

Missing:

Latinas

In Executive Leadership in California's Corporations

2009



MISSING: LATINAS IN EXECUTIVE LEADERSHIP IN CALIFORNIA'S CORPORATIONS

A Report by Hispanas Organized for Political Equality

Funded by Sempra Energy

Methodology

The findings in this report are based on the following:

- a) Data presented in the 2009 UC Davis Study of California Women Business Leaders *A Census of Women Directors and Executive Officers*. The UC Davis study is an annual publication produced by the UC Davis Graduate School of Management which details the presence of women at the very top of the 400 largest publicly held corporations headquartered in California. The 2009 UC Davis study used the Companies' filings with the Securities and Exchange Commission (SEC) and the Companies' annual reports and proxy statements to inform their data collection. HOPE in reviewing the data in the UC Davis study, researched Latinas by surnames and biographies. Appendix A.
- b) A HOPE generated survey of fifty Latinas in management in the corporate sector. The survey included general demographic questions and questions related to Latina perceptions of advancement opportunities and corporate culture. For a complete list of questions, see Appendix B.
- c) A focus group conducted on December 2, 2008 in San Diego with corporate executives responsible for hiring decisions. The purpose of the focus group was to capture the thought process and selection criteria used by hiring executives, and to better understand perceptions of Latina job candidates and employees.
- d) A formal literature review of women in executive leadership conducted by HOPE. Data from various sources are cited throughout this report. A full listing of sources is included in Appendix C.

Introduction

In 2007, Hispanas Organized for Political Equality (HOPE) began tackling the issue of Latinas in executive leadership in California's corporations. Keenly aware of the changes occurring in California's workforce, HOPE launched this research effort to inform a broader community about the needs of, and possibilities for, Latinas in the corporate sector.

The need for women in executive leadership

Research suggests that having women at the helm of our nation's corporations not only improves business performance but has deep implications for the way corporations behave. Corporations with greater gender and ethnic diversity in top management teams are more profitable and more ethical in their treatment of female employees (Bell, McLaughlin, & Sequeira, 2002).

Furthermore, since women are the primary decision makers in a variety of areas, executives who reflect their consumer demographics are needed. This is particularly poignant in California where the Latina/o consumer market is projected at \$249 Billion ("The Multicultural Economy 2008" Selig Center for Economic Growth).

A changing labor force

Historical shifts in the U.S. labor force are occurring at an unprecedented rate. For the first time in our nation's history, women represent half of all U.S. workers and are the primary breadwinners or co-breadwinners in nearly two-thirds of families in the U.S. (Shriver, 2009).

The growing presence of Hispanic women in the U.S. workforce is equally compelling. Hispanic women in the U.S. workforce exceed seven million. There are 12.5 million Latinas of working age in the United States with a projected growth of 2.8 million by 2012 (Elliott, 2005). In California, where the Hispanic population is at its greatest, Latinas represent 14% of the labor force.

The Latina workforce potential is substantial and will significantly impact both the California and national economy. As the baby boomer generation "ages out" of work and the workforce available to replace them is increasingly female, and increasingly Latina, HOPE was compelled to assess how Latinas are fairing and how they are poised to lead in the corporate sector.

Research query

Through this research project, HOPE sought to answer the following questions:

1. What percentage of executive leadership positions do Latinas in California hold?
2. Are Latinas qualified to assume executive leadership positions?
3. What factors contribute to Latinas being promoted to executive leadership positions?

Assumptions

At the onset of this project, HOPE held certain assumptions about Latinas in the corporate executive ranks. These assumptions were to be tested and proven true or false.

1. Latinas are grossly under-represented in executive leadership in California.
2. Latinas are qualified to assume executive leadership positions.
3. Latinas want to assume executive leadership positions.

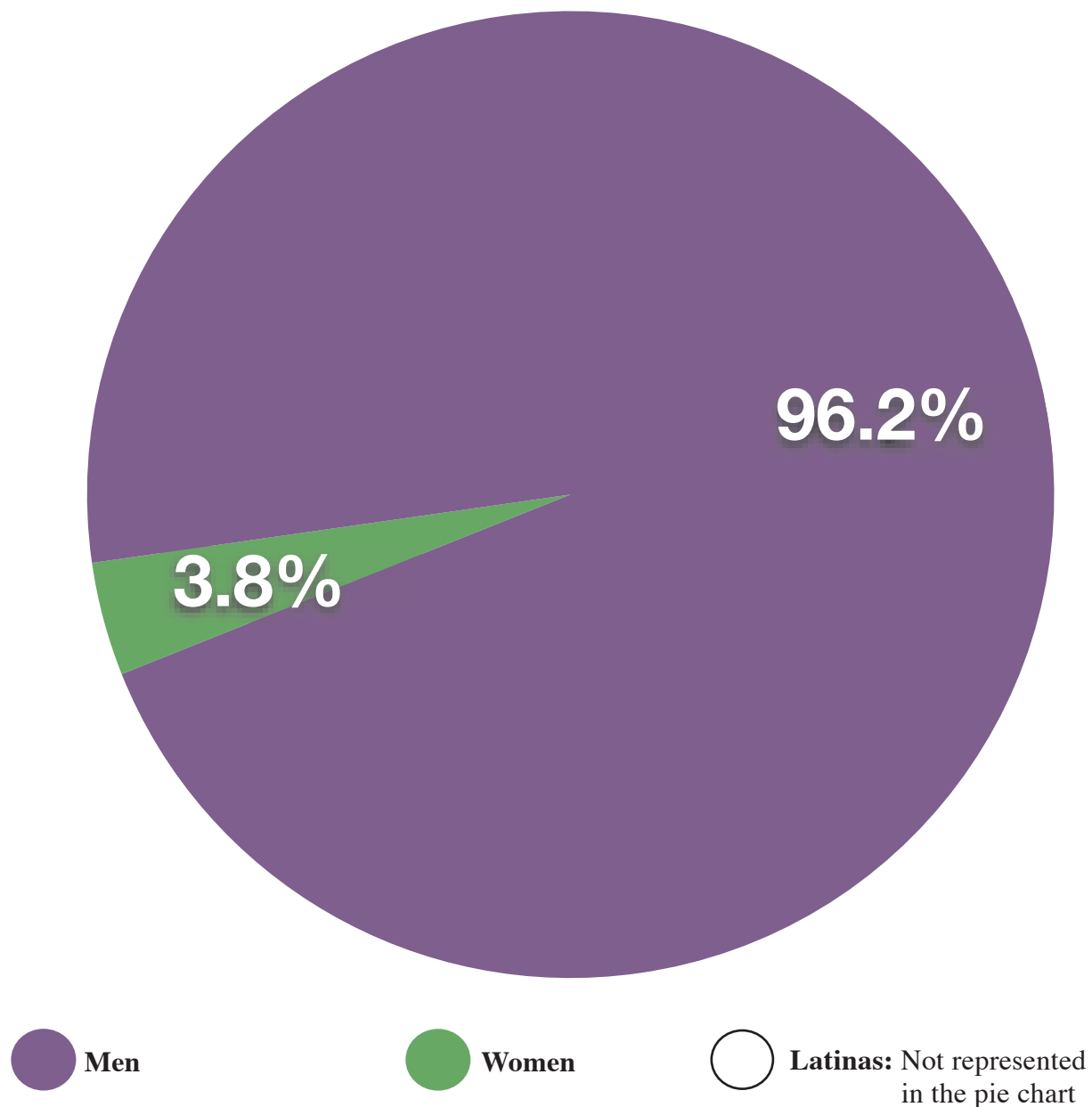
Key Findings

Key Finding I: Latinas are grossly under-represented in executive leadership in California.

The number of women in executive leadership is bleak. UC Davis reports that only 11.6% of executive positions are held by women. However, the picture is even bleaker when it comes to Latinas.

Not surprisingly, but still disheartening, Latinas in California are not being promoted to key executive level positions. In fact, of the 400 largest public companies in California, none are led by Latinas. From California's northernmost county of Siskiyou to its southernmost, San Diego, not one Latina Chief Operating Officer, Chief Information Officer or Chief Financial Officer can be found. In total only 74 women hold the titles of CEO, CFO, COO/President, of these 15 are CEO's (3.8%).

