

## 2001 Catalyst Census of Women Board Directors of Canada



## **ABOUT CATALYST**

Catalyst is the premier nonprofit research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. The leading source of information on women in business for the past four decades, Catalyst has the knowledge and tools that help companies and women maximize their potential. Our solutions-oriented approach—through research, Advisory Services, Corporate Board Placement, and the Catalyst Award—has earned the confidence of global business leaders.

## 2001 Catalyst Census of Women Board Directors of Canada



Sponsored by:

- Bank of Montreal • Bell Canada • Bombardier Inc.
- Deloitte & Touche LLP • McKinsey & Company
- NOVA Chemicals • Scotiabank •

© 2002 by Catalyst, **NEW YORK** 120 Wall Street, 5th Floor, New York, NY 10005-3904; (212) 514-7600; (212) 514-8470 fax

**SAN JOSE** 2825 North First Street, Suite 200, San Jose, CA 95134-2047; [westernregion@catalystwomen.org](mailto:westernregion@catalystwomen.org)

**TORONTO** 110 Yonge Street, 11th Floor, Toronto, Ontario M5C 1T4; (416) 815-7600; (416) 815-7601 fax

e-mail: [info@catalystwomen.org](mailto:info@catalystwomen.org); [www.catalystwomen.org](http://www.catalystwomen.org)

Unauthorized reproduction of this publication or any part thereof is prohibited by federal law.

Catalyst Publication Code D41; ISBN#0-89584-203-3

CATALYST BLUE RIBBON BOARD

*National Post* FP500 Companies with Multiple Women Directors, 2001: 110

Ainsworth Lumber Co. Ltd.	Eli Lilly Canada Inc.	Ontario Lottery Corp.
Aliments Breton (Canada) Inc.	Emera Inc.	Palliser Furniture Ltd.
Alliance Forest Products Inc.	Export Development Corp.	Paramount Resources Ltd.
Allstate Insurance Co. of Canada	Farm Credit Corp.	Petro-Canada
AstraZeneca Canada Inc.	Federated Co-operatives Ltd.	Pharmasave Drugs (National) Ltd.
Bank of Canada	Fonds de solidarité des travailleurs du Québec	Power Corp. of Canada
Bank of Montreal	G.T.C. Transcontinental Group Ltd.	PricewaterhouseCoopers LLP
BCE Inc.	General Motors Acceptance Corp. of Canada, Ltd.	Royal Bank of Canada
Brascan Corp.	General Motors of Canada Ltd.	Royal Canadian Mint
British Columbia Buildings Corp.	George Weston Ltd.	Saputo Group Inc.
British Columbia Hydro and Power Authority	Greater Toronto Airports Authority	Saskatchewan Auto Fund
British Columbia Lottery Corp.	Hewlett-Packard (Canada) Ltd.	Saskatchewan Power Corp.
Business Development Bank of Canada	Hollinger Inc.	Sears Canada Inc.
Calgary Co-operative Association Ltd.	Honeywell Ltd.	SNC-Lavalin Group Inc.
Campbell Soup Co. Ltd	HSBC Bank Canada	Société des alcools du Québec
Canada Life Financial Corp.	Hudson's Bay Co.	SSQ Vie
Canada Mortgage and Housing Corp.	Husky Energy Inc.	State Farm Group
Canada Post Corp.	Hydro One Inc.	Stelco Inc.
Canadian Broadcasting Corp.	Hydro-Quebec	Sun Life Financial Services of Canada Inc.
Canadian Imperial Bank of Commerce	Inco Ltd.	The Bank of Nova Scotia
Canadian National Railway Co.	Industrial-Alliance Life Insurance Co.	The Canam Manac Group Inc.
Canadian Oil Sands Trust	Insurance Corp. of British Columbia	The Independent Order of Foresters
Canadian Pacific Ltd.	James Richardson & Sons, Ltd.	The Jean Coutu Group (PJC) Inc.
Canadian Tire Corp., Ltd.	KPMG LLP	The Maritime Life Assurance Co.
Canfor Corp.	Laidlaw Inc.	The Seagram Co. Ltd.
CanWest Global Communications Corp.	Laurentian Bank of Canada	The Toronto-Dominion Bank
Cara Operations Ltd.	Le Mouvement des caisses Desjardins	The Wawanesa Mutual Insurance Co.
CGI Group Inc.	Liquor Control Board of Ontario	Thrifty Foods
Chubb Insurance Co. of Canada	Loto-Québec	Torstar Corp.
CHUM Ltd.	Manitoba Telecom Services Inc.	Vancouver City Savings Credit Union
Clarica Life Insurance Co.	Manulife Financial Corp.	VIA Rail Canada Inc.
Co-operators General Insurance Co.	MDS Inc.	W.G. Thompson & Sons Ltd.
Co-operators Life Insurance Co.	METRO INC.	Westcoast Energy Inc.
Deloitte & Touche LLP	National Bank of Canada	Workers' Compensation Board of Alberta
Dofasco Inc.	NAV CANADA	Workplace Safety & Insurance Board
Domtar Inc.	Nexfor Inc.	Xerox Canada Inc.
Dylex Ltd.	Ontario Casino Corp.	

## FOREWORD



Catalyst measures the number of women board directors because in business, what gets measured gets done. In 1998, we published the *Catalyst Census of Women Board Directors of Canada*, the first systematic counting of women directors in Canada, to provide a marker for women's representation in Canadian boardrooms. Since that initial count, we've established an office in Toronto and focused on helping Canadian companies and firms recruit, retain, and advance women.

This follow-up publication, the *2001 Catalyst Census of Women Board Directors of Canada*, enables us to track women's progress over time. The succeeding pages reveal the representation levels of women on FP500 boards in 2001 and compare these results to the findings of Catalyst's 1998 census. In absolute terms, women are still represented in small numbers on Canadian boards. I'm pleased to report, however, that women are making strides—as illustrated by the increase in almost all census indicators since 1998.

In 2001, women hold 9.8 per cent of all board seats among the FP500 companies, up from 6.2 per cent in 1998. Additionally, 48.6 per cent of the FP500 companies have at least one woman director, and 52 FP500 companies have 25 per cent or more women directors.

While progress is evident, so is opportunity for improvement. Catalyst looks forward to further increases and will continue to report and analyze women's representation in the Canadian boardroom as part of our commitment to the advancement of both women and business.

A handwritten signature in dark ink that reads "Sheila W. Wellington". The signature is written in a cursive style.

Sheila W. Wellington  
President  
Catalyst

**THIS IS COPYRIGHTED MATERIAL**

## TABLE OF CONTENTS

<b>Introduction and Key Findings</b>	<b>1</b>
<b>Per Cent of Board Seats Held by Women</b>	<b>2</b>
<b>FP500 Companies with Women Directors</b>	<b>3</b>
Crown Corporations, Financial Institutions, and Insurance Companies	5
Canadian and Foreign-Owned FP500 Companies	6
<b>Individual Board Directors and Additional Analyses</b>	<b>8</b>
FP500 Rank, Board Size, and Companies with Zero Women	8
Industry Analysis	9
Geography	9
Canada and United States Comparison	10
<b>Methodology</b>	<b>11</b>
<b>Appendix 1: Number and Per Cent of Women Board Directors Ranked by Company Revenue</b>	<b>12</b>
<b>Appendix 2: Names of Women Board Directors by Company (with Rank)</b>	<b>17</b>
<b>Appendix 3: Number and Per Cent of Women Board Directors by Industry and Company</b>	<b>21</b>
<b>Appendix 4: Number and Per Cent of Women Board Directors by Province and Company</b>	<b>25</b>
<b>Appendix 5: Figures and Tables</b>	<b>28</b>
<b>Acknowledgments and Canadian Advisory Board</b>	<b>29</b>

**THIS IS COPYRIGHTED MATERIAL**

## INTRODUCTION AND KEY FINDINGS

In this *2001 Catalyst Census of Women Board Directors of Canada*, Catalyst produces findings relating to all the companies in the *National Post's* FP500 because that list, similar to the Fortune 500 in the United States, includes the largest Canadian companies and is widely recognized in Canada.

In 2001, the *National Post* slightly modified its methodology by including crown corporations, financial institutions, and insurance companies in its top 500 listing. In 1998, the magazine had excluded these companies from the top 500 and published separate lists for each of the company groupings. Thus, Catalyst added the top 20 financial institutions, the top 20 life insurance companies, and the top 20 crown corporations (as ranked by the *Financial Post*) to our database, in order to have information about all the major sectors of the Canadian economy. This change of methodology in the FP500 affects comparisons between the 2001 Catalyst census and the 1998 census because women tend to have a larger representation on the boards of crown corporations, insurance companies, and financial institutions. To account for this change in the FP500 2001, the report includes multiple comparisons with and without these three types of companies.

### 2001 KEY FINDINGS

#### Fortune 1 to 500:

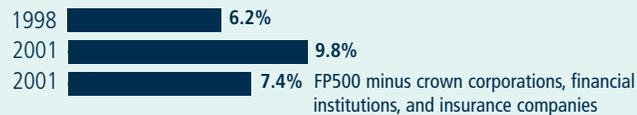
- ◆ Women hold 9.8 per cent of all board seats among the FP500 companies, up from 6.2 per cent in 1998.
- ◆ Women have a higher representation in crown corporations (23.6 per cent), financial institutions (16.1 per cent), and insurance companies (15.3 per cent) than they do in the remainder of the FP500 companies (7.4 per cent).
- ◆ 48.6 per cent (243) of the FP500 companies have at least one woman board director.
- ◆ Canadian-owned FP500 companies have a significantly higher representation of women directors (10.5 per cent) compared to foreign-owned FP500 companies (7.6 per cent).
- ◆ 52 FP500 companies (10.4 per cent) have 25 per cent or more women directors.

## PER CENT OF BOARD SEATS HELD BY WOMEN

As of June 1, 2001, women hold 9.8 per cent of all boards seats in the FP500 companies, up from 6.2 per cent in 1998. Part of this sizable increase can be explained by the change in the FP500 list in 2001 to include crown corporations, financial institutions, and insurance companies. The inclusion of these companies in the 2001 FP500 list makes a difference because women have a significantly higher board representation among these types of companies. When companies in these three categories (which number 90) are excluded from the FP500, the overall per cent of seats held by women drops to 7.4 per cent.

Notwithstanding the impact of the change in the composition of the FP500, a 1.2 percentage point increase in the presence of women on Canadian boards is significant (see Figure 1). Catalyst's census research on the Fortune companies in the US, underway since 1993, has shown that women's advancement on corporate boards generally comes in steady but small increments. Comparatively, the per cent of board seats held by women in the US has increased by 1.3 percentage points during this same period, from 1998 to 2001.<sup>1</sup>

**Figure 1: Per Cent of Board Seats Held by Women in FP500 Companies**



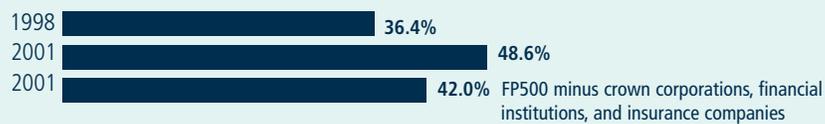
<sup>1</sup> 2001 Catalyst Census of Women Board Directors

## FP500 COMPANIES WITH WOMEN DIRECTORS

There are more boards with at least one woman director and with multiple women directors in 2001 than there were in 1998.

In 2001, almost one-half of FP500 companies have at least one woman board director (48.6 per cent), up from 36.4 per cent in 1998.

**Figure 2: Per Cent of FP500 Companies with Women Directors**



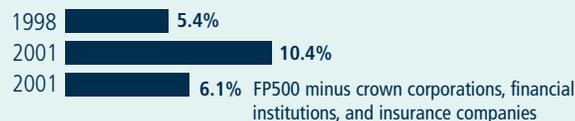
The percentage of FP500 companies with three or more women directors has grown since 1998. In 2001, 8.6 per cent of the companies have three or more women directors, compared to only 2.6 per cent in 1998.

**Figure 3: Per Cent of FP500 Companies with Three or More Women Directors**



There has also been a noticeable increase in the number of boards that have sizable female representation. In 2001, 10.4 per cent of the FP500 companies have 25 per cent or more women on their boards, up from 5.4 per cent in 1998. Twenty-seven of the 52 companies with 25 per cent or more women fall in the categories of crown corporations, financial institutions, or insurance companies.

**Figure 4: Per Cent of FP500 Companies with 25 Per Cent or More Women Directors**



<b>Table 1: FP500 Companies with 25 Per Cent or More Women Directors</b>			
<b>Company (52 companies)</b>	<b>Per Cent Women Directors</b>	<b>Company (52 companies)</b>	<b>Per Cent Women Directors</b>
Vancouver City Savings Credit Union	66.7%	Schlumberger Canada Ltd.	33.3
Xerox Canada Inc.	66.7	British Columbia Buildings Corp.	28.6
British Columbia Lottery Corp.	62.5	Loto-Québec	28.6
Calgary Co-operative Association Ltd.	55.6	James Richardson & Sons, Ltd.	28.6
Farm Credit Corp.	50.0	Saputo Group Inc.	28.6
British Columbia Hydro and Power Authority	46.2	Workplace Safety & Insurance Board	28.6
AstraZeneca Canada Inc.	44.4	Liquor Control Board of Ontario	28.6
Canadian Broadcasting Corp.	40.0	VIA Rail Canada Inc.	28.6
Saskatchewan Auto Fund	40.0	Canada Post Corp.	27.3
W.G. Thompson & Sons Ltd.	40.0	Emera Inc.	27.3
Honeywell Ltd.	40.0	Saskatchewan Power Corp.	27.3
Thrifty Foods	40.0	Bank of Canada	26.7
Business Development Bank of Canada	35.7	Laurentian Bank of Canada	26.7
Hewlett-Packard (Canada) Ltd.	33.3	The Jean Coutu Group (PJC) Inc.	25.0
General Motors Acceptance Corp. of Canada, Ltd.	33.3	Glaxo Wellcome Inc.	25.0
		Ontario Lottery Corp.	25.0
Canada Mortgage and Housing Corp.	33.3	Charlwood Pacific Group	25.0
Baxter Corp.	33.3	Ainsworth Lumber Co. Ltd.	25.0
Insurance Corp. of British Columbia	33.3	Co-operators General Insurance Co.	25.0
Hydro One Inc.	33.3	Canadian Oil Sands Trust	25.0
Sears Canada Inc.	33.3	Barry Callebaut Canada Inc.	25.0
Pepsi-Cola Canada Ltd.	33.3	Chubb Insurance Co. of Canada	25.0
Nova Scotia Liquor Commission	33.3	General Motors of Canada Ltd.	25.0
Eli Lilly Canada Inc.	33.3	National Bank of Canada	25.0
Aliments Breton (Canada) Inc.	33.3	Co-operators Life Insurance Co.	25.0
Royal Canadian Mint	33.3	Ontario Casino Corp.	25.0
Mitchell's Gourmet Foods Inc.	33.3%		

**Crown Corporations, Financial Institutions, and Insurance Companies**

As noted throughout the report, crown corporations, financial institutions, and insurance companies have high representation of women board directors. The addition of these types of companies to the FP500 boosts women’s representation on the list. However, these types of companies, themselves, have increased their representation of women board directors since Catalyst first counted in 1998 (see Table 2).

The following findings also highlight the extent to which crown corporations are exemplary with regards to the gender diversity of their boards. Almost all crown corporations, in 1998 and 2001, had at least one woman board director (see Table 3). Moreover, the percentage of women directors in crown corporations in 2001, 23.6 per cent, is far greater than that of the FP500 list as a whole (9.8 per cent).

