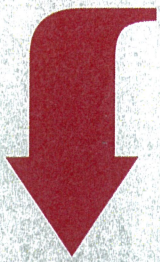


SHIRLEY LEUNG: THE "OLD GIRLS' NETWORK" JOINS THE FIGHT // TIPS FOR MEN AFTER #METOO



# Globe Magazine

THE BOSTON GLOBE | OCTOBER 28, 2018

# WOMEN & POWER THE TOP 100

WOMEN-LED BUSINESSES IN MASSACHUSETTS

**FEMALE BREADWINNERS  
ON HOW THEY MAKE  
IT WORK** PAGE 18

**5 WAYS TO BOOST  
EQUALITY** PAGE 24  
*By Megan Woolhouse*



**THE  
NEGATIVE  
FEEDBACK  
TRAP (AND  
AN ESCAPE  
STRATEGY)**

PAGE 22  
*By Janelle Nanos*

# 2018

# The Top 1000

A PROJECT  
OF THE *GLOBE*  
MAGAZINE AND THE  
COMMONWEALTH  
INSTITUTE

## WOMEN-LED BUSINESSES IN MASSACHUSETTS

From human services and the arts to construction and technology, female executives are the decision makers for Bay State companies with thousands of employees and billions of dollars in revenue.

### HOW WE CREATED THIS YEAR'S LIST

We looked at revenue or operating budget and other variables, including number of full-time employees in the state, workplace and management diversity, and innovative projects. We then ranked organizations according to our own formula. We consider both for-profit and nonprofit organizations. This is the 17th year that The Commonwealth Institute — a nonprofit that supports female business leaders — has created the list, and the sixth year that the *Globe Magazine* has partnered with the group.

**NOTE:** Leaders in this list were in place at the end of 2017 (the year for which we examined revenue and other data), and a few are no longer at the businesses.



Taken together, the 100 companies on this list represent a total revenue and operating budget of **\$48.9 BILLION**

(To be precise,  
**\$48,864,022,340.64**)

**1**  
**Boston Medical Center Health System**  
BOSTON  
Health Care  
**Kate Walsh**  
PRESIDENT AND CEO

**2**  
**Northeast Arc**  
DANVERS  
Human Services  
**Jo Ann Simons**  
PRESIDENT AND CEO

**3**  
**Dana-Farber Cancer Institute**  
BOSTON  
Health Care  
**Laurie H. Glimcher**  
PRESIDENT AND CEO

**4**  
**Boston Children's Hospital**  
BOSTON  
Health Care  
**Sandra L. Fenwick**  
PRESIDENT AND CEO

**5**  
**J. Jill**  
QUINCY  
Retail or Wholesale  
**Linda Heasley**  
PRESIDENT AND BOARD DIRECTOR

## WOMEN & POWER

ORLEANS  
Financial Services  
**Dorothy A. Savarese**  
Chairman, President,  
and CEO

**46 / Eastern Insurance Group**  
NATICK  
Insurance  
**Hope Aldrich**  
President and CEO

**47 / Elaine Construction Co.**  
NEWTON UPPER FALLS  
Construction  
**Lisa B. Wexler**  
President

**48 / Ascentria Care Alliance**  
WORCESTER  
Human Services  
**Angela Bovill**  
President and CEO

**49 / Toward Independent Living and Learning**  
DEDHAM  
Human Services  
**Dafna Krouk-Gordon**  
Founder and President

**50 / Wentworth Institute of Technology**  
BOSTON  
Education  
**Zorica Pantic**  
President

**51 / Arsanis**  
WALTHAM  
Biotechnology  
**Rene Russo**  
President and CEO

**52 / Regis College**  
WESTON  
Education  
**Antoinette M. Hays**  
President

**53 / Audley Travel**  
BOSTON  
Travel Services  
**Jacqui Lewis**  
President and Managing Director, North America

**54 / Amundi Pioneer Asset Management**  
BOSTON

Financial Services  
**Lisa Jones**  
Head of Americas, President  
and CEO of US

**55 / Candlewick Press**  
SOMERVILLE  
Publishing  
**Karen E. Lotz**  
President and Publisher,  
Group Managing Director