Percent of CEO's by gender

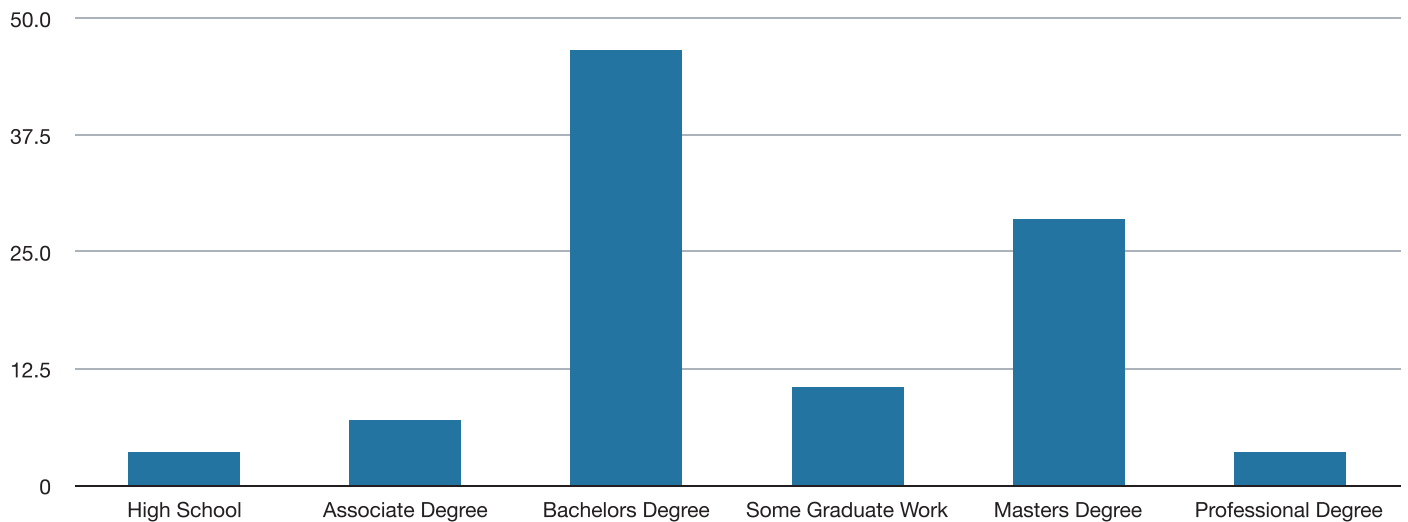


Key Findings

Key Finding II: Education and career path decisions have tremendous impact on a Latina's ability to assume executive leadership.

While Latinas in corporate America are educated, entering the corporate workplace with bachelor and often times graduate degrees, Latinas are still not being promoted to executive leadership positions.

What was the highest level of education you have completed?



A key finding from the San Diego focus group shed some light on this predicament. Human resource executives shared that Latinas, in general, do not pursue careers in the core business functions from which most executives are selected: finance, operations, and legal.

According to the focus group, Latinas either pursue majors in college that do not qualify them to lead core business functions of the corporation or choose / are tracked into career paths that steer them away from demonstrating competency in the core business functions of the corporation regardless of educational background and skills.

Key Findings

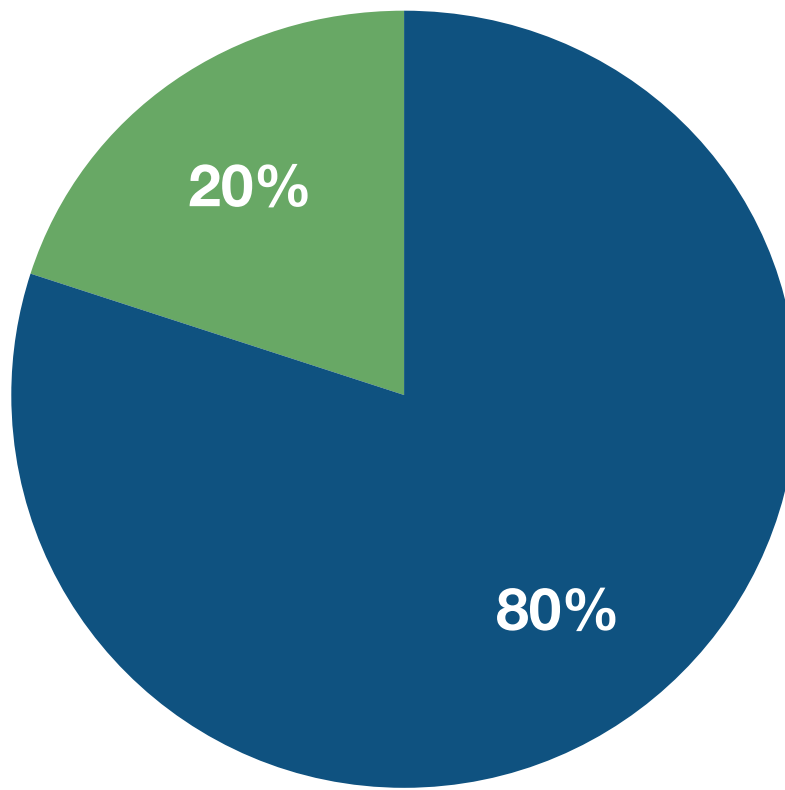
Key Finding III: Latina managers in corporate America aspire to executive level positions.

Latinas want to assume executive positions in corporate America. The HOPE survey found that 80% of Latina managers aspire to an executive level position. Like women of other backgrounds, however, Latinas struggle with the personal sacrifices that accompany an executive title.

Latinas cited on several occasions that they had passed up a promotion because they were unwilling to relocate away from family or because the timing of the promotion conflicted with demands in their personal lives. Latinas are in agreement that in order to be successful in the corporate realm, family has to take a back seat; an idea not many Latinas fully embrace.

Focus group participants stressed that corporate culture remains male dominated with continued gender and ethnic biases. One participant illuminated that in their organization, 85% of the executives are male and 15% female, translating into a male dominated, non-family friendly corporate environment. Participants argued that many women do not advance to executive level positions because they are unwilling to sacrifice family for career advancement.

Percentage of Latina managers who:



● Aspire to work in an executive level position

● Do not aspire to work in an executive level position

Conclusion and Recommendations

If Latinas are to assume executive leadership positions in corporate America, a system of strategies must be employed to address the current deficit.

Recommendations for Corporations

If corporations are serious about promoting Latinas into executive leadership, then, as The Shriver Report *A Woman's Nation Changes Everything*, states, corporations must create bold policies that work to attract, retain, and develop women. Corporations and executive leaders must work to reevaluate current policies regarding hours, pay, benefits, and leave time that are now antiquated because they were designed around male breadwinners who had virtually no caregiving responsibilities (Shriver, 2009).

Below are a few key examples:

1. Improve corporate policies that promote work-life balance. Do not force Latinas to have to choose between their families and their careers. Policies that provide medical benefits, flexible or alternative work schedules, positive family leave policies, childcare facilities and/or subsidies have all been shown to have an impact on a woman's ability to be retained and promoted (Brescoll, 2006; Redden, 2005; The Times, 2006)
2. Create an environment that supports Latina advancement. Include opportunities for cross training across business functions and mentoring. Foster a culture that celebrates workforce diversity and seek to have an external reputation for advancing Latinas (Brescoll, 2006; Redden, 2005; The Times, 2006).
3. Recruit Latinas interested in business careers while they are pursuing undergraduate degrees. Provide internships in core business functions. Provide tutoring services for courses in core business functions such as finance and operations.

Conclusion and Recommendations

Recommendations for Public Education System

Latinas depend on California's system of public education. Despite the lofty goals of the 1960's Master Plan, California is not providing Latinas with a real opportunity to attain their higher education goals thereby blocking future advancement in the corporate sector. A lack of focus on student success and cuts to access because of California's economic woes leaves Latinas behind their counterparts when it comes to educational attainment.

California's economy is going to demand one million more degrees by 2025 (PPIC, 2008), particularly in the STEM fields. The education of Latinas must be prioritized if California wants to close that gap. HOPE suggests the following efforts to prepare Latinas to enter executive leadership in the corporate sector:

1. K-12. Drastically improve Latina success in math and science courses. Ensure that only qualified teachers teach math and science. Encourage Latina participation in small learning communities that include business, health, or engineering academies. Make curriculum relevant to real career opportunities.
2. Public colleges and universities. Encourage Latinas to go into math, science or business; the high paying, fastest growing fields in California. Provide supports such as tutoring and internship opportunities to expose and encourage Latinas to pursue careers in business. Encourage Latinas to pursue graduate or professional studies: MBA, JD, Engineering.

Preserve affordability by ensuring student fee increases are fair, moderate and predictable. Preserve the CalGrant and Board of Governor's fee waiver. Preserve funding for annual enrollment growth at California's public colleges and universities.

