

# UC DAVIS STUDY OF CALIFORNIA WOMEN BUSINESS LEADERS

A Census of Women Directors and Highest-Paid Executives

**2015-16**

**1**



**NUMBER OF WOMEN FOR EVERY 7 MEN  
AMONG DIRECTORS AND HIGHEST-PAID  
EXECUTIVES IN CALIFORNIA'S LARGEST  
PUBLIC COMPANIES**

Released November 17, 2015



# TABLE OF CONTENTS

- 2 Message from Interim Dean Ann Huff Stevens**
- 3 Message from Our Partner: Marlene Williamson, CEO, Watermark**
- 4 Methodology**
- 5 Executive Summary**
- 6 Trends**
- 7 California's Top 25: The Corporate Leaders of Gender Diversity in the Boardroom and Executive Suite**

## **8 Women Board Directors of California's 400 Largest Public Companies**

- 9 - Woman Board Directors by Company**
- 10 - Who are the Women Directors?**
- 11 - Women Directors by Industry**
- 12 - Women Board Directors by Company Size**
- 13 - Women Board Directors by Location**
- 14 - Women Board Directors: Race & Ethnicity**
- 15 - Public Policy Impact: California Senate Concurrent Resolution 62 Urging More Women on Boards**

## **16 Women Executives at California's 400 Largest Public Companies**

- 17 - Women Executives by Company**
- 18 - Women in the Most Important Corporate Roles**
- 19 - Women Executives by Industry**
- 20 - Women Executives by Company Size**
- 21 - Women Executives by Location**
- 22 - Executive Compensation**

## **24 San Francisco Bay Area**

### **Complete Datasets for the 2015 Study**

**25 Appendix A:** California's 400 Largest Public Companies Ranked by Percentage of Women Directors and Highest-Paid Executives (includes industry category and market capitalization)

**31 Appendix B:** Who's Who of Women Directors and Highest-Paid Executives of California's 400 Largest Public Companies (companies listed alphabetically, identifying women directors and executives)

**39 Appendix C:** 400 Companies by Location (listed county-by-county with city)



# MESSAGE FROM THE DEAN

## DEAR COLLEAGUES:

The UC Davis Graduate School of Management is proud to publish our 11<sup>th</sup> annual *UC Davis Study of California Women Business Leaders: A Census of Women Directors and Highest-Paid Executives*.

This study details the presence of women at the very top of the 400 largest publicly held corporations headquartered in the state.

Our findings this year show some important progress. Specifically, the number of companies with no women among their directors and highest-paid executive positions dropped below 100 for the first time ever. In addition, the number of female CEOs among these California companies rose from 14 to 17. Despite these signs of progress, the numbers of women in corporate leadership in the state continue to be disappointing. There is only one woman for every eight men, on average, among directors and highest-paid executives at these high-profile companies.

Keeping the conversation on women in corporate leadership active, and making sure that conversation is well informed by facts, will surely help accelerate progress.

These are several key findings of our 2015–16 census:

- Overall, women hold just 12.3 percent of board seats and highest-paid executive positions—an incremental 0.75 percentage point increase over last year.
- The number of companies with no women in director and highest-paid executive positions dropped to 92, a new low. This number has dropped by one-third over the last five years, showing more women are being appointed to existing or new board seats and executive positions.
- The percentage of women directors in California has risen steadily from 8.8 percent in 2006 to a high of 13.3 percent in 2015.
- Not a single company has an all-female board or management team. Only two companies have at least as many women as men among their directors and highest-paid executives.
- The 17 female CEOs represent only 4.3 percent of the 400 CEO positions.

Our results highlight the need for greater participation of women on corporate boards and in executive suites, and the need for all of us—educators, corporate leaders and citizens—to help create these opportunities.

To improve the standing of women in business leadership positions, the Graduate School of Management has a strong partnership with Watermark, a nonprofit organization that offers several pioneering programs to increase the number of women in executive and board roles, and support them in those roles. The Graduate School of Management also works with other partners, including private donors, to give all of our MBA students the types of experiences and training that will make them ready to step into board service in the future.

At the UC Davis Graduate School of Management, our mission is to prepare our MBA and accounting students to become innovative leaders for global impact. Our business school community is built on a foundation of excellence and diversity. Our faculty is now 39% female, one of the highest percentages among top global business schools.

When our MBAs graduate and move ahead in their careers, they are terrific talent for companies headquartered in California and beyond.

In today's global marketplace, where diverse backgrounds, skills and experience are critical for strategic and operational decisions, having more women involved at the highest levels of business management and corporate governance can only result in more profitable and well-managed corporations. We are dedicated to helping make that a reality.

Ann Huff Stevens  
Dean and Professor of Economics



# MESSAGE FROM OUR PARTNER



## DEAR BUSINESS LEADERS:

We are privileged to partner with the UC Davis Graduate School of Management on the 11<sup>th</sup> *UC Davis Study of California Women Business Leaders*. This research is the only one of its kind to focus on the gender diversity in the executive suites and boardrooms of corporate California.

Watermark's goal for the study is to recognize companies supporting the advancement of women and ensuring equal opportunity within their organizations, particularly at the executive level and in the boardroom—and to inspire other companies to do the same.

Watermark is the leading membership organization for Bay Area women executives—and those well on their way. Our mission is to increase the representation of women in leadership roles by empowering women to make their mark in their careers, companies and communities.

Since the first UC Davis study in 2005 to today, the Watermark community has eagerly awaited news of companies turning the dial forward in the direction of women's full equality in these top decision-making positions.

We are starting to see CEOs take the initiative to review compensation packages to ensure their female employees are earning the same salary and benefits as male employees in similar jobs.

We've also heard from venture capitalists who value diversity so much that they'll only invest in companies that have at least one female co-founder. And more and more women are speaking up—willing to take a personal and professional risk for what they believe in, and what they know is right.

## Watermark's Leadership Workshops and Board Development Programs

At Watermark, we connect, develop and advocate for women every day—and our members do the same for each other. We offer programming and networking opportunities throughout the Bay Area and our webinars can be accessed by anyone, anywhere, anytime.

Along with supporting the development and advancement of women in business, we also prepare women for nonprofit, private and/or public board service through our Watermark Institute Board Access™ Program. This one-year personalized program is for women who intend to make serving on a board of directors the next step in their career journey.

## Watermark Index

We're very grateful for the work of the UC Davis team in drawing attention to gender diversity issues and identifying companies that are closing the gap. Their work has inspired us to take the report a step further by launching the Watermark Index. Culled from this year's report, the Watermark Index honors the Bay Area-based companies in which women hold 30 percent or more of the top-five compensated positions and board seats.

We're pleased to honor Arista, Genomic Health, Geron, Intersect ENT, Medivation, Restoration Hardware, Simpson Manufacturing, Wells Fargo, Williams-Sonoma, Yahoo and Zendesk, with honorable mentions for First Republic and Hewlett-Packard, on our inaugural list.

The Bay Area is a global hub of innovation and a top destination for some of the world's best talent. Our companies—some among the largest in the world—have the opportunity to lead the business community by example, advancing gender diversity within the top ranks. The Watermark Index is designed to showcase those companies that do.

Achieving balanced gender leadership is good for business and good for our society as a whole. We welcome you to take advantage of what Watermark has to offer. We're here to help you Make Your Mark.

Marlene Williamson  
CEO, Watermark  
marlene@wearewatermark.org  
Make Your Mark



WATERMARK  
Make Your Mark

[wearewatermark.org](http://wearewatermark.org)

# METHODOLOGY

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**T**he sample in our 2015–2016 *UC Davis Study of California Women Business Leaders* represents the 400 largest companies headquartered in California measured by their market capitalization on June 30, 2015. Each firm’s market capitalization was obtained from Wharton Research Data Services (WRDS) using the Compustat database. Assets, revenues and net income are taken from the Compustat database and reflect the fiscal year ending within the 12-month period prior to September 2015.

We use company filings with the Securities & Exchange Commission (SEC) as our primary data source because these filings each represent a legal document. In the event of a post-filing change (i.e., change to the board of directors), our data may not accord with that shown on the company’s website. However, such changes to the board of directors are infrequent.

We compiled data from the SEC’s EDGAR database of annual company filings. When available, we used the most recent Definitive Proxy Report (DEF 14A) for shareholders. If there was no DEF 14A filing in the 12 months prior to September 2015, we used another filing, such as the annual report (10-K), prospectus (424) or definitive proxy statement relating to merger or acquisition (DEFM14A). The information in this study reflects each company’s most recent fiscal year end (most often December 31, 2014). We excluded directors who were not standing for election or re-election at the upcoming shareholder meeting.

Information about the other Fortune 500 company boards (i.e., outside of California) on which these California women directors serve was obtained from the websites of the Fortune 500 companies.

As in previous years, our analysis of highest-paid, named executive officers (i.e., those identified in the Summary Compensation Table) excluded those who left the role prior to the company’s fiscal year end. Highest-paid executives include the chief executive officer (CEO), the chief financial officer (CFO) and the three other most highly compensated executive officers.

Ethnicity data for directors of the 90 public California companies that are on the Fortune 1000 list were supplied by Microquest Inc. Microquest Inc. obtains data from SEC filings, company press releases, professional association memberships and company websites.

We have taken all reasonable steps to confirm the data and ensure their accuracy. Any remaining errors or omissions are the sole responsibility of the author.

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## Ethnicity Data Provider

Microquest’s diversity database tracks ethnically diverse and Caucasian female Fortune 1000 talent. For more information, see [www.mqc.com](http://www.mqc.com).



# EXECUTIVE SUMMARY

## Summary Findings

Our 11<sup>th</sup> annual study documents progress that is apparent, albeit slow. Women hold 12.3% of board director and highest-paid executive positions at the 400 largest public companies (by market capitalization) that are headquartered in California, an increase of 0.75 percentage points (or 6.5%) from last year. The number of companies with no women dropped below 100 for the first time in our study, to 92 companies, or 23% of the companies in our sample.

## Women Directors

Of the 3,260 board positions, women hold 432 (13.3%) seats, and men hold 2,828 (86.7%) seats. For women, this represents a 6.5% increase from last year, following an 11% increase from the previous year.

## Women Executives

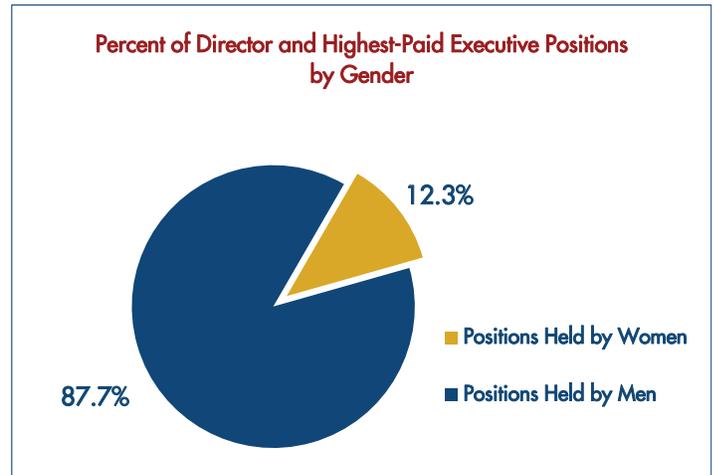
Of the 1,823 highest-paid executives, 191 (10.5%) are women, and 1,632 (89.5%) are men. Only 17 companies have a female chief executive officer (CEO), while 52 have a female chief financial officer (CFO). Executive compensation is \$2.1 million for men and \$1.9 million for women, at the median.

## Industry

Among industries represented by at least 10 companies, the software sector has the greatest proportion of women directors (15.5%), and the financial services sector has the greatest percentage of women among highest-paid executives (14.1%).

## Size Matters

The companies in this study together account for \$4.9 trillion in shareholder value. The largest 40 companies in our study average \$36 billion in revenues and 20.4% women directors. The smallest 40 companies average \$6 million in revenues and 8.5% women directors.



## Location, Location, Location

San Francisco Bay Area companies have 14.5% women directors and 10.9% women among their highest-paid executives. Southern California companies have 11.7% and 9.6%, respectively. See page 24 for a spotlight on the Bay Area.

# TRENDS

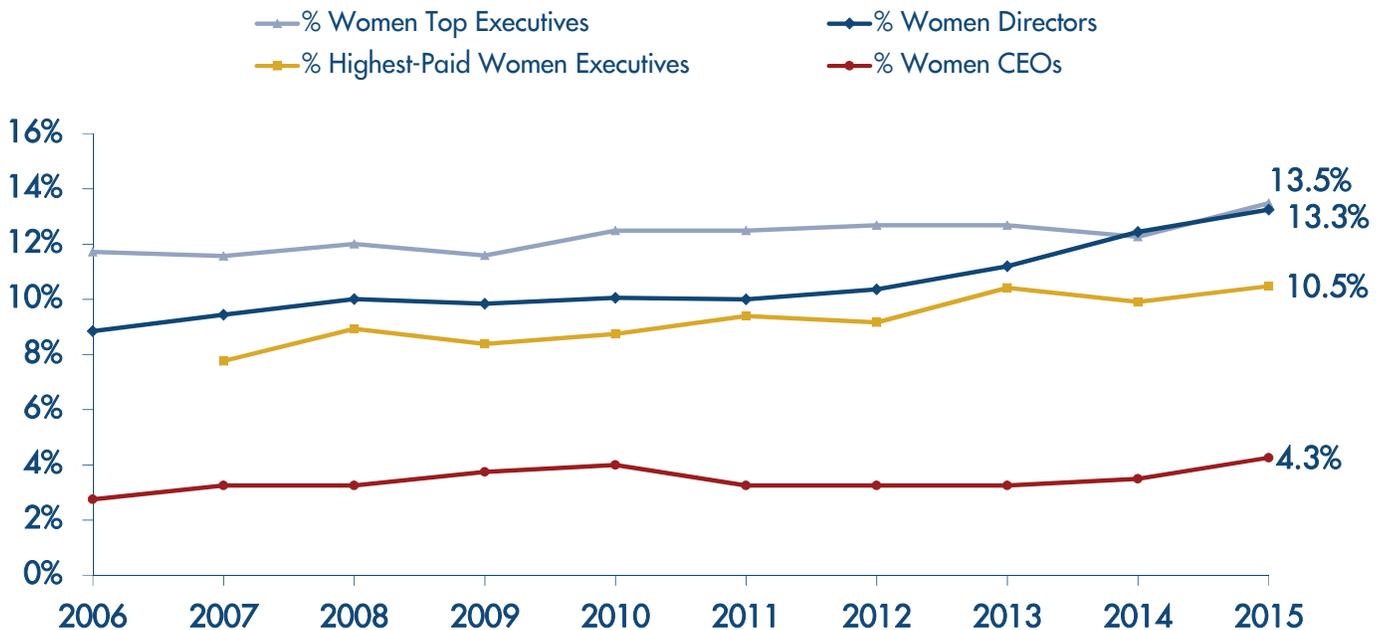
At the UC Davis Graduate School of Management, we have tracked the percentage of women in corporate leadership at public companies headquartered in California for more than a decade. The chart below shows the percentage of women in four leadership roles: directors, top executives, highest-paid executives and CEOs. These individuals are named by public companies in required proxy statements filed with the Securities and Exchange Commission (SEC).

On a percentage basis, the greatest change in 2015 is in the percentage of women CEOs, which rose from 3.5% to 4.3%, representing a net increase of three women, or 21%, from last year. Companies with women at the helm have, on average, 38% more women leaders (excluding the CEO) than companies with a male CEO.

Among directors, the share of women gained 4.4 percentage points, from 8.8% in 2006, when we began collecting this data for the largest 400 public companies, to 13.3% in 2015. This change represents a 50% increase over that time, predominantly due to improved representation of female directors in the 167 companies that appeared in our study in both 2006 and 2015, rather than changes in the makeup of the 400-company sample. Among these 167 companies, the industry responsible for the biggest share of this change is technology hardware, followed by technology software and consumer goods.

Among highest-paid executives, the share of women went from 7.8% in 2007 to 10.5% in 2015. This change represents a 35% increase over that time.

## Percent of Women Directors, Executives and CEOs at California's 400 Largest Public Companies<sup>1</sup>



<sup>1</sup>The 2005 census is excluded because it included only 200 firms.

# TOP 25 COMPANIES

## California's Top 25 Companies with Highest Percentage Women<sup>1</sup>

2015 RANK	2014 RANK	COMPANY	CEO (GENDER)	% WOMEN LEADERS	RETURN ON ASSETS	RETURN ON EQUITY
1	1	Williams-Sonoma Inc.	Laura J. Alber (F)	57.1%	13.3%	24.9%
2	4	LTC Properties Inc.	Wendy L. Simpson (F)	50.0%	7.6%	11.4%
3	13	Halozyne Therapeutics Inc.	Helen I. Torley (F)	44.4%	-41.2%	-640.2%
4	5	American States Water Co.	Robert J. Sprowls (M)	42.9%	4.4%	12.2%
5	5	Medivation Inc.	David T. Hung (M)	41.7%	30.3%	105.1%
6	9	Wells Fargo & Co.	John G. Stumpf (M)	40.9%	1.4%	13.0%
7	-	Intersect ENT Inc.	Lisa D. Earnhardt (F)	40.0%	-29.2%	-54.0%
7	-	Zendesk Inc.	Mikkel Svane (M)	40.0%	-32.8%	-97.1%
9	5	Simpson Manufacturing Co. Inc.	Karen Colonias (F)	38.5%	6.5%	7.5%
10	10	AMN Healthcare Services Inc.	Susan R. Salka (F)	33.3%	4.9%	14.0%
10	26	East West Bancorp	Dominic Ng (M)	33.3%	1.2%	13.1%
10	13	Geron Corp.	John A. Scarlett (M)	33.3%	-20.7%	-37.5%
10	24	Sempra Energy	Debra L. Reed (F)	33.3%	2.9%	10.4%
14	18	Receptos Inc.	Faheem Hasnain (M)	30.8%	-17.0%	-32.8%
14	32	Restoration Hardware Holdings Inc.	Gary Friedman (M)	30.8%	6.0%	14.6%
14	22	Yahoo! Inc.	Marissa A. Mayer (F)	30.8%	12.1%	29.0%
17	-	Arista Networks Inc.	Jayshree Ullal (F)	30.0%	10.7%	27.4%
17	13	Genomic Health Inc.	Kimberly J. Popovits (F)	30.0%	-13.2%	-16.9%
17	-	QAD Inc.	Karl F. Lopker (M)	30.0%	4.6%	14.7%
20	-	First Republic Bank	James H. Herbert II (M)	29.4%	1.0%	10.9%
20	21	Hewlett-Packard Co.	Margaret C. Whitman (F)	29.4%	4.9%	18.6%
22	77	Avery Dennison Corp.	Dean A. Scarborough (M)	28.6%	5.7%	19.5%
22	13	Deckers Outdoor Corp.	Angel R. Martinez (M)	28.6%	13.8%	17.3%
22	22	NETGEAR Inc.	Patrick C.S. Lo (M)	28.6%	0.8%	1.2%
22	32	Verifone Systems Inc.	Paul Galant (M)	28.6%	-1.4%	-3.5%
Top 25:			44.0% Female CEOs	35.2%	4.4% <sup>2</sup>	12.2% <sup>2</sup>
The California 400:			4.3% Female CEOs	12.3%	1.9% <sup>2</sup>	7.0% <sup>2</sup>

<sup>1</sup>These are the top 25 public companies in California ranked by total percentage of women among directors and highest-paid executives.

<sup>2</sup>Median return

### The Corporate Leaders of Gender Diversity in the Boardroom and Executive Suite

The Top 25 companies range from 28.6% to 57.1% women leaders, and the top two companies this year have at least as many female leaders as male leaders. At 57.1%, San Francisco-based Williams-Sonoma Inc. has the highest percentage of women leaders in the 11 years of this study.

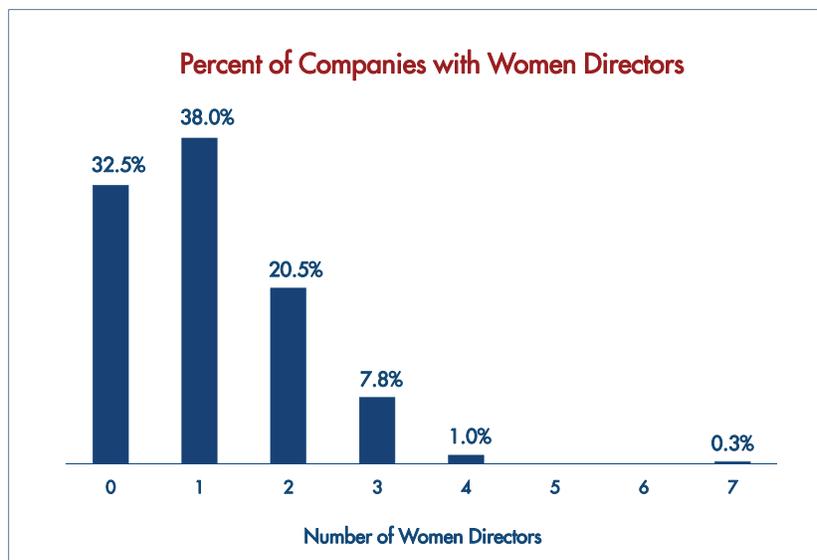
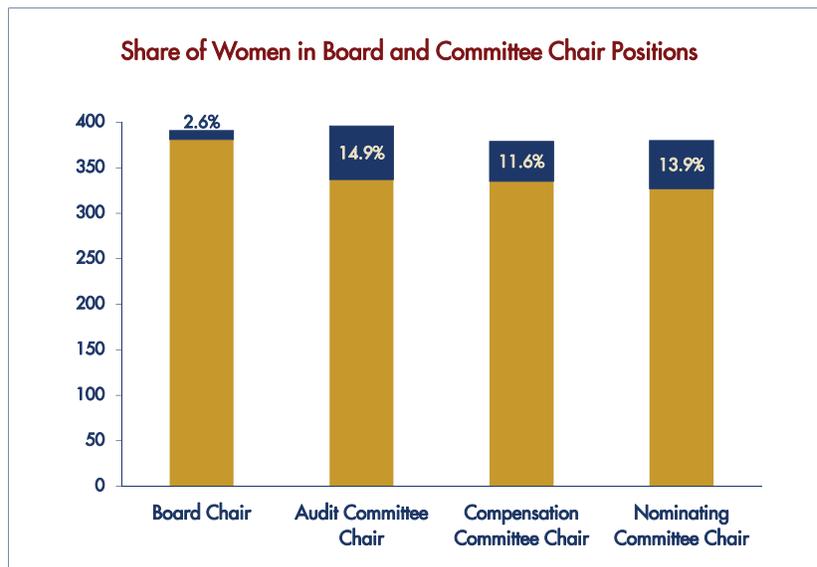
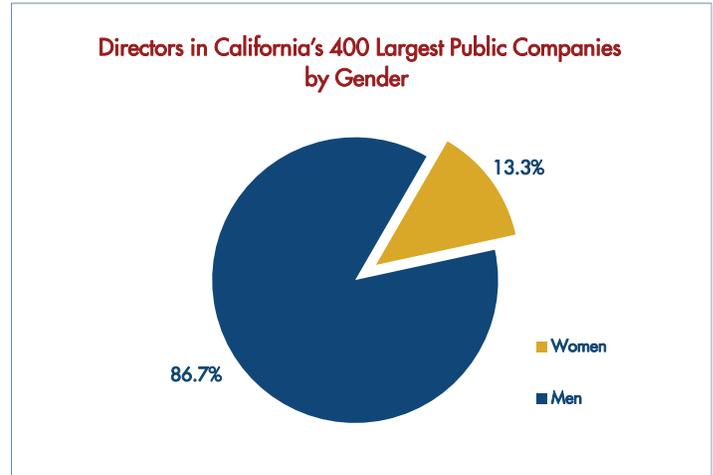
This Top 25 list spans industries and geographic regions. Notably, 15 of these 25 companies are located in the Bay Area, with five in San Francisco County (Williams-Sonoma Inc., Medivation Inc., Wells Fargo & Co., Zendesk Inc. and First Republic Bank) and five in Silicon Valley (Yahoo! Inc., Arista Networks Inc., Hewlett-Packard Co., NETGEAR Inc. and Verifone Systems Inc.).

Return on assets (ROA) and return on equity (ROE) are widely regarded as strong measures of corporate health that control for the resources being used by the company. ROA is measured as the net profit scaled by assets; ROE is measured as the net profit scaled by average shareholder equity. The Top 25 have a median return on assets and equity of 4.4% and 12.2%, respectively. This is at least 74% higher than for the entire sample of 400 companies, although seven of the Top 25 companies have negative ROA and ROE. The question of *why* these measures of corporate health are correlated in our data with the fraction of female leaders remains to be explored. Our findings do not imply any causal relationship.

# WOMEN DIRECTORS

Of the 3,260 director seats at California's largest companies, 432 (13.3%) are held by women and 2,828 (86.7%) are held by men. The proportion of women increased by 6.5%, or 0.8 percentage points, from last year. While women hold 29 more seats this year, boards have also expanded by 20 additional seats since last year, thus diluting the growth in percentage of seats held by women.

Women hold a growing share of nominating, compensation and audit committee chair positions, all of which increased at least 5% from last year. Women hold 2.6% of board chairperson positions, up from 2.3% last year.



# WOMEN BOARD DIRECTORS BY COMPANY

## Companies with Three or More Women Directors

# women directors in 2015 in red (# women directors in 2014 in blue)

Wells Fargo & Co. 7 (5)	Edison International 3 (4)	NETGEAR Inc. 3 (3)
American States Water Co. 4 (4)	Gap Inc. 3 (3)	PG&E Corp. 3 (2)
First Republic Bank 4 (-)	Google Inc. 3 (3)	Qualcomm Inc. 3 (3)
Simpson Manufacturing Co. Inc. 4 (4)	Halozyme Therapeutics Inc. 3 (3)	Receptos Inc. 3 (2)
Williams-Sonoma Inc. 4 (3)	Health Net Inc. 3 (3)	Redwood Trust Inc. 3 (1)
Autodesk Inc. 3 (3)	Hewlett-Packard Co. 3 (3)	Sempra Energy 3 (3)
California Water Service Group 3 (3)	Ingram Micro Inc. 3 (2)	Symantec Corp. 3 (3)
Cisco Systems Inc. 3 (3)	Kaiser Aluminum Corp. 3 (3)	Verifone Systems Inc. 3 (2)
Clorox Co. 3 (3)	Mattel Inc. 3 (3)	Visa Inc. 3 (3)
Deckers Outdoor Corp. 3 (3)	McKesson Corp. 3 (2)	Walt Disney Co. 3 (3)
East West Bancorp 3 (2)	Medivation Inc. 3 (3)	Yahoo! Inc. 3 (3)
eBay Inc. 3 (1)	Netflix Inc. 3 (2)	Zendesk Inc. 3 (-)

## Companies with No Women Directors

8x8 Inc.	Five Prime Therapeutics Inc.	PMC-Sierra Inc.
A10 Networks Inc.	Flextronics International Ltd.	Power Integrations Inc.
Abaxis Inc.	Fluidigm Corp.	Preferred Bank of Los Angeles
Acacia Research Corp.	FormFactor Inc.	Puma Biotechnology Inc.
Aerie Pharmaceuticals Inc.	Fortinet Inc.	Quality Systems Inc.
Aerojet Rocketdyne Holdings Inc.	Fox Factory Holding Corp.	Quantum Corp.
Alexandria Real Estate Equities Inc.	Gigamon Inc.	Regulus Therapeutics Inc.
Ambarella Inc.	Global Eagle Entertainment Inc.	Retrophin Inc.
American Assets Trust Inc.	GoPro Inc.	Rexford Industrial Realty Inc.
American Homes 4 Rent	Guidewire Software Inc.	RPX Corp.
Anworth Mortgage Asset Corp.	Habit Restaurants Inc.	Sabra Health Care REIT Inc.
Apigee Corp.	HomeFed Corp.	Second Sight Medical Products Inc.
Applied Micro Circuits Corp.	Hortonworks Inc.	ServiceSource International Inc.
Arrowhead Research Corp.	Hudson Pacific Properties Inc.	Skechers U.S.A. Inc.
Atmel Corp.	ICU Medical Inc.	Smart & Final Stores Inc.
Avalanche Biotechnologies Inc.	Ignyta Inc.	Sorrento Therapeutics Inc.
Banc of California Inc.	Infinera Corp.	Stamps.com Inc.
Barracuda Networks Inc.	Inphi Corp.	Standard Pacific Corp.
BBCN Bancorp Inc.	Integrated Device Technology Inc.	Starwood Waypoint Residential Trust
Boff Holding Inc.	Invitae Corp.	Synaptics Inc.
BreitBurn Energy Partners LP	IPC The Hospitalist Co. Inc.	TCP Capital Corp.
CAI International Inc.	IXYS Corp.	Tejon Ranch Co.
Calix Inc.	j2 Global Inc.	Terreno Realty Corp.
Callaway Golf Co.	Ligand Pharmaceuticals Inc.	Tessera Technologies Inc.
CareTrust REIT Inc.	Linear Technology Corp.	TiVo Inc.
Cavium Inc.	MannKind Corp.	TrueCar Inc.
Cellular Biomedicine Group	Masimo Corp.	TTM Technologies Inc.
Ceva Inc.	Maxim Integrated Products Inc.	TubeMogul Inc.
Cheesecake Factory Inc.	MaxLinear Inc.	Ubiquiti Networks Inc.
Clean Energy Fuels Corp.	Microsemi Corp.	Ultragenyx Pharmaceutical Inc.
Corcept Therapeutics Inc.	Mirati Therapeutics Inc.	Ultratech Inc.
Core Mark Holding Co. Inc.	MobileIron Inc.	Universal Electronics Inc.
Cubic Corp.	Motorcar Parts of America Inc.	UTi Worldwide Inc.
CVB Financial Corp.	Nevro Corp.	VCA Antech Inc.
Cypress Semiconductor Corp.	Nimble Storage Inc.	Veeva Systems Inc.
El Pollo Loco Holdings Inc.	NMI Holdings Inc.	Versartis Inc.
Electronics for Imaging Inc.	OmniVision Technologies Inc.	ViaSat Inc.
Endologix Inc.	On Assignment Inc.	Virgin America Inc.
Equinix Inc.	Opus Bank	Vital Therapies Inc.
Exar Corp.	OSI Systems Inc.	Western Asset Mortgage Capital Corp.
Exelixis Inc.	Palo Alto Networks Inc.	Xencor Inc.
Farmers & Merchants Bancorp	PDF Solutions Inc.	XOMA Corp.
FibroGen Inc.	Pfenex Inc.	
Finisar Corp.	Plantronics Inc.	