Company Type	1998		2001	
	Number of Companies	% Women	Number of Companies	% Women
Crown Corporations	20	21.4%	39	23.6%
Financial Institutions	20	12.1	33	16.1
Insurance Companies	20	11.7	28	15.3
Crown, Financial, and Insurance	60	14.2	90	17.6
FP500 with Crown, Financial, Insurance	560	7.5	500	9.8
FP500 minus Crown, Financial, Insurance	500	6.2	410	7.4

The data presented for these groups in 1998 is based on the *National Post* top 20 listings for crown corporations, financial institutions, and insurance companies (respectively), whereas the data for 2001 is based on the crown corporations, financial institutions, and insurance companies now incorporated in the FP500 list. In 2001, companies belonging to these three groups are thus part of the list solely based on their revenues. A total of 90 companies of these types made the list in 2001.<sup>2</sup>

Although there has been a decrease in the percentage of companies with women directors for financial institutions and insurance companies, all three groups have a significantly higher number of companies with 25 per cent or more women directors in 2001 (see Table 4).

<sup>2</sup> Categories are not mutually exclusive. Some crown corporations also happen to be financial institutions or insurance companies.

<b>Table 3: Per Cent of Crown Corporations, Financial Institutions, and Insurance Companies with Women Directors</b>		
Company Type	Per Cent of Companies	
	1998	2001
Crown Corporations	95%	97%
Financial Institutions	80	70
Insurance Companies	85	71
Crown, Financial, and Insurance	87	79
FP500 with Crown, Financial, Insurance	42	49
FP500 minus Crown, Financial, Insurance	36	42

<b>Table 4: Companies with 25 Per Cent or More Women Directors</b>		
	Number of Companies	
	1998	2001
Crown Corporations	6/20 (30%)	21/36 (58%)
Financial Institutions	1/20 (5)	7/32 (22)
Insurance Companies	2/20 (10)	5/28 (18)
Crown, Financial, and Insurance	9/60 (15)	27/90 (30)
FP500 with Crown, Financial, Insurance	36/560 (6)	52/500 (10)
FP500 minus Crown, Financial, Insurance	27/500 (5)	25/410 (6)

### **Canadian and Foreign-Owned FP500 Companies**

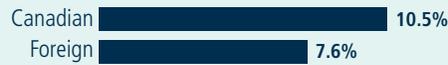
Many large FP500 companies operating in Canada are not majority Canadian-owned.<sup>3</sup> It is important to analyze representation of women on these boards separately because they tend to be different than Canadian-owned companies. Some foreign-owned companies, whether private or public, establish their boards of directors with the goal of meeting the minimum regulatory requirement of the relevant federal and provincial corporate laws.<sup>4</sup> Consequently, they tend to be smaller and are often comprised of insiders. Such companies tend to have fewer women directors.

As Figure 5 indicates, women hold 10.5 per cent of board seats in Canadian-owned companies, compared to 7.6 per cent for foreign-owned companies in 2001.

<sup>3</sup> For the purpose of the 2001 census, Catalyst defined company-ownership using the *National Post's* online documentation about the percentage of foreign stockholders by company. Catalyst categorized companies with 50 per cent or more foreign stockholders as foreign-owned.

<sup>4</sup> Canadian Business Corporations Act (federal and provincial).

**Figure 5: Per Cent of Board Seats Held by Women in Canadian-Owned Compared to Foreign-Owned Companies**



The size of a corporate board tends to correlate with the presence of women directors. Smaller boards are more likely to have zero women than are larger boards. Consistent with that hypothesis, this census finds that Canadian-owned companies have a much higher average board size—10.1 directors—compared to foreign-owned companies—6.7 directors. Therefore, it is no surprise to find that 64.7 per cent of foreign-owned companies lack women on their boards, compared to only 43.8 per cent of Canadian-owned companies.

**Table 5: Canadian and Foreign-Owned Companies, by Board Size and Percent Women Directors**

Ownership	Number of Companies	Average Board Size	Per Cent of Women Directors	Per Cent of Companies with No Women
Canadian	330 (66%)	10.1	10.5%	43.8%
Foreign	170 (34)	6.7	7.6	64.7

## INDIVIDUAL BOARD DIRECTORS AND ADDITIONAL ANALYSES

In 2001, 353 individual women hold a total of 431 board seats in the FP500 companies, an average of 1.2 seats per woman. The average was the same for men; 3,218 individual men hold 3,990 seats, for an average of 1.2 seats per man. The vast majority of both men and women sit on only one board. These figures remain similar to those from the 1998 Catalyst census.

	Number of Individuals	Number of Board Seats Held	Per Cent of Individuals
Men	2,735	1	85%
	483	2+	15
Women	303	1	86
	50	2+	14

Board directors occupying executive positions at the companies for which they also serve as directors are called inside directors. In 2001, women represent a smaller percentage of inside directors (19 per cent) than do men (30 per cent) in the companies that provided data on inside directors. This finding is not surprising given that the *1999 Catalyst Census of Women Corporate Officers of Canada* found that women made up only 10.5 per cent<sup>5</sup> of the corporate officers of the FP500 in 1999.

### FP500 Rank, Board Size, and Companies with Zero Women

FP500 companies with higher revenues tend to have larger boards. As stated previously, company size tends to correlate with the presence of women directors. This may be a factor in explaining why the lower ranks of the FP500 listing include many more companies with zero women directors. Smaller boards have fewer seats that might be filled by women. The *1998 Catalyst Census of Women Board Directors of Canada* revealed the same type of relationship between board size and representation of women board directors.

FP Rank	Number of Companies with Zero Women	Average Board Size
1-100	21	11.8
101-200	48	9.4
201-300	56	9.0
301-400	67	7.4
401-500	65	7.2
Total	257	9.0

<sup>5</sup> Note that the *1999 Catalyst Census of Women Corporate Officers of Canada* reported on women's representation using two samples, the FP500 and the FP560 (adding the top 20 crown corporations, top 20 financial institutions, and the top 20 insurance companies). The per cent of women directors for the FP560 was 12 per cent and was 10.5 per cent for the FP500.

**Industry Analysis**

Based on the *National Post's* industry listing, Catalyst finds that women have the highest representation in the following industries:

**Table 8: Industries with a High Representation of Women Board Directors**

Industry	Number of Companies	Per Cent Women Directors
Credit Unions	2	26%
Food & Drugstores	10	19
Publishing & Printing	3	18
Banks	13	16
Life & Health Insurance	11	16
Gas/Electrical Utilities, Pipelines	18	16
Diversified Financial Services	20	15
General Merchandisers	9	15

Women have a low representation on boards of directors in the following industries:

**Table 9: Industries with a Low Representation of Women Board Directors**

Industry	Number of Companies	Per Cent Women Directors
Breweries, Beverages, Distillers	2	0%
Environmental Services	1	0
Engineering/Construction	14	3
Mining, Metals, & Minerals	19	4
Import/Export	6	4
Real Estate	10	4
Healthcare	4	5

**Geography**

The 2001 census finds that Saskatchewan and Nova Scotia have the highest percentages of FP500 women directors and that New Brunswick and Newfoundland have the lowest percentages. However, few companies are actually headquartered in these provinces. Sixty-six per cent of the FP500 companies have their headquarters in either Ontario or Quebec. The percentages of FP500 women directors in Ontario and Quebec, 10.0 per cent and 9.7 per cent respectively, are representative of the national figure of 9.8 per cent.

Province	Number of Companies	Per Cent Women Directors
Saskatchewan	11	19%
Nova Scotia	5	13
British Columbia	49	11
Ontario	232	10
Quebec	101	10
Manitoba	17	9
Alberta	59	8
New Brunswick	3	7
Newfoundland	4	3

**Canada and United States Comparison**

In 2001, Catalyst published a census of women board directors in the US based on *Fortune* magazine’s list of companies. When comparing the U.S. statistics with the Canadian ones, we see that women directors in Canada generally have a smaller representation than do those in the US. One aspect of the census in which Canada fares better is the number of companies with 25 per cent or more of women directors. The FP500 has 52 such companies compared to 30 in the Fortune 500.

However, one has to exercise caution in making comparisons. FP500 companies tend to have smaller boards than those of Fortune 500 companies, presumably because they are smaller companies. They are therefore more likely to have zero women directors (based on the previous findings regarding board size). In addition, 34 per cent of the FP500 listing is composed of foreign-owned companies, with low representations of women, whereas the *Fortune* list contains only companies headquartered in the US.

When looking only at the Canadian-owned FP500 companies, Catalyst finds that differences between the US and Canada become smaller.

	FP500	Canadian-Owned FP500	F500 US
Per Cent of Women Directors	9.8%	10.5%	12.4%
Per Cent of Companies with Women Directors	48.6%	56.2%	87%
Number of Companies with 25% or more Women	52	38	30
Number of Individual Women Directors	353	N/A	527
Average Number of Seats per Woman	1.2	N/A	1.4
Average Board Size	9.0	10.1	11.8

## METHODOLOGY

In July 2001, Catalyst sent a letter to the human resources or corporate secretary's office of each of the FP500 companies (as published in June 2001). The letter sought:

1. To verify the company's total number of board directors as of June 1, 2001
2. To confirm the name, gender, and profession of each board director
3. To verify which directors are inside versus outside directors

One week after the mailing of the first company letter, the Catalyst staff made follow-up phone calls to all non-responding companies. If we still had not heard from a company after the follow-up calls, two letters were sent out over several weeks—one by mail from Catalyst's vice president and the other by fax from Catalyst's president—to the company's chief executive officer. The purpose of these letters was to inform the non-responding companies that we had not received their company-verified data for this census, and that we would publish data gathered from public records if the company did not provide such verification. Our verification rate in 2001 was 90 per cent.

The Catalyst research team made a total of 826 follow-up calls and sent out 268 letters to non-responding companies. For those companies who did not verify the data, Catalyst reports the unverified data taken from public records.

Once Catalyst received verification forms, additions and revisions were incorporated into our census database. The research team audited the data multiple times to ensure accuracy, comparing printouts from our database with the verification from companies and/or public records.

The *2001 Catalyst Census of Women Board Directors of Canada* represents the gender diversity of corporate governance at FP500 companies as of June 1, 2001. Catalyst continues to monitor the progress of companies in appointing women to their boards.

## APPENDIX 1: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors	Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
1	NORTEL NETWORKS CORP.	1	10	10.00%	51	CANADA SAFEWAY LTD.	0	3	0.00%
2	GENERAL MOTORS OF CANADA LTD.	3	12	25.00%	52	HUSKY ENERGY INC.	2	15	13.33%
3	FORD MOTOR CO. OF CANADA, LTD.	0	3	0.00%	53	JIM PATTON GROUP	0	8	0.00%
4	ONEX CORP.	0	9	0.00%	54	METRO INC.	3	15	20.00%
5	CANADIAN IMPERIAL BANK OF COMMERCE	4	20	20.00%	55	THE CANADIAN WHEAT BOARD	1	14	7.14%
6	THE SEAGRAM CO. LTD. †	2	19	10.53%	56	LAIDLAW INC.	2	11	18.18%
7	ROYAL BANK OF CANADA	3	21	14.29%	57	INCO LTD.	2	12	16.67%
8	GEORGE WESTON LTD.	2	12	16.67%	58	SHOPPERS DRUG MART INC.	1	9	11.11%
9	DAIMLERCHRYSLER CANADA INC.	1	9	11.11%	59	MEDIS HEALTH & PHARMACEUTICAL SERVICES	1	6	16.67%
10	TRANSCANADA PIPELINES LTD.	1	12	8.33%	60	MAPLE LEAF FOODS INC.	0	12	0.00%
11	THE TORONTO-DOMINION BANK	3	16	18.75%	61	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC	1	13	7.69%
12	THE BANK OF NOVA SCOTIA	4	24	16.67%	62	TALISMAN ENERGY INC.	1	9	11.11%
13	BANK OF MONTREAL	3	15	20.00%	63	MITSUI & CO. (CANADA) LTD.	0	7	0.00%
14	BCE INC.	2	11	18.18%	64	DOMTAR INC.	2	16	12.50%
15	POWER CORP. OF CANADA	2	22	9.09%	65	CARGILL LTD.	0	5	0.00%
16	IMPERIAL OIL LTD.	1	9	11.11%	66	UNITED DOMINION INDUSTRIES LTD. †	0	12	0.00%
17	SUN LIFE FINANCIAL SERVICES OF CANADA INC.	2	14	14.29%	67	ROGERS COMMUNICATIONS INC.	1	16	6.25%
18	CANADIAN PACIFIC LTD.	2	11	18.18%	68	BRITISH COLUMBIA HYDRO AND POWER AUTHORITY	6	13	46.15%
19	BOMBARDIER INC.	1	15	6.67%	69	LOTO-QUÉBEC	2	7	28.57%
20	MAGNA INTERNATIONAL INC.	1	13	7.69%	70	COSTCO CANADA INC.	1	7	14.29%
21	MANULIFE FINANCIAL CORP.	2	14	14.29%	71	SUNCOR ENERGY INC.	1	11	9.09%
22	ALCAN ALUMINIUM LTD. †	0	9	0.00%	72	MOORE CORP. LTD.	1	9	11.11%
23	HYDRO-QUEBEC	3	17	17.65%	73	SASKATCHEWAN WHEAT POOL	1	12	8.33%
24	EMPIRE CO. LTD	1	16	6.25%	74	POTASH CORP. OF SASKATCHEWAN INC.	1	12	8.33%
25	QUEBECOR INC.	1	11	9.09%	75	HOLLINGER INC.	2	16	12.50%
26	THE THOMSON CORP.	1	15	6.67%	76	THE GREAT ATLANTIC & PACIFIC CO. OF CANADA, LTD.	1	12	8.33%
27	PETRO-CANADA	2	11	18.18%	77	DOFASCO INC.	2	14	14.29%
28	AIR CANADA	1	13	7.69%	78	TOYOTA CANADA INC.	0	5	0.00%
29	WESTCOAST ENERGY INC.	2	13	15.38%	79	GENERAL ELECTRIC CANADA INC.	0	5	0.00%
30	HONDA CANADA INC.	0	6	0.00%	80	ATCO LTD.	1	11	9.09%
31	LE MOUVEMENT DES CAISSES DESJARDINS	2	22	9.09%	81	BROOKFIELD PROPERTIES CORP.	0	15	0.00%
32	SHELL CANADA LTD.	1	11	9.09%	82	FEDERATED CO-OPERATIVES LTD.	4	19	21.05%
33	HUDSON'S BAY CO.	2	11	18.18%	83	CASCADES INC.	1	14	7.14%
34	CANADA LIFE FINANCIAL CORP.	2	16	12.50%	84	HYDRO ONE INC.	4	12	33.33%
35	NORANDA INC.	1	14	7.14%	85	REXEL CANADA INC.	0	3	0.00%
36	TELUS CORP.	1	15	6.67%	86	ENBRIDGE INC.	1	12	8.33%
37	CANADIAN ULTRAMAR CO.	1	12	8.33%	87	AGRICORE CO-OPERATIVE LTD.	0	12	0.00%
38	SEARS CANADA INC.	3	9	33.33%	88	INDUSTRIAL-ALLIANCE LIFE INSURANCE CO.	2	15	13.33%
39	FAIRFAX FINANCIAL HOLDINGS LTD.	0	5	0.00%	89	STELCO INC.	2	12	16.67%
40	ONTARIO POWER GENERATION INC.	1	12	8.33%	90	INSURANCE CORP. OF BRITISH COLUMBIA	4	12	33.33%
41	CLARICA LIFE INSURANCE CO.	4	17	23.53%	91	PCL CONSTRUCTION GROUP INC.	0	11	0.00%
42	NOVA CHEMICALS CORP.	1	11	9.09%	92	AGRIUM INC.	0	11	0.00%
43	NATIONAL BANK OF CANADA	5	20	25.00%	93	WORKPLACE SAFETY & INSURANCE BOARD	2	7	28.57%
44	IBM CANADA LTD.	0	1	0.00%	94	CHEVRON CANADA RESOURCES †	1	5	20.00%
45	ABITIBI-CONSOLIDATED INC.	1	11	9.09%	95	CANADIAN NATURAL RESOURCES LTD.	0	7	0.00%
46	CANADA POST CORP.	3	11	27.27%	96	CHARLWOOD PACIFIC GROUP †	1	4	25.00%
47	ALBERTA ENERGY CO. LTD.	1	10	10.00%	97	NEXEN INC.	0	9	0.00%
48	CANADIAN NATIONAL RAILWAY CO.	2	15	13.33%	98	ONTARIO LOTTERY CORP. †	3	12	25.00%
49	MCCAIN FOODS LTD.	1	9	11.11%	99	TEMBEC INC.	1	11	9.09%
50	CANADIAN TIRE CORP., LTD.	3	16	18.75%	100	C-MAC INDUSTRIES INC.	1	8	12.50%