Recommendations for Latinas

Last but not least, there are steps Latinas can take on an individual level to become more competitive applicants for executive level leadership. These recommendations are specifically for Latinas in middle management in the corporate sector:

1. Pursue opportunities to enhance quantitative and core business skills. Re-train if necessary via university extension programs or in-house corporate training opportunities.
2. Apply for positions that require new skill development in the core business functions of the corporation.
3. Seek out a mentor and form peer support groups. Research has found that women of color are less likely to have access to influential others and less likely to have mentors and role models leaving them less optimistic about career advancement opportunities (Catalyst Inc., 2003; Giscombe & Mattis, 2002). If no formal mentoring or peer support group exists within your corporation, start something on your own.
4. Be willing and open to accepting executive level positions that may require relocation, extensive travel, or extensive time commitments. If you are being offered the position, then you are of tremendous value to the organization. Be prepared to negotiate an arrangement that promotes work life balance, allowing you to accept the position without compromising your personal commitments.
5. If you are a Latina in executive leadership, strive to create a new corporate culture that acknowledges the labor force changes and honors the multiple roles of women and Latinas. Promote, recommend, and support Latinas every chance you get.

Conclusion and Recommendations

This research is only the tip of the iceberg. For as many findings as we uncovered, a number of new questions arose. HOPE recommends the following be further studied in order to get a more complete picture and more accurate set of recommendations for increasing the number of Latinas in executive leadership.

1. How effective are formal mentoring programs? Are there informal networks that Latinas will not be able to infiltrate regardless of mentors or peer support groups?
2. Are Latinas being tracked into the “helping professions” versus self-selecting?
3. Is there a pipeline of Latinas ready to assume executive leadership as evidenced by degrees in core business functions?
4. Are young Latinas aspiring to careers in business? How effective are existing programs, such as business academies, at generating business majors at the college level?

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

RANK	COMPANY NAME	INDUSTRY	REVENUE (\$B)	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL EXECUTIVE OFFICERS	NUMBER OF WOMEN EXECUTIVE OFFICERS	TOTAL DIRECTORS & EXECUTIVE OFFICERS	TOTAL WOMEN DIRECTORS & EXECUTIVE OFFICERS	% WOMEN DIRECTORS & EXECUTIVE OFFICERS
1	Bare Escentuals Inc.	Consumer Products	0.56	9	5	3	1	12	6	50.0%
2	Nara Bancorp Inc.	Financial	0.18	9	2	6	5	15	7	46.7%
3	Affymax Inc.	Pharmaceuticals	0.08	9	3	11	6	20	9	45.0%
4	bebe Stores Inc.	Retail	0.69	6	2	8	4	14	6	42.9%
5	Jack in the Box Inc.	Food & Leisure	2.54	8	3	8	3	16	6	37.5%
6	AMN Healthcare Services Inc.	Services	1.22	7	2	4	2	11	4	36.4%
7	Resources Connection Inc.	Services	0.84	8	3	6	2	14	5	35.7%
13	Charlotte Russe Holding Inc.	Retail	0.82	7	2	5	2	12	4	33.3%
13	Edison International	Energy & Utilities	14.11	11	2	7	4	18	6	33.3%
13	Genoptix Inc.	Health Care	0.12	8	3	4	1	12	4	33.3%
13	Hot Topic Inc.	Retail	0.76	7	3	8	2	15	5	33.3%
13	LECG Corp.	Services	0.37	8	2	4	2	12	4	33.3%
13	LTC Properties	Real Estate	0.07	5	1	7	3	12	4	33.3%
14	Clorox Co.	Consumer Products	5.27	11	3	8	3	19	6	31.6%
18	Advent Software Inc.	Computer Software	0.26	8	2	5	2	13	4	30.8%
18	Deckers Outdoor Corp.	Consumer Products	0.69	8	3	5	1	13	4	30.8%
18	Onyx Pharmaceuticals Inc.	Pharmaceuticals	0.19	7	1	6	3	13	4	30.8%
18	Peet's Coffee & Tea Inc.	Retail	0.28	8	2	5	2	13	4	30.8%
19	Health Net Inc.	Health Care	15.37	9	2	8	3	17	5	29.4%
20	BRE Properties Inc.	Real Estate	0.36	10	3	4	1	14	4	28.6%
22	McKesson Corp.	Pharmaceuticals	101.70	10	3	8	2	18	5	27.8%
22	Walt Disney Co.	Media	37.84	12	3	6	2	18	5	27.8%
24	American States Water Co.	Energy & Utilities	0.32	8	2	14	4	22	6	27.3%
24	Beckman Coulter Inc.	Health Care	3.10	10	2	12	4	22	6	27.3%
25	Geron Corp.	Pharmaceuticals	0.00	7	1	8	3	15	4	26.7%
27	Celera Corp.	Pharmaceuticals	0.14	8	2	8	2	16	4	25.0%
27	Guess Inc.	Consumer Products	1.99	8	3	4	0	12	3	25.0%
29	Energy Recovery Inc.	Industrial	0.05	8	2	9	2	17	4	23.5%
29	Gilead Sciences Inc.	Pharmaceuticals	5.34	11	2	6	2	17	4	23.5%
32	Internet Brands Inc.	Retail	0.10	7	1	6	2	13	3	23.1%
32	Molina Healthcare Inc.	Health Care	3.11	8	2	5	1	13	3	23.1%
32	Wilshire Bancorp Inc.	Financial	0.17	10	2	3	1	13	3	23.1%
33	Ingram Micro Inc.	Services	34.36	11	3	11	2	22	5	22.7%
39	Charles Schwab Corporation	Financial	5.39	11	2	7	2	18	4	22.2%
39	Dreamworks Animation SKG Inc.	Media	0.65	10	1	8	3	18	4	22.2%
39	Electro Rent Corp.	Services	0.14	6	2	3	0	9	2	22.2%
39	Exelixis Inc.	Pharmaceuticals	0.12	10	0	8	4	18	4	22.2%
39	Franklin Resources Inc.	Financial	6.21	12	2	15	4	27	6	22.2%
39	Gap Inc.	Retail	14.53	10	0	8	4	18	4	22.2%
40	Wells Fargo & Co.	Financial	51.65	19	4	13	3	32	7	21.9%
44	Avery Dennison Corp.	Industrial	6.71	11	1	12	4	23	5	21.7%
44	Hewlett-Packard Co.	Computer Hardware	118.36	10	2	13	3	23	5	21.7%
44	Mattel Inc.	Consumer Products	5.92	12	3	11	2	23	5	21.7%
44	Visa Inc.	Financial	6.26	15	3	8	2	23	5	21.7%
49	Accuray	Health Care	0.21	7	1	7	2	14	3	21.4%
49	Cypress Bioscience Inc.	Pharmaceuticals	0.02	8	1	6	2	14	3	21.4%
49	Genomic Health Inc.	Health Care	0.11	9	2	5	1	14	3	21.4%
49	Ross Stores Inc.	Retail	6.49	7	1	7	2	14	3	21.4%
49	Tejon Ranch Co.	Real Estate	0.04	8	1	6	2	14	3	21.4%
51	Electronic Arts Inc.	Computer Software	3.67	7	1	12	3	19	4	21.1%
51	PG&E Corp.	Energy & Utilities	14.63	9	2	10	2	19	4	21.1%
52	Safeway Inc.	Retail	44.10	10	2	14	3	24	5	20.8%
65	DTS Inc.	Media	0.06	8	2	7	1	15	3	20.0%
65	East West Bancorp Inc.	Financial	0.64	9	2	11	2	20	4	20.0%
65	Echelon Corp.	Computer Hardware	0.13	8	2	7	1	15	3	20.0%
65	Gen-Probe Inc.	Pharmaceuticals	0.46	8	1	12	3	20	4	20.0%
65	Kratos Defense & Security	Telecommunications	0.30	6	0	4	2	10	2	20.0%
65	Plantronics Inc.	Telecommunications	0.86	7	0	13	4	20	4	20.0%
65	Realty Income Corp.	Real Estate	0.33	7	2	8	1	15	3	20.0%
65	Redwood Trust Inc.	Real Estate	0.57	10	3	5	0	15	3	20.0%
65	SJW Corp.	Energy & Utilities	0.22	10	1	10	3	20	4	20.0%
65	Sun Healthcare Group Inc.	Health Care	1.82	8	1	7	2	15	3	20.0%
65	Wesco Financial Corp.	Financial	0.80	6	2	4	0	10	2	20.0%
65	Westamerica Bancorporation	Financial	0.21	9	2	6	1	15	3	20.0%
65	Yahoo! Inc.	Media	7.21	12	2	8	2	20	4	20.0%
69	Applied Micro Circuits Corp.	Semiconductors	0.25	7	1	9	2	16	3	18.8%
69	California Water Service Group	Energy & Utilities	0.41	9	2	7	1	16	3	18.8%
69	Kaiser Aluminum Corp.	Industrial	1.51	9	2	7	1	16	3	18.8%
69	Omniceil Inc.	Computer Hardware	0.25	9	2	7	1	16	3	18.8%