# WHO ARE THE WOMEN DIRECTORS?

## Women Who Serve on Three or More Corporate Boards in the Fortune 500<sup>1</sup>

Patricia F. Russo (5)	Alcoa, General Motors, <b>Hewlett-Packard Co.</b> , KKR, Merck
Charlene Barshefsky (4)	American Express, Estee Lauder, <b>Intel Corp.</b> , Starwood Hotels & Resorts
Alexis M. Herman (4)	Coca-Cola, Cummins, Entergy, MGM Resorts International
Linda Fayne Levinson (4)	<b>Ingram Micro Inc.</b> , <b>Jacobs Engineering Group Inc.</b> , NCR, Western Union
Susan C. Schwab (4)	Boeing, Caterpillar, FedEx, Marriott International
Roxanne S. Austin (3)	Abbott Laboratories, AbbVie, Target
Jenne K. Britell (3)	<b>Crown Media Holdings Inc.</b> , Quest Diagnostics, United Rentals
Ursula M. Burns (3)	American Express, Exxon Mobil, Xerox
Mary Anne Citrino (3)	Dollar Tree, Family Dollar Stores, <b>Health Net Inc.</b>
Carrie S. Cox (3)	Cardinal Health, Celgene, Texas Instruments
Susan L. Decker (3)	Berkshire Hathaway, Costco, <b>Intel Corp.</b>
Irene M. Esteves (3)	Aramark, Level 3 Communications, Spirit AeroSystems Holdings
Brenda J. Gaines (3)	AGL Resources, Fannie Mae, Tenet Healthcare
V. Ann Hailey (3)	Avon Products, Realogy Holdings, W.W. Grainger
Shirley Ann Jackson (3)	FedEx, IBM, Public Service Enterprise Group
Donna A. James (3)	Boston Scientific, Marathon Petroleum, Time Warner Cable
Cynthia T. Jamison (3)	Darden Restaurants, Office Depot, Tractor Supply
Kristina M. Johnson (3)	AES, Boston Scientific, <b>Cisco Systems Inc.</b>
Suzanne Nora Johnson (3)	AIG, Pfizer, <b>Visa Inc.</b>
Nancy J. Karch (3)	Genworth Financial, Kimberly-Clark, MasterCard
Ann McLaughlin Korologos (3)	Harman International Industries, Host Hotels & Resorts, Kellogg
Rochelle B. Lazarus (3)	Blackstone Group, General Electric, Merck
Sara Mathew (3)	Avon Products, Campbell Soup, Freddie Mac
Georgia Ricci Nelson (3)	Ball, CH2M Hill, Cummins
Debra L. Reed (3)	Caterpillar, Halliburton, <b>Sempra Energy</b>
Joyce M. Roché (3)	AT&T, Dr. Pepper Snapple Group, Macy's
Pamela B. Strobel (3)	Domtar, Illinois Tool Works, State Farm Insurance Cos.
Laura D. Tyson (3)	AT&T, <b>CBRE Group Inc.</b> , Morgan Stanley
Suzanne M. Vautrinot (3)	Ecolab, Symantec Corp., Wells Fargo & Co.

<sup>1</sup>Includes companies with headquarters outside California and women who do not serve on any Fortune 500 companies headquartered in California. California companies are shown in bold.

### Executive Chairman

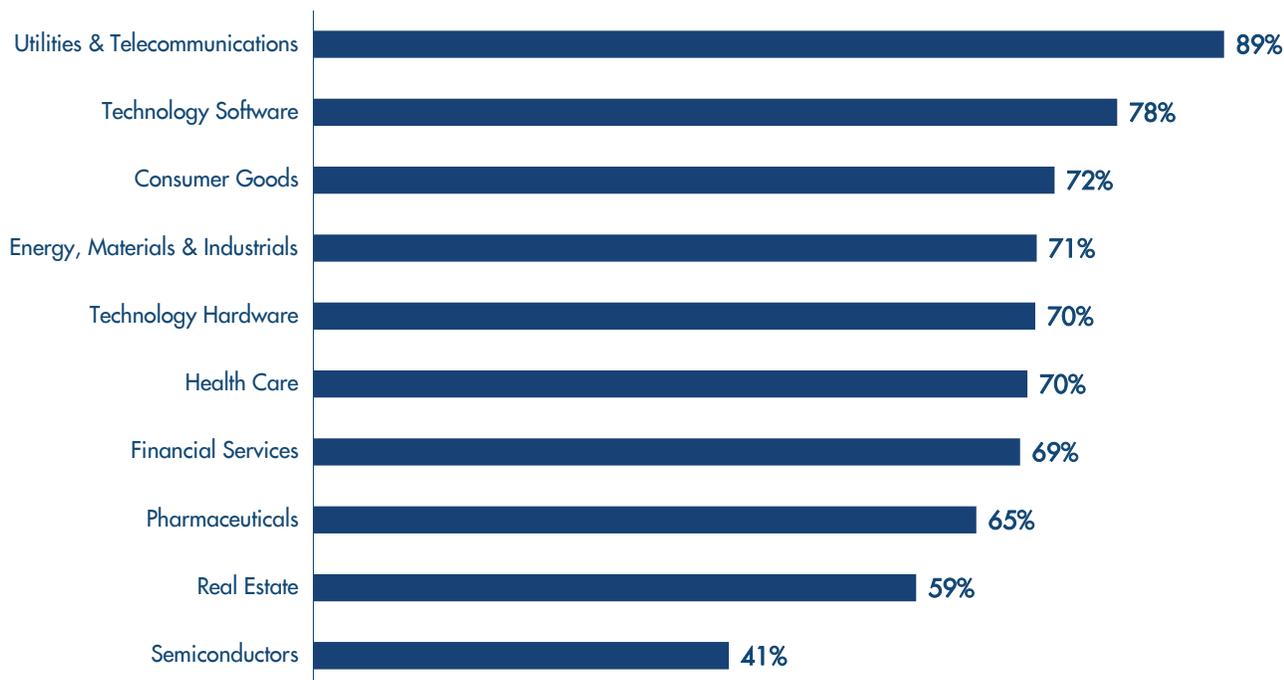
Julia A. Stewart	DineEquity Inc.
Kimberly J. Popovits	Genomic Health Inc.
Margaret C. Whitman	Hewlett-Packard Co.
Wendy L. Simpson	LTC Properties Inc.
Debra L. Reed	Sempra Energy

### Non-Executive Chairman

Jami Dover Nachtsheim	Affymetrix Inc.
Mary Ziping Luo	Amphastar Pharmaceuticals Inc.
Melody Hobson	DreamWorks Animation Inc.
Kathryn E. Falberg	Halozyne Therapeutics Inc.
Pamela M. Lopker	QAD Inc.

# WOMEN BOARD DIRECTORS BY INDUSTRY

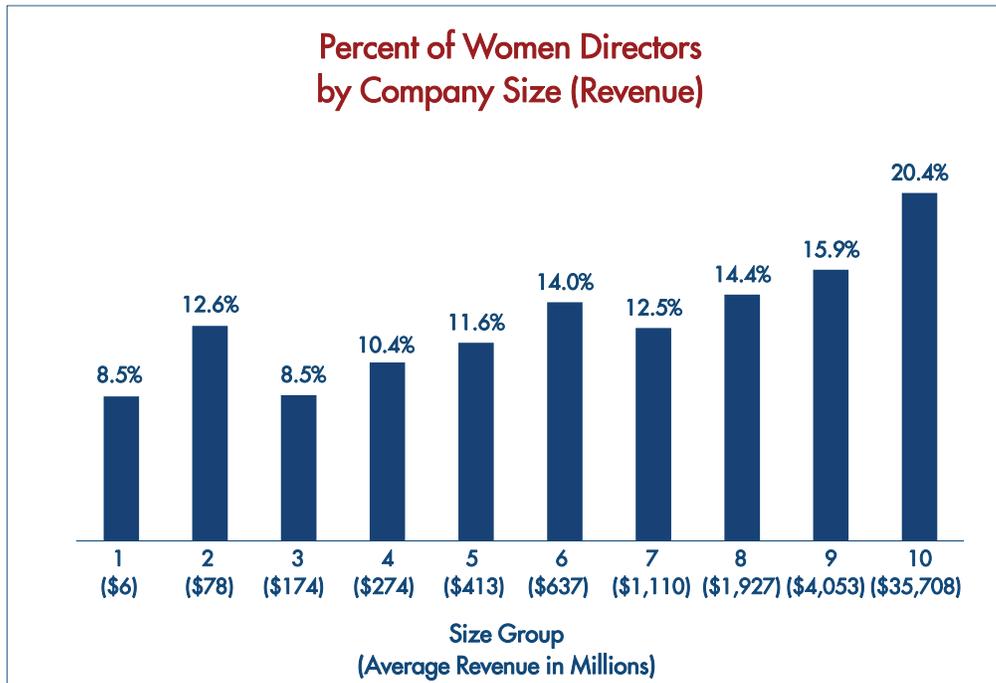
How Industries Compare: Percent of Companies with One or More Women Directors



Percent of Women Directors by Industry

INDUSTRY	% WOMEN DIRECTORS	NUMBER OF COMPANIES	TOTAL REVENUE (M)
Utilities & Telecommunications	24.7%	9	\$43,569
Technology Software	15.5%	65	\$215,511
Consumer Goods	14.4%	47	\$162,837
Technology Hardware	13.8%	44	\$524,528
Financial Services	13.4%	29	\$121,672
Pharmaceuticals	13.1%	68	\$61,350
Health Care	12.9%	33	\$224,864
Energy, Materials & Industrials	12.8%	34	\$273,754
Real Estate	10.9%	34	\$31,082
Semiconductors	6.9%	37	\$116,084

# WOMEN BOARD DIRECTORS BY COMPANY SIZE



**Number of Women Directors by Company Size**

SIZE GROUP	AVERAGE REVENUE (IN MILLIONS)	AVERAGE SIZE OF BOARD	COMPANIES WITH NO WOMEN	COMPANIES WITH ONE WOMAN	COMPANIES WITH TWO OR MORE WOMEN	% WOMEN
1	\$6	7.1	23	11	6	8.5%
2	\$78	7.0	19	9	12	12.6%
3	\$174	7.6	18	18	4	8.5%
4	\$274	7.4	16	18	6	10.4%
5	\$413	8.0	14	17	9	11.6%
6	\$637	7.9	12	16	12	14.0%
7	\$1,110	8.2	13	16	11	12.5%
8	\$1,927	8.3	9	18	13	14.4%
9	\$4,053	9.5	4	19	17	15.9%
10	\$35,708	10.6	2	10	28	20.4%

**Women Directors in California Companies in the Fortune 1000**

COMPANY NAME (FORTUNE RANK)	# WOMEN DIRECTORS	% WOMEN DIRECTORS
Chevron Corp. (3)	2	16.7%
Apple Inc. (5)	2	28.6%
McKesson Corp. (11)	3	27.3%
Hewlett-Packard Co. (19)	3	25.0%
Wells Fargo & Co. (30)	7	43.8%
Google Inc. (40)	3	27.3%
Intel Corp. (52)	2	18.2%
Walt Disney Co. (57)	3	30.0%
Cisco Systems Inc. (60)	3	30.0%
Ingram Micro Inc. (62)	3	30.0%
Oracle Corp. (81)	2	18.2%
36 companies in Fortune 101–500	70	18.5%
43 companies in Fortune 501–1000	57	15.0%

# WOMEN BOARD DIRECTORS BY LOCATION

By Region	# Firms	% Women Directors
Central Coast	12	15.2%
Bay Area	223	14.5%
Southern California	161	11.7%
Central Valley	4	2.6%

Central Coast	# Firms	% Women Directors
Santa Barbara	3	23.8%
Ventura	6	16.4%
Santa Cruz	3	4.3%

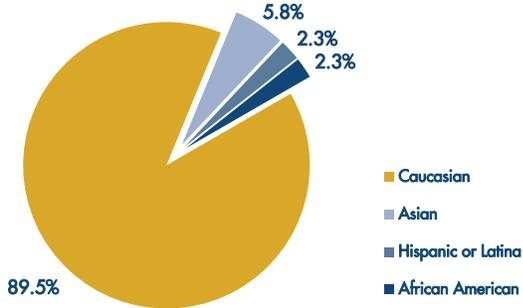
Bay Area	# Firms	% Women Directors
Marin	7	21.3%
San Francisco	32	20.2%
Contra Costa	5	20.0%
San Mateo	42	13.9%
Alameda	31	13.1%
Santa Clara	104	12.7%
Sonoma	2	6.3%

Southern California	# Firms	% Women Directors
San Diego	39	13.3%
Los Angeles	82	11.6%
Orange	37	10.5%
Riverside	1	10.0%
San Bernardino	2	6.3%

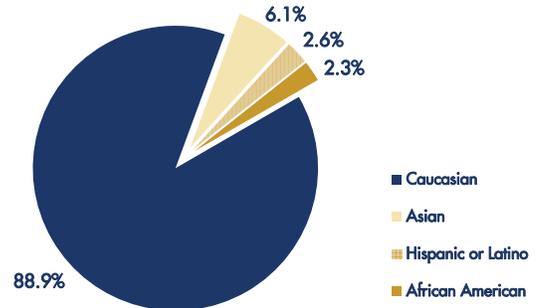
Central Valley	# Firms	% Women Directors
Butte	1	8.3%
Kern	1	0.0%
Sacramento	1	0.0%
San Joaquin	1	0.0%

# WOMEN BOARD DIRECTORS: RACE & ETHNICITY

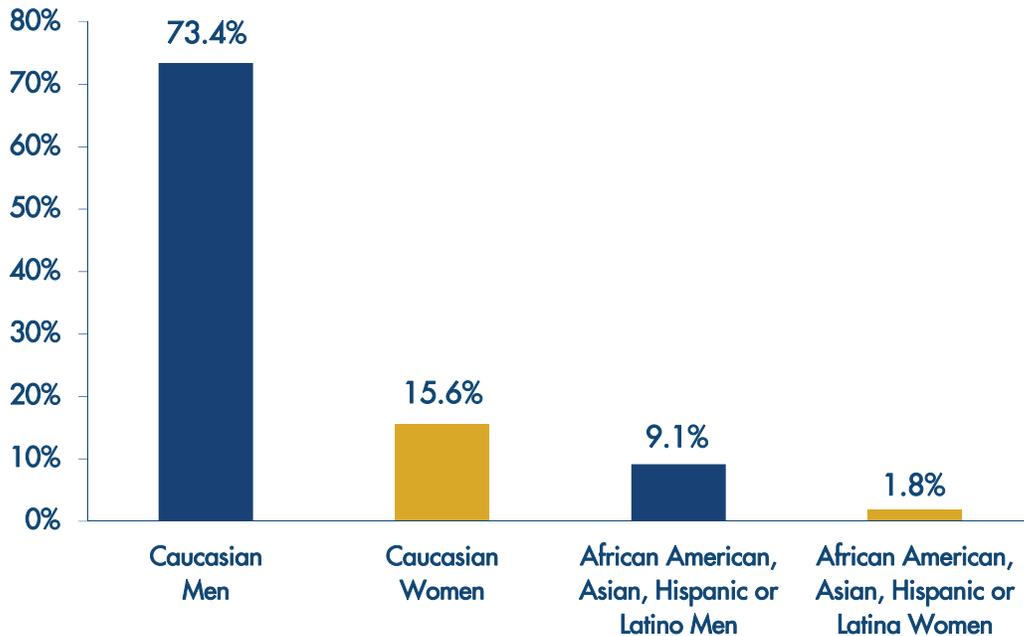
Ethnicity of Women Directors in California's 90 Public Companies on the Fortune 1000 List



Ethnicity of Men Directors in California's 90 Public Companies on the Fortune 1000 List



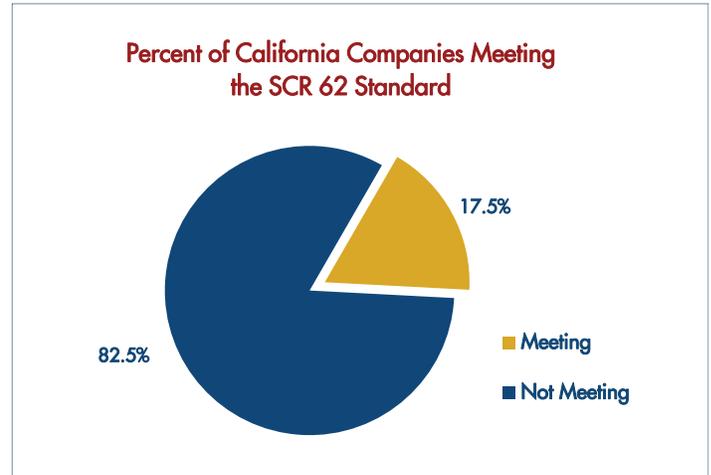
Percent of Directors by Ethnicity in California's 90 Public Companies on the Fortune 1000 List



# PUBLIC POLICY IMPACT

In September 2013 the California legislature passed a resolution, the first of its kind in the nation, calling for public companies to add more women to their boards of directors. The UC Davis study and the work of many groups were cited in the resolution and by the resolution sponsors for raising the visibility of this important corporate governance issue.

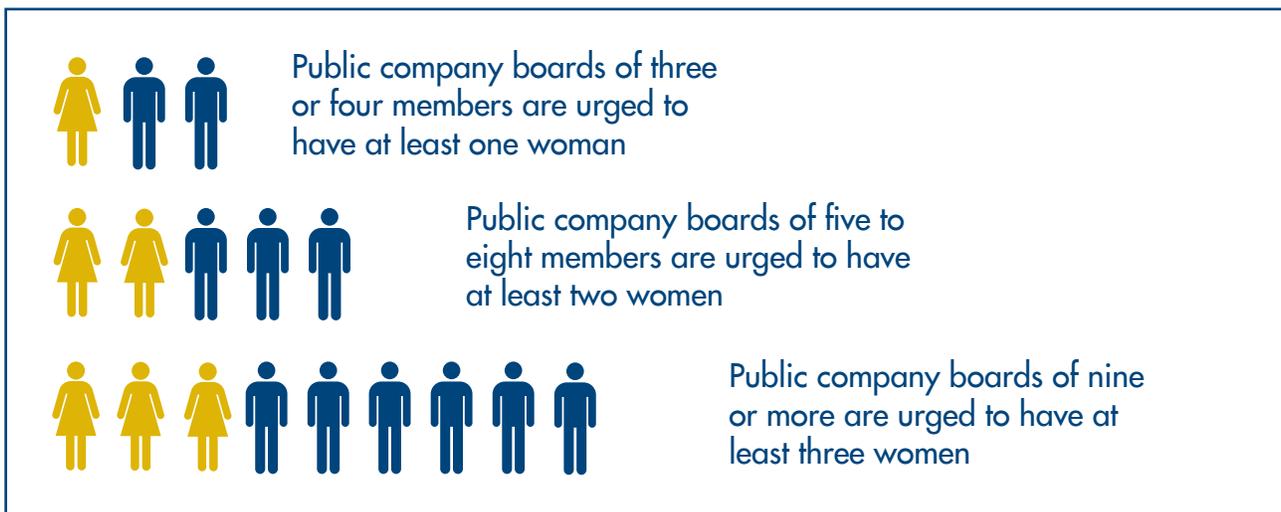
Although non-binding, Senate Concurrent Resolution 62 (SCR-62) sets goals for the number of women based on the size of the company's board (three or more women for boards of nine or more directors, two or more women for boards of five to eight directors, and one woman for smaller boards).



In our study of the largest 400 public companies, the percentage of firms that meet the goals of SCR-62 increased from 15.8% in 2014 to 17.5% (70 companies) in 2015. The 2015 data reflect company boards at the end of each firm's fiscal year, most often December 31, 2014, when the resolution had been in effect for one full year. Of these 70 firms meeting the goals, more than one-third (24, or 34%) are in the computer hardware and software industries.

Thirteen companies that were also in our study last year, but were not meeting the standards of SCR-62 at that time, have added at least one woman this year and now meet the standards. These companies are Affymetrix Inc., Apple Inc., East West Bancorp, eBay Inc., Green Dot Corp., Ingram Micro Inc., Jack in the Box Inc., McKesson Corp., PG&E Corp., Raptor Pharmaceutical Corp., Redwood Trust Inc., Sangamo BioSciences Inc. and Zynga Inc.

Overall, the resolution has not had a discernable impact on the proportion of women on the boards of the largest public California companies since it took effect. Unless these trends change dramatically, California companies are unlikely to meet the resolution's goals by December 2016.

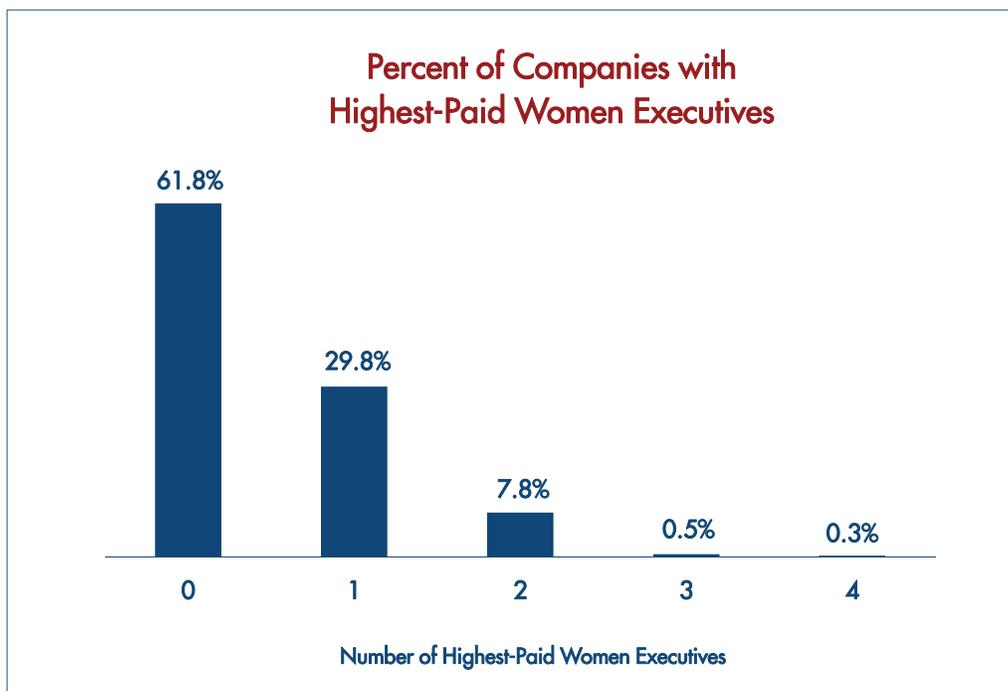
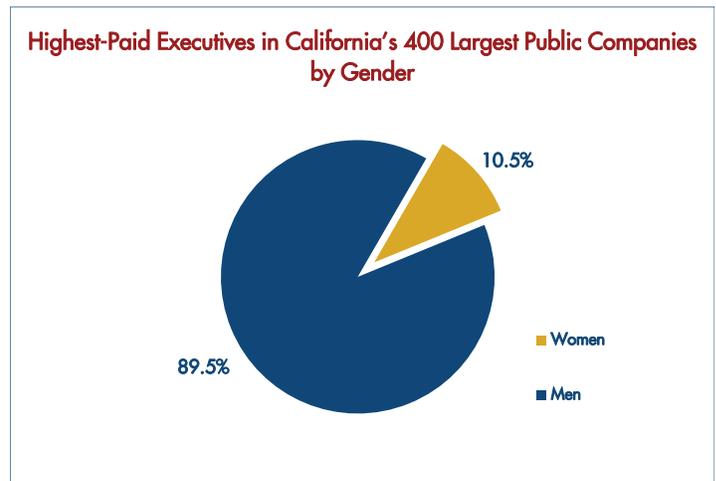


# WOMEN EXECUTIVES

Of the 1,823 highest-paid executives reported by California's 400 largest companies, 191 (10.5%) are women and 1,632 (89.5%) are men. This represents an increase of six women from last year (5.8% or 0.6 percentage points), despite 45 fewer highest-paid executive positions. The highest-paid executives include the CEO, CFO and typically up to three other executive officers.

Of the 400 companies in our study, four were in the process of a CEO search at fiscal year end, so 396 reported the name of a CEO, co-CEO or interim CEO (399 names in total). Only 17 (4.3%) of these companies have a female CEO, up from 14 last year. Fifty-two companies have a female CFO (up from 50 last year), and 13 have a female chief operating officer (down from 14 last year).

As a second measure of executive officers, we also consider the superset of all named executive officers at the company, including those reported as the highest paid. Companies reported to the SEC up to 16 executive officers, although on average each company reported 6.4 names. Of all of these 2,544 top executive officers, 343 (13.5%) are women and 2,201 (86.5%) are men. Among the smaller group of highest-paid executives, 10.5% are women; among the larger group, of named executive officers who are not highest-paid executives, 21.1% are women.