## APPENDIX 1: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors	Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
101	LIQUOR CONTROL BOARD OF ONTARIO	2	7	28.57%	151	COMPAQ CANADA INC.	0	1	0.00%
102	FINNING INTERNATIONAL INC.	1	12	8.33%	152	GAZ MÉTROPOLITAIN AND CO., L.P.	1	14	7.14%
103	THE JEAN COUTU GROUP (PJC) INC.	4	16	25.00%	153	CCL INDUSTRIES INC.	0	10	0.00%
104	WEST FRASER TIMBER CO. LTD.	1	9	11.11%	154	TRANSALTA CORP.	1	12	8.33%
105	PRATT & WHITNEY CANADA CORP.	0	3	0.00%	155	METHANEX CORP.	1	10	10.00%
106	DUPONT CANADA INC.	1	9	11.11%	156	ALIMENTATION COUCHE-TARD INC.	1	10	10.00%
107	CANFOR CORP.	2	12	16.67%	157	NESTLÉ CANADA INC.	1	5	20.00%
108	KRUGER INC.	0	9	0.00%	158	BRASCAN CORP.	2	18	11.11%
109	HSBC BANK CANADA	2	14	14.29%	159	ROYAL GROUP TECHNOLOGIES LTD.	0	9	0.00%
110	SIEMENS GROUP OF COS.	0	5	0.00%	160	AGROPUR, COOPÉRATIVE	1	15	6.67%
111	ONTARIO CASINO CORP. †	3	12	25.00%	161	BAYER INC.	0	5	0.00%
112	CANADA MORTGAGE AND HOUSING CORP.	3	9	33.33%	162	RUSSEL METALS INC.	1	8	12.50%
113	NEXFOR INC.	2	12	16.67%	163	AT & T CANADA INC.	0	12	0.00%
114	LEAR CANADA LTD.	0	5	0.00%	164	CO-OPERATORS GENERAL INSURANCE CO.	5	20	25.00%
115	BANK OF CANADA	4	15	26.67%	165	ROYAL & SUNALLIANCE CANADA	0	7	0.00%
116	JDS UNIPHASE CORP.	0	9	0.00%	166	UNILEVER CANADA LTD.	0	6	0.00%
117	ING CANADA INC.	1	5	20.00%	167	COTT CORP.	0	11	0.00%
118	THE KATZ GROUP	0	1	0.00%	168	ST. LAURENT PAPERBOARD INC. †	0	10	0.00%
119	PLACER DOME INC.	1	12	8.33%	169	XEROX CANADA INC.	2	3	66.67%
120	KRAFT CANADA INC.	0	3	0.00%	170	TORSTAR CORP.	3	14	21.43%
121	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA, LTD.	2	6	33.33%	171	MDS INC.	2	11	18.18%
122	ALBERTA GAMING AND LIQUOR COMMISSION	1	5	20.00%	172	CGI GROUP INC.	2	13	15.38%
123	CGU GROUP CANADA LTD.	0	11	0.00%	173	IPSCO INC.	0	12	0.00%
124	ATI TECHNOLOGIES INC.	0	4	0.00%	174	SOCIÉTÉ DES ALCOOLS DU QUÉBEC	2	10	20.00%
125	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC	1	15	6.67%	175	BRITISH COLUMBIA LOTTERY CORP.	5	8	62.50%
126	MCDONALD'S RESTAURANTS OF CANADA LTD.	1	13	7.69%	176	MITEL CORP.	0	13	0.00%
127	BARRICK GOLD CORP.	0	12	0.00%	177	MANITOBA HYDRO	1	11	9.09%
128	EXPORT DEVELOPMENT CORP.	2	12	16.67%	178	CONSUMERS PACKAGING INC.	0	9	0.00%
129	TRANSAT A.T. INC.	1	13	7.69%	179	PEPSI-COLA CANADA LTD.	1	3	33.33%
130	PREMDOR INC.	0	9	0.00%	180	PRECISION DRILLING CORP.	0	7	0.00%
131	TORONTO HYDRO CORP.	1	11	9.09%	181	LINAMAR CORP.	1	7	14.29%
132	PROCTER & GAMBLE CANADA INC.	0	3	0.00%	182	VOLKSWAGEN CANADA INC.	0	3	0.00%
133	MOLSON INC.	0	12	0.00%	183	THE LOEWEN GROUP INC.	1	8	12.50%
134	COMINCO LTD. †	0	5	0.00%	184	RONA INC.	0	15	0.00%
135	SAPUTO GROUP INC.	2	7	28.57%	185	LAFARGE CANADA INC.	1	16	6.25%
136	JAMES RICHARDSON & SONS, LTD.	2	7	28.57%	186	BC GAS INC.	1	13	7.69%
137	EXTENDICARE INC.	0	13	0.00%	187	DAIMLERCHRYSLER FINANCIAL SERVICES (DEBIS) CDA. INC.	0	5	0.00%
138	RIO ALGOM LTD. †	0	10	0.00%	188	CO-STEEL INC.	0	10	0.00%
139	HEWLETT-PACKARD (CANADA) LTD.	2	6	33.33%	189	NISSAN CANADA INC.	0	6	0.00%
140	G.T.C. TRANSCONTINENTAL GROUP LTD.	2	10	20.00%	190	NORSKE SKOG CANADA LTD.	0	7	0.00%
141	GULF CANADA RESOURCES LTD.	1	12	8.33%	191	E-L FINANCIAL CORP. LTD.	1	14	7.14%
142	THE MARITIME LIFE ASSURANCE CO.	3	18	16.67%	192	DOW CHEMICAL CANADA INC.	0	3	0.00%
143	UNITED GRAIN GROWERS LTD.	0	14	0.00%	193	MURPHY OIL CO. LTD.	0	7	0.00%
144	TRIZECHAHN CORP.	0	12	0.00%	194	BRACKNELL CORP.	0	9	0.00%
145	JOHN DEERE LTD.	1	8	12.50%	195	CALL-NET ENTERPRISES INC.	0	9	0.00%
146	SNC-LAVALIN GROUP INC.	2	12	16.67%	196	NEW BRUNSWICK POWER CORP.	1	11	9.09%
147	BOLIDEN LTD.	0	5	0.00%	197	EMCO LTD.	0	7	0.00%
148	IMPERIAL TOBACCO CANADA LTD.	0	8	0.00%	198	HONEYWELL LTD.	2	5	40.00%
149	FUTURE SHOP LTD.	0	7	0.00%	199	TECK CORP. †	0	16	0.00%
150	EDS CANADA INC.	0	3	0.00%	200	INTRAWEST CORP.	0	12	0.00%

† See addendum notes on page 28

## APPENDIX 1: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
201	TELESYSTEM INTERNATIONAL WIRELESS INC.	1	15	6.67%
202	DMR CONSULTING GROUP INC.	1	5	20.00%
203	MDC CORP. INC.	0	12	0.00%
204	CAE INC.	0	11	0.00%
205	CISCO SYSTEMS CANADA CO.	0	3	0.00%
206	WAJAX LTD.	1	9	11.11%
207	NABISCO LTD	1	6	16.67%
208	ANDERSON EXPLORATION LTD.	1	9	11.11%
209	DOREL INDUSTRIES INC.	0	7	0.00%
210	LAURENTIAN BANK OF CANADA	4	15	26.70%
211	THE CANAM MANAC GROUP INC.	2	11	18.18%
212	ALGOMA STEEL INC.	0	13	0.00%
213	SASKATCHEWAN POWER CORP.	3	11	27.27%
214	CANPOTEX LTD.	0	7	0.00%
215	WELDWOOD OF CANADA LTD.	0	1	0.00%
216	MOTOROLA CANADA LTD.	0	3	0.00%
217	CARA OPERATIONS LTD.	2	10	20.00%
218	MAZDA CANADA INC.	1	8	12.50%
219	ALLIANCE FOREST PRODUCTS INC.	2	11	18.18%
220	DYLEX LTD.	2	9	22.22%
221	THE WAWANESA MUTUAL INSURANCE CO.	2	11	18.18%
222	ST. LAWRENCE CEMENT INC.	0	12	0.00%
223	HUSKY INJECTION MOLDING SYSTEMS LTD.	1	6	16.67%
224	PMC-SIERRA, INC.	0	5	0.00%
225	JOHNSON CONTROLS LTD.	1	12	8.33%
226	CHEVRON CANADA LTD. †	1	5	20.00%
227	PRÉVOST CAR INC.	0	9	0.00%
228	MERISEL CANADA INC.	0	2	0.00%
229	PARRISH & HEIMBECKER LTD.	0	8	0.00%
230	ARMBRO ENTERPRISES INC.	0	8	0.00%
231	MICROSOFT CANADA INC.	0	2	0.00%
232	SONY OF CANADA LTD.	0	5	0.00%
233	GEAC COMPUTER CORP. LTD.	0	8	0.00%
234	XCAN GRAIN POOL LTD.	0	4	0.00%
235	MERCEDES-BENZ CANADA INC.	0	5	0.00%
236	INTERTAPE POLYMER GROUP INC.	0	7	0.00%
237	SHAW COMMUNICATIONS INC.	0	14	0.00%
238	IVACO INC.	0	8	0.00%
239	ISPAT SIDBEC INC.	0	4	0.00%
240	DOMAN INDUSTRIES LTD.	0	8	0.00%
241	PENN WEST PETROLEUM LTD.	0	6	0.00%
242	AXA CANADA INC.	0	4	0.00%
243	CADILLAC FAIRVIEW CORP.	0	7	0.00%
244	PPG CANADA INC.	0	1	0.00%
245	PRICEWATERHOUSECOOPERS LLP	2	18	11.11%
246	SLOCAN FOREST PRODUCTS LTD.	0	11	0.00%
247	TEKNION CORP.	1	8	12.50%
248	NAV CANADA	2	15	13.33%
249	TAIGA FOREST PRODUCTS LTD.	0	10	0.00%
250	CANADIAN COMMERCIAL CORP.	1	7	14.29%

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
251	EMERA INC.	3	11	27.27%
252	RIO ALTO EXPLORATION LTD.	0	5	0.00%
253	HALLIBURTON GROUP CANADA INC.	0	6	0.00%
254	STATE FARM GROUP †	8	51	15.69%
255	BASF CANADA INC.	1	6	16.67%
256	INTERNATIONAL TRUCK AND ENGINE CORP. CDA.	0	5	0.00%
257	ATLANTIC LOTTERY CORP.	0	8	0.00%
258	MACKENZIE FINANCIAL CORP.	1	10	10.00%
259	VENTRA GROUP INC.	0	7	0.00%
260	MERCK FROSST CANADA & CO.	1	10	10.00%
261	PACIFICA PAPERS INC.	1	7	14.29%
262	MANITOBA TELECOM SERVICES INC.	2	14	14.29%
263	DELOITTE & TOUCHE LLP	2	19	10.53%
264	THE INDEPENDENT ORDER OF FORESTERS	3	15	20.00%
265	SAMUEL MANU-TECH INC.	1	7	14.29%
266	TOROMONT INDUSTRIES LTD.	0	8	0.00%
267	QIT-FER ET TITANE INC.	0	5	0.00%
268	ALBERTA TREASURY BRANCHES	1	12	8.33%
269	MARUBENI CANADA LTD.	0	5	0.00%
270	ALLIANCE ATLANTIS COMMUNICATIONS INC.	1	19	5.26%
271	CITIBANK CANADA	1	8	12.50%
272	HURRICANE HYDROCARBONS LTD.	0	7	0.00%
273	UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD.	0	8	0.00%
274	IVANHOE INC.	0	10	0.00%
275	360NETWORKS INC.	0	14	0.00%
276	ELLIS DON INC.	0	8	0.00%
277	FLUOR CANADA LTD.	0	1	0.00%
278	CANADA 3000 INC.	0	10	0.00%
279	INTERNATIONAL FOREST PRODUCTS LTD.	0	13	0.00%
280	ASTRAZENECA CANADA INC.	4	9	44.44%
281	CANWEST GLOBAL COMMUNICATIONS CORP.	2	10	20.00%
282	FPI LTD.	0	13	0.00%
283	COGNOS INC.	1	8	12.50%
284	SLATER STEEL INC.	0	7	0.00%
285	INTERTAN INC.	0	8	0.00%
286	TRANSAMERICA LIFE CANADA	1	13	7.69%
287	LLOYD'S UNDERWRITERS	1	18	5.56%
288	CROWN CORK & SEAL CANADA INC.	0	7	0.00%
289	ALLIANZ CANADA	0	7	0.00%
290	CANADIAN HUNTER EXPLORATION LTD.	0	8	0.00%
291	NOVAMERICAN STEEL INC.	0	6	0.00%
292	DEUTSCHE BANK CANADA	0	8	0.00%
293	ZURICH CANADA	1	12	8.33%
294	GLAXO WELLCOME INC.	1	4	25.00%
295	CAMECO CORP.	1	12	8.33%
296	CANON CANADA INC.	1	5	20.00%
297	LEROUX STEEL INC.	0	7	0.00%
298	CANADIAN WASTE SERVICES INC.	0	2	0.00%
299	SSQ VIE	2	15	13.33%
300	HARTCO CORP.	1	6	16.67%

