion of a Carmel home in 2014 which regulators blamed on PG&E's poor record keeping. "The wrongdoing implicates the safe operation of a natural gas system, which is by its very nature dangerous," explained CPUC judge Maribeth Bushey. "Complete compliance with safety requirements is



essential." According to Bay City News, faulty record keeping by the company led to pipeline damage, gas releases, as well as service outages in cities including Mountain View, Castro Valley, and Milpitas. This is entirely separate from the infamous 2010 San Bruno blast which killed eight people, injured 66, and destroyed 38 homes. A criminal trial regarding potential violations of pipeline rules resulting in the explosion was scheduled to begin in April of this year. Speaking of the CPUC decision, PG&E spokesman Donald Cutler said that the company has yet to decide whether or not to appeal. "We're currently reviewing [it]," he explained in a statement. "We've made significant improvements to our distribution records to promote safety, reduce risk and enhance reliability. We have more work to do and we are dedicated to doing it right." On a July 2016 earnings call CEO Tony Earley said, "Overall we thought the decision was balanced recognizing the actions we've taken to improve our records and the safety of the system and finding that many of the violations were isolated rather than systemic issues. The safety and enforcement division and the city of Carmel have appealed the decision seeking a higher fine, and we now are waiting for a commission to issue a final decision. The federal trial in the – or the trial in the federal criminal case began in June. And the case was submitted to the jury yesterday. Because we're in the sensitive part of the trial we're just not in a position to comment on any of the specific evidence or testimony. I can tell you that we continue to believe that no PG&E employee knowingly and willfully violated the law, but now it's in the hands of the jury. So to sum things up, we are working to resolve all of our pending rate cases, and we continue to make steady progress on outstanding regulatory and legal issues. And we are well-positioned to help drive California's clean energy future through sustained investments."

Biographical Highlights

- Born circa 1962
- Austin earned a Bachelor of Science degree in Computer Science from Trine University in 1983.
- She began her career holding various positions with the Central Mutual Insurance Company in Ohio.
- She held several positions with the Timken Company.
- Austin in 1984 joined Kmart Holding Corporation, where she held the following positions:
 - Systems Manager, IT department
 - Project Manager, IT department
 - Systems Analyst and Programmer Analyst, IT department
 - Divisional Vice President, Supply Chain Applications (1999 - 2001)
 - Vice President, IT Applications (2001 - 2002)
 - Senior Vice President and Chief Information Officer, Retail chain (2002 - 2005)
 - Interim Chief Marketing Officer (2003 - 2005)
- When Kmart was acquired, Austin joined new owner Sears Holdings Corporation, where she held the following positions:
 - Head, IT Department (2004 - 2005)
 - Executive Vice President and CIO (2005 - 2009)
 - President, Home Electronics Business Unit (2009 - May 2011)
- In June 2011 Austin was appointed SVP and CIO of Pacific Gas and Electric Company, the utility owned by PG&E Corporation.

Other Boards and Organizations

- Member, CIO Strategy Exchange
- Member, YMCA of San Francisco (2011-Present)
- Member, Board of Directors, Verifone Systems, Inc. (2014-Present)



We love LinkedIn and believe it to be an essential business tool. However, if you are trying to engage a C-level executive, LinkedIn is not a silver bullet. It simply does not provide the depth of insight required to engage with C-level executives.

In fact, LinkedIn can give you a false sense of security going into important meetings. You think you have done your due diligence by looking at a few LinkedIn profiles, but halfway through the meeting, it can become painfully apparent that you don't know what you don't know.

Here are a few more important things that LinkedIn profiles don't always tell you:

- **What the executive's company or division does.** While some people include this information in their profiles, many do not.
- **Functional Responsibilities.** Many people just include their titles without saying what they are actually responsible for. So if you are looking for the person responsible for digitization, how do you know you have the right person? A title does not always tell the story.
- **Personal attributes, interests and passions.** While some executives post their hobbies and interests, most do not.

Going into your next meeting
would you rather have
this? Or this?

SMALL SNAPSOTS OF INFORMATION

ROBUST INFORMATION ON PERSONAL INTERESTS, BUSINESS FOCUS, CHALLENGES & MORE.

EXECUTIVE SUMMARY

Bennett L. Gaines
SVP, Corporate Services and CIO
FirstEnergy Service Company
FirstEnergy Solutions Group

PERSONAL ATTRIBUTES AND INTERESTS

- Gaines has lived and worked in Europe and Asia.
- In his free time he enjoys travel and is an avid golfer.
- He enjoys Oak Bluffs vacations.
- Gaines has said that his dream job is the one he holds currently.
- Some of his favorite things include the movie "Schindler's List" the book "Native Son" by author Richard Wright, and his iPhone.
- He has been honored as one of the country's most influential black executives in technology by Career Communications Inc., publisher of US Black Engineer & IT Magazine in 2008.
- He was the 2004 Corporate Chair for Cingular's United Way Campaign and is a graduate of Leadership Cincinnati.
- He has been the recipient of various awards, including Chapter Man of the Year, Chapter Superior Service Award, and numerous chapters.