# WOMEN EXECUTIVES BY COMPANY

## Companies with Two or More Highest-Paid Women Executives

# highest-paid women in 2015 in red (# highest-paid women in 2014 in blue)

Williams-Sonoma Inc. 4 (4)	BBCN Bancorp Inc. 2 (1)	Hanmi Financial Corp. 2 (1)	Restoration Hardware Holdings Inc. 2 (1)
LTC Properties Inc. 3 (3)	Castlight Health Inc. 2 (-)	Hewlett-Packard Co. 2 (2)	Starwood Waypoint Residential Trust 2 (-)
Sempra Energy 3 (2)	East West Bancorp 2 (2)	Intersect ENT Inc. 2 (-)	Synaptics Inc. 2 (1)
Accuray Inc. 2 (1)	Endologix Inc. 2 (1)	Isis Pharmaceuticals Inc. 2 (2)	Teledyne Technologies Inc. 2 (2)
AeroVironment Inc. 2 (0)	Ensign Group Inc. 2 (2)	LendingClub Corp. 2 (-)	Varian Medical Systems Inc. 2 (2)
American Homes 4 Rent 2 (1)	Exelixis Inc. 2 (2)	Medivation Inc. 2 (2)	Wells Fargo & Co. 2 (2)
American States Water Co. 2 (2)	Geron Corp. 2 (2)	Monolithic Power Systems Inc. 2 (2)	Wilshire Bancorp Inc. 2 (1)
AMN Healthcare Services Inc. 2 (2)	GoPro Inc. 2 (-)	NVIDIA Corp. 2 (2)	
Avery Dennison Corp. 2 (1)	Guidewire Software Inc. 2 (2)	QAD Inc. 2 (-)	

## Companies with No Women Among the Highest-Paid Executives

A10 Networks Inc.	DepoMed Inc.	Korn/Ferry International	Rubicon Project Inc.
Abaxis Inc.	Dermira Inc.	KYThera Biopharmaceuticals Inc.	Ryland Group Inc.
Acacia Research Corp.	DexCom Inc.	Ligand Pharmaceuticals Inc.	Salesforce.com Inc.
ACADIA Pharmaceuticals Inc.	Digital Realty Trust Inc.	Linear Technology Corp.	Sangamo BioSciences Inc.
Activision Blizzard Inc.	Dalby Laboratories Inc.	LinkedIn Corp.	Sanmina-SCI Corp.
Adobe Systems Inc.	Douglas Emmett Inc.	Lions Gate Entertainment Corp.	Schwab Corp.
Aerie Pharmaceuticals Inc.	DTS Inc.	Macerich Co.	Semtech Corp.
Affymetrix Inc.	Dynavax Technologies Corp.	MannKind Corp.	ServiceNow Inc.
Air Lease Corp.	eBay Inc.	Marcus & Millichap Inc.	ShoreTel Inc.
Alexandria Real Estate Equities Inc.	Edison International	Marketo Inc.	Shutterfly Inc.
Align Technology Inc.	Edwards Lifesciences Corp.	Masimo Corp.	Silver Spring Networks Inc.
Altera Corp.	El Pollo Loco Holdings Inc.	Mattel Inc.	SJW Corp.
Ambarella Inc.	Electronic Arts Inc.	Maxim Integrated Products Inc.	Skechers U.S.A. Inc.
American Assets Trust Inc.	Electronics for Imaging Inc.	MaxLinear Inc.	SolarCity Corp.
Amgen Inc.	Ellie Mae Inc.	McGrath RentCorp	Sorrento Therapeutics Inc.
Anacor Pharmaceuticals Inc.	Encore Capital Group Inc.	McKesson Corp.	Splunk Inc.
Anworth Mortgage Asset Corp.	Entravision Communications	Mercury General Corp.	Stamps.com Inc.
Apigee Corp.	Essex Property Trust Inc.	Microsemi Corp.	Sunstone Hotel Investors Inc.
Applied Materials Inc.	Exar Corp.	Mirati Therapeutics Inc.	Symantec Corp.
Applied Micro Circuits Corp.	Fair Isaac Corp.	MobileIron Inc.	SYNNEX Corp.
Ardelyx Inc.	Fairchild Semiconductor International Inc.	Monster Beverage Corp.	Synopsys Inc.
Arena Pharmaceuticals Inc.	Farmer Brothers Co.	Motorcar Parts of America Inc.	Tejon Ranch Co.
Ares Management LP	Financial Engines Inc.	Natus Medical Inc.	Terreno Realty Corp.
Arrowhead Research Corp.	Finisar Corp.	Nektar Therapeutics	Tesla Motors Inc.
Atara Biotherapeutics Inc.	First American Financial Corp.	NetApp Inc.	Tessera Technologies Inc.
Atmel Corp.	Flextronics International Ltd.	Netflix Inc.	Tetra Tech Inc.
Avalanche Biotechnologies Inc.	Fluidigm Corp.	NetSuite Inc.	Theravance Inc.
Banc of California Inc.	FormFactor Inc.	Neurocrine Biosciences Inc.	TiVo Inc.
Barracuda Networks Inc.	Fortinet Inc.	Nevro Corp.	TRI Pointe Group Inc.
Biomarin Pharmaceutical Inc.	Fox Factory Holding Corp.	New Relic Inc.	TriCo Bancshares
BioMed Realty Trust Inc.	Gigamon Inc.	Newport Corp.	Trimble Navigation Ltd.
BJ's Restaurants Inc.	Global Eagle Entertainment Inc.	Nimble Storage Inc.	Trinet Group Inc.
Boji Holding Inc.	Glu Mobile Inc.	NuVasive Inc.	TrueCar Inc.
Box Inc.	Google Inc.	Oaktree Capital Group LLC	TTM Technologies Inc.
BreitBurn Energy Partners LP	Guess? Inc.	Omicell Inc.	TubeMogul Inc.
Broadcom Corp.	Habit Restaurants Inc.	On Assignment Inc.	Tutor Perini Corp.
Brocade Communications Systems Inc.	Heron Therapeutics Inc.	OncoMed Pharmaceuticals Inc.	Ubiquiti Networks Inc.
Cadence Design Systems Inc.	Hortonworks Inc.	OSI Systems Inc.	Ultragenyx Pharmaceutical Inc.
CalAmp Corp.	Hudson Pacific Properties Inc.	Otonomy Inc.	Ultratech Inc.
Calavo Growers Inc.	Ignya Inc.	PacWest Bancorp	Universal Electronics Inc.
California Resources Corp.	Illumina Inc.	Palo Alto Networks Inc.	UTi Worldwide Inc.
Calix Inc.	Impax Laboratories Inc.	Pattern Energy Group Inc.	VCA Antech Inc.
Callaway Golf Co.	Imperva Inc.	PDF Solutions Inc.	Veeva Systems Inc.
Callidus Software Inc.	Infinera Corp.	Pfenex Inc.	Versartis Inc.
CareTrust REIT Inc.	Infoblox Inc.	PG&E Corp.	Visa Inc.
Cathay General Bancorp	Ingram Micro Inc.	Power Integrations Inc.	Vital Therapies Inc.
Cavium Inc.	Inphi Corp.	Preferred Bank of Los Angeles	VMware Inc.
CBRE Group Inc.	Integrated Device Technology Inc.	PriceSmart Inc.	WD-40 Co.
Cellular Biomedicine Group	Intersil Corp.	Prologis Inc.	Wesco Aircraft Holdings Inc.
Cepheid Inc.	Intuitive Surgical Inc.	Puma Biotechnology Inc.	Western Asset Mortgage Capital Corp.
Ceva Inc.	InvenSense Inc.	Qualcomm Inc.	Western Digital Corp.
Chegg Inc.	IPC The Hospitalist Co. Inc.	Qualys Inc.	William Lyon Homes
Cisco Systems Inc.	IXYS Corp.	Quidel Corp.	Workday Inc.
Clean Energy Fuels Corp.	j2 Global Inc.	Realty Income Corp.	Xencor Inc.
Clorox Co.	Jack in the Box Inc.	Redwood Trust Inc.	Xilinx Inc.
Coherus BioSciences Inc.	Jacobs Engineering Group Inc.	Regulus Therapeutics Inc.	XOMA Corp.
Colony Financial Inc.	JDS Uniphase Corp.	Resmed Inc.	Xoom Corp.
CoreLogic Inc.	Kaiser Aluminum Corp.	Retail Opportunity Investments Corp.	Yelp Inc.
Coupons.com Inc.	KB Home	Revance Therapeutics Inc.	Yodlee Inc.
Cubic Corp.	Keysight Technologies Inc.	Rexford Industrial Realty Inc.	ZELTIQ Aesthetics Inc.
CVB Financial Corp.	Kilroy Realty Corp.	RingCentral Inc.	Zynga Inc.
Cypress Semiconductor Corp.	KLA-Tencor Corp.	Robert Half International Inc.	

# WOMEN IN THE MOST IMPORTANT CORPORATE ROLES

## Chief Executive Officer

Lisa T. Su	Advanced Micro Devices Inc.
Susan R. Salka	AMN Healthcare Services Inc.
Jayshree Ullal	Arista Networks Inc.
Julia A. Stewart	DineEquity Inc.
Kimberly J. Popovits	Genomic Health Inc.
Helen I. Torley	Halozyme Therapeutics Inc.
Lauralee E. Martin	HCP Inc.
Margaret C. Whitman	Hewlett-Packard Co.
Lisa D. Earnhardt	Intersect ENT Inc.
Bethany Mayer	Ixia
Wendy L. Simpson	LTC Properties Inc.
Barbara Rentler	Ross Stores Inc.
Selina Y. Lo	Ruckus Wireless Inc.
Debra L. Reed	Sempra Energy
Karen Colonias	Simpson Manufacturing Co. Inc.
Laura J. Alber	Williams-Sonoma Inc.
Marissa A. Mayer	Yahoo! Inc.

Note: Safra Catz is currently serving as Co-CEO of Oracle Corp., but this was not reflected in the company's most recent proxy statement filed prior to 9/1/2015. Similarly, Julie Anne Smith became CEO of Raptor Pharmaceutical Corp. in January, 2015, after the company's fiscal year end.

## Chief Operating Officer / President

Lisa T. Su	Advanced Micro Devices Inc.
Jane A. Chmielinski	AECOM Technology Corp.
Susan R. Salka	AMN Healthcare Services Inc.
Mary Ziping Luo	Amphastar Pharmaceuticals Inc.
Jayshree Ullal	Arista Networks Inc.
Kyu S. Kim	BBCN Bancorp Inc.
Talbot Roche	Blackhawk Network Holdings Inc.
Ann Daly	DreamWorks Animation Inc.
Julia S. Gouw	East West Bancorp
Sheryl K. Sandberg	Facebook Inc.
Katherine August-deWilde	First Republic Bank
Jennifer M. Johnson	Franklin Resources Inc.
Kimberly J. Popovits	Genomic Health Inc.
Nina Richardson <sup>1</sup>	GoPro Inc.
Helen I. Torley	Halozyme Therapeutics Inc.
Bonita I. Lee	Hanmi Financial Corp.
Lauralee E. Martin	HCP Inc.
Margaret C. Whitman	Hewlett-Packard Co.
Renée J. James	Intel Corp.
Lisa D. Earnhardt	Intersect ENT Inc.
B. Lynne Parshall	Isis Pharmaceuticals Inc.
Bethany Mayer	Ixia
Elisa A. Steele	Jive Software Inc.
Robyn M. Denholm	Juniper Networks Inc.
Cynthia M. Butitta	Kite Pharma Inc.
Elma Hawkins	Lion Biotechnologies Inc.
Wendy L. Simpson	LTC Properties Inc.
Terry P. Bayer	Molina Healthcare Inc.
Safra A. Catz	Oracle Corp.
Pamela M. Lopker	QAD Inc.
Julie Anne Smith	Raptor Pharmaceutical Corp.
Selina Y. Lo	Ruckus Wireless Inc.
Karen Colonias	Simpson Manufacturing Co. Inc.
Laura J. Alber	Williams-Sonoma Inc.

<sup>1</sup> Left the role after fiscal year end.

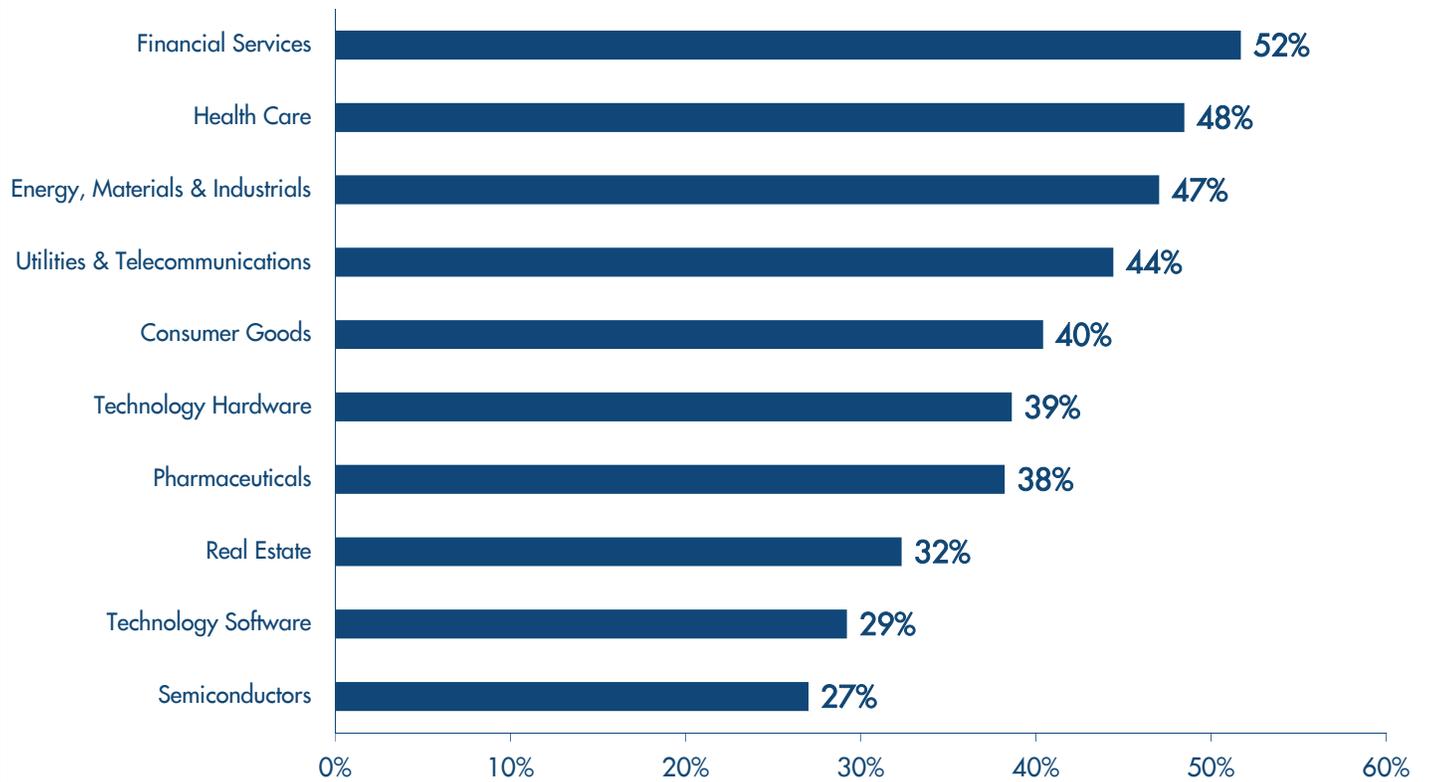
## Chief Financial Officer

Mary Ellen Genovese	8x8 Inc.
Kathleen E. Redd	Aerogjet Rocketdyne Holdings Inc.
Teresa Covington	AeroVironment Inc.
Diana M. Laing	American Homes 4 Rent
Eva G. Tang	American States Water Co.
Christine A. Tsingos	Bio-Rad Laboratories Inc.
Lori A. Varlas	Central Garden & Pet Co.
P.E. Yarrington	Chevron Corp.
Helene Simonet	Coherent Inc.
Stacy Loretz-Congdon	Core Mark Holding Co. Inc.
Irene H. Oh	East West Bancorp
Shelley B. Thunen	Endologix Inc.
Suzanne D. Snapper	Ensign Group Inc.
Deborah Burke	Exelixis Inc.
Sabrina Simmons	Gap Inc.
Olivia K. Bloom	Geron Corp.
Robin L. Washington	Gilead Sciences Inc.
Laurel J. Krzeminski	Granite Construction Inc.
Grace T. Wang	Green Dot Corp.
Karen Blasing	Guidewire Software Inc.
Carolyn V. Aver	Harmonic Inc.
Jessica Baron	Hercules Technology Growth Capital Inc.
Catherine A. Lesjak	Hewlett-Packard Co.
Alison Bauerlein	Inogen Inc.
Jeryl L. Hilleman	Intersect ENT Inc.
Elizabeth L. Hougen	Isis Pharmaceuticals Inc.
Robyn M. Denholm	Juniper Networks Inc.
Cynthia M. Butitta	Kite Pharma Inc.
Carrie Dolan	LendingClub Corp.
Kathy Willard	Live Nation Entertainment Inc.
Pamela J. Shelley-Kessler	LTC Properties Inc.
Meera Rao	Monolithic Power Systems Inc.
Christine M. Gorjanc	NETGEAR Inc.
Colette M. Kress	NVIDIA Corp.
Nicole M. Carrillo	Opus Bank
Safra A. Catz <sup>1</sup>	Oracle Corp.
Susan Barnes	Pacific Biosciences of California Inc.
Anne D. McCallion	PennyMac Mortgage Investment Trust
Pam Strayer	Plantronics Inc.
Laura J. Durr	Polycom Inc.
Mardi C. Dier	Portola Pharmaceuticals Inc.
Jean Hu	QLogic Corp.
Linda M. Breard	Quantum Corp.
Karla R. Lewis	Reliance Steel & Aluminum Co.
Karen Boone	Restoration Hardware Holdings Inc.
Judy Bruner	SanDisk Corp.
Nina A. Tran	Starwood Waypoint Residential Trust
Kathleen A. Bayless	Synaptics Inc.
Susan L. Main	Teledyne Technologies Inc.
Elisha W. Finney	Varian Medical Systems Inc.
Shawn Duffy	ViaSat Inc.
Julie P. Whalen	Williams-Sonoma Inc.

<sup>1</sup> Promoted to CEO after fiscal year end and no longer serving in this role.

# WOMEN EXECUTIVES BY INDUSTRY

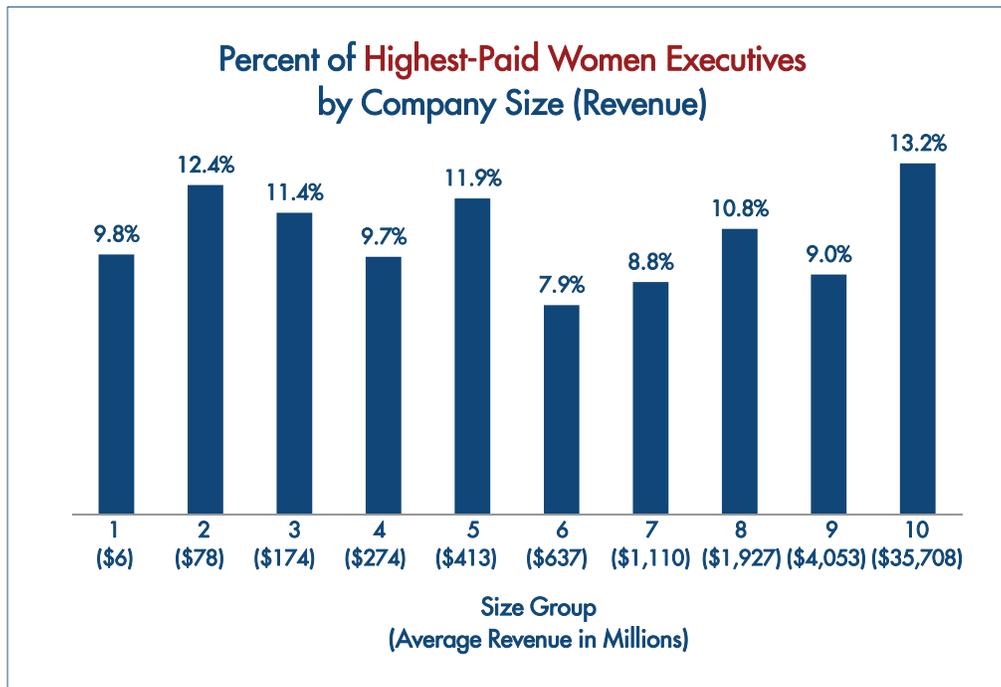
How Industries Compare: Percent of Companies with One or More Highest-Paid Women Executives



Percent of Highest-Paid Women Executives by Industry

INDUSTRY	% HIGHEST-PAID WOMEN EXECUTIVES	NUMBER OF COMPANIES	TOTAL REVENUE (M)
Utilities & Telecommunications	16.7%	9	\$43,569
Financial Services	14.1%	29	\$121,672
Health Care	14.0%	33	\$224,864
Energy, Materials & Industrials	11.4%	34	\$273,754
Pharmaceuticals	11.4%	68	\$61,350
Consumer Goods	11.0%	47	\$162,837
Real Estate	9.5%	34	\$31,082
Technology Hardware	8.5%	44	\$524,528
Technology Software	7.7%	65	\$215,511
Semiconductors	7.6%	37	\$116,084

# WOMEN EXECUTIVES BY COMPANY SIZE



**Number of Highest-Paid Women Executives by Company Size**

SIZE GROUP	AVERAGE REVENUE (IN MILLIONS)	AVERAGE NUMBER OF HIGHEST-PAID EXECUTIVES	COMPANIES WITH NO WOMEN	COMPANIES WITH ONE WOMAN	COMPANIES WITH TWO OR MORE WOMEN	% WOMEN
1	\$6	3.8	27	11	2	9.8%
2	\$78	3.8	25	12	3	12.4%
3	\$174	4.2	26	9	5	11.4%
4	\$274	4.4	26	11	3	9.7%
5	\$413	4.8	22	13	5	11.9%
6	\$637	4.8	27	11	2	7.9%
7	\$1,110	4.9	27	9	4	8.8%
8	\$1,927	4.9	22	15	3	10.8%
9	\$4,053	5.0	27	10	3	9.0%
10	\$35,708	5.1	18	18	4	13.2%

**Highest-Paid Women Executives in California Companies in the Fortune 1000**

COMPANY NAME (FORTUNE RANK)	# HIGHEST-PAID WOMEN EXECUTIVES	% HIGHEST-PAID WOMEN EXECUTIVES
Chevron Corp. (3)	1	20.0%
Apple Inc. (5)	1	20.0%
McKesson Corp. (11)	0	0.0%
Hewlett-Packard Co. (19)	2	40.0%
Wells Fargo & Co. (30)	2	33.3%
Google Inc. (40)	0	0.0%
Intel Corp. (52)	1	20.0%
Walt Disney Co. (57)	1	20.0%
Cisco Systems Inc. (60)	0	0.0%
Ingram Micro Inc. (62)	0	0.0%
Oracle Corp. (81)	1	20.0%
36 companies in Fortune 101-500	19	10.3%
43 companies in Fortune 501-1000	23	11.0%

# WOMEN EXECUTIVES BY LOCATION

By Region	# Firms	% Highest-Paid Women Executives
Central Coast	12	15.5%
Bay Area	223	10.9%
Southern California	161	9.6%
Central Valley	4	9.5%

Central Coast	# Firms	% Highest-Paid Women Executives
Santa Barbara	3	33.3%
Santa Cruz	3	15.4%
Ventura	6	9.1%

Bay Area	# Firms	% Highest-Paid Women Executives
Contra Costa	5	16.7%
Marin	7	15.6%
San Francisco	32	15.1%
San Mateo	42	14.9%
Santa Clara	104	8.6%
Alameda	31	7.9%
Sonoma	2	0.0%

Southern California	# Firms	% Highest-Paid Women Executives
San Bernardino	2	12.5%
Los Angeles	82	10.4%
Orange	37	9.5%
San Diego	39	8.0%
Riverside	1	0.0%

Central Valley	# Firms	% Highest-Paid Women Executives
Sacramento	1	20.0%
San Joaquin	1	16.7%
Butte	1	0.0%
Kern	1	0.0%

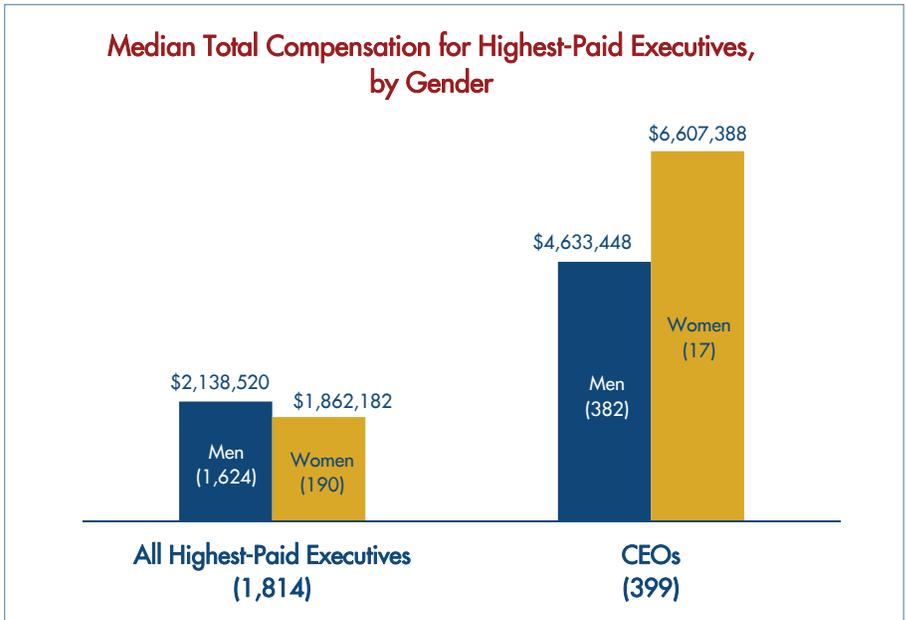
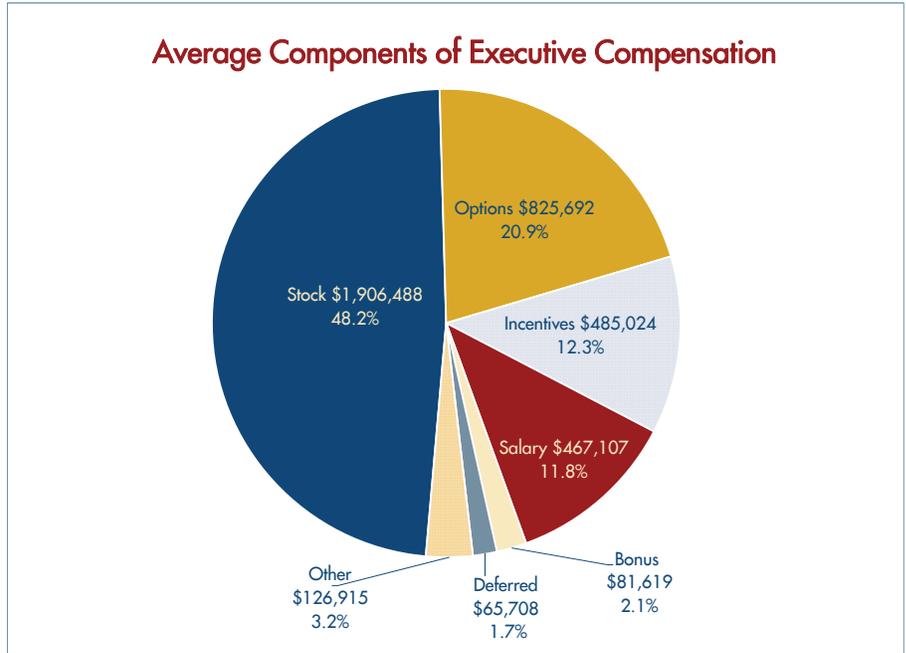
# EXECUTIVE COMPENSATION

In annual disclosures filed with the SEC, California's 400 largest public companies reported the total compensation, and its components, for each of their five highest-paid executives. This includes the CEO, the CFO and the next three highest-paid executive officers. Two firms (TCP Capital Corp. and Colony Financial Inc.) did not report executive compensation since executives did not receive direct compensation from the firm.

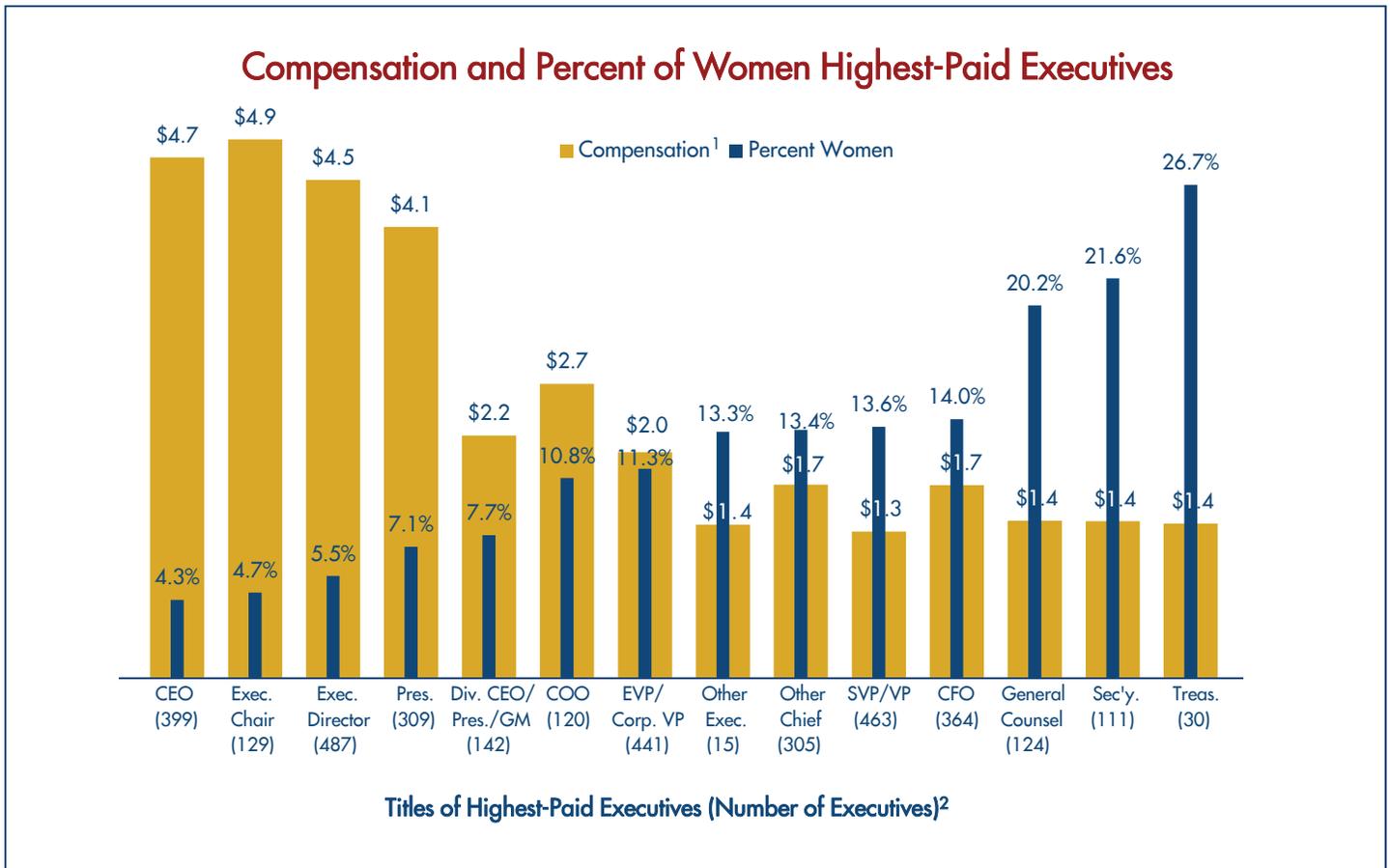
Among the 1,814 executives whose compensation was reported, salaries account for on average 11.8% of total compensation this year. The total compensation ranged from \$0 to \$130 million, with an average of \$4.0 million. We find that the median value of total compensation for highest-paid executives is \$2.1 million. Half of these executives received total compensation in excess of the median value, and half received less. For women, the median total compensation is \$1.9 million, and for men it is \$2.1 million, since men hold nearly 90% of these positions. Relative to the average, the median has the benefit of not being influenced by extreme values. For comparison, highest-paid male executives earned an average of \$4.0 million, and women earned an average of \$3.7 million.

Among the 399 CEOs, median total compensation is \$4.7 million, an increase from \$3.9 million last year. The 129 executives in board chairperson roles earned a median total compensation of \$4.9 million.

As for salary, the median salary for women who are highest-paid executives is \$378,743, or 92% that of men (\$400,000). Women received less pay than men in stock and incentives, as summarized by the median, but more pay than men in options and other compensation. The median total compensation for women is 87% that for men. This does not account for differences in roles or experience.



# EXECUTIVE COMPENSATION



<sup>1</sup>Each bar shows the median value of the total compensation among men and women in the role, measured in millions. Unlike the average, the median is not influenced by extreme values.

<sup>2</sup>Groups are not mutually exclusive. With mutually exclusive groups, the results are qualitatively equivalent.

We categorize the highest-paid executives into 14 non-exclusive common job roles according to their job title reported in the SEC proxy filing. Next, we rank these categories in order of the presence of women in those roles. This is not a complete census of executives in each role; our data include only the subset of executives in each role who are also among the five highest-paid executives at their respective company.