**56 / The Advocate Group**  
WAKEFIELD  
Social Security Disability  
Agency  
**Julie Turpin**  
CEO

**57 / Onyx Specialty Papers**  
SOUTH LEE  
Manufacturing  
**Patricia Begrowicz**  
President and Owner

**58 / Shepley Bulfinch**  
BOSTON  
Architecture  
**Carole Wedge**  
CEO

**59 / MassDevelopment**  
BOSTON  
Finance and Development  
Agency  
**Lauren A. Liss** (as of Sep-  
tember 2017) and **Marty Jones**  
(until June 2017)  
President and CEO

**60 / Cambridge Network**  
WALTHAM  
Education  
**Christine Lin**  
President and CEO

**61 / Avedis Zildjian Co.**  
NORWELL  
Manufacturer  
**Craigie Zildjian**  
CEO, Owner, and  
Chairperson

**62 / The Grommet**  
SOMERVILLE  
Retail or Wholesale  
**Jules Pieri and Joanne Domeniconi**  
Cofounder and CEO;  
Cofounder and Chief  
Discovery Officer

**63 / The Dimock Center**  
ROXBURY  
Education, Health Care,  
Human Services  
**Myechia Minter-Jordan**  
President and CEO

**64 / IntePros**  
LEXINGTON  
IT Staffing and Solutions  
**Loren Kovalcik**  
CEO

**65 / Catholic Charities of the Archdiocese of Boston**  
BOSTON  
Nonprofit, Social Service  
Agency  
**Deborah Kincade Rambo**  
President

**66 / Morgan Memorial Goodwill Industries**  
BOSTON  
Human Services  
**Joanne K. Hilferty**  
President and CEO

**67 / D'Youville Life & Wellness Community**  
LOWELL  
Health Care  
**Naomi Prendergast**  
President and CEO

**68 / E. T. & L. Corp.**  
STOW  
Construction  
**Jennie Lee Colosi**  
President

**69 / Leading Edge Real Estate**  
WINCHESTER  
Real Estate  
**Linda O'Koniewski**  
CEO

**70 / Carleton-Willard Village**  
BEDFORD  
Senior Living  
**Barbara A. Doyle**  
President and CEO

**71 / Boston Community Capital (now BlueHub Capital)**  
BOSTON  
Nonprofit Financial  
Institution  
**Elyse Cherry**  
CEO and President

**72 / Thomson Safaris and Affiliates**



**RITA M. GARDNER**  
PRESIDENT AND CEO  
MELMARK

**Any advice for women who "leaned out" and now face resistance getting back into the workforce?**

People often lean out to take care of their disabled child or a disabled mom. These individuals chose to put themselves second, because they're committed to a broader good. Workplaces miss a huge opportunity of someone who had commitment, mission, an ability to balance. Because they're not grinding through [the] day, they might be more able to see fresh ideas. We all lose when we don't give each other choices.

**MARTHA SULLIVAN**  
PRESIDENT AND CEO  
SENSATA  
TECHNOLOGIES

**What's your best strategy for persuading others to your point of view?**

I am a believer in Aristotle; he talked about ethos, logos, and pathos; bring people together to align on the problem and have an open debate; using logic and facts; and creating a vision to inspire people.

**Any advice for women who "leaned out" and now face resistance getting back into the workforce?**

You may be up against people who had continuous work experience, but don't take for granted that you can't get the role. My mom graduated with a degree in chemistry, worked a short time then got married and had seven kids. She went back to work as our town chemist age 50, after being out of the workforce for well over 20 years.



**LAUREN SANCHEZ GILBERT** / CEO  
BELL (BUILDING EDUCATED LEADERS FOR LIFE)

**How important is perseverance for success in the workplace?**

Grit is essential, especially for women and people of color, because you're going to be facing setbacks and disappointments, and you'll find out they're not necessarily because of your skill set. But that alone isn't going to get you through. You have to pair that with strategy and a clear understanding of your goals, or all the grit in the world is not going to get you to your finish line.

**What's your best strategy for persuading others to your point of view?**

Passion paired with really good data. That



a great winning combination. I don't really truly believe in what you're pushing for, it's going to be sussed out very quickly. But having passion alone is not enough — you

need to have good data, proof, and evidence that what you're pushing for is going to get you to the outcome you're seeking.

# THE 2018 TOP 100, By The Numbers

A closer look at how women are represented at these leading companies on boards, at the managerial level, and overall workforce.