Appendix A: Rankings (continued)

RANK	COMPANY NAME	INDUSTRY	REVENUE (\$B)	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL EXECUTIVE OFFICERS	NUMBER OF WOMEN EXECUTIVE OFFICERS	TOTAL DIRECTORS & EXECUTIVE OFFICERS	TOTAL WOMEN DIRECTORS & EXECUTIVE OFFICERS	% WOMEN DIRECTORS & EXECUTIVE OFFICERS
78	Biomed Realty Trust Inc.	Real Estate	0.30	7	2	4	0	11	2	18.2%
78	Coherent Inc.	Industrial	0.60	7	1	4	1	11	2	18.2%
78	Digital Realty Trust Inc.	Real Estate	0.53	6	2	5	0	11	2	18.2%
78	Immersion Corp.	Computer Hardware	0.04	7	2	4	0	11	2	18.2%
78	OPLINK Communications Inc.	Telecommunications	0.18	5	0	6	2	11	2	18.2%
78	SAIC Inc.	Services	10.07	11	3	11	1	22	4	18.2%
78	SanDisk Corp.	Computer Hardware	3.35	7	1	4	1	11	2	18.2%
78	Super Micro Computer Inc.	Computer Hardware	0.54	7	1	4	1	11	2	18.2%
78	SVB Financial Group	Financial	0.60	12	3	10	1	22	4	18.2%
80	DineEquity, Inc.	Food & Leisure	1.61	10	2	7	1	17	3	17.6%
80	Netgear Inc.	Computer Hardware	0.74	9	2	8	1	17	3	17.6%
89	Autodesk Inc.	Computer Software	2.32	8	1	10	2	18	3	16.7%
89	Blue Coat Systems Inc.	Computer Hardware	0.31	6	0	6	2	12	2	16.7%
89	Cheesecake Factory Inc.	Food & Leisure	1.61	8	1	4	1	12	2	16.7%
89	Isis Pharmaceuticals Inc.	Pharmaceuticals	0.11	8	1	4	1	12	2	16.7%
89	Juniper Networks Inc.	Computer Hardware	3.57	9	1	9	2	18	3	16.7%
89	Netsuite Inc.	Computer Software	0.15	6	2	6	0	12	2	16.7%
89	Oracle Corp.	Computer Software	22.43	13	2	11	2	24	4	16.7%
89	Rambus Inc.	Semiconductors	0.14	10	1	8	2	18	3	16.7%
89	VMware Inc.	Computer Software	1.88	8	1	4	1	12	2	16.7%
91	Google Inc.	Media	21.80	10	2	9	1	19	3	15.8%
91	Symantec Corp.	Computer Software	5.87	10	1	9	2	19	3	15.8%
99	Anworth Mortgage Asset Corp.	Real Estate	0.29	6	0	7	2	13	2	15.4%
99	California Pizza Kitchen Inc.	Food & Leisure	0.68	7	0	6	2	13	2	15.4%
99	Gymboree Corp.	Retail	1.00	7	0	6	2	13	2	15.4%
99	Halozyne Therapeutics Inc.	Pharmaceuticals	0.01	8	2	5	0	13	2	15.4%
99	Intermune Inc.	Pharmaceuticals	0.05	6	0	7	2	13	2	15.4%
99	Monolithic Power Systems Inc.	Semiconductors	0.16	7	1	6	1	13	2	15.4%
99	Multi-Fineline Electronix Inc.	Electronics	0.73	9	1	4	1	13	2	15.4%
99	Teledyne Technologies Inc.	Industrial	1.89	9	1	4	1	13	2	15.4%
104	Allergan Inc.	Pharmaceuticals	4.40	12	2	8	1	20	3	15.0%
104	Cisco Systems Inc.	Computer Hardware	39.54	12	2	8	1	20	3	15.0%
104	Corinthian Colleges Inc.	Services	1.07	11	2	9	1	20	3	15.0%
104	Davita Inc.	Health Care	5.66	9	0	11	3	20	3	15.0%
104	eBay Inc.	Services	8.54	12	1	8	2	20	3	15.0%
116	Arden Group Inc.	Retail	0.48	5	0	2	1	7	1	14.3%
116	Granite Construction Inc.	Industrial	2.67	9	1	5	1	14	2	14.3%
116	Intuit Inc.	Computer Software	3.07	11	2	10	1	21	3	14.3%
116	Korn Ferry International	Services	0.84	10	1	4	1	14	2	14.3%
116	Move Inc.	Media	0.24	10	2	4	0	14	2	14.3%
116	Nektar Therapeutics	Pharmaceuticals	0.09	8	1	6	1	14	2	14.3%
116	Netflix Inc.	Retail	1.37	8	0	6	2	14	2	14.3%
116	Palm Inc.	Computer Hardware	1.32	9	1	12	2	21	3	14.3%
116	PS Business Parks Inc.	Real Estate	0.29	9	1	5	1	14	2	14.3%
116	Simpson Manufacturing Inc.	Industrial	0.76	8	2	6	0	14	2	14.3%
116	TiVo Inc.	Consumer Products	0.27	7	0	7	2	14	2	14.3%
116	Valeant Pharmaceuticals International	Pharmaceuticals	0.66	8	1	6	1	14	2	14.3%
118	Amylin Pharmaceuticals Inc.	Pharmaceuticals	0.84	12	2	10	1	22	3	13.6%
118	Mercury General Corp.	Financial	2.41	9	1	13	2	22	3	13.6%
127	Atheros Communications Inc.	Semiconductors	0.47	8	2	7	0	15	2	13.3%
127	Bio-Rad Laboratories Inc.	Health Care	1.76	7	1	8	1	15	2	13.3%
127	Capstone Turbine Corp.	Electronics	0.03	9	1	6	1	15	2	13.3%
127	Cytokinetics Inc.	Pharmaceuticals	0.01	9	1	6	1	15	2	13.3%
127	Ducommun Inc.	Semiconductors	0.40	7	0	8	2	15	2	13.3%
127	Direct Corp.	Pharmaceuticals	0.03	8	0	7	2	15	2	13.3%
127	PMI Group Inc.	Financial	1.00	9	1	6	1	15	2	13.3%
127	Polycom Inc.	Telecommunications	1.07	8	1	7	1	15	2	13.3%
127	Williams-Sonoma Inc.	Retail	3.36	9	0	6	2	15	2	13.3%
128	Intel Corp.	Electronics	37.59	11	3	12	0	23	3	13.0%
138	Altera Corp.	Electronics	1.37	7	1	9	1	16	2	12.5%
138	Arena Pharmaceuticals Inc.	Pharmaceuticals	0.01	10	2	6	0	16	2	12.5%
138	KB Home	Industrial	3.03	10	1	6	1	16	2	12.5%
138	KKR Financial Holdings L.L.C.	Financial	0.16	12	2	4	0	16	2	12.5%
138	Lam Research Corp.	Semiconductors	2.47	10	2	6	0	16	2	12.5%
138	Orexigen Therapeutics Inc.	Pharmaceuticals	0.00	8	0	8	2	16	2	12.5%
138	Trimble Navigation Ltd.	Telecommunications	1.33	7	1	9	1	16	2	12.5%
138	Varian Medical Systems Inc.	Health Care	2.07	10	1	6	1	16	2	12.5%
138	Xenport Inc.	Pharmaceuticals	0.04	8	2	8	0	16	2	12.5%
138	Zenith National Insurance Corp.	Financial	0.68	9	1	7	1	16	2	12.5%
144	Arcsight Inc.	Computer Software	0.10	9	1	8	1	17	2	11.8%
144	CB Richard Ellis Group Inc.	Real Estate	5.13	10	2	7	0	17	2	11.8%

Appendix A: Rankings (continued)