## APPENDIX 1: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
301	ANGLO-CANADIAN TELEPHONE CO.	0	6	0.00%
302	VAN WATERS & ROGERS LTD. †	0	5	0.00%
303	ENSIGN RESOURCE SERVICE GROUP INC.	0	8	0.00%
304	MONSANTO CANADA INC. †	0	4	0.00%
305	SUPERIOR PROPANE INCOME FUND	0	3	0.00%
306	CREO PRODUCTS INC.	0	9	0.00%
307	MITSUBISHI CANADA LTD.	0	6	0.00%
308	CHAPTERS INC.	1	8	12.50%
309	NORTH WEST CO. FUND	1	12	8.33%
310	KPMG LLP	2	18	11.11%
311	DOMCO TARKETT INC.	0	11	0.00%
312	LUSCAR COAL LTD.	0	7	0.00%
313	CINRAM INTERNATIONAL INC.	1	8	12.50%
314	PHARMASAVE DRUGS (NATIONAL) LTD.	2	11	18.18%
315	KOMATSU CANADA LTD.	0	5	0.00%
316	GRAND & TOY LTD.	0	2	0.00%
317	HYUNDAI AUTO CANADA INC.	0	4	0.00%
318	MCDERMOTT ENGINEERS & CONSTRUCTORS (CANADA) LTD.	0	3	0.00%
319	CALGARY CO-OPERATIVE ASSOCIATION LTD.	5	9	55.56%
320	IRON ORE CO. OF CANADA	0	10	0.00%
321	MAGELLAN AEROSPACE CORP.	0	9	0.00%
322	EXPORT PACKERS CO. INC.	0	2	0.00%
323	FEDNAV LTD.	0	8	0.00%
324	LIBERTY MUTUAL GROUP	0	3	0.00%
325	TOSHIBA OF CANADA LTD.	0	19	0.00%
326	OXFORD PROPERTIES GROUP INC.	1	11	9.09%
327	APOTEX INC.	0	3	0.00%
328	NEW HOLLAND CANADA, LTD.	0	2	0.00%
329	KINGSWAY FINANCIAL SERVICES INC.	0	7	0.00%
330	ACKLANDS GRAINGER INC.	0	1	0.00%
331	HARROWSTON INC. †	0	9	0.00%
332	LEHIGH PORTLAND CEMENT LTD.	0	9	0.00%
333	GROUPE BMTIC INC.	0	9	0.00%
334	RÉNO-DÉPÔT INC.	1	13	7.69%
335	BUSINESS DEVELOPMENT BANK OF CANADA	5	14	35.71%
336	VISTEON CANADA INC.	0	5	0.00%
337	FORTIS INC.	1	9	11.11%
338	BEAMSCOPE CANADA INC.	0	5	0.00%
339	CFM MAJESTIC INC.	1	7	14.29%
340	UNI-SELECT INC.	1	10	10.00%
341	CAMPBELL SOUP CO. LTD	2	9	22.22%
342	GROUPE BROCHU-LAFLEUR †	0	3	0.00%
343	LEDCOR INDUSTRIES LTD.	0	8	0.00%
344	THE FORZANI GROUP LTD.	0	7	0.00%
345	GSI LUMONICS INC.	1	7	14.29%
346	CHC HELICOPTER CORP.	0	9	0.00%
347	ATOMIC ENERGY OF CANADA LTD.	1	11	9.09%
348	SCHLUMBERGER CANADA LTD.	1	3	33.33%
349	AMEX BANK OF CANADA	1	8	12.50%
350	ROTHMANS INC.	1	9	11.11%

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
351	FARM CREDIT CORP.	6	12	50.00%
352	ROBIN HOOD MULTIFOODS INC.	0	5	0.00%
353	ATS AUTOMATION TOOLING SYSTEMS INC.	0	7	0.00%
354	UNIVERSAL STUDIOS CANADA	0	3	0.00%
355	DYNACARE INC.	0	9	0.00%
356	PROVIDENT LIFE AND ACCIDENT INSURANCE CO.	0	5	0.00%
357	SCHNEIDER CORP.	0	5	0.00%
358	MOSAIC GROUP INC.	0	7	0.00%
359	REITMANS (CANADA) LTD.	0	7	0.00%
360	RIVERSIDE FOREST PRODUCTS LTD.	0	5	0.00%
361	ROLLS-ROYCE CANADA LTD.	0	2	0.00%
362	PÉTRMONT & CO., LIMITED PARTNERSHIP	1	9	11.11%
363	VANCOUVER CITY SAVINGS CREDIT UNION	6	9	66.67%
364	AGF MANAGEMENT LTD.	0	8	0.00%
365	VITRAN CORP. INC.	0	7	0.00%
366	PFIZER CANADA INC.	0	5	0.00%
367	ALTAGAS SERVICES INC.	1	8	12.50%
368	RIDLEY INC.	0	5	0.00%
369	CO-OPERATORS LIFE INSURANCE CO.	5	20	25.00%
370	HARRIS STEEL GROUP INC.	0	9	0.00%
371	CANADIAN BROADCASTING CORP.	4	10	40.00%
372	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST	0	7	0.00%
373	CPL LONG TERM CARE REAL ESTATE INVEST. TRUST	0	7	0.00%
374	FIRSTSERVICE CORP.	0	9	0.00%
375	LILYDALE CO-OPERATIVE LTD.	0	8	0.00%
376	ALLSTATE INSURANCE CO. OF CANADA	2	9	22.22%
377	AGRICULTURE FINANCIAL SERVICES CORP.	1	8	12.50%
378	BIOVAL CORP.	0	8	0.00%
379	SONEPAR DISTRIBUTION INC.	0	3	0.00%
380	TIMBERWEST FOREST CORP.	0	6	0.00%
381	L'OREAL CANADA INC.	0	5	0.00%
382	SHERRITT INTERNATIONAL CORP.	0	5	0.00%
383	CO-OP ATLANTIC	1	10	10.00%
384	BUDD CANADA INC.	0	11	0.00%
385	UNICAN SECURITY SYSTEMS LTD. †	0	9	0.00%
386	SASKATCHEWAN AUTO FUND	4	10	40.00%
387	ITOCHU CANADA LTD.	0	3	0.00%
388	FAHNESTOCK VINER HOLDINGS INC.	1	7	14.29%
389	SHAW INDUSTRIES LTD. †	1	9	11.11%
390	BRITISH COLUMBIA BUILDINGS CORP.	2	7	28.57%
391	HEWITT EQUIPMENT LTD.	0	2	0.00%
392	GILDAN ACTIVEWEAR INC.	0	8	0.00%
393	C.I. FUND MANAGEMENT INC.	0	6	0.00%
394	UNIBOARD CANADA INC.	0	7	0.00%
395	COMMONWEALTH PLYWOOD CO. LTD.	0	3	0.00%
396	SUBARU CANADA, INC.	0	3	0.00%
397	GOODFELLOW INC.	0	6	0.00%
398	STRONGCO INC.	0	9	0.00%
399	MFP FINANCIAL SERVICES LTD.	1	9	11.11%
400	PALLISER FURNITURE LTD.	2	10	20.00%

† See addendum notes on page 28

## APPENDIX 1: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors	Rank	Company	Total Women Directors	Total Directors	Per Cent Women Directors
401	MAAX INC.	1	9	11.11%	451	AMCOR TWINPAK - NORTH AMERICA	0	7	0.00%
402	NCR CANADA LTD.	0	1	0.00%	452	HIGHLAND VALLEY COPPER	0	6	0.00%
403	PILOT INSURANCE CO.	0	8	0.00%	453	HUMMINGBIRD COMMUNICATIONS LTD.	0	6	0.00%
404	BARRY CALLEBAUT CANADA INC.	1	4	25.00%	454	FOUR SEASONS HOTELS INC.	1	13	7.69%
405	MICROCELL TELECOMMUNICATIONS INC.	1	13	7.69%	455	ENERMARK INCOME FUND †	0	7	0.00%
406	WINPAK LTD.	1	6	16.67%	456	THRIFTY FOODS	2	5	40.00%
407	SODISCO-HOWDEN GROUP INC.	0	8	0.00%	457	MULLEN TRANSPORTATION INC.	0	8	0.00%
408	PENGROWTH ENERGY TRUST	0	5	0.00%	458	COLLIERS INTERNATIONAL	0	10	0.00%
409	RAND A TECHNOLOGY CORP. †	0	8	0.00%	459	WESTJET AIRLINES LTD.	0	8	0.00%
410	ECHO BAY MINES, LTD.	1	8	12.50%	460	AINSWORTH LUMBER CO. LTD.	2	8	25.00%
411	BANK OF AMERICA CANADA	0	8	0.00%	461	RESEARCH IN MOTION	0	6	0.00%
412	GREATER TORONTO AIRPORTS AUTHORITY	2	15	13.33%	462	IMAX CORP.	0	11	0.00%
413	COGECO INC.	1	13	7.69%	463	GOLDER ASSOCIATES LTD.	0	7	0.00%
414	ASSANTE CORP.	0	9	0.00%	464	PHILIPS CANADA LTD.	0	3	0.00%
415	NISSHO IWAI CANADA LTD.	0	3	0.00%	465	VELAN INC.	0	6	0.00%
416	KINROSS GOLD CORP.	0	7	0.00%	466	ROYAL AVIATION INC. †	0	5	0.00%
417	LEON'S FURNITURE LTD.	0	6	0.00%	467	AT PLASTICS INC.	0	9	0.00%
418	OLCO PETROLEUM GROUP INC.	0	5	0.00%	468	THE GOLDFARB CORP.	1	10	10.00%
419	WESCAST INDUSTRIES INC.	0	12	0.00%	469	BREAKWATER RESOURCES LTD.	0	7	0.00%
420	MACDONALD, DETTWILER AND ASSOCIATES LTD.	0	9	0.00%	470	ARC ENERGY TRUST	0	7	0.00%
421	VIA RAIL CANADA INC.	4	14	28.57%	471	ACETEX CORP.	0	5	0.00%
422	OPTIMUM GROUP INC.	0	10	0.00%	472	PITNEY BOWES OF CANADA LTD.	0	5	0.00%
423	MERIDIAN TECHNOLOGIES INC.	0	6	0.00%	473	SAP CANADA INC.	0	2	0.00%
424	PREMETALCO INC.	0	7	0.00%	474	THE CHURCHILL CORP.	0	8	0.00%
425	WORKERS' COMPENSATION BOARD OF ALBERTA	2	11	18.18%	475	HIGH LINER FOODS INC.	0	13	0.00%
426	IKON OFFICE SOLUTIONS, INC.	0	3	0.00%	476	CAMBIOR INC.	0	9	0.00%
427	ENCAL ENERGY LTD. †	0	6	0.00%	477	MULTI-MARQUES INC.	1	11	9.09%
428	PARAMOUNT RESOURCES LTD.	2	11	18.18%	478	ROYAL CANADIAN MINT	3	9	33.33%
429	OWENS CORNING CANADA	0	1	0.00%	479	RIOCAN REAL ESTATE INVESTMENT TRUST	1	8	12.50%
430	FONDS DE SOLIDARITÉ DES TRAVAILLEURS DU QUÉBEC	3	17	17.65%	480	INGERSOLL-RAND CANADA INC.	0	5	0.00%
431	THE QUAKER OATS CO. OF CANADA	0	3	0.00%	481	ALIMENTS BRETON (CANADA) INC.	2	6	33.33%
432	A&W FOOD SERVICES OF CANADA INC.	0	5	0.00%	482	HOUSEHOLD FINANCIAL CORP. LTD.	0	7	0.00%
433	ALSTOM CANADA INC.	0	4	0.00%	483	VECTOR AEROSPACE CORP.	0	6	0.00%
434	SUMITOMO CANADA LTD.	0	3	0.00%	484	HOMESTAKE CANADA INC.	0	3	0.00%
435	W.G. THOMPSON & SONS LTD.	4	10	40.00%	485	CANADIAN OIL SANDS TRUST	2	8	25.00%
436	PARKLAND INDUSTRIES LTD.	1	9	11.11%	486	TLC LASER EYE CENTERS INC.	0	7	0.00%
437	BRITISH COLUMBIA FERRY CORP.	1	6	16.67%	487	BIOCHEM PHARMA INC. †	0	12	0.00%
438	CHUM LTD.	2	10	20.00%	488	AVENTIS PHARMA INC.	1	5	20.00%
439	THYSSEN CANADA LTD.	1	5	20.00%	489	HATCH ASSOCIATES LTD.	0	11	0.00%
440	PRUDENTIAL STEEL LTD. †	0	8	0.00%	490	SOCIÉTÉ GÉNÉRALE (CANADA)	0	7	0.00%
441	NOVA SCOTIA LIQUOR COMMISSION	1	3	33.33%	491	BEAULIEU CANADA CO.	0	1	0.00%
442	BALL PACKAGING PRODUCTS CANADA INC.	0	2	0.00%	492	CHUBB INSURANCE CO. OF CANADA	2	8	25.00%
443	ORACLE CORP. CANADA INC.	0	1	0.00%	493	NORTERRA INC.	1	8	12.50%
444	SUZY SHIER LTD. †	1	9	11.11%	494	MITCHELL'S GOURMET FOODS INC.	1	3	33.33%
445	CE FRANKLIN LTD.	0	6	0.00%	495	ENERFLEX SYSTEMS LTD.	1	8	12.50%
446	GENDIS INC.	0	5	0.00%	496	BAYTEX ENERGY LTD.	0	6	0.00%
447	MARK'S WORK WEARHOUSE LTD.	0	8	0.00%	497	SASKENERGY INC.	1	8	12.50%
448	ROHM AND HAAS CANADA INC.	0	4	0.00%	498	BAE SYSTEMS CANADA INC. †	0	10	0.00%
449	BIRD CONSTRUCTION CO. LTD.	0	6	0.00%	499	ALGOMA CENTRAL CORP.	0	11	0.00%
450	ELI LILLY CANADA INC.	2	6	33.33%	500	BAXTER CORP.	1	3	33.33%