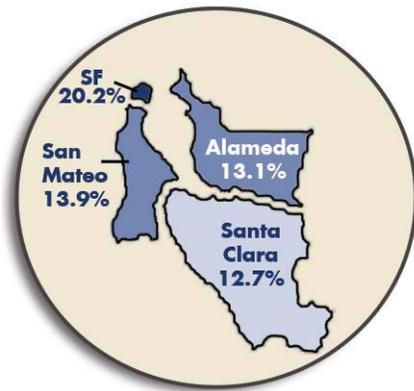
We find that the executive roles with the highest percentage of women in our data are those with compara-

tively lower median total compensation among men and women in the role—such as CFO, general counsel, corporate secretary and treasurer. Similarly, the roles with the lowest percentage of women are those with higher median total compensation—such as CEO, executive chairperson, executive director and president. There is a clear negative relationship between the median total compensation in each role and the presence of women in the roles. This implies that the economic rewards of corporate leadership are accruing more rapidly to men than to women.

# SAN FRANCISCO BAY AREA

The San Francisco Bay Area deserves particular attention on two fronts: it is home to San Francisco County, which consistently has the highest share of women directors, and is home to the world's high-tech innovation hub, Silicon Valley, in Santa Clara County, where the presence of women executives is often the lowest. The 104 companies headquartered in Santa Clara County represent 26% of our sample, while San Francisco-based companies account for 8%.

## Percentage of Women Directors by County



Santa Clara County is home to 104 large public companies, making it the largest county in our study, with more than three times the number of companies of San Francisco County, which is home to 32 large public companies. Of the 104 companies in Santa Clara, only 20 are in industries *other than* hardware, software and semiconductors. Since 2010, women directors in the software sector have risen from 8.7% to 15.5% and in the hardware sector from 8.0% to 13.8%. Meanwhile, Santa Clara County rose less dramatically from 8.9% in 2010 to 12.7% in 2015, reflecting that the technology companies with the most gender-diverse boards are located outside Silicon Valley. Topping that list is software company Zendesk Inc. with 50% women directors. Zendesk Inc. is based in San Francisco County, which rose from 14.4% to 20.2% women directors between 2010 and 2015.

## The Watermark Index

This year our partner on the study, Watermark, introduces its first annual index to recognize Bay Area companies for gender diversity in their top leadership, based on our data. Companies in the Watermark Index have 30% or more women among directors and highest-paid executives. This inaugural index includes the 11 companies (or 4.9% of our study's 223 Bay Area companies) that meet the benchmark. Of these companies, more are headquartered in San Francisco than in any other county (four of 11), and two are high-technology companies headquartered in Santa Clara County. Below are the companies in the Watermark Index and their percentage of women directors and highest-paid executives.

Rank	Company	% Women
1	Williams-Sonoma Inc.	57.1%
2	Medivation Inc.	41.7%
3	Wells Fargo & Co.	40.9%
4	Intersect ENT Inc.	40.0%
4	Zendesk Inc.	40.0%
6	Simpson Manufacturing Co. Inc.	38.5%
7	Geron Corp.	33.3%
8	Restoration Hardware Holdings Inc.	30.8%
8	Yahoo! Inc.	30.8%
10	Arista Networks Inc.	30.0%
10	Genomic Health Inc.	30.0%

Although the representation of women on boards in technology software and hardware companies is improving, the share of women among highest-paid executives in Santa Clara County is not, and stands at 8.6%. In addition, there are 92 companies among our California 400 with no women directors or highest-paid executives, and the largest share (30 of 92, or 32.6%) are headquartered in Santa Clara County.

# Appendix A: California's 400 Largest Public Companies Ranked by Percentage of Women Directors and Executive Officers

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	MEET SCR-62	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL HIGHEST-PAID EXECUTIVES	NUMBER OF HIGHEST-PAID WOMEN EXECUTIVES	TOTAL DIRECTORS & HIGHEST-PAID EXECUTIVES	TOTAL WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
1	Williams-Sonoma Inc.	Consumer Goods	\$7,692	Yes	9	4	5	4	14	8	57.1%
2	LTC Properties Inc.	Real Estate	\$1,480	Yes	5	2	5	3	10	5	50.0%
3	Halozyme Therapeutics Inc.	Pharmaceuticals	\$2,885	Yes	7	3	2	1	9	4	44.4%
4	American States Water Co.	Utilities & Telecommunications	\$1,392	Yes	9	4	5	2	14	6	42.9%
5	Medivation Inc.	Pharmaceuticals	\$9,120	Yes	7	3	5	2	12	5	41.7%
6	Wells Fargo & Co.	Financial Services	\$289,368	Yes	16	7	6	2	22	9	40.9%
7	Intersect ENT Inc.	Pharmaceuticals	\$799	Yes	7	2	3	2	10	4	40.0%
7	Zendesk Inc.	Technology Software	\$1,954	Yes	6	3	4	1	10	4	40.0%
9	Simpson Manufacturing Co. Inc.	Energy, Materials & Industrials	\$1,670	Yes	8	4	5	1	13	5	38.5%
10	AMN Healthcare Services Inc.	Health Care	\$1,505	Yes	8	2	4	2	12	4	33.3%
10	East West Bancorp	Financial Services	\$6,447	Yes	10	3	5	2	15	5	33.3%
10	Geron Corp.	Pharmaceuticals	\$677	Yes	7	2	5	2	12	4	33.3%
10	Sempra Energy	Utilities & Telecommunications	\$24,537	Yes	13	3	5	3	18	6	33.3%
14	Receptos Inc.	Pharmaceuticals	\$6,006	Yes	8	3	5	1	13	4	30.8%
14	Restoration Hardware Holdings Inc.	Consumer Goods	\$3,443	No	9	2	4	2	13	4	30.8%
14	Yahoo! Inc.	Technology Software	\$36,927	Yes	9	3	4	1	13	4	30.8%
17	Arista Networks Inc.	Technology Hardware	\$5,501	Yes	7	2	3	1	10	3	30.0%
17	Genomic Health Inc.	Pharmaceuticals	\$903	Yes	7	2	3	1	10	3	30.0%
17	QAD Inc.	Technology Software	\$477	No	6	1	4	2	10	3	30.0%
20	First Republic Bank	Financial Services	\$8,975	Yes	12	4	5	1	17	5	29.4%
20	Hewlett-Packard Co.	Technology Hardware	\$55,150	Yes	12	3	5	2	17	5	29.4%
22	Avery Dennison Corp.	Energy, Materials & Industrials	\$5,580	No	9	2	5	2	14	4	28.6%
22	Deckers Outdoor Corp.	Consumer Goods	\$2,352	Yes	9	3	5	1	14	4	28.6%
22	NETGEAR Inc.	Technology Hardware	\$965	Yes	9	3	5	1	14	4	28.6%
22	Verifone Systems Inc.	Technology Software	\$4,086	Yes	9	3	5	1	14	4	28.6%
26	Adamas Pharmaceuticals Inc.	Pharmaceuticals	\$481	Yes	8	2	3	1	11	3	27.3%
26	Bio-Rad Laboratories Inc.	Pharmaceuticals	\$4,371	Yes	6	2	5	1	11	3	27.3%
26	Castlight Health Inc.	Health Care	\$767	No	7	1	4	2	11	3	27.3%
26	Exponent Inc.	Energy, Materials & Industrials	\$1,161	Yes	6	2	5	1	11	3	27.3%
26	Ixia	Technology Hardware	\$992	Yes	5	2	6	1	11	3	27.3%
26	Polycom Inc.	Technology Hardware	\$1,526	Yes	7	2	4	1	11	3	27.3%
32	Autodesk Inc.	Technology Software	\$11,441	Yes	10	3	5	1	15	4	26.7%
32	California Water Service Group	Utilities & Telecommunications	\$1,094	Yes	10	3	5	1	15	4	26.7%
32	Gap Inc.	Consumer Goods	\$14,957	Yes	10	3	5	1	15	4	26.7%
32	Health Net Inc.	Health Care	\$4,956	Yes	10	3	5	1	15	4	26.7%
32	Teledyne Technologies Inc.	Energy, Materials & Industrials	\$3,733	No	10	2	5	2	15	4	26.7%
32	Varian Medical Systems Inc.	Health Care	\$8,392	No	10	2	5	2	15	4	26.7%
32	Walt Disney Co.	Consumer Goods	\$182,624	Yes	10	3	5	1	15	4	26.7%
39	Accury Inc.	Health Care	\$532	No	8	1	4	2	12	3	25.0%
39	Apple Inc.	Technology Hardware	\$715,600	Yes	7	2	5	1	12	3	25.0%
39	Ensign Group Inc.	Health Care	\$1,304	No	7	1	5	2	12	3	25.0%
39	Monolithic Power Systems Inc.	Semiconductors	\$2,009	No	7	1	5	2	12	3	25.0%
39	Super Micro Computer Inc.	Technology Hardware	\$1,397	Yes	7	2	5	1	12	3	25.0%
44	NVIDIA Corp.	Semiconductors	\$10,753	No	12	2	5	2	17	4	23.5%
45	AeroVironment Inc.	Energy, Materials & Industrials	\$597	No	7	1	6	2	13	3	23.1%
45	Facebook Inc.	Technology Software	\$241,343	Yes	8	2	5	1	13	3	23.1%
45	Green Dot Corp.	Financial Services	\$993	Yes	8	2	5	1	13	3	23.1%
45	Harmonic Inc.	Technology Hardware	\$604	Yes	8	2	5	1	13	3	23.1%
45	HCP Inc.	Real Estate	\$16,867	Yes	8	2	5	1	13	3	23.1%
45	Isis Pharmaceuticals Inc.	Pharmaceuticals	\$6,899	No	8	1	5	2	13	3	23.1%
45	LendingClub Corp.	Technology Software	\$5,524	No	8	1	5	2	13	3	23.1%
45	Pacific Biosciences of California Inc.	Pharmaceuticals	\$432	No	9	2	4	1	13	3	23.1%
45	PS Business Parks Inc.	Real Estate	\$1,946	No	9	2	4	1	13	3	23.1%
45	Raptor Pharmaceutical Corp.	Pharmaceuticals	\$1,279	Yes	8	2	5	1	13	3	23.1%
45	Wilshire Bancorp Inc.	Financial Services	\$991	No	8	1	5	2	13	3	23.1%
56	Inogen Inc.	Health Care	\$863	No	6	1	3	1	9	2	22.2%
57	Edison International	Utilities & Telecommunications	\$18,109	Yes	9	3	5	0	14	3	21.4%
57	Hanmi Financial Corp.	Financial Services	\$794	No	9	1	5	2	14	3	21.4%
57	Intuit Inc.	Technology Software	\$29,156	No	9	2	5	1	14	3	21.4%
57	Jive Software Inc.	Technology Software	\$397	No	10	2	4	1	14	3	21.4%
57	Netflix Inc.	Consumer Goods	\$39,980	Yes	9	3	5	0	14	3	21.4%
57	Orexigen Therapeutics Inc.	Pharmaceuticals	\$621	No	9	2	5	1	14	3	21.4%
57	Redwood Trust Inc.	Real Estate	\$1,327	Yes	9	3	5	0	14	3	21.4%
57	Resources Connection Inc.	Energy, Materials & Industrials	\$585	No	9	2	5	1	14	3	21.4%
57	Symantec Corp.	Technology Software	\$15,903	Yes	9	3	5	0	14	3	21.4%
57	Westamerica Bancorporation	Financial Services	\$1,293	No	9	2	5	1	14	3	21.4%
67	Affymetrix Inc.	Pharmaceuticals	\$871	Yes	6	2	4	0	10	2	20.0%
67	Atara Biotherapeutics Inc.	Pharmaceuticals	\$1,274	Yes	7	2	3	0	10	2	20.0%
67	Boat Barn Holdings Inc.	Consumer Goods	\$835	No	7	1	3	1	10	2	20.0%
67	CalAmp Corp.	Technology Hardware	\$716	Yes	7	2	3	0	10	2	20.0%
67	Cisco Systems Inc.	Technology Hardware	\$144,743	Yes	10	3	5	0	15	3	20.0%

# Rankings

## Appendix A (continued)

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	MEET SCR-62	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL HIGHEST-PAID EXECUTIVES	NUMBER OF HIGHEST-PAID WOMEN EXECUTIVES	TOTAL DIRECTORS & HIGHEST-PAID EXECUTIVES	TOTAL WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
67	CorVel Corp.	Health Care	\$641	No	6	1	4	1	10	2	20.0%
67	DineEquity Inc.	Consumer Goods	\$1,870	No	10	2	5	1	15	3	20.0%
67	Franklin Resources Inc.	Financial Services	\$30,144	No	10	2	5	1	15	3	20.0%
67	Gilead Sciences Inc.	Pharmaceuticals	\$172,459	No	10	2	5	1	15	3	20.0%
67	Hercules Technology Growth Capital Inc.	Financial Services	\$837	No	6	1	4	1	10	2	20.0%
67	Ingram Micro Inc.	Technology Hardware	\$3,900	Yes	10	3	5	0	15	3	20.0%
67	Kaiser Aluminum Corp.	Energy, Materials & Industrials	\$1,424	Yes	10	3	5	0	15	3	20.0%
67	Lion Biotechnologies Inc.	Pharmaceuticals	\$432	No	5	1	5	1	10	2	20.0%
67	Otonomy Inc.	Pharmaceuticals	\$556	Yes	7	2	3	0	10	2	20.0%
67	Qualys Inc.	Technology Software	\$1,375	Yes	7	2	3	0	10	2	20.0%
82	Advanced Micro Devices Inc.	Semiconductors	\$1,870	No	11	2	5	1	16	3	18.8%
82	Clorox Co.	Consumer Goods	\$13,378	Yes	11	3	5	0	16	3	18.8%
82	Diamond Foods Inc.	Consumer Goods	\$883	No	10	2	6	1	16	3	18.8%
82	Intel Corp.	Semiconductors	\$144,562	No	11	2	5	1	16	3	18.8%
82	Lam Research Corp.	Semiconductors	\$12,896	No	11	2	5	1	16	3	18.8%
82	Mattel Inc.	Consumer Goods	\$8,699	Yes	10	3	6	0	16	3	18.8%
82	McKesson Corp.	Health Care	\$52,156	Yes	11	3	5	0	16	3	18.8%
82	Oracle Corp.	Technology Software	\$188,877	No	11	2	5	1	16	3	18.8%
82	PG&E Corp.	Utilities & Telecommunications	\$23,645	Yes	12	3	4	0	16	3	18.8%
82	SVB Financial Group	Financial Services	\$7,409	No	11	2	5	1	16	3	18.8%
82	Visa Inc.	Technology Software	\$163,499	Yes	11	3	5	0	16	3	18.8%
93	Central Garden & Pet Co.	Consumer Goods	\$555	No	7	1	4	1	11	2	18.2%
93	Endologix Inc.	Health Care	\$1,040	No	6	0	5	2	11	2	18.2%
93	Farmer Brothers Co.	Consumer Goods	\$412	Yes	7	2	4	0	11	2	18.2%
93	GoPro Inc.	Consumer Goods	\$7,004	No	6	0	5	2	11	2	18.2%
93	Kite Pharma Inc.	Pharmaceuticals	\$2,656	No	8	1	3	1	11	2	18.2%
93	OncoMed Pharmaceuticals Inc.	Pharmaceuticals	\$676	Yes	8	2	3	0	11	2	18.2%
93	Portola Pharmaceuticals Inc.	Pharmaceuticals	\$2,387	No	8	1	3	1	11	2	18.2%
93	Rambus Inc.	Semiconductors	\$1,686	No	7	1	4	1	11	2	18.2%
93	Relypsa Inc.	Pharmaceuticals	\$1,375	No	8	1	3	1	11	2	18.2%
93	Rovi Corp.	Technology Software	\$1,385	No	7	1	4	1	11	2	18.2%
93	SciClone Pharmaceuticals Inc.	Pharmaceuticals	\$493	No	6	1	5	1	11	2	18.2%
93	WageWorks Inc.	Energy, Materials & Industrials	\$1,448	No	7	1	4	1	11	2	18.2%
93	Zynga Inc.	Technology Software	\$2,643	Yes	7	2	4	0	11	2	18.2%
106	Chevron Corp.	Energy, Materials & Industrials	\$181,531	No	12	2	5	1	17	3	17.6%
106	Google Inc.	Technology Software	\$363,475	Yes	11	3	6	0	17	3	17.6%
106	Ross Stores Inc.	Consumer Goods	\$21,868	No	11	2	6	1	17	3	17.6%
109	Amphastar Pharmaceuticals Inc.	Pharmaceuticals	\$793	No	9	1	3	1	12	2	16.7%
109	Cerus Corp.	Health Care	\$502	No	7	1	5	1	12	2	16.7%
109	Coherent Inc.	Technology Hardware	\$1,577	No	7	1	5	1	12	2	16.7%
109	DreamWorks Animation Inc.	Consumer Goods	\$2,263	No	7	1	5	1	12	2	16.7%
109	FireEye Inc.	Technology Software	\$7,630	No	6	1	6	1	12	2	16.7%
109	Guidewire Software Inc.	Technology Software	\$3,524	No	7	0	5	2	12	2	16.7%
109	Kennedy-Wilson Holdings Inc.	Real Estate	\$2,776	No	7	1	5	1	12	2	16.7%
109	Korn/Ferry International	Energy, Materials & Industrials	\$1,595	Yes	8	2	4	0	12	2	16.7%
109	NuVasive Inc.	Health Care	\$2,314	Yes	7	2	5	0	12	2	16.7%
109	Pattern Energy Group Inc.	Utilities & Telecommunications	\$1,965	Yes	7	2	5	0	12	2	16.7%
109	Proofpoint Inc.	Technology Software	\$2,540	No	7	1	5	1	12	2	16.7%
109	Ruckus Wireless Inc.	Technology Hardware	\$905	No	7	1	5	1	12	2	16.7%
109	ZELTIQ Aesthetics Inc.	Health Care	\$1,142	Yes	7	2	5	0	12	2	16.7%
122	PennyMac Mortgage Investment Trust	Real Estate	\$1,304	No	9	2	10	1	19	3	15.8%
123	American Homes 4 Rent	Real Estate	\$3,392	No	8	0	5	2	13	2	15.4%
123	American Vanguard Corp.	Energy, Materials & Industrials	\$403	No	8	1	5	1	13	2	15.4%
123	Box Inc.	Technology Software	\$2,007	No	10	2	3	0	13	2	15.4%
123	Bridgepoint Education Inc.	Consumer Goods	\$437	No	8	1	5	1	13	2	15.4%
123	Cooper Companies Inc.	Health Care	\$8,652	No	8	1	5	1	13	2	15.4%
123	CoreLogic Inc.	Technology Software	\$3,535	No	9	2	4	0	13	2	15.4%
123	Cornerstone OnDemand Inc.	Technology Software	\$1,883	No	7	1	6	1	13	2	15.4%
123	Jack in the Box Inc.	Consumer Goods	\$3,222	Yes	8	2	5	0	13	2	15.4%
123	Multi-Fineline Electronix Inc.	Technology Hardware	\$533	No	8	1	5	1	13	2	15.4%
123	NetSuite Inc.	Technology Software	\$7,245	Yes	8	2	5	0	13	2	15.4%
123	Pandora Media Inc.	Technology Software	\$3,298	No	8	1	5	1	13	2	15.4%
123	Public Storage	Real Estate	\$31,834	No	8	1	5	1	13	2	15.4%
123	QLogic Corp.	Technology Hardware	\$1,247	No	8	1	5	1	13	2	15.4%
123	Realty Income Corp.	Real Estate	\$10,425	Yes	8	2	5	0	13	2	15.4%
123	SanDisk Corp.	Technology Hardware	\$11,902	No	8	1	5	1	13	2	15.4%
123	Sangamo BioSciences Inc.	Pharmaceuticals	\$774	Yes	8	2	5	0	13	2	15.4%
123	Synaptics Inc.	Semiconductors	\$3,255	No	8	0	5	2	13	2	15.4%
123	Thoratec Corp.	Health Care	\$2,440	No	8	1	5	1	13	2	15.4%
123	Twitter Inc.	Technology Software	\$24,426	No	8	1	5	1	13	2	15.4%
142	eBay Inc.	Technology Software	\$73,372	Yes	15	3	5	0	20	3	15.0%

# Rankings

## Appendix A (continued)

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	MEET SCR-62	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL HIGHEST-PAID EXECUTIVES	NUMBER OF HIGHEST-PAID WOMEN EXECUTIVES	TOTAL DIRECTORS & HIGHEST-PAID EXECUTIVES	TOTAL WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
143	ACADIA Pharmaceuticals Inc.	Pharmaceuticals	\$4,210	No	9	2	5	0	14	2	14.3%
143	Agilent Technologies Inc.	Pharmaceuticals	\$13,595	No	9	1	5	1	14	2	14.3%
143	Arena Pharmaceuticals Inc.	Pharmaceuticals	\$1,123	No	9	2	5	0	14	2	14.3%
143	Broadcom Corp.	Semiconductors	\$31,254	No	9	2	5	0	14	2	14.3%
143	Dynavax Technologies Corp.	Pharmaceuticals	\$708	No	9	2	5	0	14	2	14.3%
143	Financial Engines Inc.	Financial Services	\$2,196	No	9	2	5	0	14	2	14.3%
143	Granite Construction Inc.	Energy, Materials & Industrials	\$1,398	No	9	1	5	1	14	2	14.3%
143	Invitae Corp.	Pharmaceuticals	\$473	No	4	0	3	1	7	1	14.3%
143	Omniceil Inc.	Health Care	\$1,352	No	9	2	5	0	14	2	14.3%
143	PriceSmart Inc.	Consumer Goods	\$2,461	No	9	2	5	0	14	2	14.3%
143	Qualcomm Inc.	Technology Hardware	\$98,830	Yes	15	3	6	0	21	3	14.3%
143	Reliance Steel & Aluminum Co.	Energy, Materials & Industrials	\$4,498	No	9	1	5	1	14	2	14.3%
143	Shutterfly Inc.	Consumer Goods	\$1,779	No	9	2	5	0	14	2	14.3%
143	SunPower Corp.	Semiconductors	\$3,875	No	9	1	5	1	14	2	14.3%
143	Tetra Tech Inc.	Energy, Materials & Industrials	\$1,543	No	9	2	5	0	14	2	14.3%
143	TRI Pointe Group Inc.	Consumer Goods	\$2,475	No	9	2	5	0	14	2	14.3%
143	Western Digital Corp.	Technology Hardware	\$18,037	No	9	2	5	0	14	2	14.3%
143	Yelp Inc.	Technology Software	\$3,237	No	9	2	5	0	14	2	14.3%
161	Blackhawk Network Holdings Inc.	Technology Software	\$2,249	No	10	1	5	1	15	2	13.3%
161	Exelixis Inc.	Pharmaceuticals	\$738	No	10	0	5	2	15	2	13.3%
161	Juniper Networks Inc.	Technology Hardware	\$9,980	No	10	1	5	1	15	2	13.3%
161	Molina Healthcare Inc.	Health Care	\$3,940	No	10	1	5	1	15	2	13.3%
161	ServiceNow Inc.	Technology Software	\$11,545	No	10	2	5	0	15	2	13.3%
161	Splunk Inc.	Technology Software	\$8,766	No	10	2	5	0	15	2	13.3%
161	Starwood Waypoint Residential Trust	Real Estate	\$899	No	9	0	6	2	15	2	13.3%
161	Synopsys Inc.	Technology Software	\$7,927	No	10	2	5	0	15	2	13.3%
169	Coupons.com Inc.	Technology Software	\$899	No	5	1	3	0	8	1	12.5%
169	Prologis Inc.	Real Estate	\$19,445	No	10	2	6	0	16	2	12.5%
169	Sabra Health Care REIT Inc.	Real Estate	\$1,677	No	5	0	3	1	8	1	12.5%
169	Tutor Perini Corp.	Energy, Materials & Industrials	\$1,059	No	11	2	5	0	16	2	12.5%
173	AECOM Technology Corp.	Energy, Materials & Industrials	\$4,986	No	12	1	5	1	17	2	11.8%
173	Crown Media Holdings Inc.	Consumer Goods	\$1,626	No	12	1	5	1	17	2	11.8%
173	Live Nation Entertainment Inc.	Consumer Goods	\$5,563	No	12	1	5	1	17	2	11.8%
173	Macerich Co.	Real Estate	\$11,825	No	12	2	5	0	17	2	11.8%
173	Salesforce.com Inc.	Technology Software	\$48,378	No	11	2	6	0	17	2	11.8%
178	Adobe Systems Inc.	Technology Software	\$39,409	No	13	2	5	0	18	2	11.1%
178	Amgen Inc.	Pharmaceuticals	\$116,537	No	13	2	5	0	18	2	11.1%
178	Ardelyx Inc.	Pharmaceuticals	\$414	No	6	1	3	0	9	1	11.1%
178	BBCN Bancorp Inc.	Financial Services	\$1,177	No	13	0	5	2	18	2	11.1%
178	New Relic Inc.	Technology Software	\$1,671	No	6	1	3	0	9	1	11.1%
178	Retrophin Inc.	Pharmaceuticals	\$1,163	No	6	0	3	1	9	1	11.1%
178	RingCentral Inc.	Utilities & Telecommunications	\$1,037	No	5	1	4	0	9	1	11.1%
178	Rubicon Project Inc.	Technology Software	\$653	No	6	1	3	0	9	1	11.1%
178	Yodlee Inc.	Technology Software	\$438	No	6	1	3	0	9	1	11.1%
187	BioMed Realty Trust Inc.	Real Estate	\$3,937	No	6	1	4	0	10	1	10.0%
187	Chegg Inc.	Consumer Goods	\$686	No	7	1	3	0	10	1	10.0%
187	DTS Inc.	Technology Hardware	\$526	No	5	1	5	0	10	1	10.0%
187	Guess? Inc.	Consumer Goods	\$1,876	No	7	1	3	0	10	1	10.0%
187	Marcus & Millichap Inc.	Real Estate	\$1,712	No	7	1	3	0	10	1	10.0%
187	Natus Medical Inc.	Health Care	\$1,408	No	5	1	5	0	10	1	10.0%
187	NMI Holdings Inc.	Financial Services	\$471	No	7	0	3	1	10	1	10.0%
187	OmniVision Technologies Inc.	Semiconductors	\$1,455	No	5	0	5	1	10	1	10.0%
187	Schwab Corp.	Financial Services	\$42,937	No	15	2	5	0	20	2	10.0%
187	TCP Capital Corp.	Financial Services	\$749	No	5	0	5	1	10	1	10.0%
187	Theravance Inc.	Pharmaceuticals	\$2,115	No	6	1	4	0	10	1	10.0%
198	CAI International Inc.	Energy, Materials & Industrials	\$437	No	7	0	4	1	11	1	9.1%
198	Callidus Software Inc.	Technology Software	\$868	No	8	1	3	0	11	1	9.1%
198	Coherus BioSciences Inc.	Pharmaceuticals	\$1,105	No	8	1	3	0	11	1	9.1%
198	Colony Financial Inc.	Real Estate	\$2,543	No	6	1	5	0	11	1	9.1%
198	Digital Realty Trust Inc.	Real Estate	\$9,057	No	7	1	4	0	11	1	9.1%
198	Entravision Communications	Consumer Goods	\$724	No	7	1	4	0	11	1	9.1%
198	Glu Mobile Inc.	Technology Software	\$811	No	7	1	4	0	11	1	9.1%
198	Heron Therapeutics Inc.	Pharmaceuticals	\$1,109	No	6	1	5	0	11	1	9.1%
198	HomeFed Corp.	Real Estate	\$739	No	7	0	4	1	11	1	9.1%
198	Keysight Technologies Inc.	Technology Hardware	\$5,161	No	6	1	5	0	11	1	9.1%
198	Kilroy Realty Corp.	Real Estate	\$5,936	No	6	1	5	0	11	1	9.1%
198	KYTHERA Biopharmaceuticals Inc.	Pharmaceuticals	\$1,977	No	8	1	3	0	11	1	9.1%
198	Marketo Inc.	Technology Software	\$1,195	No	7	1	4	0	11	1	9.1%
198	Robert Half International Inc.	Energy, Materials & Industrials	\$7,448	No	6	1	5	0	11	1	9.1%
198	Second Sight Medical Products Inc.	Health Care	\$487	No	5	0	6	1	11	1	9.1%
198	Silver Spring Networks Inc.	Technology Software	\$621	No	8	1	3	0	11	1	9.1%
198	Standard Pacific Corp.	Consumer Goods	\$2,460	No	7	0	4	1	11	1	9.1%