RANK	COMPANY NAME	INDUSTRY	REVENUE (\$B)	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL EXECUTIVE OFFICERS	NUMBER OF WOMEN EXECUTIVE OFFICERS	TOTAL DIRECTORS & EXECUTIVE OFFICERS	TOTAL WOMEN DIRECTORS & EXECUTIVE OFFICERS	% WOMEN DIRECTORS & EXECUTIVE OFFICERS
144	Intersil Corp.	Semiconductors	0.77	9	1	8	1	17	2	11.8%
144	LSI Logic Corp.	Semiconductors	2.68	9	1	8	1	17	2	11.8%
144	Pacer International Inc.	Services	2.09	7	0	10	2	17	2	11.8%
144	Public Storage	Real Estate	1.77	11	1	6	1	17	2	11.8%
145	UCBH Holdings Inc.	Financial	0.71	10	1	16	2	26	3	11.5%
159	Adobe Systems Inc.	Computer Software	3.58	10	1	8	1	18	2	11.1%
159	Cathay General Bancorp	Financial	0.61	11	1	7	1	18	2	11.1%
159	Century Aluminum Co.	Industrial	1.97	9	1	9	1	18	2	11.1%
159	Cepheid	Pharmaceuticals	0.17	9	1	9	1	18	2	11.1%
159	Del Monte Foods Co.	Food & Leisure	3.74	9	2	9	0	18	2	11.1%
159	First American Corp.	Financial	6.17	18	3	9	0	27	3	11.1%
159	Medivation Inc.	Pharmaceuticals	0.01	5	0	4	1	9	1	11.1%
159	Northrop Grumman Corp.	Industrial	33.89	12	2	15	1	27	3	11.1%
159	Pericom Semiconductor Corp.	Semiconductors	0.16	5	0	4	1	9	1	11.1%
159	Qualcomm Inc.	Semiconductors	11.14	12	2	15	1	27	3	11.1%
159	Ryland Group Inc.	Industrial	1.98	8	2	10	0	18	2	11.1%
159	Salesforce.com Inc.	Computer Software	1.08	9	1	9	1	18	2	11.1%
159	Surewest Communications	Telecommunications	0.23	7	0	11	2	18	2	11.1%
159	Sybase Inc.	Computer Software	1.13	8	1	10	1	18	2	11.1%
165	City National Corp.	Financial	1.05	12	1	7	1	19	2	10.5%
165	Edwards Lifesciences Corp.	Health Care	1.24	7	1	12	1	19	2	10.5%
165	HCP Inc.	Real Estate	1.16	11	2	8	0	19	2	10.5%
165	Macerich Co.	Real Estate	1.00	10	1	9	1	19	2	10.5%
165	Tetra Tech Inc.	Services	1.25	7	0	12	2	19	2	10.5%
165	URS Corp.	Industrial	10.09	10	1	9	1	19	2	10.5%
180	Ardea Biosciences Inc.		0.00	6	0	4	1	10	1	10.0%
180	Cardionet Inc.	Health Care	0.12	6	0	4	1	10	1	10.0%
180	Conceptus Inc.	Health Care	0.10	7	1	3	0	10	1	10.0%
180	Con-way Inc.	Services	5.04	10	0	10	2	20	2	10.0%
180	Corvel Corp.	Health Care	0.30	6	1	4	0	10	1	10.0%
180	Crown Media Holdings Inc.	Media	0.28	14	1	6	1	20	2	10.0%
180	Demandtec Inc.	Computer Software	0.06	7	1	3	0	10	1	10.0%
180	First Advantage Corp.	Services	0.78	10	1	10	1	20	2	10.0%
180	Live Nation Inc.	Food & Leisure	4.17	10	1	10	1	20	2	10.0%
180	Obagi Medical Products	Pharmaceuticals	0.10	7	0	3	1	10	1	10.0%
180	Qlogic Corp.	Computer Hardware	0.60	6	1	4	0	10	1	10.0%
180	Sequenom Inc.	Pharmaceuticals	0.05	8	1	12	1	20	2	10.0%
180	Sigma Designs Inc.	Semiconductors	0.21	4	0	6	1	10	1	10.0%
180	True Religion Apparel Inc.	Retail	0.27	6	0	4	1	10	1	10.0%
180	Watson Pharmaceuticals Inc.	Pharmaceuticals	2.54	9	1	11	1	20	2	10.0%
185	Aecom Technology Corp.	Services	5.19	11	1	10	1	21	2	9.5%
185	Agilent Technologies Inc.	Electronics	5.77	9	1	12	1	21	2	9.5%
185	Cooper Companies Inc.	Health Care	1.06	9	1	12	1	21	2	9.5%
185	Sempra Energy	Energy & Utilities	10.76	12	1	9	1	21	2	9.5%
185	Superior Industries International Inc.	Industrial	0.75	8	1	13	1	21	2	9.5%
199	Aerovironment Inc.	Industrial	0.22	6	0	5	1	11	1	9.1%
199	Amgen Inc.	Pharmaceuticals	15.00	12	1	10	1	22	2	9.1%
199	Chevron Corp.	Energy & Utilities	264.96	15	1	7	1	22	2	9.1%
199	Extreme Networks Inc.	Computer Hardware	0.36	7	0	4	1	11	1	9.1%
199	J2 Global Communications Inc.	Telecommunications	0.24	7	0	4	1	11	1	9.1%
199	Maxygen Inc.	Pharmaceuticals	0.01	7	1	4	0	11	1	9.1%
199	Natus Medical Inc.	Health Care	0.16	6	1	5	0	11	1	9.1%
199	Rovi Corp.		0.33	7	1	4	0	11	1	9.1%
199	Shutterfly Inc.	Services	0.21	6	1	5	0	11	1	9.1%
199	Sun Microsystems Inc.	Computer Hardware	13.88	11	1	11	1	22	2	9.1%
199	Sunstone Hotel Investors Inc.	Real Estate	0.97	7	1	4	0	11	1	9.1%
199	Techwell Inc.	Electronics	0.07	6	1	5	0	11	1	9.1%
199	UTStarcom Inc.	Telecommunications	1.64	6	0	5	1	11	1	9.1%
199	VCA Antech Inc.	Services	1.28	5	0	6	1	11	1	9.1%
214	Adaptec Inc.	Electronics	0.17	9	0	3	1	12	1	8.3%
214	Advanced Micro Devices	Electronics	5.81	9	1	3	0	12	1	8.3%
214	Ariba Inc.	Computer Software	0.33	8	1	4	0	12	1	8.3%
214	Broadcom Corporation	Semiconductors	4.66	7	1	5	0	12	1	8.3%
214	Cymer Inc.	Semiconductors	0.46	8	0	4	1	12	1	8.3%
214	Farmer Brothers Co.	Food & Leisure	0.27	7	1	5	0	12	1	8.3%
214	ICU Medical Inc.	Health Care	0.20	7	0	5	1	12	1	8.3%
214	K-Swiss Inc.	Consumer Products	0.34	5	0	7	1	12	1	8.3%
214	Novatel Wireless Inc.	Computer Hardware	0.32	6	0	6	1	12	1	8.3%
214	Omnivision Technologies Inc.	Semiconductors	0.80	5	0	7	1	12	1	8.3%
214	Pacwest Bancorp	Financial	0.31	12	1	12	1	24	2	8.3%
214	Sierra Bancorp	Financial	0.09	8	1	4	0	12	1	8.3%

Appendix A: Rankings (continued)