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>ABITIBI-CONSOLIDATED INC. (45)</b> Marlene Davidge	Isabelle Eysseric	Janice Cochrane
<b>AGRICULTURE FINANCIAL SERVICES CORP. (377)</b> Lynn Dechant	<b>BASF CANADA INC. (255)</b> Robin Manastersky	Grace Kwok
<b>AGROPUR, COOPÉRATIVE (160)</b> Lorna Jean Neveu	<b>BAXTER CORP. (500)</b> Mary F. Parniak	Rose Marie MacDonald
<b>AINSWORTH LUMBER CO. LTD. (460)</b> Susan Ainsworth	<b>BC GAS INC. (186)</b> Marilyn E. Cassady	<b>CANADA POST CORP. (46)</b> Vivian G. Albo
Catherine Ainsworth	<b>BCE INC. (14)</b> Donna S. Kaufman	Terri M. Lemke
<b>AIR CANADA (28)</b> Eva Lee Kwok	Judith Maxwell	Anne Smith
<b>ALBERTA ENERGY CO. LTD. (47)</b> Valerie A. A. Nielsen	<b>BOMBARDIER INC. (19)</b> Janine Bombardier	<b>CANADIAN BROADCASTING CORP. (371)</b> Kim Bell
<b>ALBERTA GAMING AND LIQUOR COMMISSION (122)</b> Patricia Whiting	<b>BRASCAN CORP. (158)</b> Julia E. Foster	Michelle Courchesne
<b>ALBERTA TREASURY BRANCHES (268)</b> Gail D. Surkan	Lynda C. Hamilton	Jane Heffelfinger
<b>ALIMENTATION COUCHE-TARD INC. (156)</b> Josée Goulet	<b>BRITISH COLUMBIA BUILDINGS CORP. (390)</b> Cathy Flikweert	Carole Taylor
<b>ALIMENTS BRETON (CANADA) INC. (481)</b> Magella Breton	Carole Gillis	<b>CANADIAN COMMERCIAL CORP. (250)</b> Wendy Morris
Line Breton	<b>BRITISH COLUMBIA FERRY CORP. (437)</b> Patricia McKim	<b>CANADIAN IMPERIAL BANK OF COMMERCE (5)</b> Jalynn H. Bennett
<b>ALLIANCE ATLANTIS COMMUNICATIONS INC. (270)</b> Phyllis Yaffe	<b>BRITISH COLUMBIA HYDRO AND POWER AUTHORITY (68)</b> Shirley Chan	Pat M. Delbridge
<b>ALLIANCE FOREST PRODUCTS INC. (219)</b> Claire Derome	Maureen Headley	Margot A. Franssen
Jeanne Wojas	Gwen Johansson	Marie-Josée Kravis
<b>ALLSTATE INSURANCE CO. OF CANADA (376)</b> Myrna Francis	Anne Martin	<b>CANADIAN NATIONAL RAILWAY CO. (48)</b> Edith E. Holiday
Kelly McDougald	Sophie Pierre	V. Maureen Kempston Darkes
<b>ALTAGAS SERVICES INC. (367)</b> Bonnie D. DuPont	Erda Walsh	<b>CANADIAN OIL SANDS TRUST (485)</b> E. Susan Evans
<b>AMEX BANK OF CANADA (349)</b> Name(s) Unavailable	<b>BRITISH COLUMBIA LOTTERY CORP. (175)</b> Jann Bailey	Nancy M. Laird
<b>ANDERSON EXPLORATION LTD. (208)</b> E. Susan Evans	Jaswinder Bathe	<b>CANADIAN PACIFIC LTD. (18)</b> Dian Cohen
<b>ASTRAZENECA CANADA INC. (280)</b> Karen Feltmate	Marylou Curtis	Carole Taylor
Sheila Frame	Diane Ferleyko	<b>CANADIAN TIRE CORP., LTD. (50)</b> Martha G. Billes
Toni Garro	Wendy Smitka	Lilia C. Clemente
Judy Gordon	<b>BUSINESS DEVELOPMENT BANK OF CANADA (335)</b> Jennifer Corson	Maureen J. Sabia
<b>ATCO LTD. (80)</b> Nancy C. Southern	Ann Cheryl Denny	<b>CANADIAN ULTRAMAR CO. (37)</b> Christiane Germain
<b>ATOMIC ENERGY OF CANADA LTD. (347)</b> Marnie Paikin	Roslyn Kunin	<b>CANFOR CORP. (107)</b> M.E. Hurst
<b>AVENTIS PHARMA INC. (488)</b> Name(s) Unavailable	Oryssia Lennie	C. Taylor
<b>BANK OF CANADA (115)</b> Kit Chan	Cindy Sprague	<b>CANON CANADA INC. (296)</b> Maria Tesla
Barbara Hislop	<b>CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (61)</b> Nicole Trudeau	<b>CANWEST GLOBAL COMMUNICATIONS CORP. (281)</b> Gail S. Asper
Aldea Landry	<b>CALGARY CO-OPERATIVE ASSOCIATION LTD. (319)</b> Johanna Bates	Jalynn H. Bennett
Barbara Stevenson	Alice Brown	<b>CARA OPERATIONS LTD. (217)</b> H. Gail Regan
<b>BANK OF MONTREAL (13)</b> Eva Lee Kwok	Hazel Corcoran	Beverly L. Topping
Guyllaine Saucier	Terry Geib	<b>CASCADES INC. (83)</b> Sylvie Lemaire
Nancy C. Southern	Connie Rosenstein	<b>CFM MAJESTIC INC. (339)</b> Sheila O'Brien
<b>BARRY CALLEBAUT CANADA INC. (404)</b>	<b>CAMECO CORP. (295)</b> Nancy E. Hopkins	<b>CGI GROUP INC. (172)</b> Paule Doré
	<b>CAMPBELL SOUP CO. LTD (341)</b> Lori Hansford	Eileen A. Mercier
	<b>CANADA LIFE FINANCIAL CORP. (34)</b> Monique Jérôme-Forget	<b>CHAPTERS INC. (308)</b> Heather Reisman
	Diane E. McGarry	<b>CHARLWOOD PACIFIC GROUP (96) †</b>
	<b>CANADA MORTGAGE AND HOUSING CORP. (112)</b>	Tracy Bartram
		<b>CHEVRON CANADA LTD. (226) †</b>

† See addendum notes on page 28  
Catalyst Census of Women Board Directors of Canada, as of June 1, 2001

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Corinna K. Rowe	<b>DYLEX LTD. (220)</b>	<b>GENERAL MOTORS OF CANADA LTD. (2)</b>
<b>CHEVRON CANADA RESOURCES (94) †</b>	Maureen Farrow	V. Maureen Kempston Darkes
Corinna K. Rowe	Susan A. Murray	Sharon Y. Pentz
<b>CHUBB INSURANCE CO. OF CANADA (492)</b>	<b>ECHO BAY MINES, LTD. (410)</b>	Tayce Ann Wakefield
Diane Baxter	Monica E. Sloan	<b>GEORGE WESTON LTD. (8)</b>
Janice M. Tomlinson	<b>E-L FINANCIAL CORP. LTD. (191)</b>	Anne L. Fraser
<b>CHUM LTD. (438)</b>	Manon R. Vennat	M. D. Wendy Rebanks
Sheryl V. Bourne	<b>ELI LILLY CANADA INC. (450)</b>	<b>GLAXO WELLCOME INC. (294)</b>
Marjorie Waters	Karen McKay	Anne Phillips
<b>CINRAM INTERNATIONAL INC. (313)</b>	Elizabeth O'Farrell	<b>GREATER TORONTO AIRPORTS AUTHORITY (412)</b>
Helen Murphy	<b>EMERA INC. (251)</b>	Christine E. Hart
<b>CITIBANK CANADA (271)</b>	R. Irene d'Entremont	Sharon T. Moss
Brenda J. Gaines	Elizabeth Parr-Johnston	<b>GSI LUMONICS INC. (345)</b>
<b>CLARICA LIFE INSURANCE CO. (41)</b>	Rosemary Scanlon	Eileen Casal
Germaine Gibara	<b>EMPIRE CO. LTD (24)</b>	<b>GULF CANADA RESOURCES LTD. (141)</b>
Krystyna T. Hoeg	Elizabeth Parr-Johnston	Maureen J. Sabia
Idalene F. Kesner	<b>ENBRIDGE INC. (86)</b>	<b>HARTCO CORP. (300)</b>
Judith B.J. Maxwell	E. Susan Evans	Nina Hart
<b>C-MAC INDUSTRIES INC. (100)</b>	<b>ENERFLEX SYSTEMS LTD. (495)</b>	<b>HEWLETT-PACKARD (CANADA) LTD. (139)</b>
Brenda A. Norris	Barbara J. Sparrow	Lynda Kitamura
<b>COGECO INC. (413)</b>	<b>EXPORT DEVELOPMENT CORP. (128)</b>	Georgia Hastings Sievwright
Jacqueline L. Boutet	Dorothy E. Byrne	<b>HOLLINGER INC. (75)</b>
<b>COGNOS INC. (283)</b>	Dominique Vachon	Barbara Amiel Black
Candy M. Obourn	<b>FAHNESTOCK VINER HOLDINGS INC. (388)</b>	Maureen Joanne Sabia
<b>CO-OP ATLANTIC (383)</b>	Elaine K. Roberts	<b>HONEYWELL LTD. (198)</b>
Norma Tomiczek	<b>FARM CREDIT CORP. (351)</b>	Charlene Arje
<b>COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (125)</b>	Rosemary Davis	Deborah Van Damme
Francine Ferland	Donna Graham	<b>HSBC BANK CANADA (109)</b>
<b>CO-OPERATORS GENERAL INSURANCE CO. (164)</b>	Eleanor M. Hart	Jacqueline Boutet
Jaroslawa Andrijiw	Marie Andrée Mallette	Carole Taylor
Connie Doucette	Joan Meyer	<b>HUDSON'S BAY CO. (33)</b>
Sheena Lucas	Marilyn Scott	Barbara R. Hislop
Dona Stewardson	<b>FEDERATED CO-OPERATIVES LTD. (82)</b>	Donna S. Kaufman
Alexandra Wilson	Johanna Bates	<b>HUSKY ENERGY INC. (52)</b>
<b>CO-OPERATORS LIFE INSURANCE CO. (369)</b>	Fern Hansen	Poh Chan Koh
Jaroslawa Andrijiw	Marilyn McKee	Eva Lee Kwok
Connie Doucette	Laura M. Vance	<b>HUSKY INJECTION MOLDING SYSTEMS LTD. (223)</b>
Sheena Lucas	<b>FINNING INTERNATIONAL INC. (102)</b>	Elizabeth Schad
Dona Stewardson	Monica E. Sloan	<b>HYDRO ONE INC. (84)</b>
Alexandra Wilson	<b>FONDS DE SOLIDARITÉ DES TRAVAILLEURS DU QUÉBEC (430)</b>	Eleanor R. Clitheroe
<b>COSTCO CANADA INC. (70)</b>	Denise Martin	Dona J. Harvey
Louise Wendling	Monique Richard	Stephanie Kushner
<b>DAIMLERCHRYSLER CANADA INC. (9)</b>	Louise St-Cyr	Roslyn M. Watson
Laura E. Bennet	<b>FORTIS INC. (337)</b>	<b>HYDRO-QUEBEC (23)</b>
<b>DELOITTE &amp; TOUCHE LLP (263)</b>	Linda L. Inkpen	Francine Harel-Giasson
Karen Cramm	<b>FOUR SEASONS HOTELS INC. (454)</b>	Francine Ruest-Jutras
Hélène Simard	Nan de Gaspé Beaubien	Nathalie H. Tremblay
<b>DMR CONSULTING GROUP INC. (202)</b>	<b>G.T.C. TRANSCONTINENTAL GROUP LTD. (140)</b>	<b>IMPERIAL OIL LTD. (16)</b>
Irene Sacharuk	Gail Cook-Bennett	Sheelagh D. Whittaker
<b>DOFASCO INC. (77)</b>	Monique Lefebvre	<b>INCO LTD. (57)</b>
Sylvia D. Chrominska	<b>GAZ MÉTROPOLITAIN AND CO., L.P. (152)</b>	Eleanor R. Clitheroe
Eleanor R. Clitheroe	Nicolle Forget	Judith A. Erola
<b>DOMTAR INC. (64)</b>	<b>GENERAL MOTORS ACCEPTANCE CORP. OF CANADA, LTD. (121)</b>	<b>INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (88)</b>
Louiselle Paquin	Mary C. Cunningham	Anne Dutil
Louise Roy	Wende M. Rapson	Lise Lachapelle
<b>DUPONT CANADA INC. (106)</b>		<b>ING CANADA INC. (117)</b>
Wendy K. Dobson		Françoise Guénette

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

<b>INSURANCE CORP. OF BRITISH COLUMBIA (90)</b>	<b>MCDONALD'S RESTAURANTS OF CANADA LTD. (126)</b>	Joanne DeLaurentiis
Diana C. Cabott	Christine Magee	Sharon Paul
Joy McPhail	<b>MDS INC. (171)</b>	<b>ONTARIO LOTTERY CORP. (98) †</b>
Miriam Olney	Wendy K. Dobson	Cheryl Byrne
Rosalie L. Tung	Mary Mogford	Joanne DeLaurentiis
<b>JAMES RICHARDSON &amp; SONS, LTD. (136)</b>	<b>MEDIS HEALTH &amp; PHARMACEUTICAL SERVICES (59)</b>	Sharon Paul
Carolyn A. Hursh	Kristina Veaco	<b>ONTARIO POWER GENERATION INC. (40)</b>
Kathleen M. Ramsay	<b>MERCK FROSST CANADA &amp; CO. (260)</b>	Jalynn H. Bennett
<b>JOHN DEERE LTD. (145)</b>	Judy C. Lewent	<b>OXFORD PROPERTIES GROUP INC. (326)</b>
Darla M. Youldon	<b>METHANEX CORP. (155)</b>	Rosanna M.W. Chau
<b>JOHNSON CONTROLS LTD. (225)</b>	Anne Wexler	<b>PACIFICA PAPERS INC. (261)</b>
Natalie A. Black	<b>METRO INC. (54)</b>	Joyce Johnson-Miller
<b>KPMG LLP (310)</b>	Paule Gauthier	<b>PALLISER FURNITURE LTD. (400)</b>
Elizabeth Culligan	Maryse Labonté	Leona DeFehr
V. Ann Davis	Marie-José Nadeau	Irene Loewen
Deborah J. Taylor	<b>MFP FINANCIAL SERVICES LTD. (399)</b>	<b>PARAMOUNT RESOURCES LTD. (428)</b>
<b>LAFARGE CANADA INC. (185)</b>	Catherine (Kelly) Butt	V. S.A. Riddell
Claudine Malone	<b>MICROCELL TELECOMMUNICATIONS INC. (405)</b>	Susan L. Riddell Rose
<b>LAIDLAW INC. (56)</b>	Monique F. Leroux	<b>PARKLAND INDUSTRIES LTD. (436)</b>
Martha O. Hesse	<b>MITCHELL'S GOURMET FOODS INC. (494)</b>	Joan M. Donald
Stella M. Thompson	LuAn Mitchell	<b>PEPSI-COLA CANADA LTD. (179)</b>
<b>LAURENTIAN BANK OF CANADA (210)</b>	<b>MOORE CORP. LTD. (72)</b>	Colleen Eugenia Newell
Jill Bodkin	Shirley A. Dawe	<b>PETRO-CANADA (27)</b>
Christiane Germain	<b>MULTI-MARQUES INC. (477)</b>	Gail Cook-Bennett
Veronica S. Maidman	Michelle Samson-Doel	Guyline Saucier
Margot Northey	<b>NABISCO LTD (207)</b>	<b>PÉTRMONT &amp; CO., LIMITED PARTNERSHIP (362)</b>
<b>LE MOUVEMENT DES CAISSES DESJARDINS (31)</b>	Angela F. Holtham	Jacinthe Dauphin
Madeleine Lapierre	<b>NATIONAL BANK OF CANADA (43)</b>	<b>PHARMASAVE DRUGS (NATIONAL) LTD. (314)</b>
Suzanne Maisonneuve-Benoit	Shirley A. Dawe	Kathryn Corcoran
<b>LINAMAR CORP. (181)</b>	Nicole Diamond-Gélinas	Kim Giesbrecht
Linda S. Hasenfratz	Suzanne Leclair	<b>PLACER DOME INC. (119)</b>
<b>LIQUOR CONTROL BOARD OF ONTARIO (101)</b>	E.A. Parkinson-Marcoux	Edythe A. Parkinson-Marcoux
Gayle Christie	Rosann Runte	<b>POTASH CORP. OF SASKATCHEWAN INC. (74)</b>
Merle A. Jacobs	<b>NAV CANADA (248)</b>	Mary Mogford
<b>LLOYD'S UNDERWRITERS (287)</b>	Katherine A. Cotton	<b>POWER CORP. OF CANADA (15)</b>
Judith Hanratty	Charlotte A. Robb	Sylvia Ostry
<b>LOTO-QUÉBEC (69)</b>	<b>NESTLÉ CANADA INC. (157)</b>	Emoke J.E. Szathmary
Christiane Bois	Marilyn H. Knox	<b>PRICEWATERHOUSECOOPERS LLP (245)</b>
Francine de Montigny-La-Haye	<b>NEW BRUNSWICK POWER CORP. (196)</b>	Serena H. Kraayeveld
<b>MAAX INC. (401)</b>	Barbara S. Bender	Elaine S. Sibson
Marie-France Poulin	<b>NEXFOR INC. (113)</b>	<b>QUEBECOR INC. (25)</b>
<b>MACKENZIE FINANCIAL CORP. (258)</b>	Dian Cohen	Claire Léger
Gail C.A. Cook-Bennett	Margot Northey	<b>RÉNO-DÉPÔT INC. (334)</b>
<b>MAGNA INTERNATIONAL INC. (20)</b>	<b>NORANDA INC. (35)</b>	Christiane Jodoin
Belinda Stronach	V. Maureen Kempston Darkes	<b>RIOCAN REAL ESTATE INVESTMENT TRUST (479)</b>
<b>MANITOBA HYDRO (177)</b>	<b>NORTEL NETWORKS CORP. (1)</b>	Sharon Sallows
Maria den Oudsten	Guyline Saucier	<b>ROGERS COMMUNICATIONS INC. (67)</b>
<b>MANITOBA TELECOM SERVICES INC. (262)</b>	<b>NORTERRA INC. (493)</b>	Loretta A. Rogers
Jocelyne M. Côté-O'Hara	Melinda Tatty	<b>ROTHMANS INC. (350)</b>
N. Ashleigh Everett	<b>NORTH WEST CO. FUND (309)</b>	Paule Gauthier
<b>MANULIFE FINANCIAL CORP. (21)</b>	Nellie Cournoyea	<b>ROYAL BANK OF CANADA (7)</b>
Gail C.A. Cook-Bennett	<b>NOVA CHEMICALS CORP. (42)</b>	Paule Gauthier
Lorna R. Marsden	Janice G. Rennie	Charlotte R. Otto
<b>MAZDA CANADA INC. (218)</b>	<b>NOVA SCOTIA LIQUOR COMMISSION (441)</b>	Sheelagh D. Whittaker
Maria Skitch	Michele McKenzie	<b>ROYAL CANADIAN MINT (478)</b>
<b>MCCAIN FOODS LTD. (49)</b>	<b>ONTARIO CASINO CORP. (111) †</b>	Judith A. Kavanagh
Allison D. McCain	Cheryl Byrne	Diane Marleau