# Rankings

## Appendix A (continued)

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	MEET SCR-62	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL HIGHEST-PAID EXECUTIVES	NUMBER OF HIGHEST-PAID WOMEN EXECUTIVES	TOTAL DIRECTORS & HIGHEST-PAID EXECUTIVES	TOTAL WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
215	8x8 Inc.	Utilities & Telecommunications	\$794	No	7	0	5	1	12	1	8.3%
215	Anacor Pharmaceuticals Inc.	Pharmaceuticals	\$3,409	No	7	1	5	0	12	1	8.3%
215	Cheesecake Factory Inc.	Consumer Goods	\$2,670	No	7	0	5	1	12	1	8.3%
215	Corcept Therapeutics Inc.	Pharmaceuticals	\$650	No	8	0	4	1	12	1	8.3%
215	DepoMed Inc.	Pharmaceuticals	\$1,294	No	7	1	5	0	12	1	8.3%
215	Dermira Inc.	Pharmaceuticals	\$433	No	9	1	3	0	12	1	8.3%
215	Encore Capital Group Inc.	Financial Services	\$1,079	No	7	1	5	0	12	1	8.3%
215	Five Prime Therapeutics Inc.	Pharmaceuticals	\$641	No	9	0	3	1	12	1	8.3%
215	Infoblox Inc.	Technology Software	\$1,352	No	6	1	6	0	12	1	8.3%
215	LinkedIn Corp.	Technology Software	\$26,930	No	7	1	5	0	12	1	8.3%
215	McGrath RentCorp	Energy, Materials & Industrials	\$794	No	7	1	5	0	12	1	8.3%
215	Newport Corp.	Technology Hardware	\$750	No	7	1	5	0	12	1	8.3%
215	Plantronics Inc.	Technology Hardware	\$1,984	No	7	0	5	1	12	1	8.3%
215	Retail Opportunity Investments Corp.	Real Estate	\$1,468	No	8	1	4	0	12	1	8.3%
215	RPX Corp.	Energy, Materials & Industrials	\$926	No	7	0	5	1	12	1	8.3%
215	ShoreTel Inc.	Technology Hardware	\$437	No	7	1	5	0	12	1	8.3%
215	Tesla Motors Inc.	Consumer Goods	\$34,096	No	7	1	5	0	12	1	8.3%
215	Trinet Group Inc.	Energy, Materials & Industrials	\$1,787	No	8	1	4	0	12	1	8.3%
215	Workday Inc.	Technology Software	\$16,107	No	7	1	5	0	12	1	8.3%
215	Xilinx Inc.	Semiconductors	\$11,349	No	7	1	5	0	12	1	8.3%
235	Activision Blizzard Inc.	Technology Software	\$17,646	No	8	1	5	0	13	1	7.7%
235	Aerojet Rocketdyne Holdings Inc.	Energy, Materials & Industrials	\$1,272	No	8	0	5	1	13	1	7.7%
235	Air Lease Corp.	Energy, Materials & Industrials	\$3,477	No	8	1	5	0	13	1	7.7%
235	Align Technology Inc.	Health Care	\$5,021	No	8	1	5	0	13	1	7.7%
235	Ares Management LP	Financial Services	\$1,493	No	8	1	5	0	13	1	7.7%
235	Core Mark Holding Co. Inc.	Consumer Goods	\$1,368	No	8	0	5	1	13	1	7.7%
235	Edwards Lifesciences Corp.	Health Care	\$15,297	No	8	1	5	0	13	1	7.7%
235	Ellie Mae Inc.	Technology Software	\$2,063	No	9	1	4	0	13	1	7.7%
235	Equinix Inc.	Real Estate	\$14,467	No	8	0	5	1	13	1	7.7%
235	Fair Isaac Corp.	Technology Software	\$2,827	No	8	1	5	0	13	1	7.7%
235	Fairchild Semiconductor International Inc.	Semiconductors	\$2,006	No	9	1	4	0	13	1	7.7%
235	Farmers & Merchants Bancorp	Financial Services	\$416	No	7	0	6	1	13	1	7.7%
235	FibroGen Inc.	Pharmaceuticals	\$1,419	No	10	0	3	1	13	1	7.7%
235	First American Financial Corp.	Financial Services	\$4,043	No	8	1	5	0	13	1	7.7%
235	ICU Medical Inc.	Health Care	\$1,511	No	8	0	5	1	13	1	7.7%
235	Intersil Corp.	Semiconductors	\$1,653	No	8	1	5	0	13	1	7.7%
235	Intuitive Surgical Inc.	Health Care	\$17,927	No	8	1	5	0	13	1	7.7%
235	InvenSense Inc.	Technology Hardware	\$1,384	No	8	1	5	0	13	1	7.7%
235	JDS Uniphase Corp.	Technology Hardware	\$2,725	No	8	1	5	0	13	1	7.7%
235	KB Home	Consumer Goods	\$1,360	No	8	1	5	0	13	1	7.7%
235	Neurocrine Biosciences Inc.	Pharmaceuticals	\$4,095	No	8	1	5	0	13	1	7.7%
235	Opus Bank	Financial Services	\$1,039	No	9	0	4	1	13	1	7.7%
235	PMC-Sierra Inc.	Semiconductors	\$1,656	No	8	0	5	1	13	1	7.7%
235	Quidel Corp.	Health Care	\$778	No	8	1	5	0	13	1	7.7%
235	Resmed Inc.	Health Care	\$7,919	No	8	1	5	0	13	1	7.7%
235	Revance Therapeutics Inc.	Pharmaceuticals	\$766	No	10	1	3	0	13	1	7.7%
235	Ryland Group Inc.	Consumer Goods	\$2,172	No	8	1	5	0	13	1	7.7%
235	ServiceSource International Inc.	Technology Software	\$468	No	10	0	3	1	13	1	7.7%
235	SJW Corp.	Utilities & Telecommunications	\$625	No	9	1	4	0	13	1	7.7%
235	Smart & Final Stores Inc.	Consumer Goods	\$1,318	No	8	0	5	1	13	1	7.7%
235	Sunstone Hotel Investors Inc.	Real Estate	\$3,116	No	8	1	5	0	13	1	7.7%
235	Trimble Navigation Ltd.	Technology Hardware	\$6,036	No	8	1	5	0	13	1	7.7%
235	WD-40 Co.	Consumer Goods	\$1,222	No	8	1	5	0	13	1	7.7%
235	Wesco Aircraft Holdings Inc.	Energy, Materials & Industrials	\$1,479	No	9	1	4	0	13	1	7.7%
235	William Lyon Homes	Consumer Goods	\$807	No	8	1	5	0	13	1	7.7%
235	Xoom Corp.	Technology Software	\$828	No	9	1	4	0	13	1	7.7%
271	Altera Corp.	Semiconductors	\$15,486	No	9	1	5	0	14	1	7.1%
271	Brocade Communications Systems Inc.	Technology Hardware	\$4,272	No	9	1	5	0	14	1	7.1%
271	Cadence Design Systems Inc.	Technology Software	\$5,729	No	9	1	5	0	14	1	7.1%
271	Cepheid Inc.	Pharmaceuticals	\$4,406	No	9	1	5	0	14	1	7.1%
271	DexCom Inc.	Health Care	\$6,398	No	9	1	5	0	14	1	7.1%
271	Dolby Laboratories Inc.	Technology Hardware	\$4,073	No	9	1	5	0	14	1	7.1%
271	Douglas Emmett Inc.	Real Estate	\$3,941	No	9	1	5	0	14	1	7.1%
271	Electronic Arts Inc.	Technology Software	\$20,682	No	9	1	5	0	14	1	7.1%
271	Impax Laboratories Inc.	Pharmaceuticals	\$3,296	No	9	1	5	0	14	1	7.1%
271	Monster Beverage Corp.	Consumer Goods	\$27,540	No	10	1	4	0	14	1	7.1%
271	Nektar Therapeutics	Pharmaceuticals	\$1,654	No	9	1	5	0	14	1	7.1%
271	Quality Systems Inc.	Health Care	\$999	No	9	0	5	1	14	1	7.1%
271	Quantum Corp.	Technology Hardware	\$435	No	9	0	5	1	14	1	7.1%
271	Sanmina-SCI Corp.	Technology Hardware	\$1,622	No	9	1	5	0	14	1	7.1%
271	Semtech Corp.	Semiconductors	\$1,168	No	9	1	5	0	14	1	7.1%
271	SolarCity Corp.	Energy, Materials & Industrials	\$5,205	No	9	1	5	0	14	1	7.1%

# Rankings

## Appendix A (continued)

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	MEET SCR-62	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL HIGHEST-PAID EXECUTIVES	NUMBER OF HIGHEST-PAID WOMEN EXECUTIVES	TOTAL DIRECTORS & HIGHEST-PAID EXECUTIVES	TOTAL WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
271	ViaSat Inc.	Technology Hardware	\$2,894	No	8	0	6	1	14	1	7.1%
271	Virgin America Inc.	Energy, Materials & Industrials	\$1,193	No	9	0	5	1	14	1	7.1%
271	VMware Inc.	Technology Software	\$36,261	No	9	1	5	0	14	1	7.1%
290	Applied Materials Inc.	Semiconductors	\$20,849	No	10	1	5	0	15	1	6.7%
290	Biomarin Pharmaceutical Inc.	Pharmaceuticals	\$22,023	No	10	1	5	0	15	1	6.7%
290	BJ's Restaurants Inc.	Consumer Goods	\$1,239	No	10	1	5	0	15	1	6.7%
290	California Resources Corp.	Energy, Materials & Industrials	\$2,334	No	10	1	5	0	15	1	6.7%
290	Illumina Inc.	Pharmaceuticals	\$31,597	No	10	1	5	0	15	1	6.7%
290	Imperva Inc.	Technology Software	\$2,098	No	10	1	5	0	15	1	6.7%
290	Mercury General Corp.	Financial Services	\$3,070	No	10	1	5	0	15	1	6.7%
290	NetApp Inc.	Technology Hardware	\$9,535	No	10	1	5	0	15	1	6.7%
290	SYNNEX Corp.	Technology Hardware	\$3,232	No	10	1	5	0	15	1	6.7%
299	CBRE Group Inc.	Real Estate	\$12,325	No	10	1	6	0	16	1	6.3%
299	Jacobs Engineering Group Inc.	Energy, Materials & Industrials	\$5,043	No	11	1	5	0	16	1	6.3%
299	KLA-Tencor Corp.	Semiconductors	\$8,873	No	11	1	5	0	16	1	6.3%
302	Cathay General Bancorp	Financial Services	\$2,597	No	12	1	5	0	17	1	5.9%
302	Lions Gate Entertainment Corp.	Consumer Goods	\$5,493	No	12	1	5	0	17	1	5.9%
302	Oaktree Capital Group LLC	Financial Services	\$2,572	No	12	1	5	0	17	1	5.9%
302	TriCo Bancshares	Financial Services	\$547	No	12	1	5	0	17	1	5.9%
306	Calava Growers Inc.	Consumer Goods	\$880	No	13	1	5	0	18	1	5.6%
306	Essex Property Trust Inc.	Real Estate	\$13,822	No	13	1	5	0	18	1	5.6%
306	PacWest Bancorp	Financial Services	\$4,819	No	13	1	5	0	18	1	5.6%
400	A10 Networks Inc.	Technology Software	\$402	No	5	0	3	0	8	0	0.0%
400	Abaxis Inc.	Health Care	\$1,167	No	6	0	5	0	11	0	0.0%
400	Acacia Research Corp.	Energy, Materials & Industrials	\$432	No	6	0	4	0	10	0	0.0%
400	Aerie Pharmaceuticals Inc.	Pharmaceuticals	\$450	No	7	0	4	0	11	0	0.0%
400	Alexandria Real Estate Equities Inc.	Real Estate	\$6,270	No	7	0	6	0	13	0	0.0%
400	Ambarella Inc.	Semiconductors	\$2,293	No	7	0	5	0	12	0	0.0%
400	American Assets Trust Inc.	Real Estate	\$1,761	No	6	0	5	0	11	0	0.0%
400	Anworth Mortgage Asset Corp.	Real Estate	\$508	No	6	0	2	0	8	0	0.0%
400	Apigee Corp.	Technology Software	\$424	No	7	0	3	0	10	0	0.0%
400	Applied Micro Circuits Corp.	Semiconductors	\$550	No	7	0	4	0	11	0	0.0%
400	Arrowhead Research Corp.	Pharmaceuticals	\$425	No	6	0	5	0	11	0	0.0%
400	Aimel Corp.	Semiconductors	\$4,123	No	7	0	5	0	12	0	0.0%
400	Avalanche Biotechnologies Inc.	Pharmaceuticals	\$417	No	5	0	3	0	8	0	0.0%
400	Banc of California Inc.	Financial Services	\$490	No	7	0	5	0	12	0	0.0%
400	Barracuda Networks Inc.	Technology Software	\$2,093	No	8	0	3	0	11	0	0.0%
400	Boff Holding Inc.	Financial Services	\$1,641	No	9	0	5	0	14	0	0.0%
400	BreitBurn Energy Partners LP	Energy, Materials & Industrials	\$1,008	No	8	0	5	0	13	0	0.0%
400	Calix Inc.	Technology Hardware	\$396	No	10	0	5	0	15	0	0.0%
400	Callaway Golf Co.	Consumer Goods	\$703	No	8	0	5	0	13	0	0.0%
400	CareTrust REIT Inc.	Real Estate	\$397	No	5	0	3	0	8	0	0.0%
400	Cavium Inc.	Semiconductors	\$3,829	No	5	0	4	0	9	0	0.0%
400	Cellular Biomedicine Group	Pharmaceuticals	\$436	No	9	0	3	0	12	0	0.0%
400	Ceva Inc.	Semiconductors	\$398	No	8	0	3	0	11	0	0.0%
400	Clean Energy Fuels Corp.	Energy, Materials & Industrials	\$509	No	9	0	6	0	15	0	0.0%
400	Cubic Corp.	Energy, Materials & Industrials	\$1,279	No	7	0	5	0	12	0	0.0%
400	CVB Financial Corp.	Financial Services	\$1,873	No	7	0	5	0	12	0	0.0%
400	Cypress Semiconductor Corp.	Semiconductors	\$3,929	No	8	0	5	0	13	0	0.0%
400	El Pollo Loco Holdings Inc.	Consumer Goods	\$792	No	7	0	3	0	10	0	0.0%
400	Electronics for Imaging Inc.	Technology Hardware	\$2,036	No	6	0	3	0	9	0	0.0%
400	Exar Corp.	Semiconductors	\$470	No	7	0	5	0	12	0	0.0%
400	Finisar Corp.	Technology Hardware	\$2,117	No	6	0	6	0	12	0	0.0%
400	Flextronics International Ltd.	Technology Hardware	\$6,422	No	9	0	5	0	14	0	0.0%
400	Fluidigm Corp.	Pharmaceuticals	\$699	No	6	0	5	0	11	0	0.0%
400	FormFactor Inc.	Semiconductors	\$537	No	6	0	4	0	10	0	0.0%
400	Fortinet Inc.	Technology Software	\$7,045	No	6	0	4	0	10	0	0.0%
400	Fox Factory Holding Corp.	Consumer Goods	\$594	No	7	0	3	0	10	0	0.0%
400	Gigamon Inc.	Technology Software	\$1,105	No	7	0	3	0	10	0	0.0%
400	Global Eagle Entertainment Inc.	Consumer Goods	\$1,004	No	9	0	2	0	11	0	0.0%
400	Habit Restaurants Inc.	Consumer Goods	\$431	No	6	0	3	0	9	0	0.0%
400	Hortonworks Inc.	Technology Software	\$1,096	No	7	0	3	0	10	0	0.0%
400	Hudson Pacific Properties Inc.	Real Estate	\$2,527	No	11	0	6	0	17	0	0.0%

# Rankings

## Appendix A (continued)

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	MEET SCR-62	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL HIGHEST-PAID EXECUTIVES	NUMBER OF HIGHEST-PAID WOMEN EXECUTIVES	TOTAL DIRECTORS & HIGHEST-PAID EXECUTIVES	TOTAL WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
400	Ignyta Inc.	Pharmaceuticals	\$447	No	5	0	4	0	9	0	0.0%
400	Infinera Corp.	Technology Hardware	\$2,752	No	8	0	5	0	13	0	0.0%
400	Inphi Corp.	Semiconductors	\$885	No	7	0	5	0	12	0	0.0%
400	Integrated Device Technology Inc.	Semiconductors	\$3,227	No	7	0	5	0	12	0	0.0%
400	IPC The Hospitalist Co. Inc.	Health Care	\$965	No	9	0	5	0	14	0	0.0%
400	IXYS Corp.	Semiconductors	\$489	No	8	0	2	0	10	0	0.0%
400	j2 Global Inc.	Technology Software	\$3,237	No	6	0	4	0	10	0	0.0%
400	Ligand Pharmaceuticals Inc.	Pharmaceuticals	\$2,002	No	8	0	4	0	12	0	0.0%
400	Linear Technology Corp.	Semiconductors	\$10,604	No	7	0	5	0	12	0	0.0%
400	MannKind Corp.	Pharmaceuticals	\$2,346	No	7	0	5	0	12	0	0.0%
400	Masimo Corp.	Health Care	\$1,975	No	5	0	5	0	10	0	0.0%
400	Maxim Integrated Products Inc.	Semiconductors	\$9,848	No	7	0	5	0	12	0	0.0%
400	MaxLinear Inc.	Semiconductors	\$728	No	6	0	5	0	11	0	0.0%
400	Microsemi Corp.	Semiconductors	\$3,343	No	7	0	5	0	12	0	0.0%
400	Mirati Therapeutics Inc.	Pharmaceuticals	\$514	No	6	0	3	0	9	0	0.0%
400	MobileIron Inc.	Technology Software	\$465	No	7	0	3	0	10	0	0.0%
400	Motorcar Parts of America Inc.	Consumer Goods	\$547	No	7	0	6	0	13	0	0.0%
400	Nevro Corp.	Health Care	\$1,494	No	7	0	3	0	10	0	0.0%
400	Nimble Storage Inc.	Technology Hardware	\$2,150	No	8	0	3	0	11	0	0.0%
400	On Assignment Inc.	Energy, Materials & Industrials	\$2,066	No	8	0	5	0	13	0	0.0%
400	OSI Systems Inc.	Technology Hardware	\$1,396	No	6	0	5	0	11	0	0.0%
400	Palo Alto Networks Inc.	Technology Hardware	\$12,349	No	8	0	5	0	13	0	0.0%
400	PDF Solutions Inc.	Semiconductors	\$506	No	5	0	5	0	10	0	0.0%
400	Pfenex Inc.	Pharmaceuticals	\$450	No	5	0	3	0	8	0	0.0%
400	Power Integrations Inc.	Semiconductors	\$1,315	No	7	0	5	0	12	0	0.0%
400	Preferred Bank of Los Angeles	Financial Services	\$409	No	8	0	4	0	12	0	0.0%
400	Puma Biotechnology Inc.	Pharmaceuticals	\$3,761	No	4	0	3	0	7	0	0.0%
400	Regulus Therapeutics Inc.	Pharmaceuticals	\$565	No	7	0	3	0	10	0	0.0%
400	Rexford Industrial Realty Inc.	Real Estate	\$809	No	7	0	3	0	10	0	0.0%
400	Skechers U.S.A. Inc.	Consumer Goods	\$5,595	No	9	0	5	0	14	0	0.0%
400	Sorrento Therapeutics Inc.	Pharmaceuticals	\$641	No	6	0	5	0	11	0	0.0%
400	Stamps.com Inc.	Technology Software	\$1,210	No	4	0	6	0	10	0	0.0%
400	Tejon Ranch Co.	Real Estate	\$531	No	11	0	5	0	16	0	0.0%
400	Terreno Realty Corp.	Real Estate	\$848	No	6	0	3	0	9	0	0.0%
400	Tessera Technologies Inc.	Semiconductors	\$1,979	No	7	0	4	0	11	0	0.0%
400	TiVo Inc.	Technology Software	\$1,073	No	7	0	5	0	12	0	0.0%
400	TrueCar Inc.	Technology Software	\$986	No	9	0	3	0	12	0	0.0%
400	TTM Technologies Inc.	Technology Hardware	\$990	No	9	0	4	0	13	0	0.0%
400	TubeMagul Inc.	Technology Software	\$487	No	6	0	3	0	9	0	0.0%
400	Ubiquiti Networks Inc.	Technology Hardware	\$2,808	No	5	0	4	0	9	0	0.0%
400	Ultragenyx Pharmaceutical Inc.	Pharmaceuticals	\$3,693	No	6	0	3	0	9	0	0.0%
400	Ultratech Inc.	Semiconductors	\$508	No	7	0	2	0	9	0	0.0%
400	Universal Electronics Inc.	Consumer Goods	\$767	No	7	0	5	0	12	0	0.0%
400	UTi Worldwide Inc.	Energy, Materials & Industrials	\$957	No	8	0	5	0	13	0	0.0%
400	VCA Antech Inc.	Health Care	\$4,431	No	5	0	5	0	10	0	0.0%
400	Veeva Systems Inc.	Health Care	\$3,544	No	5	0	4	0	9	0	0.0%
400	Versartis Inc.	Pharmaceuticals	\$446	No	8	0	3	0	11	0	0.0%
400	Vital Therapies Inc.	Pharmaceuticals	\$507	No	9	0	3	0	12	0	0.0%
400	Western Asset Mortgage Capital Corp.	Real Estate	\$619	No	6	0	1	0	7	0	0.0%
400	Xencor Inc.	Pharmaceuticals	\$889	No	7	0	3	0	10	0	0.0%
400	XOMA Corp.	Pharmaceuticals	\$458	No	8	0	5	0	13	0	0.0%

# Appendix B: Who's Who of Women Directors and Executives of California's 400 Largest Public Companies *(listed alphabetically)*

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
8x8 Inc.	Executive	Mary Ellen Genovese	CFO	400	215	8.3%
ACADIA Pharmaceuticals Inc.	Director	Laura Brege	CEO/President, Nodality Inc.	133	143	14.3%
	Director	Mary Ann Gray	President, Gray Strategic Advisors LLC			
Accuray Inc.	Executive	Kelly Londy	EVP/Chief Commercial Officer			
	Executive	Alaleh Nouri	SVP, General Counsel/Corporate Secretary	113	39	25.0%
Activision Blizzard Inc.	Director	Elizabeth Dávila	Former CEO/Board Member, NuGEN Technologies Inc.			
	Director	Elaine Wynn	Co-founder, Wynn Resorts	224	235	7.7%
Adamas Pharmaceuticals Inc.	Executive	Natalie McClure	SVP, Product Development			
	Director	Martha Demski	SVP/CFO/Corporate Secretary, Ajinomoto Althea Inc.	0	26	27.3%
	Director	Sara Grootwassink Lewis	CEO, Lewis Corporate Advisors LLC			
Adobe Systems Inc.	Director	Amy L. Banse	Managing Director/Head of Funds, Comcast Ventures	167	178	11.1%
	Director	Laura B. Desmond	Global CEO, Starcom MediaVest Group			
Advanced Micro Devices Inc.	Executive Director	Lisa T. Su	CEO/President	151	82	18.8%
	Director	Nora M. Denzel	Interim CEO, Outerwall Inc.			
AECOM Technology Corp.	Executive	Jane A. Chmielinski	COO	144	173	11.8%
	Director	Linda Griego	CEO/President, Griego Enterprises Inc.			
Aerojet Rocketdyne Holdings Inc.	Executive	Kathleen E. Redd	VP/CFO/Assistant Secretary	224	235	7.7%
AeroVironment Inc.	Executive	Cathleen S. Cline	SVP, Administration			
	Executive	Teresa Covington	VP, Finance/Former Interim CFO	400	45	23.1%
	Director	Catharine Merigold	Venture Capitalist			
Affymetrix Inc.	Director	Jami Dover Nachtsheim	Chairwoman, Affymetrix Inc.	180	67	20.0%
	Director	Merilee Raines	Former CFO, IDEXX Laboratories Inc.			
Agilent Technologies Inc.	Executive	Marie Oh Huber	SVP, General Counsel/Secretary	247	143	14.3%
	Director	Heidi K. Fields	Former EVP/CFO, Blue Shield, California			
Air Lease Corp.	Director	Cheryl Gordon Krongard	Private Investor	224	235	7.7%
Align Technology Inc.	Director	Andrea L. Saia	Former Global Head, Vision Care, Novartis AG	247	235	7.7%
Altera Corp.	Director	Elisha W. Finney	EVP, Finance/CFO, Varian Medical Systems	247	271	7.1%
American Homes 4 Rent	Executive	Diana M. Laing	CFO	224	123	15.4%
	Executive	Sara Vogt-Lowell	Chief Legal Officer			
American States Water Co.	Executive	Denise L. Kruger	SVP, Regulated Utilities of Golden State Water Co.			
	Executive	Eva G. Tang	SVP, Finance/CFO/Corporate Secretary/Treasurer			
	Director	Sarah J. Anderson	Former Advisory Services Partner, Ernst & Young LLP	4	4	42.9%
	Director	Diana M. Bontá	CEO/President, The Bontá Group			
	Director	Anne M. Holloway	Former Partner, Navigant Consulting Inc.			
American Vanguard Corp.	Director	Janice F. Wilkins	Former VP, Finance/Director, Internal Audit, Intel Corp.			
	Executive	Cynthia B. Smith	SVP, Global Regulatory Affairs and Product Development	247	123	15.4%
Amgen Inc.	Director	Debra F. Edwards	Independent Consultant			
	Director	Rebecca M. Henderson	John and Natty McArthur Univ. Professor, Harvard Univ.	163	178	11.1%
AMN Healthcare Services Inc.	Director	Judith C. Pelham	President Emeritus, Trinity Health			
	Executive Director	Susan R. Salka	CEO/President			
AMN Healthcare Services Inc.	Executive	Denise L. Jackson	SVP/General Counsel/Secretary	10	10	33.3%
	Director	Martha H. Marsh	Former CEO/President, Stanford Hospital/Clinics			
Amphastar Pharmaceuticals Inc.	Executive Director	Mary Zipping Luo	COO/Chief Scientist/Chairman	0	109	16.7%
Anacor Pharmaceuticals Inc.	Director	Lucy Shapiro	Professor/Director, Beckman Center, Stanford Univ.	180	215	8.3%
Apple Inc.	Executive	Angela Ahrendts	SVP, Retail and Online Stores			
	Director	Andrea Jung	CEO/President, Grameen America LLC	224	39	25.0%
	Director	Sue Wagner	Director, Blackrock Inc.			
Applied Materials Inc.	Director	Susan M. James	Former Partner, Ernst & Young LLP	292	290	6.7%
Ardelyx Inc.	Director	Annalisa Jenkins	CEO, Dimension Therapeutics Inc.	0	178	11.1%
Arena Pharmaceuticals Inc.	Director	Tina S. Nova	SVP/General Manager, Illumina Inc.	133	143	14.3%
	Director	Christine A. White	Former SVP, Global Medical Affairs, Biogen Idec Inc.			
Ares Management LP	Director	Judy D. Olian	Dean, UCLA Anderson School of Management	0	235	7.7%
Arista Networks Inc.	Executive Director	Jayshree Ullal	CEO/President	0	17	30.0%
	Director	Ann Mather	Former EVP/CFO, Pixar			
Atara Biotherapeutics Inc.	Director	Carol Gallagher	Partner, New Enterprise Associates			
	Director	Beth Seidenberg	General Partner, Kleiner Perkins Caufield & Byers	0	67	20.0%
Autodesk Inc.	Executive	Jan Becker	SVP, Human Resources and Corporate Real Estate			
	Director	Mary T. McDowell	Former EVP, Nokia's Mobile Phones Unit	26	32	26.7%
	Director	Lorrie M. Norrington	Adviser, Lead Edge Capital			
	Director	Betsy Rafael	Former Principal Accounting Officer, Apple Inc.			
Avery Dennison Corp.	Executive	Anne Hill	SVP, Chief Human Resources and Communications Officer			
	Executive	Susan C. Miller	SVP, General Counsel/Secretary	77	22	28.6%
	Director	Julia A. Stewart	CEO/Chairman, DineEquity Inc.			
BBCN Bancorp Inc.	Director	Martha N. Sullivan	CEO/President, Sensata Technologies Holding NV			
	Executive	Kyu S. Kim	Senior EVP/COO	274	178	11.1%
Biomarin Pharmaceutical Inc.	Executive	Cha Y. Park	Senior EVP/Chief Retail Banking Officer			
	Director	Elaine J. Heron	Chair, Amlyx Pharmaceuticals Inc.	274	290	6.7%
BioMed Realty Trust Inc.	Director	Janice L. Sears	Former Division Managing Director, Banc of America Securities	91	187	10.0%
Bio-Rad Laboratories Inc.	Executive	Christine A. Tsingos	EVP/CFO			
	Director	Deborah J. Neff	COO, Complete Genomics Inc.	18	26	27.3%
	Director	Alice N. Schwartz	Former Research Associate, UC			
BJ's Restaurants Inc.	Director	Lea Anne S. Ottinger	Strategic Business Consultant/Managing Partner, LMR Advisors	286	290	6.7%
	Executive	Talbot Roche	President			
Blackhawk Network Holdings Inc.	Director	Jane J. Thompson	Founder/CEO, Jane J. Thompson Financial Services LLC	224	161	13.3%