CURRENT FOCUS

- Primary Responsibilities:** Gaines is responsible for the delivery of Information Technology (IT) services, including FirstEnergy's corporate IT strategy and governance process, as well as the Company's communications and data network. He also is responsible for both physical and cyber Corporate Security, Flight Operations and Supply Chain.
- Information Sharing:** Gaines told a House subcommittee in October 2015 that information sharing between industry and the federal government is essential to grid security. "Information sharing between the electric industry and the federal government is essential to maintaining a strong, effective and proactive approach to protecting our nation's vital communications networks from potential cyber-attacks," Gaines said in his prepared testimony. "With every operational and technical advance that is made to improve productivity -- including remote access, mobility and 'bring your own device' policies -- organizations also are broadening their attack surface and exposure."
- Life Expectancy of Smart Meters:** Gaines made a surprising statement regarding the life expectancy of "smart" meters as compared to existing traditional meters while testifying before Congress in October 2015. "These devices are now computers, and so they have to be maintained. They don't have the life of an existing meter which is 20 to 30 years. These devices have a life of between 5 to 7 years. And so the challenge that the industry has is making sure they maintain their smart grid environment, not neglect it," he said.
- Green Initiatives:** In May 2016, FirstEnergy Corp. said that Energy efficiency, renewable energy and retiring coal-burning plants will be key tools and it will move toward producing cleaner energy, reported Ohio.com. CEO Chuck Jones said, "Coal remains a key part of the company's plans and the company is unlikely to rely heavily on cleaner-burning natural gas and that the company has no interest in re-regulating Ohio's utilities and moving away from deregulated utilities." The Company has pledged to reduce its carbon dioxide emissions by at least 90 percent below 2005 levels by 2045. Such a reduction is "ambitious ... but it's not a slam dunk," Jones said. The Company is seeking a change that provides price stability for customers without a Purchased Power Agreement or federal approval. He added, "The Company cannot eliminate coal as a fuel source right now without hurting the power system's reliability and it has been shutting down old, dirty power plants and is also relying on cleaner-burning scrubbed coal and super-efficient plants, it will take time and patience to get there," commenting on the future closures of coal-burning plants.
- Electric Security Plan:** In April 2016, FirstEnergy's Ohio utilities announced that the Public Utilities Commission of Ohio (PUCO) approved, with certain modifications, Powering Ohio's Progress, their proposed Electric Security Plan (ESP) reported T&D World. The approved plan is the result of a comprehensive settlement reflecting the diverse interests and concerns of 17 signatories, including the PUCO Staff and parties that represent residential, low-income, commercial and industrial customers, as well as competitive energy suppliers, schools and organized labor. The plan will establish electric service for customers of FirstEnergy's Ohio utilities -- Ohio Edison, Cleveland Electric Illuminating and Toledo Edison -- over an eight-year period from June 1, 2016 through May 31, 2024. It outlines a series of steps to help safeguard customers against rising energy prices in future years, preserve key power plants that serve Ohio customers, reinstate energy efficiency programs, evaluate smart grid technologies. The Commission also added certain additional customer protections. The plan outlines a new retail rate stability provision related to a proposed eight-year Purchased Power Agreement (PPA) with the Davis-Besse Nuclear Power Station in Oak Harbor, Ohio, the W.H. Sammis Plant in Stratton, Ohio, and a portion of the output of Ohio Valley Electric Corporation (OVEC) units in Gallipolis, Ohio, and Madison, Ind. This arrangement will keep a diverse set of fuel sources available to generate electricity, rather than relying more plant closures that put our region at risk of higher energy prices in the years ahead. "Today's decision will help protect our



You don't have time to do this much research.



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CXO Insight you won't get anywhere else.

The image displays three overlapping sample pages from the Boardroom Insiders database, each featuring an executive profile. The top page shows Catherine Pombier (Cathy) Bessant, Chief Operations and Technology Officer at Bank of America. The middle page shows David Scott Taylor, Chairman, President and CEO of Procter & Gamble. The bottom page shows Len Botkin, CIO of Enterprise Control Functions and COO of Global Technology and Operations at Bank of America. Each profile includes a photo, a title, an executive summary, and personal attributes and interests.



Boardroom Insiders is your one-stop resource for deep insight on corporate executives. Our customers use our profiles to better engage C-level executives.

Boardroom Insiders founder, Sharon Gillenwater, was working as a marketing consultant to a variety of Silicon Valley companies when she noticed a pain point that they all seemed to share: the need to be more relevant to their customers, especially executive-level decision makers with the power to approve or nix their deals. Sharon set out to solve this problem by founding Boardroom Insiders in 2009, and today provides expertise in CXO engagement strategy as a value-add for Boardroom Insiders customers.

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