† See addendum notes on page 28  
Catalyst Census of Women Board Directors of Canada, as of June 1, 2001

## APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS BY COMPANY (WITH RANK)

Danielle Wetherup	<b>SUNCOR ENERGY INC. (71)</b>	<b>THRIFTY FOODS (456)</b>
<b>RUSSEL METALS INC. (162)</b>	M. Ann McCaig	Josephine B. Campbell
Lise Lachapelle	<b>SUZY SHIER LTD. (444) †</b>	Bonnie A. Campbell
<b>SAMUEL MANU-TECH INC. (265)</b>	Maryse Bertrand	<b>THYSSEN CANADA LTD. (439)</b>
Elizabeth J. Samuel	<b>TALISMAN ENERGY INC. (62)</b>	Miriam C. Kavanagh
<b>SAPUTO GROUP INC. (135)</b>	Stella M. Thompson	<b>TORONTO HYDRO CORP. (131)</b>
Caterina Monticciolo	<b>TEKNION CORP. (247)</b>	Ruth M. Corbin
Patricia Saputo	Christi L. Strauss	<b>TORSTAR CORP. (170)</b>
<b>SASKATCHEWAN AUTO FUND (386)</b>	<b>TELESYSTEM INTERNATIONAL WIRELESS INC. (201)</b>	Christina A. Gold
Joan F.D. Baldwin	Diana Lady Dougan	Catherine Atkinson Murray
Joan D. Bellegarde	<b>TELUS CORP. (36)</b>	Ruth Anne Winter
Nancy E. Hopkins	Gerri Sinclair	<b>TRANSALTA CORP. (154)</b>
Dana C. Stutsky	<b>TEMBEC INC. (99)</b>	Donna Soble Kaufman
<b>SASKATCHEWAN POWER CORP. (213)</b>	Guyline Saucier	<b>TRANSAMERICA LIFE CANADA (286)</b>
Colleen Bailey	<b>THE BANK OF NOVA SCOTIA (12)</b>	Karen L. Gavan
V. Lynne Pearson	N. Ashleigh Everett	<b>TRANSAT A.T. INC. (129)</b>
Patricia Quaroni	Barbara J. McDougall	Lina De Cesare
<b>SASKATCHEWAN WHEAT POOL (73)</b>	Helen A. Parker	<b>TRANSCANADA PIPELINES LTD. (10)</b>
Ferne Nielsen	Elizabeth Parr-Johnston	Wendy K. Dobson
<b>SASKENERGY INC. (497)</b>	<b>THE CANADIAN WHEAT BOARD (55)</b>	<b>UNI-SELECT INC. (340)</b>
Susan Milburn	Betty-Ann Heggie	Jeanne Wojas
<b>SCHLUMBERGER CANADA LTD. (348)</b>	<b>THE CANAM MANAG GROUP INC. (211)</b>	<b>VANCOUVER CITY SAVINGS CREDIT UNION (363)</b>
Catherine Hughes	Elaine Beaudoin	Doreen Braverman
<b>SEARS CANADA INC. (38)</b>	Anne-Marie D. Blatchford	Reva Dexter
Jalynn H. Bennett	<b>THE GOLDFARB CORP. (468)</b>	Elain Duvall
Micheline Bouchard	Alonna Goldfarb	Kay Leong
Mary Mogford	<b>THE GREAT ATLANTIC &amp; PACIFIC CO. OF CANADA, LTD. (76)</b>	Catherine McCreary
<b>SHAW INDUSTRIES LTD. (389) †</b>	Elizabeth Culligan	Sylvia Pritchard
Virginia L. Shaw	<b>THE INDEPENDENT ORDER OF FORESTERS (264)</b>	<b>VIA RAIL CANADA INC. (421)</b>
<b>SHELL CANADA LTD. (32)</b>	Barbara Jean McDougall	Jacqueline L. Boutet
Nancy C. Southern	Lily Maureen Morrison	Mary Barbara Kane
<b>SHOPPERS DRUG MART INC. (58)</b>	Helen Ruth Sullivan	Wendy Kelly
Susan C. Schnabel	<b>THE JEAN COUTU GROUP (PJC) INC. (103)</b>	Marlene McGraw
<b>SNC-LAVALIN GROUP INC. (146)</b>	Marie Josée Coutu	<b>W.G. THOMPSON &amp; SONS LTD. (435)</b>
Jacqueline L. Boutet	Sylvie Coutu	Name(s) Unavailable
Edythe A. Parkinson-Marcoux	Nicolle Forget	<b>WAJAX LTD. (206)</b>
<b>SOCIÉTÉ DES ALCOOLS DU QUÉBEC (174)</b>	Claire Léger	Valerie A. A. Nielsen
Marie-Josée Gagnon	<b>THE LOEWEN GROUP INC. (183)</b>	<b>WEST FRASER TIMBER CO. LTD. (104)</b>
Suzanne Paquin	Donna R. Moore	Janet W. Ketcham
<b>SSQ VIE (299)</b>	<b>THE MARITIME LIFE ASSURANCE CO. (142)</b>	<b>WESTCOAST ENERGY INC. (29)</b>
Louise Jolicoeur	Ruth M. Grant	Lorna R. Marsden
Lucille Poirier	Jocelyne Pelchat	Marnie Paikin
<b>STATE FARM GROUP (254) †</b>	Anna Porter	<b>WINPAK LTD. (406)</b>
Barbara Cowden	<b>THE SEAGRAM CO. LTD. (6) †</b>	Eileen A. Mercier
Wendy L. Gramm	Michele J. Hooper	<b>WORKERS' COMPENSATION BOARD OF ALBERTA (425)</b>
Janet Johnson	Marie-Josée Kravis	Mary J. Cameron
Hanne M. Merriman	<b>THE THOMSON CORP. (26)</b>	Gerrie Dakers
Susan M. Phillips	V. Maureen Kempston Darkes	<b>WORKPLACE SAFETY &amp; INSURANCE BOARD (93)</b>
Laura Sullivan	<b>THE TORONTO-DOMINION BANK (11)</b>	Eileen Mercier
Carla Temple	Eleanor R. Clitheroe	Dorothy Pringle
Susan M. Watkins	Wendy K. Dobson	<b>XEROX CANADA INC. (169)</b>
<b>STELCO INC. (89)</b>	Helen K. Sinclair	Jocelyne Côté-O'Hara
Barbara J. McDougall	<b>THE WAWANESA MUTUAL INSURANCE CO. (221)</b>	Eunice M. Filter
Helen K. Sinclair	Margot E. Northey	<b>ZURICH CANADA (293)</b>
<b>SUN LIFE FINANCIAL SERVICES OF CANADA INC. (17)</b>	Susan M. Van De Velde	Jacqueline L. Boutet
Dian N. Cohen		
Madeleine M. Paquin		

## APPENDIX 3: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

### ACCOUNTING (6/55) 11%

DELOITTE & TOUCHE LLP (2/19)  
KPMG LLP (2/18)  
PRICEWATERHOUSECOOPERS LLP (2/18)

### AGRICULTURE (7/99) 7%

AGRICORE CO-OPERATIVE LTD. (0/12)  
CARGILL LTD. (0/5)  
COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (1/15)  
PARRISH & HEIMBECKER LTD. (0/8)  
RIDLEY INC. (0/5)  
SASKATCHEWAN WHEAT POOL (1/12)  
THE CANADIAN WHEAT BOARD (1/14)  
UNITED GRAIN GROWERS LTD. (0/14)  
W.G. THOMPSON & SONS LTD. (4/10)  
XCAN GRAIN POOL LTD. (0/4)

### BANKS (32/189) 16%

ALBERTA TREASURY BRANCHES (1/12)  
AMEX BANK OF CANADA (1/8)  
BANK OF AMERICA CANADA (0/8)  
BANK OF MONTREAL (3/15)  
CANADIAN IMPERIAL BANK OF COMMERCE (4/20)  
CITIBANK CANADA (1/8)  
DEUTSCHE BANK CANADA (0/8)  
HSBC BANK CANADA (2/14)  
LAURENTIAN BANK OF CANADA (4/15)  
NATIONAL BANK OF CANADA (5/20)  
ROYAL BANK OF CANADA (3/21)  
THE BANK OF NOVA SCOTIA (4/24)  
THE TORONTO-DOMINION BANK (3/16)

### BIOTECHNOLOGY/PHARMACEUTICALS (12/81) 15%

APOTEX INC. (0/3)  
ASTRAZENECA CANADA INC. (4/9)  
AVENTIS PHARMA INC. (1/5)  
BAXTER CORP. (1/3)  
BAYER INC. (0/5)  
† BIOCHEM PHARMA INC. (0/12)  
BIOVAIL CORP. (0/8)  
ELI LILLY CANADA INC. (2/6)  
GLAXO WELLCOME INC. (1/4)  
MDS INC. (2/11)  
MERCK FROSST CANADA & CO. (1/10)  
PFIZER CANADA INC. (0/5)

### BREWERIES, BEVERAGES, DISTILLERS (0/23) 0%

COTT CORP. (0/11)  
MOLSON INC. (0/12)

### CHEMICALS & FERTILIZERS (5/82) 6%

ACETEX CORP. (0/5)  
AGRIUM INC. (0/11)  
BASF CANADA INC. (1/6)  
CANPOTEX LTD. (0/7)  
DOW CHEMICAL CANADA INC. (0/3)  
METHANEX CORP. (1/10)  
† MONSANTO CANADA INC. (0/4)  
NOVA CHEMICALS CORP. (1/11)  
PÉTROMONT & CO., LIMITED PARTNERSHIP (1/9)  
POTASH CORP. OF SASKATCHEWAN INC. (1/12)  
ROHM AND HAAS CANADA INC. (0/4)

### CONGLOMERATES (15/178) 8%

ATCO LTD. (1/11)  
BRASCAN CORP. (2/18)  
CANADIAN PACIFIC LTD. (2/11)  
FORTIS INC. (1/9)  
GENDIS INC. (0/5)  
GEORGE WESTON LTD. (2/12)  
† HARROWSTON INC. (0/9)  
JAMES RICHARDSON & SONS, LTD. (2/7)  
JIM PATTISON GROUP (0/8)  
MDC CORP. INC. (0/12)  
ONEX CORP. (0/9)  
POWER CORP. OF CANADA (2/22)  
SHERRITT INTERNATIONAL CORP. (0/5)  
SIEMENS GROUP OF COS. (0/5)  
THE GOLDFARB CORP. (1/10)  
† THE SEAGRAM CO. LTD. (2/19)  
UNILEVER CANADA LTD. (0/6)

### CREDIT UNIONS (8/31) 26%

LE MOUVEMENT DES CAISSES DESJARDINS (2/22)  
VANCOUVER CITY SAVINGS CREDIT UNION (6/9)

### DIVERSIFIED FINANCIAL SERVICES (30/196) 15%

AGF MANAGEMENT LTD. (0/8)  
AGRICULTURE FINANCIAL SERVICES CORP. (1/8)  
ASSANTE CORP. (0/9)  
BANK OF CANADA (4/15)  
BUSINESS DEVELOPMENT BANK OF CANADA (5/14)  
C.I. FUND MANAGEMENT INC. (0/6)  
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (1/13)  
CANADA MORTGAGE AND HOUSING CORP. (3/9)  
DAIMLERCHRYSLER FINANCIAL SERVICES (DEBIS) CDA. INC. (0/5)  
E-L FINANCIAL CORP. LTD. (1/14)  
EXPORT DEVELOPMENT CORP. (2/12)  
FAIRFAX FINANCIAL HOLDINGS LTD. (0/5)

FARM CREDIT CORP. (6/12)  
FONDS DE SOLIDARITÉ DES TRAVAILLEURS DU QUÉBEC (3/17)  
GENERAL MOTORS ACCEPTANCE CORP. OF CANADA, LTD. (2/6)  
HOUSEHOLD FINANCIAL CORP. LTD. (0/7)  
MACKENZIE FINANCIAL CORP. (1/10)  
MFP FINANCIAL SERVICES LTD. (1/9)  
OPTIMUM GROUP INC. (0/10)  
SOCIÉTÉ GÉNÉRALE (CANADA) (0/7)

### ENGINEERING/CONSTRUCTION (3/115) 3%

ARMBRO ENTERPRISES INC. (0/8)  
ATOMIC ENERGY OF CANADA LTD. (1/11)  
BIRD CONSTRUCTION CO. LTD. (0/6)  
BRACKNELL CORP. (0/9)  
ELLIS DON INC. (0/8)  
FLUOR CANADA LTD. (0/1)  
GOLDER ASSOCIATES LTD. (0/7)  
HATCH ASSOCIATES LTD. (0/11)  
LEDCOR INDUSTRIES LTD. (0/8)  
MCDERMOTT ENGINEERS & CONSTRUCTORS (CANADA) LTD. (0/3)  
PCL CONSTRUCTION GROUP INC. (0/11)  
SNC-LAVALIN GROUP INC. (2/12)  
ST. LAWRENCE CEMENT INC. (0/12)  
THE CHURCHILL CORP. (0/8)

### ENTERTAINMENT (9/64) 14%

ALLIANCE ATLANTIS COMMUNICATIONS INC. (1/19)  
IMAX CORP. (0/11)  
LOTO-QUÉBEC (2/7)  
† ONTARIO CASINO CORP. (3/12)  
† ONTARIO LOTTERY CORP. (3/12)  
UNIVERSAL STUDIOS CANADA (0/3)

### ENVIRONMENTAL SERVICES (0/2) 0%

CANADIAN WASTE SERVICES INC. (0/2)

### FOOD & DRUGSTORES (20/106) 19%

ALIMENTATION COUCHE-TARD INC. (1/10)  
CALGARY CO-OPERATIVE ASSOCIATION LTD. (5/9)  
CANADA SAFEWAY LTD. (0/3)  
EMPIRE CO. LTD (1/16)  
METRO INC. (3/15)  
PHARMASAVE DRUGS (NATIONAL) LTD. (2/11)  
SHOPPERS DRUG MART INC. (1/9)  
THE GREAT ATLANTIC & PACIFIC CO. OF CANADA, LTD. (1/12)

† See addendum notes on page 28

## APPENDIX 3: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

THE JEAN COUTU GROUP (PJC) INC. (4/16)  
THRIFTY FOODS (2/5)

### FOOD DISTRIBUTORS (1/10) 10%

CO-OP ATLANTIC (1/10)