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
Boot Barn Holdings Inc.	Executive	Laurie Grijalva	Chief Merchandising Officer			
	Director	Brenda I. Morris	Independent Consultant	0	67	20.0%
Box Inc.	Director	Dana Evan	Former CFO, VeriSign Inc.	0	123	15.4%
	Director	Padmasree Warrior	Chief Technology/Strategy Officer, Cisco Systems Inc.			
Bridgepoint Education Inc.	Executive	Jane L. McAuliffe	EVP/Chief Academic Officer	32	123	15.4%
	Director	Marye Anne Fax	Chancellor/Distinguished Professor, UCSD			
Broadcom Corp.	Director	Nancy H. Handel	Former SVP/CFO, Applied Materials Inc.	133	143	14.3%
	Director	Maria M. Klawe	President, Harvey Mudd College			
Brocade Communications Systems Inc.	Director	Judy Bruner	EVP, Administration/CFO, SanDisk Corp.	247	271	7.1%
Cadence Design Systems Inc.	Director	Susan L. Bostrom	Former EVP/Chief Marketing Officer, Cisco Systems Inc.	224	271	7.1%
CAI International Inc.	Executive	Camille G. Cufino	VP, Operations and Human Resources	180	198	9.1%
CalAmp Corp.	Director	Kimberly Alexy	Principal, Alexy Capital Management	56	67	20.0%
	Director	Amal M. Johnson	Executive Chairman, Authr-IT Inc.			
Calavo Growers Inc.	Director	Dorcas H. Thille	Owner/Operator, J.K. Thille Ranches	297	306	5.6%
California Resources Corp.	Director	Catherine A. Kehr	Former SVP/Director, Capital Research Co.	0	290	6.7%
California Water Service Group	Executive	Lynne P. McGhee	VP/General Counsel			
	Director	Terry P. Bayer	COO, Molina Healthcare Inc.	64	32	26.7%
	Director	Bonnie G. Hill	President, B. Hill Enterprises LLC			
Callidus Software Inc.	Director	Linda R. Meier	Board Member, Stanford Univ. Hospital			
	Director	Michele Vion	VP, Human Resources, Bill Barrett Corp.	174	198	9.1%
Castlight Health Inc.	Executive	Dena Bravata	Former Chief Medical Officer/Head of Products	0	26	27.3%
	Executive	Jennifer W. Chaloehtiarana	General Counsel/Corporate Secretary			
Castlight Health Inc.	Director	Ann Lamont	Managing Partner, Oak Investment Partners			
	Director	Jane Jelenko	Former Partner, KPMG LLP	292	302	5.9%
CBRE Group Inc.	Director	Laura D. Tyson	Professor, Haas School of Business, UCB	274	299	6.3%
Central Garden & Pet Co.	Executive	Lori A. Varlas	SVP/CFO	91	93	18.2%
	Director	M. Beth Springer	Former EVP/General Manager, The Clorox Co.			
Cepheid Inc.	Director	Cristina H. Kepner	Former EVP/Corporate Finance Director, Invened Associates LLC	247	271	7.1%
Cerus Corp.	Executive	Carol M. Moore	SVP, Regulatory Affairs, Quality and Clinical	0	109	16.7%
	Director	Gail Schulze	Former CEO/Chairman, Zosano Pharma			
Cheesecake Factory Inc.	Executive	Debby R. Zurzolo	EVP/General Counsel/Secretary	197	215	8.3%
Chegg Inc.	Director	Marne Levine	COO, Instagram	174	187	10.0%
	Executive	P.E. Yarrington	VP/CFO			
Chevron Corp.	Director	Linet F. Daily	Former Deputy U.S. Trade Representative	88	106	17.6%
	Director	Alice P. Gast	President, Imperial College London			
	Director	Carol A. Bartz	Former CEO/Board Member, Yahoo!			
Cisco Systems Inc.	Director	M. Michele Burns	Fellow/Strategic Advisor, Stanford Univ. Center on Longevity	88	67	20.0%
	Director	Kristina M. Johnson	CEO/President, Enduring Hydro LLC			
	Director	Esther Lee	SVP, Brand Marketing, Advertising and Sponsorships, AT&T			
Clorox Co.	Director	Pamela Thomas-Graham	Chief Marketing and Talent Officer, Credit Suisse	32	82	18.8%
	Director	Carolyn M. Ticknor	Former President, Imaging/Printing Systems Group, Hewlett-Packard Co.			
Coherent Inc.	Executive	Helene Simonet	EVP/CFO	91	109	16.7%
	Director	Susan M. James	Former Partner, Ernst & Young LLP			
Coherus BioSciences Inc.	Director	Mary T. Szela	CEO, Melinta Therapeutics Inc.	0	198	9.1%
Colony Financial Inc.	Director	Nancy A. Curtin	Chief Investment Officer, Close Brothers Asset Management	400	198	9.1%
Cooper Companies Inc.	Executive	Carol R. Kaufman	EVP/Secretary/Chief Administrative Officer/Chief Governance Officer	113	123	15.4%
	Director	Jody S. Lindell	CEO/President, S.G. Management Inc.			
Corcept Therapeutics Inc.	Executive	Anne LeDoux	VP/Controller/Chief Accounting Officer	0	215	8.3%
Core Mark Holding Co. Inc.	Executive	Stacy Loretz-Congdon	SVP/CFO	224	235	7.7%
CoreLogic Inc.	Director	Jaynie Miller Studenmund	Former COO, Overture Services Inc.	113	123	15.4%
	Director	Mary Lee Widener	Community Investment Consultant			
Cornerstone OnDemand Inc.	Executive	Kirsten Helvey	SVP, Client Success	400	123	15.4%
	Director	Kristina Salen	CFO, Etsy Inc.			
CorVel Corp.	Executive	Diane J. Blaha	SVP, Sales and Account Management	64	67	20.0%
	Director	Jean H. Macino	Former Managing Director, Marsh and McLennan Co.			
Coupons.com Inc.	Director	Dawn Lepore	Former Interim CEO, Prosper Marketplace Inc.	0	169	12.5%
Crown Media Holdings Inc.	Executive	Michelle Vicary	EVP, Programming and Network Publicity	173	173	11.8%
	Director	Deanne R. Stedem	Associate General Counsel, Hallmark Cards			
Deckers Outdoor Corp.	Executive	Constance X. Rishwain	President, UGG			
	Director	Karyn O. Barsa	Corporate Director	13	22	28.6%
	Director	Lauri M. Shanahan	Corporate Director/Independent Consultant			
	Director	Bonita C. Stewart	VP, Partner Business Solutions, Americas, Google Inc.			
DepoMed Inc.	Director	Karen A. Dawes	President, Knowledgeable Decisions LLC	224	215	8.3%
Dermira Inc.	Director	Wende S. Hutton	Partner, Canaan Partners	0	215	8.3%
DexCom Inc.	Director	Barbara E. Kahn	Professor/Director, Jay H. Baker Retailing Center, The Wharton School	224	271	7.1%
	Executive	Linda B. Segre	EVP/Chief Strategy and People Officer			
Diamond Foods Inc.	Director	Celeste A. Clark	Principal, Abraham Clark Consulting LLC	151	82	18.8%
	Director	Alison Davis	Managing Partner, Fifth Era			
Digital Realty Trust Inc.	Director	Kathleen Earley	Former President/COO, TriZetto Group Inc.	91	198	9.1%
DineEquity Inc.	Executive Director	Julia A. Stewart	CEO/Chairman, DineEquity Inc.	64	67	20.0%
	Director	Caroline W. Nahas	Vice Chair, Korn/Ferry International			
Dalby Laboratories Inc.	Director	Micheline Chau	Former President/COO, Lucasfilm Ltd.	247	271	7.1%
Douglas Emmett Inc.	Director	Virginia McFerran	Founder/Owner, M Consulting	400	271	7.1%

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
DreamWorks Animation Inc.	Executive	Ann Daly	President	113	109	16.7%
	Director	Melody Hobson	President, Ariel Investments LLC			
DTS Inc.	Director	V. Sue Malina	Former Tax Partner, Deloitte & Touche LLP	0	187	10.0%
Dynavax Technologies Corp.	Director	Laura Brege	CEO/President, Nodality Inc.	144	143	14.3%
	Director	Peggy V. Phillips	Former COO, Immunex Corp.			
East West Bancorp	Executive Director	Julia S. Gouw	President/COO	26	10	33.3%
	Executive	Irene H. Oh	EVP/CFO			
	Director	Molly Campbell	Director, Financial Management Systems, Los Angeles World Airports			
	Director	Iris S. Chan	CEO, Ameriway			
eBay Inc.	Director	Bonnie S. Hammer	Chairman, NBCUniversal Cable Entertainment	286	142	15.0%
	Director	Gail J. McGovern	CEO/President, The American Red Cross			
	Director	Kathleen C. Mitic	Founder/CEO, Stitch Inc.			
Edison International	Director	Vanessa C.L. Chang	Former CEO/President, ResolvellNow.com	50	57	21.4%
	Director	Linda G. Stuntz	Partner, Stuntz, Davis & Staffier PC			
	Director	Ellen O. Tauscher	Strategic Advisor, Baker, Donelson, Bearman, Caldwell & Berkowitz PC			
Edwards Lifesciences Corp.	Director	Barbara J. McNeil	Ridley Watts Professor of Health Care Policy, Harvard Medical School	224	235	7.7%
Electronic Arts Inc.	Director	Denise F. Warren	President, Digital, Tribune Publishing Co.	274	271	7.1%
Ellie Mae Inc.	Director	Marina Levinson	Founder/CEO, CIO Advisory Group LLC	247	235	7.7%
Encore Capital Group Inc.	Director	Laura Newman Olle	Former Chief Enterprise Risk Officer, Capital One Financial Corp.	197	215	8.3%
Endologix Inc.	Executive	Amanda L. DePalma	VP, Global Marketing	180	93	18.2%
	Executive	Shelley B. Thunen	CFO/Secretary			
Ensign Group Inc.	Executive	Suzanne D. Snapper	CFO	32	39	25.0%
	Executive	Beverly B. Wittekind	VP/General Counsel			
	Director	Antoinette T. Hubenette	Practicing Physician, Cedars-Sinai Medical Group			
Entravision Communications	Director	Patricia Diaz Dennis	Former SVP/Assistant General Counsel, AT&T	197	198	9.1%
Equinix Inc.	Executive	Sara Baack	Chief Marketing Officer	400	235	7.7%
Essex Property Trust Inc.	Director	Janice L. Sears	Former Division Managing Director, Banc of America Securities	297	306	5.6%
Exelixis Inc.	Executive	Deborah Burke	SVP/CFO	144	161	13.3%
	Executive	Gisela M. Schwab	EVP/Chief Medical Officer			
Exponent Inc.	Executive	Catherina Ford Corrigan	Group VP	83	26	27.3%
	Director	Karen A. Richardson	Former CEO, E.piphany			
	Director	Debra L. Zumwalt	VP/General Counsel, Stanford Univ.			
Facebook Inc.	Executive Director	Sheryl K. Sandberg	COO	51	45	23.1%
	Director	Susan D. Desmond-Hellmann	CEO, The Bill & Melinda Gates Foundation			
Fair Isaac Corp.	Director	Joanna Rees	Managing Director, Soda Rock Partners	400	235	7.7%
Fairchild Semiconductor International Inc.	Director	Catherine P. Lego	Founder, Lego Ventures LLC	247	235	7.7%
Farmer Brothers Co.	Director	Hamideh Assadi	Independent Tax Consultant	0	93	18.2%
	Director	Jeanne Farmer Grossman	Former Teacher/Homemaker			
Farmers & Merchants Bancorp	Executive	Deborah E. Skinner	EVP/Chief Administrative Officer of the Bank	0	235	7.7%
FibroGen Inc.	Executive	K. Peony Yu	VP, Clinical Development	0	235	7.7%
Financial Engines Inc.	Director	E. Olena Berg-Lacy	Former Partner, Fiduciary Benchmarks Inc.	133	143	14.3%
	Director	Heidi K. Fields	Former EVP/CFO, Blue Shield, California			
FireEye Inc.	Executive	Alexa King	SVP, General Counsel/Secretary	274	109	16.7%
	Director	Kimberly Alexy	Principal, Alexy Capital Management			
First American Financial Corp.	Director	Virginia M. Ueberroth	Chairman, The Ueberroth Family Foundation	286	235	7.7%
First Republic Bank	Executive	Katherine August-deWilde	President	0	20	29.4%
	Director	Sandra R. Hernandez	CEO/President, California HealthCare Foundation			
	Director	Pamela J. Joyner	Founding Partner, Avid Partners LLC			
	Director	Jody S. Lindell	CEO/President, S.G. Management Inc.			
Five Prime Therapeutics Inc.	Executive	Julie Hambleton	SVP/Chief Medical Officer	0	215	8.3%
	Executive	Jennifer M. Johnson	EVP/COO			
Franklin Resources Inc.	Director	Mariann Byerwalter	Chairman, SRI International	64	67	20.0%
	Director	Laura Stein	SVP/General Counsel, The Clorox Co.			
Gap Inc.	Executive	Sabrina Simmons	EVP/CFO	26	32	26.7%
	Director	Isabella D. Goren	Former CFO, AMR Corp. and American Airlines Inc.			
	Director	Katherine Tsang	Principal, Max Giant Limited			
	Director	Padmasree Warrior	Chief Technology/Strategy Officer, Cisco Systems			
Genomic Health Inc.	Executive Director	Kimberly J. Popovits	CEO/President/Chairman	13	17	30.0%
	Director	Ginger L. Graham	CEO/President, Two Trees Consulting			
Geron Corp.	Executive	Melissa A. Kelly Behrs	EVP, Bus. Dev. and Portfolio and Alliance Management	13	10	33.3%
	Executive	Olivia K. Bloom	EVP, Finance/CFO/Treasurer			
	Director	Karin Eastham	Former EVP/COO, Burnham Institute for Medical Research			
	Director	Susan M. Malineaux	CEO/President, Calithera Biosciences Inc.			
Gilead Sciences Inc.	Executive	Robin L. Washington	EVP/CFO	64	67	20.0%
	Director	Carla A. Hills	CEO/Chair, Hills & Co.			
Glu Mobile Inc.	Director	Gayle E. Wilson	Former California First Lady	197	198	9.1%
	Director	Ann Mather	Former EVP/CFO, Pixar			
Google Inc.	Director	Diane B. Greene	Former CEO/President, VMware	77	106	17.6%
	Director	Ann Mather	Former EVP/CFO, Pixar			
	Director	Shirley M. Tilghman	Former President, Princeton Univ.			
GoPro Inc.	Executive	Nina Richardson	Former COO	0	93	18.2%
	Executive	Sharon Zezima	General Counsel			
Granite Construction Inc.	Executive	Laurel J. Krzeminski	SVP/CFO	133	143	14.3%
	Director	Rebecca A. McDonald	Former CEO, Laurus Energy Inc.			

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
Green Dot Corp.	Executive	Grace T. Wang	CFO	91	45	23.1%
	Director	Mary J. Dent	Public Policy Consultant, dclQ			
	Director	Glinda Bridgforth Hodges	Personal Finance Expert/Consultant			
Guess? Inc.	Director	Kay Isaacson-Leibowitz	Former EVP, Beauty Niches, Victoria's Secret	83	187	10.0%
Guidewire Software Inc.	Executive	Karen Blasing	CFO	91	109	16.7%
	Executive	Priscilla Hung	Chief Administrative Officer			
Halozyme Therapeutics Inc.	Executive Director	Helen I. Torley	CEO/President	13	3	44.4%
	Director	Kathryn E. Falberg	Former EVP/CFO, Jazz Pharmaceuticals PLC			
Halozyme Therapeutics Inc.	Director	Connie L. Matsui	Former EVP, Knowledge and Innovation Networks, Biogen Idec Inc.	13	3	44.4%
	Executive	Bonita I. Lee	Senior EVP/COO			
Hanmi Financial Corp.	Executive	Jean Lim	EVP/Chief Risk Officer	197	57	21.4%
	Director	Christie K. Chu	Owner, CKC Accountancy Corp.			
Harmonic Inc.	Executive	Carolyn V. Aver	CFO	32	45	23.1%
	Director	Mitzi Reaugh	CEO/Founder, Percolating Media LLC			
HCP Inc.	Director	Susan G. Swenson	Former CEO/President, Sage Software-North America	32	45	23.1%
	Executive Director	Lauralee E. Martin	CEO/President			
	Director	Christine N. Garvey	Former Global Head, Corporate Real Estate Services, Deutsche Bank AG			
Health Net Inc.	Executive	Juanell Hefner	Chief Administration Officer	64	32	26.7%
	Director	Mary Anne Citrino	Senior Advisor, The Blackstone Group			
	Director	Vicki B. Escarra	CEO, Opportunity International			
	Director	Gale S. Fitzgerald	Former Chair/CEO, Computer Task Group Inc.			
Hercules Technology Growth Capital Inc.	Executive	Jessica Baron	CFO	151	67	20.0%
	Director	Susanne D. Lyons	Former Chief Marketing Officer, VISA			
Heron Therapeutics Inc.	Director	Kimberly J. Manhard	SVP, Regulatory Affairs, Ardea Biosciences Inc.	197	198	9.1%
Hewlett-Packard Co.	Executive Director	Margaret C. Whitman	CEO/President/Chairman	21	20	29.4%
	Executive	Catherine A. Lesjak	EVP/CFO			
	Director	Ann M. Livermore	Executive Advisor to CEO			
	Director	Patricia F. Russo	Former CEO, Alcatel-Lucent			
HomeFed Corp.	Executive	Erin N. Ruhe	VP, Treasurer/Controller	180	198	9.1%
ICU Medical Inc.	Executive	Alison D. Burcar	VP/General Manager of Infusion Systems	197	235	7.7%
Illumina Inc.	Director	Karin Easham	Former EVP/COO, Burnham Institute for Medical Research	274	290	6.7%
Impax Laboratories Inc.	Director	Mary K. Pendergast	President/Founder, Pendergast Consulting	113	271	7.1%
Imperva Inc.	Director	Theresia Gouw	Partner, Aspect Ventures	224	290	6.7%
Infoblox Inc.	Director	Laura C. Conigliaro	Former Partner, The Goldman Sachs Group Inc.	167	215	8.3%
Ingram Micro Inc.	Director	Leslie Stone Heisz	Former Managing Director, Lazard Freres & Co.	133	67	20.0%
	Director	Linda Fayne Levinson	Private Venture Advisor			
Inogen Inc.	Director	Carol G. Mills	Executive Chairman/Development Consultant, Xactly Corp.	0	56	22.2%
	Executive	Alison Bauerlein	EVP, Finance/CFO			
	Director	Heather Rider	Former VP, Global Human Resources, Cymer Inc.			
Intel Corp.	Executive	Renée J. James	President	77	82	18.8%
	Director	Charlene Barshesky	Senior International Partner, Wilmer Cutler Pickering Hale and Dorr LLP			
	Director	Susan L. Decker	Principal, Deck3 Ventures LLC			
Intersect ENT Inc.	Executive Director	Lisa D. Earnhardt	CEO/President	0	7	40.0%
	Executive	Jeryl L. Hilleman	CFO			
	Director	Cynthia L. Lucchese	Chief Administrative Officer/CFO, Hulman & Co.			
Intersil Corp.	Director	Mercedes Johnson	Former Interim CFO, Intersil Corp.	113	235	7.7%
Intuit Inc.	Executive	Laura A. Fennell	SVP, General Counsel/Corporate Secretary	58	57	21.4%
	Director	Diane B. Greene	Former CEO/President, VMware			
	Director	Suzanne Nora Johnson	Former Vice Chairman, Goldman Sachs Group Inc.			
Intuitive Surgical Inc.	Director	Amal M. Johnson	Executive Chairman, Author-IT Inc.	247	235	7.7%
InvenSense Inc.	Director	Emiko Higashi	Founder/Managing Partner, Tomon Partners	400	235	7.7%
Invitae Corp.	Executive	Lisa Alderson	Chief Commercial Officer	0	143	14.3%
Isis Pharmaceuticals Inc.	Executive Director	B. Lynne Parshall	COO	51	45	23.1%
	Executive	Elizabeth L. Hougren	SVP, Finance/CFO			
Ixia	Executive Director	Bethany Mayer	CEO/President	167	26	27.3%
	Director	Gail Hamilton	Board Member, Arrow Electronics Inc.			
Jack in the Box Inc.	Director	Sharon P. John	CEO, Build-A-Bear Workshop Inc.	91	123	15.4%
	Director	Madeleine A. Kleiner	EVP/General Counsel/Corporate Secretary, Hilton Hotels Corp.			
Jacobs Engineering Group Inc.	Director	Linda Fayne Levinson	Private Venture Advisor	286	299	6.3%
JDS Uniphase Corp.	Director	Penelope A. Herscher	CEO/President, FirstRain	197	235	7.7%
Jive Software Inc.	Executive Director	Elisa A. Steele	CEO/President	247	57	21.4%
	Director	Margaret A. Breyer	EVP/Chief Marketing Officer, Informatica Corp.			
Juniper Networks Inc.	Executive	Robyn M. Denholm	EVP/Chief Financial and Operations Officer	32	161	13.3%
	Director	Mercedes Johnson	Former Interim CFO, Intersil Corp.			
Kaiser Aluminum Corp.	Director	Carolyn Bartholomew	Commissioner, U.S.-China Economic and Security Review Commission	64	67	20.0%
	Director	Teresa A. Hopp	Former CFO, Western Digital Corp.			
	Director	Lauralee E. Martin	CEO/President, HCP Inc.			
KB Home	Director	Melissa Lara	President, Taco Bell International	274	235	7.7%
Kennedy-Wilson Holdings Inc.	Executive	Mary Ricks	CEO/President, Kennedy Wilson Europe	91	109	16.7%
	Director	Cathy Hendrickson	Former CEO/President, Bay Cities National Bank			
Keysight Technologies Inc.	Director	Jean M. Halloran	Former SVP, Human Resources, Agilent	0	198	9.1%
Kilroy Realty Corp.	Director	Jolie Hunt	Founder/Principal, Hunt & Gather	400	198	9.1%
Kite Pharma Inc.	Executive	Cynthia M. Bulitta	COO/CFO	0	93	18.2%
	Director	Farah Chamsi	Managing Director, Alta Partners			

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
KLA-Tencor Corp.	Director	Emiko Higashi	Founder/Managing Partner, Tomon Partners	274	299	6.3%
Korn/Ferry International	Director	Christina A. Gold	Former CEO, The Western Union Co.	91	109	16.7%
	Director	Debra J. Perry	Former Senior Managing Director, Moody's Investors Service Inc.			
KYTHERA Biopharmaceuticals Inc.	Director	Camille Samuels	Partner, Venrock	197	198	9.1%
	Executive	Sarah A. O'Dowd	SVP, Chief Legal Officer			
Lam Research Corp.	Director	Christine A. Heckart	Chief Marketing Officer, Brocade Communications Systems Inc.	77	82	18.8%
	Director	Catherine P. Lego	Founder, Lego Ventures LLC			
	Executive	Chaomei Chen	Chief Risk Officer			
LendingClub Corp.	Executive	Carrie Dolan	CFO	0	45	23.1%
	Director	Mary Meeker	General Partner, Kleiner Perkins Caulfield and Byers			
LinkedIn Corp.	Director	Leslie Kilgore	Former Chief Marketing Officer, Netflix Inc.	197	215	8.3%
Lion Biotechnologies Inc.	Executive Director	Elma Hawkins	President/COO	0	67	20.0%
Lions Gate Entertainment Corp.	Director	Phyllis Yaffe	Former CEO/Board Member, Alliance Atlantis Communications	292	302	5.9%
Live Nation Entertainment Inc.	Executive	Kathy Willard	CFO	151	173	11.8%
	Director	Peggy Johnson	EVP, Business Development, Microsoft Corp.			
	Executive Director	Wendy L. Simpson	CEO/President/Chairman			
LTC Properties Inc.	Executive	Pamela J. Shelley-Kessler	EVP/CFO/ Corporate Secretary	3	2	50.0%
	Executive	Caroline L. Chikhale	VP/Controller/Treasurer			
	Director	Devra G. Shapiro	Former CFO, IPC Healthcare Inc.			
Macerich Co.	Director	Diana M. Laing	CFO, American Homes 4 Rent	151	173	11.8%
	Director	Andrea M. Stephen	Former EVP, Investments, The Cadillac Fairview Corp. Ltd.			
Marcus & Millichap Inc.	Director	Norma J. Lawrence	Former Partner, KPMG LLP	174	187	10.0%
Marketo Inc.	Director	Susan L. Bostrom	Former EVP/Chief Marketing Officer, Cisco Systems Inc.	64	198	9.1%
	Director	Frances D. Fergusson	Former President, Vassar College			
Mattel Inc.	Director	Ann Lewnes	SVP/Chief Marketing Officer, Adobe Systems Inc.	77	82	18.8%
	Director	Kathy White Loyd	Executive in Residence/Faculty Member, Univ. of North Carolina			
McGrath RentCorp	Director	Elizabeth A. Fetter	Former CEO, Symmetricom Inc.	197	215	8.3%
	Director	M. Christine Jacobs	Former CEO/President/Chairman, Theragenics Corp.			
McKesson Corp.	Director	Marie L. Knowles	EVP/CFO, Retired, ARCO	58	82	18.8%
	Director	Susan R. Salka	CEO/President, AMN Healthcare Services Inc.			
	Executive	Jennifer J. Rhodes	General Counsel/Corporate Secretary			
	Executive	Lynn Seely	Chief Medical Officer			
Medivation Inc.	Director	Kathryn E. Falberg	Former EVP/CFO, Jazz Pharmaceuticals PLC	5	5	41.7%
	Director	Dawn Svoronos	Former President, Europe/Canada, Merck & Co. Inc.			
	Director	Wendy L. Yarno	Former Chief Marketing Officer, Merck & Co. Inc.			
Mercury General Corp.	Director	Martha E. Marcon	Former Partner, KPMG LLP	274	290	6.7%
	Executive	Terry P. Bayer	COO			
Molina Healthcare Inc.	Director	Ronna E. Romney	Director, Park-Ohio Holding Corp.	151	161	13.3%
	Executive	Meera Rao	CFO			
Monolithic Power Systems Inc.	Executive	Saria Tseng	VP, Strategic Corporate Development/General Counsel	32	39	25.0%
	Director	Karen A. Smith Bogart	President, Smith Bogart Consulting			
Monster Beverage Corp.	Director	Kathy N. Waller	EVP/CFO, The Coca-Cola Co.	400	271	7.1%
	Executive	Christine Besnard	EVP/General Counsel/Secretary			
Multi-Fineline Electronix Inc.	Director	Linda Yuen-Ching Lim	Faculty Member, Univ. of Michigan	0	123	15.4%
Natus Medical Inc.	Director	Doris E. Engibus	Consultant/Advisor	174	187	10.0%
Nektar Therapeutics	Director	Susan Wang	Former EVP, Corporate Development/CFO, Soletron Corp.	247	271	7.1%
NetApp Inc.	Director	Kathryn M. Hill	Former Executive Advisor, Cisco Systems Inc.	274	290	6.7%
	Director	Leslie Kilgore	Former Chief Marketing Officer			
Netflix Inc.	Director	Ann Mather	Former EVP/CFO, Pixar	91	57	21.4%
	Director	Anne M. Sweeney	Former President, Disney/ABC Television Group			
	Executive	Christine M. Gorjanc	CFO			
NETGEAR Inc.	Director	Jocelyn E. Carter-Miller	President, TechEdVentures Inc.	22	22	28.6%
	Director	Barbara V. Scherer	Private Investor			
	Director	Julie A. Shimer	Private Investor			
	Director	Deborah Farrington	General Partner, StarVest Partners, LP			
NetSuite Inc.	Director	Catherine R. Kinney	Former Group EVP/Head, Global Listings, NYSE Euronext	113	123	15.4%
Neurocrine Biosciences Inc.	Director	Corinne H. Nevinny	General Partner, LMNVC LLC	224	235	7.7%
New Relic Inc.	Director	Sarah Friar	CFO, Square Inc.	0	178	11.1%
Newport Corp.	Director	Cherry A. Murray	Professor of Engineering/Physics, Harvard Univ.	180	215	8.3%
NMI Holdings Inc.	Executive	Claudia J. Merkle	Chief of Insurance Operations	400	187	10.0%
	Director	Vickie L. Capps	Former CFO, DJO Global Inc.			
NuVasive Inc.	Director	Leslie V. Norwalk	Strategic Advisor/Strategic Counsel, Epstein Becker & Green PC	113	109	16.7%
	Executive	Colette M. Kress	EVP/CFO			
NVIDIA Corp.	Executive	Deborah Shaquist	EVP, Operations	64	44	23.5%
	Director	Persis S. Drell	Dean, School of Engineering, Stanford Univ.			
	Director	Dawn Hudson	Chief Marketing Officer, National Football League			
Oaktree Capital Group LLC	Director	Marna C. Whittington	CEO, Allianz Global Investors Capital	297	302	5.9%
Omniceil Inc.	Director	Joanne B. Bauer	Former President, Global Health Care at Kimberly-Clark Corp.	58	143	14.3%
	Director	Sara J. White	Pharmacy Leadership Coach			
OmniVision Technologies Inc.	Executive	Y. Vicky Chou	SVP, Global Management/General Counsel	174	187	10.0%
OncoMed Pharmaceuticals Inc.	Director	Deepa R. Pakianathan	Managing Member, Delphi Ventures	83	93	18.2%
	Director	Denise Pollard-Knight	Managing Partner, Phase4 Partners			
Opus Bank	Executive	Nicole M. Carrillo	EVP/CFO	0	235	7.7%
Oracle Corp.	Executive Director	Safra A. Catz	CEO	77	82	18.8%
	Director	Naomi O. Seligman	Senior Partner, Ostriker von Simson			