RANK	COMPANY NAME	INDUSTRY	REVENUE (\$B)	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL EXECUTIVE OFFICERS	NUMBER OF WOMEN EXECUTIVE OFFICERS	TOTAL DIRECTORS & EXECUTIVE OFFICERS	TOTAL WOMEN DIRECTORS & EXECUTIVE OFFICERS	% WOMEN DIRECTORS & EXECUTIVE OFFICERS
214	Taleo Corp.	Computer Software	0.13	8	0	4	1	12	1	8.3%
214	Thoratec Corp.	Health Care	0.31	8	1	4	0	12	1	8.3%
214	Tibco Software Inc.	Computer Software	0.64	5	0	7	1	12	1	8.3%
230	99 Cents Only Stores	Retail	1.20	9	1	4	0	13	1	7.7%
230	Affymetrix Inc.	Pharmaceuticals	0.32	9	1	4	0	13	1	7.7%
230	Applied Materials Inc.	Semiconductors	8.13	11	0	15	2	26	2	7.7%
230	Douglas Emmett Inc.	Real Estate	0.61	9	1	4	0	13	1	7.7%
230	Formfactor Inc.	Semiconductors	0.21	8	1	5	0	13	1	7.7%
230	GenCorp Inc.	Industrial	0.74	7	0	6	1	13	1	7.7%
230	International Rectifier Corp.	Semiconductors	0.98	8	1	5	0	13	1	7.7%
230	IPC The Hospitalist Company, Inc.	Health Care	0.25	9	0	4	1	13	1	7.7%
230	Life Technologies Corp.	Pharmaceuticals	1.62	13	1	13	1	26	2	7.7%
230	Ligand Pharmaceuticals Inc.	Pharmaceuticals	0.03	7	0	6	1	13	1	7.7%
230	Nuvasive Inc.	Health Care	0.25	7	1	6	0	13	1	7.7%
230	NVIDIA Corp.	Semiconductors	3.42	8	0	5	1	13	1	7.7%
230	Optimer Pharmaceuticals Inc.	Pharmaceuticals	0.00	6	0	7	1	13	1	7.7%
230	Verisign Inc.	Services	0.96	7	1	6	0	13	1	7.7%
230	Vivus Inc.	Pharmaceuticals	0.10	6	1	7	0	13	1	7.7%
230	Wet Seal Inc.	Retail	0.59	8	0	5	1	13	1	7.7%
244	AMB Property Corp.	Real Estate	0.73	9	1	5	0	14	1	7.1%
244	American Apparel Inc.	Retail	0.55	9	0	5	1	14	1	7.1%
244	Applied Signal Technology	Telecommunications	0.19	7	1	7	0	14	1	7.1%
244	Ensign Group	Health Care	0.47	5	1	9	0	14	1	7.1%
244	Jacobs Engineering Group Inc.	Industrial	11.25	11	1	31	2	42	3	7.1%
244	Quidel Corp.	Pharmaceuticals	0.13	7	1	7	0	14	1	7.1%
244	Sanmina-SCI Corp.	Electronics	7.20	9	1	5	0	14	1	7.1%
244	Standard Pacific Corp.	Industrial	1.55	7	0	7	1	14	1	7.1%
244	Successfactors Inc.	Computer Software	0.11	7	1	7	0	14	1	7.1%
244	Symmetricom Inc.	Electronics	0.21	9	1	5	0	14	1	7.1%
244	Synopsys Inc.	Computer Software	1.34	9	1	5	0	14	1	7.1%
244	VNUS Medical Technologies Inc.	Health Care	0.09	6	1	8	0	14	1	7.1%
244	Volcano Corp.	Health Care	0.17	7	1	7	0	14	1	7.1%
244	Western Digital Corp.	Computer Hardware	8.07	10	1	4	0	14	1	7.1%
261	Ameron International Corp.	Industrial	0.67	7	0	8	1	15	1	6.7%
261	Biomarin Pharmaceutical Inc.	Pharmaceuticals	0.30	8	1	7	0	15	1	6.7%
261	Calpine Corp.	Energy & Utilities	9.94	9	1	6	0	15	1	6.7%
261	CKE Restaurants Inc.	Food & Leisure	1.48	10	1	5	0	15	1	6.7%
261	Core-Mark Holding Co. Inc.	Consumer Products	6.04	7	0	8	1	15	1	6.7%
261	Ixia	Electronics	0.18	6	1	9	0	15	1	6.7%
261	Mankind Corp.	Pharmaceuticals	0.00	8	0	7	1	15	1	6.7%
261	McGrath RentCorp.	Industrial	0.30	6	0	9	1	15	1	6.7%
261	Netlogic Microsystems Inc.	Semiconductors	0.14	6	0	9	1	15	1	6.7%
261	Reliance Steel & Aluminum Co.	Industrial	8.75	9	0	6	1	15	1	6.7%
261	Rigel Pharmaceuticals Inc.	Pharmaceuticals	0.01	9	0	6	1	15	1	6.7%
261	Robert Half International Inc.	Services	4.60	9	1	6	0	15	1	6.7%
261	Skilled Healthcare Group Inc.	Health Care	0.73	8	0	7	1	15	1	6.7%
261	Sunpower Corp.	Semiconductors	1.43	7	1	8	0	15	1	6.7%
261	Varian Inc.	Electronics	1.01	7	1	8	0	15	1	6.7%
261	WD-40 Co.	Industrial	0.32	8	1	7	0	15	1	6.7%
261	Wind River Systems Inc.	Computer Software	0.36	7	0	8	1	15	1	6.7%
265	Actel Corp.	Semiconductors	0.22	8	0	8	1	16	1	6.3%
265	Illumina Inc.	Health Care	0.57	9	1	7	0	16	1	6.3%
265	Pacific Capital Bancorp	Financial	0.70	10	1	6	0	16	1	6.3%
265	Ticketmaster Entertainment Inc.	Food & Leisure	1.45	11	1	5	0	16	1	6.3%
271	Exponent Inc.	Services	0.23	7	0	10	1	17	1	5.9%
271	JDS Uniphase Corp.	Electronics	1.53	10	1	7	0	17	1	5.9%
271	Novellus Systems Inc.	Semiconductors	1.01	9	1	8	0	17	1	5.9%
271	PMC-Sierra Inc.	Semiconductors	0.53	8	0	9	1	17	1	5.9%
271	United Online Inc.	Telecommunications	0.67	7	1	10	0	17	1	5.9%
271	Xilinx Inc.	Electronics	1.84	9	1	8	0	17	1	5.9%
275	Brocade Communications Systems, Inc.	Computer Hardware	1.47	9	1	9	0	18	1	5.6%
275	Calavo Growers Inc.	Food & Leisure	0.36	13	1	5	0	18	1	5.6%
275	DirecTV Group Inc.	Telecommunications	19.69	10	1	8	0	18	1	5.6%
275	Waste Connections Inc.	Services	1.05	5	0	13	1	18	1	5.6%
280	3PAR Inc.	Computer Hardware	0.12	8	0	11	1	19	1	5.3%
280	Activision Blizzard, Inc.	Computer Software	3.03	11	0	8	1	19	1	5.3%
280	Apple Inc.	Computer Hardware	32.48	8	1	11	0	19	1	5.3%
280	PriceSmart Inc.	Retail	1.12	9	1	10	0	19	1	5.3%
280	Trico Bancshares	Financial	0.15	12	1	7	0	19	1	5.3%
281	Micrus Endovascular Corp.	Health Care	0.07	8	0	12	1	20	1	5.0%
282	Occidental Petroleum Corp.	Energy & Utilities	24.22	12	1	9	0	21	1	4.8%

Appendix A: Rankings (continued)