### FOOD MANUFACTURING/PROCESSING

(14/143) 10%

AGROPUR, COOPÉRATIVE (1/15)  
ALIMENTS BRETON (CANADA) INC. (2/6)  
BARRY CALLEBAUT CANADA INC. (1/4)  
CAMPBELL SOUP CO. LTD (2/9)  
FPI LTD. (0/13)  
† GROUPE BROCHU-LAFLEUR (0/3)  
HIGH LINER FOODS INC. (0/13)  
KRAFT CANADA INC. (0/3)  
LILYDALE CO-OPERATIVE LTD. (0/8)  
MAPLE LEAF FOODS INC. (0/12)  
MCCAIN FOODS LTD. (1/9)  
MITCHELL'S GOURMET FOODS INC. (1/3)  
MULTI-MARQUES INC. (1/11)  
NABISCO LTD (1/6)  
NESTLÉ CANADA INC. (1/5)  
PEPSI-COLA CANADA LTD. (1/3)  
ROBIN HOOD MULTIFOODS INC. (0/5)  
SAPUTO GROUP INC. (2/7)  
SCHNEIDER CORP. (0/5)  
THE QUAKER OATS CO. OF CANADA (0/3)

### GAS/ELECTRICAL UTILITIES, PIPELINES (32/204) 16%

ALTAGAS SERVICES INC. (1/8)  
BC GAS INC. (1/13)  
BRITISH COLUMBIA HYDRO AND POWER AUTHORITY (6/13)  
EMERA INC. (3/11)  
ENBRIDGE INC. (1/12)  
GAZ MÉTROPOLITAIN AND CO., L.P. (1/14)  
HYDRO ONE INC. (4/12)  
HYDRO-QUEBEC (3/17)  
MANITOBA HYDRO (1/11)  
NEW BRUNSWICK POWER CORP. (1/11)  
ONTARIO POWER GENERATION INC. (1/12)  
SASKATCHEWAN POWER CORP. (3/11)  
SASKENERGY INC. (1/8)  
SUPERIOR PROPANE INCOME FUND (0/3)  
TORONTO HYDRO CORP. (1/11)  
TRANSALTA CORP. (1/12)  
TRANSCANADA PIPELINES LTD. (1/12)  
WESTCOAST ENERGY INC. (2/13)

### GENERAL MANUFACTURING (15/280) 5%

ALSTOM CANADA INC. (0/4)  
AMCOR TWINPAK - NORTH AMERICA (0/7)  
AT PLASTICS INC. (0/9)  
ATS AUTOMATION TOOLING SYSTEMS INC. (0/7)  
BALL PACKAGING PRODUCTS CANADA INC. (0/2)  
BEAULIEU CANADA CO. (0/1)  
CCL INDUSTRIES INC. (0/10)  
CFM MAJESTIC INC. (1/7)  
CONSUMERS PACKAGING INC. (0/9)  
CROWN CORK & SEAL CANADA INC. (0/7)  
DOMCO TARKETT INC. (0/11)  
DOREL INDUSTRIES INC. (0/7)  
GENERAL ELECTRIC CANADA INC. (0/5)  
GILDAN ACTIVEWEAR INC. (0/8)  
HUSKY INJECTION MOLDING SYSTEMS LTD. (1/6)  
IMPERIAL TOBACCO CANADA LTD. (0/8)  
INGERSOLL-RAND CANADA INC. (0/5)  
INTERTAPE POLYMER GROUP INC. (0/7)  
LAFARGE CANADA INC. (1/16)  
LEHIGH PORTLAND CEMENT LTD. (0/9)  
MAAX INC. (1/9)  
OWENS CORNING CANADA (0/1)  
PALLISER FURNITURE LTD. (2/10)  
PHILIPS CANADA LTD. (0/3)  
PPG CANADA INC. (0/1)  
PRATT & WHITNEY CANADA CORP. (0/3)  
PREMDOR INC. (0/9)  
PROCTER & GAMBLE CANADA INC. (0/3)  
† PRUDENTIAL STEEL LTD. (0/8)  
ROLLS-ROYCE CANADA LTD. (0/2)  
ROTHMANS INC. (1/9)  
ROYAL CANADIAN MINT (3/9)  
ROYAL GROUP TECHNOLOGIES LTD. (0/9)  
SAMUEL MANU-TECH INC. (1/7)  
TEKNION CORP. (1/8)  
THE CANAM MANAC GROUP INC. (2/11)  
† UNICAN SECURITY SYSTEMS LTD. (0/9)  
† UNITED DOMINION INDUSTRIES LTD. (0/12)  
VELAN INC. (0/6)  
WINPAK LTD. (1/6)

### GENERAL MERCHANDISERS (12/79) 15%

CANADIAN TIRE CORP., LTD. (3/16)  
COSTCO CANADA INC. (1/7)  
DYLEX LTD. (2/9)  
HUDSON'S BAY CO. (2/11)  
LEON'S FURNITURE LTD. (0/6)  
NORTH WEST CO. FUND (1/12)  
SEARS CANADA INC. (3/9)

THE KATZ GROUP (0/1)  
UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD. (0/8)

### HEALTHCARE (2/40) 5%

DYNACARE INC. (0/9)  
EXTENDICARE INC. (0/13)  
TLC LASER EYE CENTERS INC. (0/7)  
WORKERS' COMPENSATION BOARD OF ALBERTA (2/11)

### HIGH-TECH MANUFACTURING (10/142) 7%

360NETWORKS INC. (0/14)  
† BAE SYSTEMS CANADA INC. (0/10)  
BOMBARDIER INC. (1/15)  
CAE INC. (0/11)  
CISCO SYSTEMS CANADA CO. (0/3)  
C-MAC INDUSTRIES INC. (1/8)  
CREO PRODUCTS INC. (0/9)  
GSI LUMONICS INC. (1/7)  
HEWLETT-PACKARD (CANADA) LTD. (2/6)  
HONEYWELL LTD. (2/5)  
IBM CANADA LTD. (0/1)  
IKON OFFICE SOLUTIONS, INC. (0/3)  
JDS UNIPHASE CORP. (0/9)  
MAGELLAN AEROSPACE CORP. (0/9)  
NCR CANADA LTD. (0/1)  
NORTEL NETWORKS CORP. (1/10)  
PMC-SIERRA, INC. (0/5)  
RESEARCH IN MOTION (0/6)  
SAP CANADA INC. (0/2)  
VISTEON CANADA INC. (0/5)  
XEROX CANADA INC. (2/3)

### HOLDING COMPANY (1/14) 7%

ANGLO-CANADIAN TELEPHONE CO. (0/6)  
NORTERRA INC. (1/8)

### IMPORT/EXPORT (1/27) 4%

CANADIAN COMMERCIAL CORP. (1/7)  
ITOCHU CANADA LTD. (0/3)  
MARUBENI CANADA LTD. (0/5)  
MITSUBISHI CANADA LTD. (0/6)  
NISSHO IWAII CANADA LTD. (0/3)  
SUMITOMO CANADA LTD. (0/3)

### INFORMATION TECHNOLOGY (4/60) 7%

ATI TECHNOLOGIES INC. (0/4)  
CGI GROUP INC. (2/13)  
COGNOS INC. (1/8)  
COMPAQ CANADA INC. (0/1)  
DMR CONSULTING GROUP INC. (1/5)

## APPENDIX 3: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

EDS CANADA INC. (0/3)  
 GEAC COMPUTER CORP. LTD. (0/8)  
 HUMMINGBIRD COMMUNICATIONS LTD. (0/6)  
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/9)  
 MICROSOFT CANADA INC. (0/2)  
 ORACLE CORP. CANADA INC. (0/1)

### INVESTMENT DEALERS (1/7) 14%

FAHNESTOCK VINER HOLDINGS INC. (1/7)

### LIFE & HEALTH INSURANCE (26/162) 16%

CANADA LIFE FINANCIAL CORP. (2/16)  
 CLARICA LIFE INSURANCE CO. (4/17)  
 CO-OPERATORS LIFE INSURANCE CO. (5/20)  
 INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (2/15)  
 MANULIFE FINANCIAL CORP. (2/14)  
 PROVIDENT LIFE AND ACCIDENT INSURANCE CO. (0/5)  
 SSQ VIE (2/15)  
 SUN LIFE FINANCIAL SERVICES OF CANADA INC. (2/14)  
 THE INDEPENDENT ORDER OF FORESTERS (3/15)  
 THE MARITIME LIFE ASSURANCE CO. (3/18)  
 TRANSAMERICA LIFE CANADA (1/13)

### MINING, METALS & MINERALS (6/169) 4%

† ALCAN ALUMINIUM LTD. (0/9)  
 BARRICK GOLD CORP. (0/12)  
 BOLIDEN LTD. (0/5)  
 BREAKWATER RESOURCES LTD. (0/7)  
 CAMBIOR INC. (0/9)  
 CAMECO CORP. (1/12)  
 † COMINCO LTD. (0/5)  
 ECHO BAY MINES, LTD. (1/8)  
 HIGHLAND VALLEY COPPER (0/6)  
 HOMESTAKE CANADA INC. (0/3)  
 INCO LTD. (2/12)  
 IRON ORE CO. OF CANADA (0/10)  
 KINROSS GOLD CORP. (0/7)  
 LUSCAR COAL LTD. (0/7)  
 NORANDA INC. (1/14)  
 PLACER DOME INC. (1/12)  
 QIT-FER ET TITANE INC. (0/5)  
 † RIO ALGOM LTD. (0/10)  
 † TECK CORP. (0/16)

### MOTOR VEHICLES & PARTS (8/153) 5%

BUDD CANADA INC. (0/11)  
 DAIMLERCHRYSLER CANADA INC. (1/9)  
 FORD MOTOR CO. OF CANADA, LTD. (0/3)  
 GENERAL MOTORS OF CANADA LTD. (3/12)  
 HONDA CANADA INC. (0/6)

HYUNDAI AUTO CANADA INC. (0/4)  
 INTERNATIONAL TRUCK AND ENGINE CORP. CDA. (0/5)  
 JOHNSON CONTROLS LTD. (1/12)  
 LEAR CANADA LTD. (0/5)  
 LINAMAR CORP. (1/7)  
 MAGNA INTERNATIONAL INC. (1/13)  
 MAZDA CANADA INC. (1/8)  
 MERCEDES-BENZ CANADA INC. (0/5)  
 MERIDIAN TECHNOLOGIES INC. (0/6)  
 NEW HOLLAND CANADA, LTD. (0/2)  
 NISSAN CANADA INC. (0/6)  
 PRÉVOST CAR INC. (0/9)  
 SUBARU CANADA, INC. (0/3)  
 TOYOTA CANADA INC. (0/5)  
 VENTRA GROUP INC. (0/7)  
 VOLKSWAGEN CANADA INC. (0/3)  
 WESCAST INDUSTRIES INC. (0/12)

### MULTIMEDIA (15/123) 12%

CANADIAN BROADCASTING CORP. (4/10)  
 CANWEST GLOBAL COMMUNICATIONS CORP. (2/10)  
 CHUM LTD. (2/10)  
 CINRAM INTERNATIONAL INC. (1/8)  
 COGECO INC. (1/13)  
 HOLLINGER INC. (2/16)  
 QUEBECOR INC. (1/11)  
 ROGERS COMMUNICATIONS INC. (1/16)  
 SHAW COMMUNICATIONS INC. (0/14)  
 THE THOMSON CORP. (1/15)

### OIL & GAS FIELD SERVICES (3/47) 6%

CE FRANKLIN LTD. (0/6)  
 ENERFLEX SYSTEMS LTD. (1/8)  
 ENSIGN RESOURCE SERVICE GROUP INC. (0/8)  
 HALLIBURTON GROUP CANADA INC. (0/6)  
 PRECISION DRILLING CORP. (0/7)  
 SCHLUMBERGER CANADA LTD. (1/3)  
 † SHAW INDUSTRIES LTD. (1/9)

### OIL & GAS PRODUCTION (18/218) 8%

ALBERTA ENERGY CO. LTD. (1/10)  
 ANDERSON EXPLORATION LTD. (1/9)  
 ARC ENERGY TRUST (0/7)  
 BAYTEX ENERGY LTD. (0/6)  
 CANADIAN HUNTER EXPLORATION LTD. (0/8)  
 CANADIAN NATURAL RESOURCES LTD. (0/7)  
 CANADIAN OIL SANDS TRUST (2/8)  
 CANADIAN ULTRAMAR CO. (1/12)  
 † CHEVRON CANADA LTD. (1/5)  
 † CHEVRON CANADA RESOURCES (1/5)

† ENCAL ENERGY LTD. (0/6)  
 † ENERMARK INCOME FUND (0/7)  
 GULF CANADA RESOURCES LTD. (1/12)  
 HURRICANE HYDROCARBONS LTD. (0/7)  
 HUSKY ENERGY INC. (2/15)  
 IMPERIAL OIL LTD. (1/9)  
 MURPHY OIL CO. LTD. (0/7)  
 NEXEN INC. (0/9)  
 PARAMOUNT RESOURCES LTD. (2/11)  
 PENGROWTH ENERGY TRUST (0/5)  
 PENN WEST PETROLEUM LTD. (0/6)  
 PETRO-CANADA (2/11)  
 RIO ALTO EXPLORATION LTD. (0/5)  
 SHELL CANADA LTD. (1/11)  
 SUNCOR ENERGY INC. (1/11)  
 TALISMAN ENERGY INC. (1/9)

### PAPER & FOREST PRODUCTS (15/191) 8%

ABITIBI-CONSOLIDATED INC. (1/11)  
 AINSWORTH LUMBER CO. LTD. (2/8)  
 ALLIANCE FOREST PRODUCTS INC. (2/11)  
 CANFOR CORP. (2/12)  
 CASCADES INC. (1/14)  
 COMMONWEALTH PLYWOOD CO. LTD. (0/3)  
 DOMAN INDUSTRIES LTD. (0/8)  
 DOMTAR INC. (2/16)  
 INTERNATIONAL FOREST PRODUCTS LTD. (0/13)  
 KRUGER INC. (0/9)  
 NEXFOR INC. (2/12)  
 NORSKE SKOG CANADA LTD. (0/7)  
 PACIFICA PAPERS INC. (1/7)  
 RIVERSIDE FOREST PRODUCTS LTD. (0/5)  
 SLOCAN FOREST PRODUCTS LTD. (0/11)  
 † ST. LAURENT PAPERBOARD INC. (0/10)  
 TEMBEC INC. (1/11)  
 TIMBERWEST FOREST CORP. (0/6)  
 UNIBOARD CANADA INC. (0/7)  
 WELDWOOD OF CANADA LTD. (0/1)  
 WEST FRASER TIMBER CO. LTD. (1/9)

### PROPERTY & CASUALTY INSURANCE (30/203) 15%

ALLIANZ CANADA (0/7)  
 ALLSTATE INSURANCE CO. OF CANADA (2/9)  
 AXA CANADA INC. (0/4)  
 CGU GROUP CANADA LTD. (0/11)  
 CHUBB INSURANCE CO. OF CANADA (2/8)  
 CO-OPERATORS GENERAL INSURANCE CO. (5/20)  
 ING CANADA INC. (1/5)  
 INSURANCE CORP. OF BRITISH COLUMBIA (4/12)  
 KINGSWAY FINANCIAL SERVICES INC. (0/7)

† See addendum notes on page 28

## APPENDIX 3: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY INDUSTRY AND COMPANY

LIBERTY MUTUAL GROUP (0/3)  
 LLOYD'S UNDERWRITERS (1/18)  
 PILOT INSURANCE CO. (0/8)  
 ROYAL & SUNALLIANCE CANADA (0/7)  
 SASKATCHEWAN AUTO FUND (4/10)  
 † STATE FARM GROUP (8/51)  
 THE WAWANESA MUTUAL INSURANCE CO. (2/11)  
 ZURICH CANADA (1/12)

### PUBLISHING & PRINTING (6/33) 18%

G.T.C. TRANSCONTINENTAL GROUP LTD. (2/10)  
 MOORE CORP. LTD. (1/9)  
 TORSTAR CORP. (3/14)