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
Orexigen Therapeutics Inc.	Executive	Heather D. Turner	SVP, General Counsel/Secretary			
	Director	Wendy L. Dixon	Former Chief Marketing Officer, Bristol-Myers Squibb Co.	58	57	21.4%
	Director	Lota S. Zoh	Former SVP/CFO, MedImmune Inc.			
Otonomy Inc.	Director	Vickie L. Capps	Former CFO, DJO Global Inc.	0	67	20.0%
	Director	Heather Preston	Partner/Managing Director, TPG Biotech			
Pacific Biosciences of California Inc.	Executive	Susan Barnes	EVP/CFO			
	Director	Kathy Ordoñez	Former SVP, Quest Diagnostics	91	45	23.1%
	Director	Lucy Shapiro	Professor/Director, Beckman Center, Stanford Univ.			
PacWest Bancorp	Director	Susan E. Lester	Former CFO, HomeSide Lending Inc.	297	306	5.6%
Pandora Media Inc.	Executive	Sara Clemens	Chief Strategy Officer	113	123	15.4%
	Director	Elizabeth A. Nelson	Former EVP/CFO, Macromedia Inc.			
Pattern Energy Group Inc.	Director	Patricia S. Bellinger	Executive Director, Center for Public Leadership, Harvard Univ.	64	109	16.7%
	Director	Patricia M. Newson	Former President, Utility Division, AltaGas Ltd.			
PennyMac Mortgage Investment Trust	Executive	Anne D. McCallion	CFO			
	Director	Nancy McAllister	Senior Advisor, Star Mountain Capital LLC	91	122	15.8%
	Director	Stacey D. Stewart	President, US Operations/EVP, United Way Worldwide			
PG&E Corp.	Director	Maryellen C. Herringer	Former EVP, General Counsel, and Secretary, APL Limited			
	Director	Barbara L. Rambo	CEO, Taconic Management Services	151	82	18.8%
	Director	Anne Shen Smith	Former CEO/Chairman, Southern California Gas Co.			
Plantronics Inc.	Executive	Pam Strayer	SVP/CFO	91	215	8.3%
PMC-Sierra Inc.	Executive	Alinka Flaminia	VP/General Counsel/Corporate Secretary	400	235	7.7%
Polycom Inc.	Executive	Laura J. Durr	CFO/Chief Accounting Officer/EVP			
	Director	Betsy S. Atkins	CEO, Baja LLC	32	26	27.3%
	Director	Martha H. Bejar	CEO/Director, Flow Mobile Inc.			
Portola Pharmaceuticals Inc.	Executive	Mardi C. Dier	EVP/CFO	197	93	18.2%
	Director	Laura Brege	CEO/President, Nodality Inc.			
PriceSmart Inc.	Director	Sherry S. Bahrambeygui	Managing Member, The Price Group LLC	113	143	14.3%
	Director	Katherine L. Hensley	Former Partner, O'Melveny & Myers			
Prologis Inc.	Director	Christine N. Garvey	Former Global Head, Corporate Real Estate Services, Deutsche Bank AG	151	169	12.5%
	Director	Lydia H. Kennard	Founder/CEO, KDG Construction Consulting			
Proofpoint Inc.	Executive	Tracy Newell	EVP, Worldwide Sales	32	109	16.7%
	Director	Dana Evan	Former CFO, Verisign Inc.			
PS Business Parks Inc.	Executive	Maria R. Hawthorne	EVP/Chief Administrative Officer			
	Director	Jennifer Holden Dunbar	Co-Founder/Managing Director, Dunbar Partners LLC	51	45	23.1%
	Director	Sara Grootwassink Lewis	CEO, Lewis Corporate Advisors LLC			
Public Storage	Executive	Candace N. Krol	SVP/Chief Human Resources Officer	113	123	15.4%
	Director	Tamara Hughes Gustavson	Former VP, Administration			
QAD Inc.	Executive Director	Pamela M. Lopker	President/Chairman	0	17	30.0%
	Executive	Kara L. Bellamy	SVP, Corporate Controller/Chief Accounting Officer			
QLogic Corp.	Executive	Jean Hu	SVP/CFO	91	123	15.4%
	Director	Christine King	Former Director/CEO/President, Standard Microsystems Corp.			
Qualcomm Inc.	Director	Barbara T. Alexander	Independent Consultant			
	Director	Susan Hockfield	President Emerita/Professor, MIT	132	143	14.3%
	Director	Sherry Lansing	Founder/Chair, The Sherry Lansing Foundation			
Quality Systems Inc.	Executive	Jocelyn A. Leavitt	EVP/General Counsel/Secretary	247	271	7.1%
Qualys Inc.	Director	Sandra E. Bergeron	Former Venture Partner, Trident Capital Inc.	18	67	20.0%
	Director	Kristi M. Rogers	Managing Director/CEO, Aspen Healthcare Services LLC			
Quantum Corp.	Executive	Linda M. Breard	SVP/CFO	0	271	7.1%
	Director	Mary Lake Polan	Professor/Chair Emeritus, Stanford Univ. School of Medicine	197	235	7.7%
Rambus Inc.	Executive	Laura Stark	SVP, GM, Emerging Solutions Division	180	93	18.2%
	Director	Penelope A. Herscher	CEO/President, FirstRain			
Raptor Pharmaceutical Corp.	Executive Director	Julie Anne Smith	CEO/President	32	45	23.1%
	Director	Suzanne L. Bruhn	CEO/President, Promedior Inc.			
Realty Income Corp.	Director	Kathleen R. Allen	Director, Center for Technology Commercialization, USC	113	123	15.4%
	Director	Priya Cherian Huskins	SVP/Partner, Woodruff-Sawyer & Co.			
	Executive	Sheila Gujrathi	Chief Medical Officer			
Receptos Inc.	Director	Kristina Buraw	Managing Director, ARCH Venture Partners	18	14	30.8%
	Director	Mary Lynne Hedley	President, Tesaro Inc.			
	Director	Mary Szela	CEO, Melinta Therapeutics Inc.			
	Director	Mariann Byerwalter	Chairman, SRI International			
Redwood Trust Inc.	Director	Karen R. Pallotta	Owner, KRP Advisory Services LLC	197	57	21.4%
	Director	Georganne C. Proctor	former CFO, TIAA-CREF			
Reliance Steel & Aluminum Co.	Executive	Karla R. Lewis	EVP/CFO	144	143	14.3%
	Director	Sarah J. Anderson	Former Advisory Services Partner, Ernst & Young LLP			
Relyspa Inc.	Executive	Mary E. Corbett	SVP, Human Resources	180	93	18.2%
	Director	Helen I. Torley	CEO/President, Halozyme Therapeutics			
Resmed Inc.	Director	Carol Burt	principal, Burt-Hilliard Investments	247	235	7.7%
Resources Connection Inc.	Executive	Kate W. Duchene	EVP of Human Resources/Chief Legal Officer/Secretary			
	Director	Susan J. Crawford	Senior Judge, United States Court, Appeals, the Armed Forces	13	57	21.4%
	Director	Anne Shih	Chairwoman, Bowers Museum			
Restoration Hardware Holdings Inc.	Executive Director	Eri Chaya	Chief Creative Officer			
	Executive	Karen Boone	CFO/Chief Administrative Officer	32	14	30.8%
	Director	Katie Mitic	Founder/CEO, Sith Inc.			

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
Retail Opportunity Investments Corp.	Director	Laura H. Pomerantz	Principal/Founding Partner, Laura Pomerantz Real Estate LLC	197	215	8.3%
Retrophin Inc.	Executive	Margaret Valeur-Jensen	General Counsel	0	178	11.1%
Revance Therapeutics Inc.	Director	Phyllis Gardner	Former Adjunct Partner, Essex Woodlands	0	235	7.7%
RingCentral Inc.	Director	Michelle McKenna-Dayle	SVP/Chief Information Officer, NFL	400	178	11.1%
Robert Half International Inc.	Director	Barbara J. Novogradac	President, Novogradac Investment Co.	180	198	9.1%
Ross Stores Inc.	Executive Director	Barbara Rentler	CEO	113	106	17.6%
	Director	Sharon D. Garrett	Management Consultant			
Rovi Corp.	Executive	Pamela Sergeeff	EVP/General Counsel/Corporate Secretary	56	93	18.2%
	Director	Ruthann Guindlen	Managing Member, Fund VIII, Institutional Venture Partners			
RPX Corp.	Executive	Mallun Yen	EVP	400	215	8.3%
Rubicon Project Inc.	Director	Lisa L. Troe	Senior Managing Director/Co-Founder, Athena Advisors LLC	0	178	11.1%
Ruckus Wireless Inc.	Executive Director	Selina Y. Lo	CEO/President	113	109	16.7%
Ryland Group Inc.	Director	Charlotte St. Martin	Executive Director, The Broadway League	224	235	7.7%
Sabra Health Care REIT Inc.	Executive	Talya Nevo-Hacohen	EVP/Chief Investment Officer/Treasurer	151	169	12.5%
Salesforce.com Inc.	Director	Robin Washington	EVP/CFO, Gilead Sciences Inc.	292	173	11.8%
	Director	Susan Wojcicki	CEO, YouTube			
SanDisk Corp.	Executive	Judy Bruner	EVP, Administration/CFO	113	123	15.4%
	Director	Catherine P. Lego	Founder, Lego Ventures LLC			
Sangamo BioSciences Inc.	Director	H. Stewart Parker	Former CEO, The Infectious Disease Research Institute	197	123	15.4%
	Director	Saira Ramasastry	Managing Partner, Life Sciences Advisory LLC			
Sanmina-SCI Corp.	Director	Jackie M. Ward	Chair, Sysco Corp. and Luna-C Clothing	247	271	7.1%
Schwab Corp.	Director	Nancy H. Bechtle	Former CEO/President, The San Francisco Symphony	163	187	10.0%
	Director	Paula A. Sneed	CEO/Chairman, Phelps Prescott Group LLC			
SciClone Pharmaceuticals Inc.	Executive	Lan Xie	VP, Finance, China CFO	0	93	18.2%
	Director	Nancy T. Chang	President, Apex Enterprises Inc.			
Second Sight Medical Products Inc.	Executive	Anne-Marie Ripley	VP, Clinical and Regulatory	0	198	9.1%
	Executive Director	Debra L. Reed	CEO/Chairman			
	Executive	G. Joyce Rowland	SVP, Chief Human Resources and Administrative Officer			
Sempra Energy	Executive	Martha B. Wyrsh	EVP/General Counsel	24	10	33.3%
	Director	Kathleen L. Brown	Partner, Manatt, Phelps & Phillips LLP			
	Director	Lynn Schenk	Private Attorney			
Semtech Corp.	Director	Sylvia Summers	CEO/President/Director, Trident Microsystems Inc.	274	271	7.1%
ServiceNow Inc.	Director	Susan L. Bostrom	Former EVP/Chief Marketing Officer, Cisco Systems Inc.	144	161	13.3%
	Director	Anita M. Sands	Former Group Managing Director, UBS Financial Services			
ServiceSource International Inc.	Executive	Ashley F. Johnson	Former Acting CEO	113	235	7.7%
ShoreTel Inc.	Director	Constance Skidmore	Board Member, Comfort Systems USA	400	215	8.3%
Shutterstock Inc.	Director	Ann Mather	Former EVP/CFO, Pixar	133	143	14.3%
	Director	Nancy J. Schoendorf	Managing Partner, Mohr, Davidow Ventures			
Silver Spring Networks Inc.	Director	Laura D. Tyson	Professor, Haas School of Business, Univ. of California, Berkeley	197	198	9.1%
	Executive Director	Karen Colonias	CEO/President			
Simpson Manufacturing Co. Inc.	Director	Jennifer A. Chatman	Professor, Haas School of Business, Univ. of California, Berkeley	5	9	38.5%
	Director	Celeste Volz Ford	CEO, Stellar Solutions Inc.			
	Director	Robin G. MacGillivray	Former SVP, One AT&T Integration, AT&T			
SJW Corp.	Director	Katharine Armstrong	President, Natural Resources Solutions	180	235	7.7%
Smart & Final Stores Inc.	Executive	Eleanor E. Hong	SVP/Chief Marketing Officer	0	235	7.7%
SolarCity Corp.	Director	Nancy E. Pfund	Managing Partner, DBL Investors	286	271	7.1%
Splunk Inc.	Director	Amy Chang	CEO/Founder, Accompani	224	161	13.3%
	Director	Patricia Morrison	EVP, Customer Care Shared Services/CIO, Cardinal Health			
Standard Pacific Corp.	Executive	Wendy L. Marlett	Chief Marketing Officer	180	198	9.1%
Starwood Waypoint Residential Trust	Executive	Tamra D. Browne	Chief Legal Officer/Secretary	0	161	13.3%
	Executive	Nina A. Tran	CFO			
SunPower Corp.	Executive	Lisa Bodensteiner	EVP/General Counsel/Corporate Secretary	247	143	14.3%
	Director	Catherine Lesjak	EVP/CFO, Hewlett-Packard Co.			
Sunstone Hotel Investors Inc.	Director	Z. Jamie Behar	Managing Director, Real Estate & Alternative Investments, GMIMCO	247	235	7.7%
Super Micro Computer Inc.	Executive Director	Chiu-Chu Liu Liang	SVP, Operations/Chief Administration Officer/Treasurer	32	39	25.0%
	Director	Laura Black	Managing Director, Needham & Company LLC			
SVB Financial Group	Executive	Joan Parsons	Head of Specialty Banking	88	82	18.8%
	Director	Lata Krishnan	CFO, Shah Capital Partners			
	Director	Kate D. Mitchell	Managing Partner/Co-Founder, Scale Venture Partners			
Symantec Corp.	Director	Geraldine B. Laybourne	Chairman, Kandu	51	57	21.4%
	Director	Anita M. Sands	Former Group Managing Director, UBS Financial Services			
	Director	Suzanne M. Vautrinot	President, Kilovolt Consulting Inc.			
Synaptics Inc.	Executive	Kathleen A. Bayless	SVP, CFO/Treasurer	224	123	15.4%
	Executive	Ritu Favre	SVP/General Manager, Biometrics Product Division			
SYNNEX Corp.	Director	Andrea Zulberti	Former Head of Global Operations, Blackrock Inc.	274	290	6.7%
Synopsys Inc.	Director	Janice D. Chaffin	Senior Executive, Symantec Corp.	247	161	13.3%
	Director	Deborah A. Coleman	General Partner, SmartForest Ventures			
TCP Capital Corp.	Executive	Elizabeth Greenwood	Secretary/Chief Compliance Officer	167	187	10.0%
	Executive	Melanie S. Cibik	SVP, General Counsel/Secretary			
Teledyne Technologies Inc.	Executive	Susan L. Main	SVP/CFO	26	32	26.7%
	Director	Roxanne S. Austin	President, Austin Investment Advisors			
	Director	Jane C. Sherburne	Principal, Sherburne PLLC			
Tesla Motors Inc.	Director	Robyn M. Denholm	EVP/Chief Financial/Operations Officer, Juniper Networks Inc.	400	215	8.3%
Tetra Tech Inc.	Director	Kimberly E. Ritrievi	President, The Ritrievi Group LLC	133	143	14.3%
	Director	Kirsten M. Volpi	EVP/CFO/Treasurer, Colorado School of Mines			

# Who's Who

## Appendix B (continued)

COMPANY	POSITION	NAME	TITLE	2014 COMPANY RANK	2015 COMPANY RANK	% WOMEN DIRECTORS & HIGHEST-PAID EXECUTIVES
Theravance Inc.	Director	Catherine J. Friedman	Independent Consultant	224	187	10.0%
Thoratec Corp.	Executive	Niamh Pellegrini	President North America	197	123	15.4%
	Director	Martha H. Marsh	Former CEO/President, Stanford Hospital/Clinics			
TRI Pointe Group Inc.	Director	Kristin F. Gannon	Partner, Dean Bradley Osborne	0	143	14.3%
	Director	Constance B. Moore	Former CEO/President, BRE Properties, Inc.			
TriCo Bancshares	Director	W. Virginia Walker	General Manager, Jamison Group LLC	247	302	5.9%
Trimble Navigation Ltd.	Director	Merit E. Janow	Dean of the Faculty, International and Public Affairs, Columbia Univ.	91	235	7.7%
Trinet Group Inc.	Director	Katherine August-deWilde	President, First Republic Bank	0	215	8.3%
Tutor Perini Corp.	Director	Marilyn A. Alexander	Independent Consultant/Principal, Alexander & Friedman LLC	144	169	12.5%
	Director	Dale A. Reiss	Senior Managing Director, Brock Capital Group LLC			
Twitter Inc.	Executive	Vijaya Gadde	General Counsel	83	123	15.4%
	Director	Marjorie Scardino	Former CEO/Board Member, Pearson PLC			
	Executive	Elisha W. Finney	EVP, Finance/CFO			
Varian Medical Systems Inc.	Executive	Kalleen T. Kennedy	SVP/President, Oncology Systems	26	32	26.7%
	Director	Susan L. Bostrom	Former EVP/Chief Marketing Officer, Cisco Systems Inc.			
	Director	Regina E. Dugan	VP, Engineering, Google Inc.			
	Executive	June Yee Felix	President, Verifone Europe			
Verifone Systems Inc.	Director	Karen Austin	SVP/Chief Information Officer, Pacific Gas & Electric Co.	32	22	28.6%
	Director	Wenda Harris Millard	President/COO, MediaLink LLC			
	Director	Jane J. Thompson	Founder/CEO, Jane J. Thompson Financial Services LLC			
ViaSat Inc.	Executive	Shawn Duffy	SVP/CFO	224	271	7.1%
Virgin America Inc.	Executive	E. Frances Fiorillo	SVP, People and In-flight Services	0	271	7.1%
Visa Inc.	Director	Mary B. Cranston	Former Senior Partner, Pillsbury Winthrop Shaw Pittman LLP	32	82	18.8%
	Director	Suzanne Nora Johnson	Former Vice Chairman, Goldman Sachs Group Inc.			
	Director	Cathy E. Minehan	Dean, School of Management, Simmons College			
VMware Inc.	Director	Pamela J. Craig	Former CFO, Accenture PLC	247	271	7.1%
WageWorks Inc.	Executive	Kimberly L. Willard	SVP, General Counsel/Corporate Secretary	91	93	18.2%
	Director	Mariann Byerwalter	Chairman, SRI International			
	Executive	M. Jayne Parker	EVP/Chief Human Resources Officer			
Walt Disney Co.	Director	Susan E. Arnold	Operating Executive, The Carlyle Group	26	32	26.7%
	Director	Monica C. Lozano	Chairman, US Hispanic Media Inc.			
	Director	Sheryl K. Sandberg	COO, Facebook Inc.			
WD-40 Co.	Director	Linda A. Lang	Investor/Retired CEO/Chairman, Jack in the Box Inc.	224	235	7.7%
	Executive	Avid Modjtabai	Senior EVP, Consumer Lending			
	Executive	Carrie L. Tolsted	Senior EVP, Community Banking			
Wells Fargo & Co.	Director	Elaine L. Chao	Chairman, The Ruth Mulan Chu Chao Foundation	9	6	40.9%
	Director	Elizabeth A. Duke	Executive-in-Residence, Old Dominion Univ.			
	Director	Susan E. Engel	Former CEO, Portero Inc.			
	Director	Cynthia H. Milligan	Former Dean, College of Business Administration, Univ. of Nebraska			
	Director	Judith M. Runstad	Former Partner/General Counsel, Foster Pepper PLLC			
	Director	Susan G. Swenson	Former CEO/President, Sage Software-North America			
	Director	Suzanne M. Vautrinot	President, Kilovolt Consulting Inc.			
Wesco Aircraft Holdings Inc.	Director	Jennifer M. Pollino	Executive Coach/Consultant, JMPollino LLC	400	235	7.7%
	Executive	Jennifer J. Finger	SVP/Treasurer			
Westamerica Bancorporation	Director	Etta Allen	CEO/President, Allen Heating and Sheet Metal	58	57	21.4%
	Director	Catherine Cape MacMillan	Former Owner of the Huntington Hotel and La Playa Hotel			
Western Digital Corp.	Director	Kathleen A. Cote	Former CEO, Worldport Communications Inc.	292	143	14.3%
	Director	Paula A. Price	Senior Lecturer, Harvard Business School			
William Lyon Homes	Director	Lynn Carlson Schell	Managing Principal/CEO, Shelter Corp.	247	235	7.7%
	Executive Director	Laura J. Alber	CEO/President			
Williams-Sonoma Inc.	Executive	Janet M. Hayes	President, Williams-Sonoma Brand	1	1	57.1%
	Executive	Sandra N. Stangl	President, Pottery Barn Brands			
	Executive	Julie P. Whalen	EVP/CFO			
	Director	Rose Marie Bravo	Former CEO, Burberry Group PLC			
	Director	Sabrina Simmons	EVP/CFO, Gap Inc.			
	Director	Lorraine Twohill	Head of Global Marketing, Google Inc.			
Willshire Bancorp Inc.	Executive	Elaine Jean	EVP/Chief Operations Administrator	91	45	23.1%
	Executive	Lisa K. Pai	EVP/Chief Legal and Human Resources Officer			
	Director	Daisy Y. Ha	Former Appellate Court Attorney, California Court of Appeal			
Workday Inc.	Director	Christa Davies	CFO/EVP, Global Finance at Aon PLC	247	215	8.3%
Xilinx Inc.	Director	Elizabeth W. Vanderslice	Consultant, The KC Group	224	215	8.3%
Xoom Corp.	Director	Anne Mitchell	Executive Coach	91	235	7.7%
	Executive Director	Marissa A. Mayer	CEO			
Yahoo! Inc.	Director	Susan M. James	Former Partner, Ernst & Young LLP	22	14	30.8%
	Director	Jane E. Shaw	Former Chairman and CEO of Aerogen Inc.			
Yelp Inc.	Director	Diane M. Irvine	Independent Advisor	133	143	14.3%
	Director	Mariam Naficy	CEO, Minted LLC			
Yadlee Inc.	Director	Gayle Crowell	Operational Business Consultant, Warburg Pincus LLC	0	178	11.1%
ZELTIQ Aesthetics Inc.	Director	Mary M. Fisher	CEO/Director, Colorescience	32	109	16.7%
	Director	Jean M. George	General Partner, Advanced Technology Ventures			
	Executive	Anne Raimondi	SVP, Operations			
Zendesk Inc.	Director	Caryn Marooney	VP, Technology Communications, Facebook Inc.	0	7	40.0%
	Director	Elizabeth Nelson	Former EVP/CFO, Macromedia Inc.			
	Director	Michelle Wilson	Former SVP/General Counsel/Secretary, Amazon.com Inc.			
Zynga Inc.	Director	Regina E. Dugan	VP, Engineering, Google Inc.	197	93	18.2%
	Director	Ellen F. Siminoff	CEO/President, Shmoop Univ. Inc.			

# Appendix C: California's 400 Largest Public Companies Ranked by Location

## Bay Area Companies

### Alameda

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
143	Dynavax Technologies Corp.	Pharmaceuticals	\$708	14.3%	Berkeley
400	XOMA Corp.	Pharmaceuticals	\$458	0.0%	Berkeley
106	Ross Stores Inc.	Consumer Goods	\$21,868	17.6%	Dublin
198	Callidus Software Inc.	Technology Software	\$868	9.1%	Dublin
26	Adamas Pharmaceuticals Inc.	Pharmaceuticals	\$481	27.3%	Emeryville
187	NMI Holdings Inc.	Financial Services	\$471	10.0%	Emeryville
400	TubeMogul Inc.	Technology Software	\$487	0.0%	Emeryville
82	Lam Research Corp.	Semiconductors	\$12,896	18.8%	Fremont
178	Ardelyx Inc.	Pharmaceuticals	\$414	11.1%	Fremont
290	SYNNEX Corp.	Technology Hardware	\$3,232	6.7%	Fremont
400	Electronics for Imaging Inc.	Technology Hardware	\$2,036	0.0%	Fremont
400	Exar Corp.	Semiconductors	\$470	0.0%	Fremont
271	Impax Laboratories Inc.	Pharmaceuticals	\$3,296	7.1%	Hayward
215	McGrath RentCorp	Energy, Materials & Industrials	\$794	8.3%	Livermore
400	FormFactor Inc.	Semiconductors	\$537	0.0%	Livermore
215	DepoMed Inc.	Pharmaceuticals	\$1,294	8.3%	Newark
235	Revanche Therapeutics Inc.	Pharmaceuticals	\$766	7.7%	Newark
82	Clorox Co.	Consumer Goods	\$13,378	18.8%	Oakland
123	Pandora Media Inc.	Technology Software	\$3,298	15.4%	Oakland
161	Starwood Waypoint Residential Trust	Real Estate	\$899	13.3%	Oakland
9	Simpson Manufacturing Co. Inc.	Energy, Materials & Industrials	\$1,670	38.5%	Pleasanton
109	ZELTIQ Aesthetics Inc.	Health Care	\$1,142	16.7%	Pleasanton
123	Cooper Companies Inc.	Health Care	\$8,652	15.4%	Pleasanton
123	Thoratec Corp.	Health Care	\$2,440	15.4%	Pleasanton
161	Blackhawk Network Holdings Inc.	Technology Software	\$2,249	13.3%	Pleasanton
187	Natus Medical Inc.	Health Care	\$1,408	10.0%	Pleasanton
215	Workday Inc.	Technology Software	\$16,107	8.3%	Pleasanton
235	Ellie Mae Inc.	Technology Software	\$2,063	7.7%	Pleasanton
400	Veeva Systems Inc.	Health Care	\$3,544	0.0%	Pleasanton
215	Trinet Group Inc.	Energy, Materials & Industrials	\$1,787	8.3%	San Leandro
400	Abaxis Inc.	Health Care	\$1,167	0.0%	Union City

### Contra Costa

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
109	Cerus Corp.	Health Care	\$502	16.7%	Concord
26	Bio-Rad Laboratories Inc.	Pharmaceuticals	\$4,371	27.3%	Hercules
123	Sangamo BioSciences Inc.	Pharmaceuticals	\$774	15.4%	Richmond
106	Chevron Corp.	Energy, Materials & Industrials	\$181,531	17.6%	San Ramon
93	Central Garden & Pet Co.	Consumer Goods	\$555	18.2%	Walnut Creek

### Marin

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
14	Restoration Hardware Holdings Inc.	Consumer Goods	\$3,443	30.8%	Corte Madera
57	Redwood Trust Inc.	Real Estate	\$1,327	21.4%	Mill Valley
45	Raptor Pharmaceutical Corp.	Pharmaceuticals	\$1,279	23.1%	Novato
400	Ultragenyx Pharmaceutical Inc.	Pharmaceuticals	\$3,693	0.0%	Novato
32	Autodesk Inc.	Technology Software	\$11,441	26.7%	San Rafael
57	Westamerica Bancorporation	Financial Services	\$1,293	21.4%	San Rafael
290	Biomarin Pharmaceutical Inc.	Pharmaceuticals	\$22,023	6.7%	San Rafael

# Location

## Appendix C (continued)

### Bay Area Companies (continued)

#### San Francisco

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
1	Williams-Sonoma Inc.	Consumer Goods	\$7,692	57.1%	San Francisco
5	Medivation Inc.	Pharmaceuticals	\$9,120	41.7%	San Francisco
6	Wells Fargo & Co.	Financial Services	\$289,368	40.9%	San Francisco
7	Zendesk Inc.	Technology Software	\$1,954	40.0%	San Francisco
20	First Republic Bank	Financial Services	\$8,975	29.4%	San Francisco
26	Castlight Health Inc.	Health Care	\$767	27.3%	San Francisco
32	Gap Inc.	Consumer Goods	\$14,957	26.7%	San Francisco
45	LendingClub Corp.	Technology Software	\$5,524	23.1%	San Francisco
82	Diamond Foods Inc.	Consumer Goods	\$883	18.8%	San Francisco
82	McKesson Corp.	Health Care	\$52,156	18.8%	San Francisco
82	PG&E Corp.	Utilities & Telecommunications	\$23,645	18.8%	San Francisco
82	Visa Inc.	Technology Software	\$163,499	18.8%	San Francisco
93	Zynga Inc.	Technology Software	\$2,643	18.2%	San Francisco
109	Pattern Energy Group Inc.	Utilities & Telecommunications	\$1,965	16.7%	San Francisco
123	Twitter Inc.	Technology Software	\$24,426	15.4%	San Francisco
143	Invitae Corp.	Pharmaceuticals	\$473	14.3%	San Francisco
143	Yelp Inc.	Technology Software	\$3,237	14.3%	San Francisco
161	Splunk Inc.	Technology Software	\$8,766	13.3%	San Francisco
169	ProLogis Inc.	Real Estate	\$19,445	12.5%	San Francisco
173	Salesforce.com Inc.	Technology Software	\$48,378	11.8%	San Francisco
178	New Relic Inc.	Technology Software	\$1,671	11.1%	San Francisco
187	Schwab Corp.	Financial Services	\$42,937	10.0%	San Francisco
198	CAI International Inc.	Energy, Materials & Industrials	\$437	9.1%	San Francisco
198	Digital Realty Trust Inc.	Real Estate	\$9,057	9.1%	San Francisco
198	Glu Mobile Inc.	Technology Software	\$811	9.1%	San Francisco
215	RPX Corp.	Energy, Materials & Industrials	\$926	8.3%	San Francisco
235	FibroGen Inc.	Pharmaceuticals	\$1,419	7.7%	San Francisco
235	ServiceSource International Inc.	Technology Software	\$468	7.7%	San Francisco
235	Xoom Corp.	Technology Software	\$828	7.7%	San Francisco
271	Dolby Laboratories Inc.	Technology Hardware	\$4,073	7.1%	San Francisco
271	Nektar Therapeutics	Pharmaceuticals	\$1,654	7.1%	San Francisco
400	Terreno Realty Corp.	Real Estate	\$848	0.0%	San Francisco

#### San Mateo

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
178	RingCentral Inc.	Utilities & Telecommunications	\$1,037	11.1%	Belmont
271	Virgin America Inc.	Energy, Materials & Industrials	\$1,193	7.1%	Burlingame
67	Gilead Sciences Inc.	Pharmaceuticals	\$172,459	20.0%	Foster City
93	SciClone Pharmaceuticals Inc.	Pharmaceuticals	\$493	18.2%	Foster City
109	Guidewire Software Inc.	Technology Software	\$3,524	16.7%	Foster City
7	Intersect ENT Inc.	Pharmaceuticals	\$799	40.0%	Menlo Park
10	Geron Corp.	Pharmaceuticals	\$677	33.3%	Menlo Park
26	Exponent Inc.	Energy, Materials & Industrials	\$1,161	27.3%	Menlo Park
45	Facebook Inc.	Technology Software	\$241,343	23.1%	Menlo Park
45	Pacific Biosciences of California Inc.	Pharmaceuticals	\$432	23.1%	Menlo Park
198	Robert Half International Inc.	Energy, Materials & Industrials	\$7,448	9.1%	Menlo Park
215	Corcept Therapeutics Inc.	Pharmaceuticals	\$650	8.3%	Menlo Park
215	Dermira Inc.	Pharmaceuticals	\$433	8.3%	Menlo Park
400	Avalanche Biotechnologies Inc.	Pharmaceuticals	\$417	0.0%	Menlo Park
400	Nevro Corp.	Health Care	\$1,494	0.0%	Menlo Park
400	Versartis Inc.	Pharmaceuticals	\$446	0.0%	Menlo Park
17	Genomic Health Inc.	Pharmaceuticals	\$903	30.0%	Redwood City
67	Qualys Inc.	Technology Software	\$1,375	20.0%	Redwood City
82	Oracle Corp.	Technology Software	\$188,877	18.8%	Redwood City
93	OncoMed Pharmaceuticals Inc.	Pharmaceuticals	\$676	18.2%	Redwood City
93	Relypsa Inc.	Pharmaceuticals	\$1,375	18.2%	Redwood City
143	Shutterstock Inc.	Consumer Goods	\$1,779	14.3%	Redwood City
178	Yodlee Inc.	Technology Software	\$438	11.1%	Redwood City
198	Coherus BioSciences Inc.	Pharmaceuticals	\$1,105	9.1%	Redwood City
198	Heron Therapeutics Inc.	Pharmaceuticals	\$1,109	9.1%	Redwood City
198	Silver Spring Networks Inc.	Technology Software	\$621	9.1%	Redwood City