## Percentage of upper management (VP or higher) that's female

**90-99%**

**3 BUSINESSES**

- ★ PGR Media
- ★ Nic+Zoe
- ★ The Dimock Center

**80-89%**

**11 BUSINESSES**

- ★ Jewish Community Housing for the Elderly
- ★ Globalization Partners
- ★ Northeast Arc
- ★ Northbridge Cos.
- ★ Stanley Street Treatment And Resources (SSTAR)
- ★ The Advocator Group
- ★ NVNA and Hospice
- ★ Simmons College\*
- ★ The Greater Boston Food Bank
- ★ Toward Independent Living and Learning
- ★ Candlewick Press

**75-79%**

**3 BUSINESSES**

- ★ Carleton-Willard Village
- ★ Vecna
- ★ Front Line

## Percentage of board of directors or board of advisers that's female

**100%**

**2 BUSINESSES**

- ★ Avedis Zildjian Co.
- ★ E. T. & L. Corp.

**90-99%**

**1 BUSINESS**

- ★ PGR Media

**80-89%**

**3 BUSINESSES**

- ★ Candlewick Press
- ★ Simmons College\*
- ★ Boston Ballet's Board of Overseers

\*NOW SIMMONS UNIVERSITY

**50%**

**10 BUSINESSES**

- ★ May Institute
- ★ Vecna
- ★ Boston Community Capital\*\*
- ★ Leading Edge Real Estate
- ★ Copyright Clearance Center
- ★ Atlas Travel & Technology Group
- ★ The Grommet
- ★ Akcea Therapeutics
- ★ IntePros
- ★ Amundi Pioneer Asset Management

\*\*NOW BLUEHUB CAPITAL

## Percentage of workforce that's female

**90% +**

**4 BUSINESSES**

- ★ NVNA and Hospice
- ★ Talbots
- ★ PGR Media
- ★ J.Jill

**80-89%**

**14 BUSINESSES**

- ★ Nic+Zoe
- ★ Hebrew Rehabilitation Center
- ★ Partners Community Physicians Organization
- ★ Northbridge Cos.
- ★ Candlewick Press
- ★ D'Youville Life & Wellness Community
- ★ Emerson Hospital
- ★ Atlas Travel & Technology Group
- ★ Northeast Arc
- ★ Travel Leaders Framingham
- ★ Jewish Family & Children's Service
- ★ The Dimock Center
- ★ Codman Square Health Center
- ★ Catholic Charities of the Archdiocese of Boston

**75-79%**

**6 BUSINESSES**

- ★ The Advocator Group
- ★ Carleton-Willard Village
- ★ JFF
- ★ Boston Medical Center Health System
- ★ Whittier Street Health Center
- ★ Ascentria Care Alliance

## Number of Full-Time Equivalent Employees in Massachusetts in 2017

- 25 or less / **5**
- 26-50 / **13**
- 51-75 / **3**
- 76-100 / **7**
- 101-150 / **10**
- 151-200 / **11**
- 201-300 / **6**
- 301-400 / **12**
- 401-500 / **4**
- 501-1,000 / **16**
- 1,001-2,000 / **6**
- 2,001-5,000 / **4**
- 5,001-10,000 / **1**
- More than 10,000 / **2**

## Number of Full-Time Equivalent Employees Globally in 2017\*\*\*

- Fewer than 25 / **2**
- 26-50 / **8**
- 51-75 / **5**
- 76-100 / **4**
- 101-150 / **9**
- 151-200 / **7**
- 201-300 / **13**
- 301-400 / **8**
- 401-500 / **4**
- 501-1,000 / **17**
- 1,001-2,000 / **7**
- 2,001-5,000 / **6**
- 5,001-10,000 / **3**
- More than 10,000 / **4**

\*\*\*DOES NOT INCLUDE NVNA AND HOSPICE, BOSTON BALLET, AND FRONT LINE

## Annual Revenue or Operating Budget

- \$25 million or less / **15**
- \$26 million - \$50 million / **25**
- \$51 million - \$75 million / **13**
- \$76 million - \$100 million / **6**
- \$101 million - \$150 million / **7**
- \$151 million - \$300 million / **15**
- \$301 million - \$500 million / **6**
- \$501 million - \$999 million / **2**
- \$1 billion and up / **11**