RANK	COMPANY NAME	INDUSTRY	REVENUE (\$B)	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL EXECUTIVE OFFICERS	NUMBER OF WOMEN EXECUTIVE OFFICERS	TOTAL DIRECTORS & EXECUTIVE OFFICERS	TOTAL WOMEN DIRECTORS & EXECUTIVE OFFICERS	% WOMEN DIRECTORS & EXECUTIVE OFFICERS
400	ABAXIS Inc.	Pharmaceuticals	0.10	6	0	7	0	13	0	0.0%
400	Abraxis Bioscience Inc.	Pharmaceuticals	0.35	5	0	3	0	8	0	0.0%
400	Actuate Corp.	Computer Software	0.13	6	0	7	0	13	0	0.0%
400	Advanced Analogic Technologies Inc.	Electronics	0.09	6	0	7	0	13	0	0.0%
400	Alexandria Real Estate Equities Inc.	Real Estate	0.46	7	0	2	0	9	0	0.0%
400	Align Technology Inc.	Health Care	0.30	7	0	8	0	15	0	0.0%
400	Alliance Healthcare Services, Inc.	Health Care	0.50	7	0	7	0	14	0	0.0%
400	American Reprographics Co.	Services	0.70	7	0	4	0	11	0	0.0%
400	American Vanguard Corp.	Industrial	0.24	8	0	9	0	17	0	0.0%
400	Aruba Networks Inc.	Computer Hardware	0.18	9	0	5	0	14	0	0.0%
400	Atmel Corp.	Semiconductors	1.54	7	0	7	0	14	0	0.0%
400	Berry Petroleum Company	Energy & Utilities	0.80	10	0	10	0	20	0	0.0%
400	Bigband Networks Inc.	Telecommunications	0.19	9	0	5	0	14	0	0.0%
400	BJ's Restaurants Inc.	Food & Leisure	0.37	7	0	8	0	15	0	0.0%
400	BreitBurn Energy Partners L.P.	Energy & Utilities	0.80	6	0	10	0	16	0	0.0%
400	Cadence Design Systems Inc.	Computer Software	1.04	7	0	7	0	14	0	0.0%
400	Cadiz Inc.	Real Estate	0.00	8	0	3	0	11	0	0.0%
400	Callaway Golf Co.	Consumer Products	1.12	8	0	5	0	13	0	0.0%
400	Cavium Networks, Inc.	Electronics	0.09	5	0	5	0	10	0	0.0%
400	Central Garden & Pet Co.	Industrial	1.71	5	0	4	0	9	0	0.0%
400	Ceradyne Inc.	Industrial	0.68	6	0	9	0	15	0	0.0%
400	Cherokee Inc.	Services	0.04	5	0	5	0	10	0	0.0%
400	Clean Energy Fuels Corp.	Energy & Utilities	0.13	7	0	5	0	12	0	0.0%
400	Cogent Inc.	Services	0.13	4	0	4	0	8	0	0.0%
400	Cohu Inc.	Semiconductors	0.20	5	0	5	0	10	0	0.0%
400	Copart Inc.	Services	0.79	7	0	10	0	17	0	0.0%
400	CPI International Inc.	Electronics	0.37	6	0	6	0	12	0	0.0%
400	Cubic Corp.	Industrial	0.88	9	0	11	0	20	0	0.0%
400	CVB Financial Corp.	Financial	0.37	8	0	5	0	13	0	0.0%
400	Cybersource Corp.	Computer Software	0.23	7	0	8	0	15	0	0.0%
400	Cypress Semiconductor Corp.	Semiconductors	0.77	7	0	10	0	17	0	0.0%
400	Data Domain Inc.	Computer Hardware	0.27	8	0	5	0	13	0	0.0%
400	Diamond Foods Inc.	Food & Leisure	0.53	10	0	6	0	16	0	0.0%
400	Dionex Corp.	Electronics	0.38	6	0	10	0	16	0	0.0%
400	DivX Inc.	Media	0.09	8	0	4	0	12	0	0.0%
400	Dolby Laboratories Inc.	Media	0.64	6	0	7	0	13	0	0.0%
400	DSP Group Inc.	Electronics	0.31	7	0	6	0	13	0	0.0%
400	Ehealth Inc.	Financial	0.11	7	0	6	0	13	0	0.0%
400	Electronics For Imaging Inc.	Computer Hardware	0.56	7	0	3	0	10	0	0.0%
400	Emulex Corp.	Computer Hardware	0.49	8	0	6	0	14	0	0.0%
400	Encore Capital Group Inc.	Financial	0.26	9	0	2	0	11	0	0.0%
400	Epicor Software Corp.	Computer Software	0.49	7	0	3	0	10	0	0.0%
400	Equinix Inc.	Telecommunications	0.70	8	0	6	0	14	0	0.0%
400	Essex Property Trust	Real Estate	0.43	9	0	5	0	14	0	0.0%
400	Exar Corp.	Semiconductors	0.09	6	0	8	0	14	0	0.0%
400	Facet Biotech Corp.	Pharmaceuticals	0.03	5	0	8	0	13	0	0.0%
400	Finisar Corp.	Semiconductors	0.44	9	0	5	0	14	0	0.0%
400	Fuel Systems Solutions	Industrial	0.38	7	0	7	0	14	0	0.0%
400	Hansen Natural Corp.	Food & Leisure	1.03	7	0	4	0	11	0	0.0%
400	Hanson Medical Inc.	Health Care	0.03	7	0	5	0	12	0	0.0%
400	Harmonic Inc.	Telecommunications	0.36	8	0	6	0	14	0	0.0%
400	Heckmann Corp.	Industrial	0.01	6	0	3	0	9	0	0.0%
400	Hercules Technology Growth Capital Inc.	Financial	0.08	8	0	5	0	13	0	0.0%
400	Infinera Corp.	Telecommunications	0.52	6	0	6	0	12	0	0.0%
400	Informatica Corp.	Computer Software	0.46	9	0	4	0	13	0	0.0%
400	Integrated Device Technology Inc.	Semiconductors	0.78	6	0	14	0	20	0	0.0%
400	Intuitive Surgical Inc.	Health Care	0.87	9	0	5	0	14	0	0.0%
400	Iris International Inc.	Pharmaceuticals	0.10	7	0	6	0	13	0	0.0%
400	IXYS Corp.	Semiconductors	0.30	6	0	3	0	9	0	0.0%
400	JAKKS Pacific Inc.	Consumer Products	0.90	7	0	3	0	10	0	0.0%
400	Kilroy Realty Corp.	Real Estate	0.29	6	0	5	0	11	0	0.0%
400	KLA-Tencor Corp.	Semiconductors	2.52	10	0	5	0	15	0	0.0%
400	Landec Corp.	Industrial	0.24	8	0	5	0	13	0	0.0%
400	Leap Wireless International Inc.	Telecommunications	1.96	5	0	8	0	13	0	0.0%
400	Linear Technology Corp.	Semiconductors	1.18	5	0	12	0	17	0	0.0%
400	Loopnet Inc.	Media	0.09	7	0	5	0	12	0	0.0%
400	Masimo Corp.	Health Care	0.31	6	0	12	0	18	0	0.0%
400	Maxim Integrated Products Inc.	Semiconductors	2.05	7	0	9	0	16	0	0.0%
400	McAfee	Computer Software	1.60	9	0	6	0	15	0	0.0%
400	Micrel Inc.	Semiconductors	0.26	6	0	11	0	17	0	0.0%

Appendix A: Rankings

RANK	COMPANY NAME	INDUSTRY	REVENUE (\$B)	TOTAL DIRECTORS	NUMBER OF WOMEN DIRECTORS	TOTAL EXECUTIVE OFFICERS	NUMBER OF WOMEN EXECUTIVE OFFICERS	TOTAL DIRECTORS & EXECUTIVE OFFICERS	TOTAL WOMEN DIRECTORS & EXECUTIVE OFFICERS	% WOMEN DIRECTORS & EXECUTIVE OFFICERS
400	Microsemi Corp.	Electronics	0.51	7	0	5	0	12	0	0.0%
400	Mission West Properties Inc.	Real Estate	0.12	5	0	3	0	8	0	0.0%
400	MSC Software Corp.	Computer Software	0.25	6	0	5	0	11	0	0.0%
400	National Semiconductor Corp.	Semiconductors	1.89	8	0	9	0	17	0	0.0%
400	Nationwide Health Properties Inc.	Real Estate	0.37	10	0	3	0	13	0	0.0%
400	NETAPP Inc.	Computer Hardware	3.30	10	0	5	0	15	0	0.0%
400	Newport Corp.	Electronics	0.45	7	0	5	0	12	0	0.0%
400	On Assignment Inc.	Services	0.62	5	0	5	0	10	0	0.0%
400	OpenTV Corp.	Computer Software	0.12	10	0	6	0	16	0	0.0%
400	OSI Systems Inc.	Services	0.62	6	0	5	0	11	0	0.0%
400	Outdoor Channel Holdings Inc.	Media	0.05	8	0	4	0	12	0	0.0%
400	Pain Therapeutics Inc.	Pharmaceuticals	0.06	6	0	4	0	10	0	0.0%
400	PICO Holdings Inc.	Financial	0.01	7	0	7	0	14	0	0.0%
400	Power Integrations Inc.	Semiconductors	0.20	8	0	7	0	15	0	0.0%
400	Quality Systems, Inc.	Health Care	0.19	8	0	4	0	12	0	0.0%
400	Quest Software Inc.	Computer Software	0.74	7	0	4	0	11	0	0.0%
400	Questor Pharmaceuticals Inc.	Pharmaceuticals	0.10	5	0	5	0	10	0	0.0%
400	Quiksilver Inc.	Consumer Products	2.26	6	0	5	0	11	0	0.0%
400	ResMed Inc.	Health Care	0.84	8	0	6	0	14	0	0.0%
400	Riverbed Technology Inc.	Computer Hardware	0.33	7	0	5	0	12	0	0.0%
400	Sangamo Biosciences Inc.	Pharmaceuticals	0.02	6	0	5	0	11	0	0.0%
400	Shoretel Inc.	Telecommunications	0.13	7	0	7	0	14	0	0.0%
400	Silicon Image Inc.	Semiconductors	0.27	6	0	8	0	14	0	0.0%
400	Silicon Storage Technology	Semiconductors	0.32	6	0	6	0	12	0	0.0%
400	Skechers USA Inc.	Consumer Products	1.44	7	0	6	0	13	0	0.0%
400	Smith Micro Software Inc.	Computer Software	0.10	6	0	5	0	11	0	0.0%
400	Solera Holdings Inc.	Services	0.54	5	0	4	0	9	0	0.0%
400	SonicWALL Inc.	Telecommunications	0.22	8	0	5	0	13	0	0.0%
400	Stamps.com Inc.	Retail	0.08	4	0	5	0	9	0	0.0%
400	STEC Inc.	Computer Hardware	0.23	7	0	3	0	10	0	0.0%
400	Supertex Inc.	Semiconductors	0.08	5	0	10	0	15	0	0.0%
400	Symyx Technologies Inc.	Computer Software	0.16	7	0	6	0	13	0	0.0%
400	Synaptics Inc.	Computer Hardware	0.36	9	0	5	0	14	0	0.0%
400	Synnex Corp.	Electronics	7.77	8	0	6	0	14	0	0.0%
400	Tessera Technologies Inc.	Semiconductors	0.25	8	0	4	0	12	0	0.0%
400	Theravance Inc.	Pharmaceuticals	0.02	9	0	5	0	14	0	0.0%
400	THQ Inc.	Computer Software	1.03	7	0	6	0	13	0	0.0%
400	TTM Technologies Inc.	Electronics	0.68	6	0	4	0	10	0	0.0%
400	Ultratech Inc.	Industrial	0.13	7	0	2	0	9	0	0.0%
400	United Security Bancshares	Financial	0.05	11	0	5	0	16	0	0.0%
400	Universal Electronics Inc.	Consumer Products	0.29	6	0	5	0	11	0	0.0%
400	Valueclick Inc.	Services	0.63	7	0	6	0	13	0	0.0%
400	Verifone Holdings Inc.	Computer Hardware	0.92	10	0	5	0	15	0	0.0%
400	ViaSat Inc.	Telecommunications	0.57	7	0	9	0	16	0	0.0%
400	Volcom Inc.	Consumer Products	0.33	7	0	5	0	12	0	0.0%
400	Volterra Semiconductor Corp.	Semiconductors	0.10	6	0	5	0	11	0	0.0%
400	WebSense Inc.	Computer Software	0.30	7	0	5	0	12	0	0.0%
400	Zoran Corp.	Semiconductors	0.44	7	0	3	0	10	0	0.0%