# Location

## Appendix C (continued)

### Bay Area Companies (continued)

#### San Mateo continued

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
235	Equinix Inc.	Real Estate	\$14,467	7.7%	Redwood City
271	Electronic Arts Inc.	Technology Software	\$20,682	7.1%	Redwood City
290	Imperva Inc.	Technology Software	\$2,098	6.7%	Redwood Shores
67	Franklin Resources Inc.	Financial Services	\$30,144	20.0%	San Mateo
93	GoPro Inc.	Consumer Goods	\$7,004	18.2%	San Mateo
93	WageWorks Inc.	Energy, Materials & Industrials	\$1,448	18.2%	San Mateo
123	NetSuite Inc.	Technology Software	\$7,245	15.4%	San Mateo
198	Marketo Inc.	Technology Software	\$1,195	9.1%	San Mateo
271	SolarCity Corp.	Energy, Materials & Industrials	\$5,205	7.1%	San Mateo
67	Atara Biotherapeutics Inc.	Pharmaceuticals	\$1,274	20.0%	South San Francisco
93	Portola Pharmaceuticals Inc.	Pharmaceuticals	\$2,387	18.2%	South San Francisco
161	Exelixis Inc.	Pharmaceuticals	\$738	13.3%	South San Francisco
187	Theravance Inc.	Pharmaceuticals	\$2,115	10.0%	South San Francisco
215	Five Prime Therapeutics Inc.	Pharmaceuticals	\$641	8.3%	South San Francisco
235	Core Mark Holding Co. Inc.	Consumer Goods	\$1,368	7.7%	South San Francisco
400	Fluidigm Corp.	Pharmaceuticals	\$699	0.0%	South San Francisco

#### Santa Clara

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
400	Barracuda Networks Inc.	Technology Software	\$2,093	0.0%	Campbell
39	Apple Inc.	Technology Hardware	\$715,600	25.0%	Cupertino
123	Box Inc.	Technology Software	\$2,007	15.4%	Los Altos
57	Nefflix Inc.	Consumer Goods	\$39,980	21.4%	Los Gatos
109	FireEye Inc.	Technology Software	\$7,630	16.7%	Milpitas
123	SanDisk Corp.	Technology Hardware	\$11,902	15.4%	Milpitas
235	Intersil Corp.	Semiconductors	\$1,653	7.7%	Milpitas
235	JDS Uniphase Corp.	Technology Hardware	\$2,725	7.7%	Milpitas
299	KLA-Tencor Corp.	Semiconductors	\$8,873	6.3%	Milpitas
400	IXYS Corp.	Semiconductors	\$489	0.0%	Milpitas
400	Linear Technology Corp.	Semiconductors	\$10,604	0.0%	Milpitas
57	Intuit Inc.	Technology Software	\$29,156	21.4%	Mountain View
57	Symantec Corp.	Technology Software	\$15,903	21.4%	Mountain View
106	Google Inc.	Technology Software	\$363,475	17.6%	Mountain View
143	Omniceil Inc.	Health Care	\$1,352	14.3%	Mountain View
161	Synopsys Inc.	Technology Software	\$7,927	13.3%	Mountain View
169	Coupons.com Inc.	Technology Software	\$899	12.5%	Mountain View
215	LinkedIn Corp.	Technology Software	\$26,930	8.3%	Mountain View
400	Ceva Inc.	Semiconductors	\$398	0.0%	Mountain View
400	MobileIron Inc.	Technology Software	\$465	0.0%	Mountain View
20	Hewlett-Packard Co.	Technology Hardware	\$55,150	29.4%	Palo Alto
32	Varian Medical Systems Inc.	Health Care	\$8,392	26.7%	Palo Alto
57	Jive Software Inc.	Technology Software	\$397	21.4%	Palo Alto
67	Hercules Technology Growth Capital Inc.	Financial Services	\$837	20.0%	Palo Alto
215	Anacor Pharmaceuticals Inc.	Pharmaceuticals	\$3,409	8.3%	Palo Alto
215	Tesla Motors Inc.	Consumer Goods	\$34,096	8.3%	Palo Alto
271	VMware Inc.	Technology Software	\$36,261	7.1%	Palo Alto
306	Essex Property Trust Inc.	Real Estate	\$13,822	5.6%	Palo Alto
400	Cellular Biomedicine Group	Pharmaceuticals	\$436	0.0%	Palo Alto
22	NETGEAR Inc.	Technology Hardware	\$965	28.6%	San Jose
22	Verifone Systems Inc.	Technology Software	\$4,086	28.6%	San Jose
26	Polycom Inc.	Technology Hardware	\$1,526	27.3%	San Jose
32	California Water Service Group	Utilities & Telecommunications	\$1,094	26.7%	San Jose
39	Monolithic Power Systems Inc.	Semiconductors	\$2,009	25.0%	San Jose
39	Super Micro Computer Inc.	Technology Hardware	\$1,397	25.0%	San Jose
45	Harmonic Inc.	Technology Hardware	\$604	23.1%	San Jose
67	Cisco Systems Inc.	Technology Hardware	\$144,743	20.0%	San Jose
123	Synaptics Inc.	Semiconductors	\$3,255	15.4%	San Jose
142	eBay Inc.	Technology Software	\$73,372	15.0%	San Jose
143	SunPower Corp.	Semiconductors	\$3,875	14.3%	San Jose
178	Adobe Systems Inc.	Technology Software	\$39,409	11.1%	San Jose
215	8x8 Inc.	Utilities & Telecommunications	\$794	8.3%	San Jose
215	Xilinx Inc.	Semiconductors	\$11,349	8.3%	San Jose

# Location

## Appendix C (continued)

### Bay Area Companies (continued)

#### Santa Clara continued

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
235	Align Technology Inc.	Health Care	\$5,021	7.7%	San Jose
235	Fair Isaac Corp.	Technology Software	\$2,827	7.7%	San Jose
235	Fairchild Semiconductor International Inc.	Semiconductors	\$2,006	7.7%	San Jose
235	InvenSense Inc.	Technology Hardware	\$1,384	7.7%	San Jose
235	SJW Corp.	Utilities & Telecommunications	\$625	7.7%	San Jose
271	Altera Corp.	Semiconductors	\$15,486	7.1%	San Jose
271	Brocade Communications Systems Inc.	Technology Hardware	\$4,272	7.1%	San Jose
271	Cadence Design Systems Inc.	Technology Software	\$5,729	7.1%	San Jose
271	Quantum Corp.	Technology Hardware	\$435	7.1%	San Jose
271	Sanmina-SCI Corp.	Technology Hardware	\$1,622	7.1%	San Jose
400	A10 Networks Inc.	Technology Software	\$402	0.0%	San Jose
400	Apigee Corp.	Technology Software	\$424	0.0%	San Jose
400	Atmel Corp.	Semiconductors	\$4,123	0.0%	San Jose
400	Cavium Inc.	Semiconductors	\$3,829	0.0%	San Jose
400	Cypress Semiconductor Corp.	Semiconductors	\$3,929	0.0%	San Jose
400	Flextronics International Ltd.	Technology Hardware	\$6,422	0.0%	San Jose
400	Integrated Device Technology Inc.	Semiconductors	\$3,227	0.0%	San Jose
400	Maxim Integrated Products Inc.	Semiconductors	\$9,848	0.0%	San Jose
400	Nimble Storage Inc.	Technology Hardware	\$2,150	0.0%	San Jose
400	PDF Solutions Inc.	Semiconductors	\$506	0.0%	San Jose
400	Power Integrations Inc.	Semiconductors	\$1,315	0.0%	San Jose
400	Tessera Technologies Inc.	Semiconductors	\$1,979	0.0%	San Jose
400	TiVo Inc.	Technology Software	\$1,073	0.0%	San Jose
400	Ubiquiti Networks Inc.	Technology Hardware	\$2,808	0.0%	San Jose
400	Ultratech Inc.	Semiconductors	\$508	0.0%	San Jose
17	Arista Networks Inc.	Technology Hardware	\$5,501	30.0%	Santa Clara
44	NVIDIA Corp.	Semiconductors	\$10,753	23.5%	Santa Clara
67	Affymetrix Inc.	Pharmaceuticals	\$871	20.0%	Santa Clara
82	Intel Corp.	Semiconductors	\$144,562	18.8%	Santa Clara
82	SVB Financial Group	Financial Services	\$7,409	18.8%	Santa Clara
93	Rovi Corp.	Technology Software	\$1,385	18.2%	Santa Clara
109	Coherent Inc.	Technology Hardware	\$1,577	16.7%	Santa Clara
143	Agilent Technologies Inc.	Pharmaceuticals	\$13,595	14.3%	Santa Clara
161	ServiceNow Inc.	Technology Software	\$11,545	13.3%	Santa Clara
187	Chegg Inc.	Consumer Goods	\$686	10.0%	Santa Clara
187	OmniVision Technologies Inc.	Semiconductors	\$1,455	10.0%	Santa Clara
215	Infoblox Inc.	Technology Software	\$1,352	8.3%	Santa Clara
290	Applied Materials Inc.	Semiconductors	\$20,849	6.7%	Santa Clara
400	Ambarella Inc.	Semiconductors	\$2,293	0.0%	Santa Clara
400	Gigamon Inc.	Technology Software	\$1,105	0.0%	Santa Clara
400	Hortonworks Inc.	Technology Software	\$1,096	0.0%	Santa Clara
400	Inphi Corp.	Semiconductors	\$885	0.0%	Santa Clara
400	Palo Alto Networks Inc.	Technology Hardware	\$12,349	0.0%	Santa Clara
14	Yahoo! Inc.	Technology Software	\$36,927	30.8%	Sunnyvale
39	Accuray Inc.	Health Care	\$532	25.0%	Sunnyvale
82	Advanced Micro Devices Inc.	Semiconductors	\$1,870	18.8%	Sunnyvale
93	Rambus Inc.	Semiconductors	\$1,686	18.2%	Sunnyvale
109	Proofpoint Inc.	Technology Software	\$2,540	16.7%	Sunnyvale
109	Ruckus Wireless Inc.	Technology Hardware	\$905	16.7%	Sunnyvale
143	Financial Engines Inc.	Financial Services	\$2,196	14.3%	Sunnyvale
161	Juniper Networks Inc.	Technology Hardware	\$9,980	13.3%	Sunnyvale
215	ShoreTel Inc.	Technology Hardware	\$437	8.3%	Sunnyvale
235	Intuitive Surgical Inc.	Health Care	\$17,927	7.7%	Sunnyvale
235	PMC-Sierra Inc.	Semiconductors	\$1,656	7.7%	Sunnyvale
235	Trimble Navigation Ltd.	Technology Hardware	\$6,036	7.7%	Sunnyvale
271	Cepheid Inc.	Pharmaceuticals	\$4,406	7.1%	Sunnyvale
290	NetApp Inc.	Technology Hardware	\$9,535	6.7%	Sunnyvale
400	Applied Micro Circuits Corp.	Semiconductors	\$550	0.0%	Sunnyvale
400	Finisar Corp.	Technology Hardware	\$2,117	0.0%	Sunnyvale
400	Fortinet Inc.	Technology Software	\$7,045	0.0%	Sunnyvale
400	Infinera Corp.	Technology Hardware	\$2,752	0.0%	Sunnyvale

# Location

## Appendix C (continued)

### Bay Area Companies (continued)

#### Sonoma

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
400	Calix Inc.	Technology Hardware	\$396	0.0%	Petaluma
198	Keysight Technologies Inc.	Technology Hardware	\$5,161	9.1%	Santa Rosa

### Central Coast Companies

#### Santa Barbara

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
22	Deckers Outdoor Corp.	Consumer Goods	\$2,352	28.6%	Goleta
56	Inogen Inc.	Health Care	\$863	22.2%	Goleta
17	QAD Inc.	Technology Software	\$477	30.0%	Santa Barbara

#### Santa Cruz

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
215	Plantronics Inc.	Technology Hardware	\$1,984	8.3%	Santa Cruz
400	Fox Factory Holding Corp.	Consumer Goods	\$594	0.0%	Scotts Valley
143	Granite Construction Inc.	Energy, Materials & Industrials	\$1,398	14.3%	Watsonville

#### Ventura

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
271	Semtech Corp.	Semiconductors	\$1,168	7.1%	Camarillo
122	PennyMac Mortgage Investment Trust	Real Estate	\$1,304	15.8%	Moorpark
67	CalAmp Corp.	Technology Hardware	\$716	20.0%	Oxnard
306	Calavo Growers Inc.	Consumer Goods	\$880	5.6%	Santa Paula
32	Teledyne Technologies Inc.	Energy, Materials & Industrials	\$3,733	26.7%	Thousand Oaks
178	Amgen Inc.	Pharmaceuticals	\$116,537	11.1%	Thousand Oaks

### Central Valley Companies

#### Butte

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
302	TriCo Bancshares	Financial Services	\$547	5.9%	Chico

#### Kern

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
400	Tejon Ranch Co.	Real Estate	\$531	0.0%	Lebec

#### Sacramento

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
235	Aerojet Rocketdyne Holdings Inc.	Energy, Materials & Industrials	\$1,272	7.7%	Rancho Cordova

# Location

## Appendix C (continued)

### Central Valley Companies (continued)

#### San Joaquin

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
235	Farmers & Merchants Bancorp	Financial Services	\$416	7.7%	Lodi

### Southern California Companies

#### Los Angeles

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
123	American Homes 4 Rent	Real Estate	\$3,392	15.4%	Agoura Hills
109	Kennedy-Wilson Holdings Inc.	Real Estate	\$2,776	16.7%	Beverly Hills
173	Live Nation Entertainment Inc.	Consumer Goods	\$5,563	11.8%	Beverly Hills
32	Walt Disney Co.	Consumer Goods	\$182,624	26.7%	Burbank
26	Ixia	Technology Hardware	\$992	27.3%	Calabasas
187	DTS Inc.	Technology Hardware	\$526	10.0%	Calabasas
187	Marcus & Millichap Inc.	Real Estate	\$1,712	10.0%	Calabasas
400	On Assignment Inc.	Energy, Materials & Industrials	\$2,066	0.0%	Calabasas
215	Cheesecake Factory Inc.	Consumer Goods	\$2,670	8.3%	Calabasas Hills
235	Smart & Final Stores Inc.	Consumer Goods	\$1,318	7.7%	Commerce
82	Mattel Inc.	Consumer Goods	\$8,699	18.8%	El Segundo
400	Stamps.com Inc.	Technology Software	\$1,210	0.0%	El Segundo
22	Avery Dennison Corp.	Energy, Materials & Industrials	\$5,580	28.6%	Glendale
45	PS Business Parks Inc.	Real Estate	\$1,946	23.1%	Glendale
67	DineEquity Inc.	Consumer Goods	\$1,870	20.0%	Glendale
109	DreamWorks Animation Inc.	Consumer Goods	\$2,263	16.7%	Glendale
123	Public Storage	Real Estate	\$31,834	15.4%	Glendale
400	OSI Systems Inc.	Technology Hardware	\$1,396	0.0%	Hawthorne
161	Molina Healthcare Inc.	Health Care	\$3,940	13.3%	Long Beach
400	UTi Worldwide Inc.	Energy, Materials & Industrials	\$957	0.0%	Long Beach
45	Wilshire Bancorp Inc.	Financial Services	\$991	23.1%	Los Angeles
57	Hanmi Financial Corp.	Financial Services	\$794	21.4%	Los Angeles
109	Korn/Ferry International	Energy, Materials & Industrials	\$1,595	16.7%	Los Angeles
143	Reliance Steel & Aluminum Co.	Energy, Materials & Industrials	\$4,498	14.3%	Los Angeles
173	AECOM Technology Corp.	Energy, Materials & Industrials	\$4,986	11.8%	Los Angeles
178	BBCN Bancorp Inc.	Financial Services	\$1,177	11.1%	Los Angeles
178	Rubicon Project Inc.	Technology Software	\$653	11.1%	Los Angeles
187	Guess? Inc.	Consumer Goods	\$1,876	10.0%	Los Angeles
198	Kilroy Realty Corp.	Real Estate	\$5,936	9.1%	Los Angeles
235	Air Lease Corp.	Energy, Materials & Industrials	\$3,477	7.7%	Los Angeles
235	Ares Management LP	Financial Services	\$1,493	7.7%	Los Angeles
235	KB Home	Consumer Goods	\$1,360	7.7%	Los Angeles
290	California Resources Corp.	Energy, Materials & Industrials	\$2,334	6.7%	Los Angeles
290	Mercury General Corp.	Financial Services	\$3,070	6.7%	Los Angeles
299	CBRE Group Inc.	Real Estate	\$12,325	6.3%	Los Angeles
302	Cathay General Bancorp	Financial Services	\$2,597	5.9%	Los Angeles
302	Oaktree Capital Group LLC	Financial Services	\$2,572	5.9%	Los Angeles
306	PacWest Bancorp	Financial Services	\$4,819	5.6%	Los Angeles
400	BreitBurn Energy Partners LP	Energy, Materials & Industrials	\$1,008	0.0%	Los Angeles
400	Global Eagle Entertainment Inc.	Consumer Goods	\$1,004	0.0%	Los Angeles
400	Hudson Pacific Properties Inc.	Real Estate	\$2,527	0.0%	Los Angeles
400	j2 Global Inc.	Technology Software	\$3,237	0.0%	Los Angeles
400	Preferred Bank of Los Angeles	Financial Services	\$409	0.0%	Los Angeles
400	Puma Biotechnology Inc.	Pharmaceuticals	\$3,761	0.0%	Los Angeles
400	Rexford Industrial Realty Inc.	Real Estate	\$809	0.0%	Los Angeles
400	VCA Antech Inc.	Health Care	\$4,431	0.0%	Los Angeles
400	Skechers U.S.A. Inc.	Consumer Goods	\$5,595	0.0%	Manhattan Beach
45	AeroVironment Inc.	Energy, Materials & Industrials	\$597	23.1%	Monrovia
400	Xencor Inc.	Pharmaceuticals	\$889	0.0%	Monrovia
400	IPC The Hospitalist Co. Inc.	Health Care	\$965	0.0%	North Hollywood
10	East West Bancorp	Financial Services	\$6,447	33.3%	Pasadena
45	Green Dot Corp.	Financial Services	\$993	23.1%	Pasadena

# Location

## Appendix C (continued)

### Southern California Companies (continued)

#### Los Angeles continued

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
143	Tetra Tech Inc.	Energy, Materials & Industrials	\$1,543	14.3%	Pasadena
299	Jacobs Engineering Group Inc.	Energy, Materials & Industrials	\$5,043	6.3%	Pasadena
400	Alexandria Real Estate Equities Inc.	Real Estate	\$6,270	0.0%	Pasadena
400	Arrowhead Research Corp.	Pharmaceuticals	\$425	0.0%	Pasadena
400	Western Asset Mortgage Capital Corp.	Real Estate	\$619	0.0%	Pasadena
57	Edison International	Utilities & Telecommunications	\$18,109	21.4%	Rosemead
4	American States Water Co.	Utilities & Telecommunications	\$1,392	42.9%	San Dimas
93	Kite Pharma Inc.	Pharmaceuticals	\$2,656	18.2%	Santa Monica
123	Cornerstone OnDemand Inc.	Technology Software	\$1,883	15.4%	Santa Monica
173	Macerich Co.	Real Estate	\$11,825	11.8%	Santa Monica
187	TCP Capital Corp.	Financial Services	\$749	10.0%	Santa Monica
198	Colony Financial Inc.	Real Estate	\$2,543	9.1%	Santa Monica
198	Entravision Communications	Consumer Goods	\$724	9.1%	Santa Monica
235	Activision Blizzard Inc.	Technology Software	\$17,646	7.7%	Santa Monica
271	Douglas Emmett Inc.	Real Estate	\$3,941	7.1%	Santa Monica
302	Lions Gate Entertainment Corp.	Consumer Goods	\$5,493	5.9%	Santa Monica
400	Anworth Mortgage Asset Corp.	Real Estate	\$508	0.0%	Santa Monica
400	TrueCar Inc.	Technology Software	\$986	0.0%	Santa Monica
173	Crown Media Holdings Inc.	Consumer Goods	\$1,626	11.8%	Studio City
169	Tutor Perini Corp.	Energy, Materials & Industrials	\$1,059	12.5%	Sylmar
198	Second Sight Medical Products Inc.	Health Care	\$487	9.1%	Sylmar
93	Farmer Brothers Co.	Consumer Goods	\$412	18.2%	Torrance
400	Motorcar Parts of America Inc.	Consumer Goods	\$547	0.0%	Torrance
235	Wesco Aircraft Holdings Inc.	Energy, Materials & Industrials	\$1,479	7.7%	Valencia
400	MannKind Corp.	Pharmaceuticals	\$2,346	0.0%	Valencia
2	LTC Properties Inc.	Real Estate	\$1,480	50.0%	Westlake Village
198	KYTHERA Biopharmaceuticals Inc.	Pharmaceuticals	\$1,977	9.1%	Westlake Village
235	Ryland Group Inc.	Consumer Goods	\$2,172	7.7%	Westlake Village
32	Health Net Inc.	Health Care	\$4,956	26.7%	Woodland Hills
67	Lion Biotechnologies Inc.	Pharmaceuticals	\$432	20.0%	Woodland Hills

#### Orange

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
123	QLogic Corp.	Technology Hardware	\$1,247	15.4%	Aliso Viejo
235	Sunstone Hotel Investors Inc.	Real Estate	\$3,116	7.7%	Aliso Viejo
400	Microsemi Corp.	Semiconductors	\$3,343	0.0%	Aliso Viejo
400	El Pollo Loco Holdings Inc.	Consumer Goods	\$792	0.0%	Costa Mesa
400	TTM Technologies Inc.	Technology Hardware	\$990	0.0%	Costa Mesa
67	Kaiser Aluminum Corp.	Energy, Materials & Industrials	\$1,424	20.0%	Foothill Ranch
290	BJ's Restaurants Inc.	Consumer Goods	\$1,239	6.7%	Huntington Beach
45	HCP Inc.	Real Estate	\$16,867	23.1%	Irvine
57	Resources Connection Inc.	Energy, Materials & Industrials	\$585	21.4%	Irvine
67	Boot Barn Holdings Inc.	Consumer Goods	\$835	20.0%	Irvine
67	CorVel Corp.	Health Care	\$641	20.0%	Irvine
93	Endologix Inc.	Health Care	\$1,040	18.2%	Irvine
123	CoreLogic Inc.	Technology Software	\$3,535	15.4%	Irvine
123	Multi-Fineline Electronix Inc.	Technology Hardware	\$533	15.4%	Irvine
143	Broadcom Corp.	Semiconductors	\$31,254	14.3%	Irvine
143	TRI Pointe Group Inc.	Consumer Goods	\$2,475	14.3%	Irvine
143	Western Digital Corp.	Technology Hardware	\$18,037	14.3%	Irvine
169	Sabra Health Care REIT Inc.	Real Estate	\$1,677	12.5%	Irvine
198	Standard Pacific Corp.	Consumer Goods	\$2,460	9.1%	Irvine
215	Newport Corp.	Technology Hardware	\$750	8.3%	Irvine
235	Edwards Lifesciences Corp.	Health Care	\$15,297	7.7%	Irvine
235	Opus Bank	Financial Services	\$1,039	7.7%	Irvine
271	Quality Systems Inc.	Health Care	\$999	7.1%	Irvine
400	Aerie Pharmaceuticals Inc.	Pharmaceuticals	\$450	0.0%	Irvine
400	Banc of California Inc.	Financial Services	\$490	0.0%	Irvine
400	Habit Restaurants Inc.	Consumer Goods	\$431	0.0%	Irvine
400	Masimo Corp.	Health Care	\$1,975	0.0%	Irvine
39	Ensign Group Inc.	Health Care	\$1,304	25.0%	Mission Viejo
400	CareTrust REIT Inc.	Real Estate	\$397	0.0%	Mission Viejo
123	American Vanguard Corp.	Energy, Materials & Industrials	\$403	15.4%	Newport Beach

# Location

## Appendix C (continued)

### Southern California Companies (continued)

#### Orange continued

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
235	William Lyon Homes	Consumer Goods	\$807	7.7%	Newport Beach
400	Acacia Research Corp.	Energy, Materials & Industrials	\$432	0.0%	Newport Beach
400	Clean Energy Fuels Corp.	Energy, Materials & Industrials	\$509	0.0%	Newport Beach
235	ICU Medical Inc.	Health Care	\$1,511	7.7%	San Clemente
67	Ingram Micro Inc.	Technology Hardware	\$3,900	20.0%	Santa Ana
235	First American Financial Corp.	Financial Services	\$4,043	7.7%	Santa Ana
400	Universal Electronics Inc.	Consumer Goods	\$767	0.0%	Santa Ana

#### Riverside

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
271	Monster Beverage Corp.	Consumer Goods	\$27,540	7.1%	Corona

#### San Bernardino

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
400	CVB Financial Corp.	Financial Services	\$1,873	0.0%	Ontario
109	Amphastar Pharmaceuticals Inc.	Pharmaceuticals	\$793	16.7%	Rancho Cucamonga

#### San Diego

RANK	COMPANY NAME	INDUSTRY	MARKET CAPITALIZATION (M)	% WOMEN LEADERS	CITY
45	Isis Pharmaceuticals Inc.	Pharmaceuticals	\$6,899	23.1%	Carlsbad
198	HomeFed Corp.	Real Estate	\$739	9.1%	Carlsbad
271	ViaSat Inc.	Technology Hardware	\$2,894	7.1%	Carlsbad
400	Callaway Golf Co.	Consumer Goods	\$703	0.0%	Carlsbad
400	MaxLinear Inc.	Semiconductors	\$728	0.0%	Carlsbad
57	Orexigen Therapeutics Inc.	Pharmaceuticals	\$621	21.4%	La Jolla
400	Ligand Pharmaceuticals Inc.	Pharmaceuticals	\$2,002	0.0%	La Jolla
3	Halozyme Therapeutics Inc.	Pharmaceuticals	\$2,885	44.4%	San Diego
10	AMN Healthcare Services Inc.	Health Care	\$1,505	33.3%	San Diego
10	Sempra Energy	Utilities & Telecommunications	\$24,537	33.3%	San Diego
14	Receptos Inc.	Pharmaceuticals	\$6,006	30.8%	San Diego
67	Otonomy Inc.	Pharmaceuticals	\$556	20.0%	San Diego
109	NuVasive Inc.	Health Care	\$2,314	16.7%	San Diego
123	Bridgepoint Education Inc.	Consumer Goods	\$437	15.4%	San Diego
123	Jack in the Box Inc.	Consumer Goods	\$3,222	15.4%	San Diego
123	Realty Income Corp.	Real Estate	\$10,425	15.4%	San Diego
143	ACADIA Pharmaceuticals Inc.	Pharmaceuticals	\$4,210	14.3%	San Diego
143	Arena Pharmaceuticals Inc.	Pharmaceuticals	\$1,123	14.3%	San Diego
143	PriceSmart Inc.	Consumer Goods	\$2,461	14.3%	San Diego
143	Qualcomm Inc.	Technology Hardware	\$98,830	14.3%	San Diego
178	Retrophin Inc.	Pharmaceuticals	\$1,163	11.1%	San Diego
187	BioMed Realty Trust Inc.	Real Estate	\$3,937	10.0%	San Diego
215	Encore Capital Group Inc.	Financial Services	\$1,079	8.3%	San Diego
215	Retail Opportunity Investments Corp.	Real Estate	\$1,468	8.3%	San Diego
235	Neurocrine Biosciences Inc.	Pharmaceuticals	\$4,095	7.7%	San Diego
235	Quidel Corp.	Health Care	\$778	7.7%	San Diego
235	Resmed Inc.	Health Care	\$7,919	7.7%	San Diego
235	WD-40 Co.	Consumer Goods	\$1,222	7.7%	San Diego
271	DexCom Inc.	Health Care	\$6,398	7.1%	San Diego
290	illumina Inc.	Pharmaceuticals	\$31,597	6.7%	San Diego
400	American Assets Trust Inc.	Real Estate	\$1,761	0.0%	San Diego
400	Boft Holding Inc.	Financial Services	\$1,641	0.0%	San Diego
400	Cubic Corp.	Energy, Materials & Industrials	\$1,279	0.0%	San Diego
400	Ignyta Inc.	Pharmaceuticals	\$447	0.0%	San Diego
400	Mirati Therapeutics Inc.	Pharmaceuticals	\$514	0.0%	San Diego
400	Pfenex Inc.	Pharmaceuticals	\$450	0.0%	San Diego
400	Regulus Therapeutics Inc.	Pharmaceuticals	\$565	0.0%	San Diego
400	Sorrento Therapeutics Inc.	Pharmaceuticals	\$641	0.0%	San Diego
400	Vital Therapies Inc.	Pharmaceuticals	\$507	0.0%	San Diego

## UC DAVIS STUDY OF CALIFORNIA WOMEN BUSINESS LEADERS

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