Part I Questions About You

Directions: Please indicated your response in the space provided by writing in your response, checking the appropriate box, or circling your response.

1. What is your gender?

Male Female

2. What is your ethnicity? (check all that apply)

Latino/Hispanic
 Mexican American.....
 African American
 Asian American.....
 White/not Hispanic.....
 Bi-racial/Multi-racial
 Other

3. What is your age range? (mark one)

20 – 29 30 – 39 40 – 49.
 50 – 59 60 - 69 70+

4. What is your marital status? (mark one)

Single never married
 Married/Domestic Partner
 Separated
 Divorced
 Widowed

5. How many children do you have?

(circle one)

None 1 2 3 4 5 6+

6. What is your highest level of education completed?

(mark one)

High school graduate
 Trade/Vocational school
 Some college
 Associate (A.A. or equivalent)
 Bachelor’s degree (B.A., B.S., etc.)
 Some graduate work
 Master’s degree (M.A., M.S., etc.)
 Ph.D. or Ed.D.
 Professional degree

7. What is your professional/job title? (write in)

8. How long have you worked for your current employer?

_____ Years _____ Months

9. How long have you worked in your present position?

_____ Years _____ Months

10. Have you ever “stopped-out” from your career? (not worked for a period of time then returned)

Yes No

11. If YES to question 10, for which of the following reasons did you “stop out”? (mark all that apply)

Pregnancy
 Child- care.....
 Elder-care
 Partners career advancement
 To pursue education.....
 Other

12. On average, how many hours do you work per week? (mark one)

< 40 40 – 44 45 – 49
 50 – 54 55 – 59 > 60+

13. What is your estimated annual income range from your current job? (mark one)

Less than 40,000
 41,000 – 50,000
 51,000 – 60,000
 61,000 – 70,000
 71,000 – 80,000
 81,000 – 90,000
 91,000 +

14. Overall, how would you describe your level of satisfaction with your present job? (mark one)

Very satisfied
 Satisfied
 Neutral
 Somewhat dissatisfied.....
 Very dissatisfied.....

15. Approximately what portion of your household’s income do you receive from this job? (mark one)

20 percent or less
 21 – 40 percent
 41 – 60 percent
 61 – 80 percent
 81 – 100 percent

16. Do you aspire to work in an executive level position?

Yes No

17. Do you plan to start your own company in the future?

Yes No

18. Rate yourself on each of the following traits as compared with the average person. (mark one in each row)

1 = highest
 2 = above average
 3 = average
 4 = below average
 5 = lowest

	1	2	3	4	5
Leadership ability					
Drive to achieve					
Emotional health					
Cooperativeness					
Creativity					
Popularity					
Multicultural competence					
Self-Confidence (intellectual)					
Self-Confidence (social)					
Understanding of others					
Ability to persuade others					
Ability to develop relationships					
Self-understanding					
Visionary					
Risk taker					

CONTINUED ON BACK →

Appendix B: 2008 HOPE Corporate Manager/Supervisor Survey

PART II General Information About Your Company

19. What is the nature of your company's primary business? (mark one)

- Automobile (manufacturing)
- Advertising, Marketing, Public Relations
- Biotechnology
- Computer Hardware
- Consumer Products (please specify)

- Electronics
- Energy & Utilities
- Financial (accounting, banking, investments)
- Food, beverage (manufacturing)
- Health Care (hospitals, medical equipment)
- Industrial
- Insurance (life, health, property, auto)
- Leisure & recreation (travel, hotel, restaurant)
- Media
- Pharmaceuticals
- Real Estate
- Retail (please specify category)

- Semiconductors
- Services (please specify)

- Software
- Telecommunications
- Other (please specify)

20. In my company, Latina employees at the management/supervisor level make up approximately:

- Less than 10% 10% - 19%
 20% - 39% 40% - 49%
 50% - 59% 60% - 69%
 70% - 79% More than 80%

20. In my company, Latina employees at the executive/senior management level make up approximately:

- Less than 10% 10% - 19%
 20% - 39% 40% - 49%
 50% - 59% 60% - 69%
 70% - 79% More than 80%

21. What is the size of your company? [based on annual gross revenue] (mark one)

- SMALL <\$100 million - \$570 million.....
 MEDIUM \$580 mil – \$3.0 billion.....
 LARGE \$3.1 - >\$6.0 billion.....
 I don't know

22. Does your company have branch offices outside of the United States?

- Yes No

23. If YES to question 22, in what other countries does your company have branch office locations? (please write in)

PART III Your Opinion

24. Employment turnover rates for women of color within my company is a concern

- Yes No

25. My company has formal policies to increase workforce diversity

- Yes No

26. Career advancement paths within the company are clear

- Yes No

27. At the management level, diversity goals are tied to performance reviews

- Yes No

28. My company has a system in place for identifying "high potential" women of color

- Yes No

29. My company has a mentor program.

Formal Mentor Program

- Yes No

Informal Mentor Program

- Yes No

30. My accomplishments are usually recognized by my superiors. (mark one)

- Strongly agree
 Agree
 Disagree
 Strongly disagree

31. My company has a fair and effective program for employee performance review and appraisal. (mark one)

- Strongly agree
 Agree
 Disagree
 Strongly disagree

32. I aspire to an executive level position. (mark one)

- Strongly agree
 Agree
 Disagree
 Strongly disagree

33. Overall, how would you describe career advancement opportunities for Latinas within your company? (mark one)

- Excellent
 Above average
 Average
 Below average
 Poor

34. Overall, how would you describe your employers "diversity climate"? (mark one)

- A = Excellent
 B = Above average
 C = Average
 D = Below average
 F = Poor

35. In your opinion, how important do you think these factors are to the career advancement of Latinas, who want to advance their careers to the executive level? (mark one in each row)

1 = Critically important, essential

2 = Important, but not essential

3 = Lesser priority

	1	2	3
Ability to "fit-in"			
A professional network			
Having an influential mentor			
Advanced education			
Previous experience in a similar industry			
General management/line experience			
Bi-lingual			
Multi-cultural competence			
Access to high visibility assignments			
Communication skills			
Ability to work cooperatively with others			
Ability to relocate			
Ability to influence others			
Ability to work long hours			
Ability to travel for work			
Ability to advocate for self			
Political savvy			
Inclusion/participation in informal corporate networks			
Work/life balance			
Commitment to career			
Ability to express a desire for career advancement			
Education that is directly related to your employed industry			

THANK YOU! 16

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