### REAL ESTATE (4/96) 4%

BRITISH COLUMBIA BUILDINGS CORP. (2/7)  
 BROOKFIELD PROPERTIES CORP. (0/15)  
 CADILLAC FAIRVIEW CORP. (0/7)  
 CPL LONG TERM CARE REAL ESTATE INVEST. TRUST (0/7)  
 INTRAWEST CORP. (0/12)  
 IVANHOE INC. (0/10)  
 LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (0/7)  
 OXFORD PROPERTIES GROUP INC. (1/11)  
 RIOCAN REAL ESTATE INVESTMENT TRUST (1/8)  
 TRIZECHAHN CORP. (0/12)

### SERVICES (GENERAL) (11/127) 9%

A&W FOOD SERVICES OF CANADA INC. (0/5)  
 ALBERTA GAMING AND LIQUOR COMMISSION (1/5)  
 CARA OPERATIONS LTD. (2/10)  
 † CHARLWOOD PACIFIC GROUP (1/4)  
 COLLIER INTERNATIONAL (0/10)  
 FIRTSERVICE CORP. (0/9)  
 FOUR SEASONS HOTELS INC. (1/13)  
 HARTCO CORP. (1/6)  
 MCDONALD'S RESTAURANTS OF CANADA LTD. (1/13)  
 MOSAIC GROUP INC. (0/7)  
 NOVAMERICAN STEEL INC. (0/6)  
 PITNEY BOWES OF CANADA LTD. (0/5)  
 THE LOEWEN GROUP INC. (1/8)  
 TRANSAT A.T. INC. (1/13)  
 VECTOR AEROSPACE CORP. (0/6)  
 WORKPLACE SAFETY & INSURANCE BOARD (2/7)

### SPECIALTY RETAILERS (14/128) 11%

ATLANTIC LOTTERY CORP. (0/8)  
 BRITISH COLUMBIA LOTTERY CORP. (5/8)  
 CHAPTERS INC. (1/8)

FUTURE SHOP LTD. (0/7)  
 GRAND & TOY LTD. (0/2)  
 GROUPE BMTC INC. (0/9)  
 INTERTAN INC. (0/8)  
 LIQUOR CONTROL BOARD OF ONTARIO (2/7)  
 MARK'S WORK WEARHOUSE LTD. (0/8)  
 NOVA SCOTIA LIQUOR COMMISSION (1/3)  
 OLCO PETROLEUM GROUP INC. (0/5)  
 PARKLAND INDUSTRIES LTD. (1/9)  
 REITMANS (CANADA) LTD. (0/7)  
 RÉNO-DÉPÔT INC. (1/13)  
 SOCIÉTÉ DES ALCOOLS DU QUÉBEC (2/10)  
 † SUZY SHIER LTD. (1/9)  
 THE FORZANI GROUP LTD. (0/7)

### STEEL PRODUCTION (5/97) 5%

ALGOMA STEEL INC. (0/13)  
 CO-STEEL INC. (0/10)  
 DOFASCO INC. (2/14)  
 HARRIS STEEL GROUP INC. (0/9)  
 IPSCO INC. (0/12)  
 ISPAT SIDBEC INC. (0/4)  
 IVACO INC. (0/8)  
 RUSSEL METALS INC. (1/8)  
 SLATER STEEL INC. (0/7)  
 STELCO INC. (2/12)

### TELECOMMUNICATION (7/105) 7%

AT&T CANADA INC. (0/12)  
 BCE INC. (2/11)  
 CALL-NET ENTERPRISES INC. (0/9)  
 MANITOBA TELECOM SERVICES INC. (2/14)  
 MICROCELL TELECOMMUNICATIONS INC. (1/13)  
 MITEL CORP. (0/13)  
 MOTOROLA CANADA LTD. (0/3)  
 TELESYSTEM INTERNATIONAL WIRELESS INC. (1/15)  
 TELUS CORP. (1/15)

### TRANSPORTATION/COURIERS (17/166) 10%

AIR CANADA (1/13)  
 ALGOMA CENTRAL CORP. (0/11)  
 BRITISH COLUMBIA FERRY CORP. (1/6)  
 CANADA 3000 INC. (0/10)  
 CANADA POST CORP. (3/11)  
 CANADIAN NATIONAL RAILWAY CO. (2/15)  
 CHC HELICOPTER CORP. (0/9)  
 FEDNAV LTD. (0/8)  
 GREATER TORONTO AIRPORTS AUTHORITY (2/15)  
 LAIDLAW INC. (2/11)  
 MULLEN TRANSPORTATION INC. (0/8)

NAV CANADA (2/15)  
 † ROYAL AVIATION INC. (0/5)  
 VIA RAIL CANADA INC. (4/14)  
 VITRAN CORP. INC. (0/7)  
 WESTJET AIRLINES LTD. (0/8)

### WHOLESALE/DISTRIBUTORS (12/232) 5%

ACKLANDS GRAINGER INC. (0/1)  
 BEAMSCOPE CANADA INC. (0/5)  
 CANON CANADA INC. (1/5)  
 DUPONT CANADA INC. (1/9)  
 EMCO LTD. (0/7)  
 EXPORT PACKERS CO. INC. (0/2)  
 FEDERATED CO-OPERATIVES LTD. (4/19)  
 FINNING INTERNATIONAL INC. (1/12)  
 GOODFELLOW INC. (0/6)  
 HEWITT EQUIPMENT LTD. (0/2)  
 JOHN DEERE LTD. (1/8)  
 KOMATSU CANADA LTD. (0/5)  
 LEROUX STEEL INC. (0/7)  
 L'OREAL CANADA INC. (0/5)  
 MEDIS HEALTH & PHARMACEUTICAL SERVICES (1/6)  
 MERISEL CANADA INC. (0/2)  
 MITSUI & CO. (CANADA) LTD. (0/7)  
 PREMOTALCO INC. (0/7)  
 † RAND A TECHNOLOGY CORP. (0/8)  
 REXEL CANADA INC. (0/3)  
 RONA INC. (0/15)  
 SODISCO-HOWDEN GROUP INC. (0/8)  
 SONEPAR DISTRIBUTION INC. (0/3)  
 SONY OF CANADA LTD. (0/5)  
 STRONGCO INC. (0/9)  
 TAIGA FOREST PRODUCTS LTD. (0/10)  
 THYSSEN CANADA LTD. (1/5)  
 TOROMONT INDUSTRIES LTD. (0/8)  
 TOSHIBA OF CANADA LTD. (0/19)  
 UNI-SELECT INC. (1/10)  
 † VAN WATERS & ROGERS LTD. (0/5)  
 WAJAX LTD. (1/9)

## APPENDIX 4: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY PROVINCE AND COMPANY

### Provinces Ranked by Percentage of Board Seats Held by Women

Saskatchewan 19%  
 Nova Scotia 13%  
 British Columbia 11%  
 Ontario 10%  
 Québec 10%  
 Manitoba 9%  
 Alberta 8%  
 New Brunswick 7%  
 Newfoundland 3%

#### ALBERTA (36/472) 8%

AGRICULTURE FINANCIAL SERVICES CORP. (1/8)  
 AGRIMUM INC. (0/11)  
 ALBERTA ENERGY CO. LTD. (1/10)  
 ALBERTA GAMING AND LIQUOR COMMISSION (1/5)  
 ALBERTA TREASURY BRANCHES (1/12)  
 ALTAGAS SERVICES INC. (1/8)  
 ANDERSON EXPLORATION LTD. (1/9)  
 ARC ENERGY TRUST (0/7)  
 ATCO LTD. (1/11)  
 BAYTEX ENERGY LTD. (0/6)  
 CALGARY CO-OPERATIVE ASSOCIATION LTD. (5/9)  
 CANADA SAFEWAY LTD. (0/3)  
 CANADIAN HUNTER EXPLORATION LTD. (0/8)  
 CANADIAN NATURAL RESOURCES LTD. (0/7)  
 CANADIAN OIL SANDS TRUST (2/8)  
 CANADIAN PACIFIC LTD. (2/11)  
 CE FRANKLIN LTD. (0/6)  
 † CHEVRON CANADA RESOURCES (1/5)  
 DOW CHEMICAL CANADA INC. (0/3)  
 ENBRIDGE INC. (1/12)  
 † ENCAL ENERGY LTD. (0/6)  
 ENERFLEX SYSTEMS LTD. (1/8)  
 † ENERMARK INCOME FUND (0/7)  
 ENSIGN RESOURCE SERVICE GROUP INC. (0/8)  
 FLUOR CANADA LTD. (0/1)  
 GULF CANADA RESOURCES LTD. (1/12)  
 HALLIBURTON GROUP CANADA INC. (0/6)  
 HUSKY ENERGY INC. (2/15)  
 LILYDALE CO-OPERATIVE LTD. (0/8)  
 LUSCAR COAL LTD. (0/7)  
 MAGELLAN AEROSPACE CORP. (0/9)  
 MARK'S WORK WEARHOUSE LTD. (0/8)  
 MCDERMOTT ENGINEERS & CONSTRUCTORS (CANADA) LTD. (0/3)  
 MULLEN TRANSPORTATION INC. (0/8)  
 MURPHY OIL CO. LTD. (0/7)  
 NEXEN INC. (0/9)  
 NORTERRA INC. (1/8)  
 PARAMOUNT RESOURCES LTD. (2/11)  
 PARKLAND INDUSTRIES LTD. (1/9)  
 PCL CONSTRUCTION GROUP INC. (0/11)  
 PENGROWTH ENERGY TRUST (0/5)

PENN WEST PETROLEUM LTD. (0/6)  
 PETRO-CANADA (2/11)  
 PRECISION DRILLING CORP. (0/7)  
 RIO ALTO EXPLORATION LTD. (0/5)  
 SCHLUMBERGER CANADA LTD. (1/3)  
 SHAW COMMUNICATIONS INC. (0/14)  
 SHELL CANADA LTD. (1/11)  
 SUNCOR ENERGY INC. (1/11)  
 SUPERIOR PROPANE INCOME FUND (0/3)  
 TALISMAN ENERGY INC. (1/9)  
 THE CHURCHILL CORP. (0/8)  
 THE FORZANI GROUP LTD. (0/7)  
 THE KATZ GROUP (0/1)  
 TRANSALTA CORP. (1/12)  
 TRANSCANADA PIPELINES LTD. (1/12)  
 UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD. (0/8)  
 WESTJET AIRLINES LTD. (0/8)  
 WORKERS' COMPENSATION BOARD OF ALBERTA (2/11)

#### BRITISH COLUMBIA (45/412) 11%

360NETWORKS INC. (0/14)  
 A&W FOOD SERVICES OF CANADA INC. (0/5)  
 ACETEX CORP. (0/5)  
 AINSWORTH LUMBER CO. LTD. (2/8)  
 BC GAS INC. (1/13)  
 BRITISH COLUMBIA BUILDINGS CORP. (2/7)  
 BRITISH COLUMBIA FERRY CORP. (1/6)  
 BRITISH COLUMBIA HYDRO AND POWER AUTHORITY (6/13)  
 BRITISH COLUMBIA LOTTERY CORP. (5/8)  
 CANFOR CORP. (2/12)  
 † CHARLWOOD PACIFIC GROUP (1/4)  
 † CHEVRON CANADA LTD. (1/5)  
 COLLIERIES INTERNATIONAL (0/10)  
 † COMINCO LTD. (0/5)  
 CREO PRODUCTS INC. (0/9)  
 DOMAN INDUSTRIES LTD. (0/8)  
 FINNING INTERNATIONAL INC. (1/12)  
 FUTURE SHOP LTD. (0/7)  
 GOLDER ASSOCIATES LTD. (0/7)  
 HIGHLAND VALLEY COPPER (0/6)  
 HOMESTAKE CANADA INC. (0/3)  
 HSBC BANK CANADA (2/14)  
 INSURANCE CORP. OF BRITISH COLUMBIA (4/12)  
 INTERNATIONAL FOREST PRODUCTS LTD. (0/13)  
 INTRAWEST CORP. (0/12)  
 ITOCHU CANADA LTD. (0/3)  
 JIM PATTISON GROUP (0/8)  
 LEDCOR INDUSTRIES LTD. (0/8)  
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/9)  
 METHANEX CORP. (1/10)  
 MITSUBISHI CANADA LTD. (0/6)  
 NORSKE SKOG CANADA LTD. (0/7)  
 PACIFICA PAPERS INC. (1/7)  
 PHARMASAVE DRUGS (NATIONAL) LTD. (2/11)  
 PLACER DOME INC. (1/12)  
 PMC-SIERRA, INC. (0/5)  
 RIVERSIDE FOREST PRODUCTS LTD. (0/5)

SLOCAN FOREST PRODUCTS LTD. (0/11)  
 SUMITOMO CANADA LTD. (0/3)  
 TAIGA FOREST PRODUCTS LTD. (0/10)  
 † TECK CORP. (0/16)  
 TELUS CORP. (1/15)  
 THRIFTY FOODS (2/5)  
 TIMBERWEST FOREST CORP. (0/6)  
 † VAN WATERS & ROGERS LTD. (0/5)  
 VANCOUVER CITY SAVINGS CREDIT UNION (6/9)  
 WELDWOOD OF CANADA LTD. (0/1)  
 WEST FRASER TIMBER CO. LTD. (1/9)  
 WESTCOAST ENERGY INC. (2/13)

#### MANITOBA (14/154) 9%

AGRICORE CO-OPERATIVE LTD. (0/12)  
 ASSANTE CORP. (0/9)  
 CANWEST GLOBAL COMMUNICATIONS CORP. (2/10)  
 CARGILL LTD. (0/5)  
 GENDIS INC. (0/5)  
 JAMES RICHARDSON & SONS, LTD. (2/7)  
 MANITOBA HYDRO (1/11)  
 MANITOBA TELECOM SERVICES INC. (2/14)  
 NEW HOLLAND CANADA, LTD. (0/2)  
 NORTH WEST CO. FUND (1/12)  
 PALLISER FURNITURE LTD. (2/10)  
 PARRISH & HEIMBECKER LTD. (0/8)  
 THE CANADIAN WHEAT BOARD (1/14)  
 THE WAWANESA MUTUAL INSURANCE CO. (2/11)  
 UNITED GRAIN GROWERS LTD. (0/14)  
 WINPAK LTD. (1/6)  
 XCAN GRAIN POOL LTD. (0/4)

#### NEW BRUNSWICK (2/29) 7%

ATLANTIC LOTTERY CORP. (0/8)  
 CO-OP ATLANTIC (1/10)  
 NEW BRUNSWICK POWER CORP. (1/11)

#### NEWFOUNDLAND (1/37) 3%

CHC HELICOPTER CORP. (0/9)  
 FORTIS INC. (1/9)  
 FPI LTD. (0/13)  
 VECTOR AEROSPACE CORP. (0/6)

#### NOVA SCOTIA (8/61) 13%

EMERA INC. (3/11)  
 EMPIRE CO. LTD (1/16)  
 HIGH LINER FOODS INC. (0/13)  
 NOVA SCOTIA LIQUOR COMMISSION (1/3)  
 THE MARITIME LIFE ASSURANCE CO. (3/18)

#### ONTARIO (204/2033) 10%

ACKLANDS GRAINGER INC. (0/1)  
 AGF MANAGEMENT LTD. (0/8)  
 ALGOMA CENTRAL CORP. (0/11)  
 ALGOMA STEEL INC. (0/13)  
 ALLIANCE ATLANTIS COMMUNICATIONS INC. (1/19)  
 ALLIANZ CANADA (0/7)  
 ALLSTATE INSURANCE CO. OF CANADA (2/9)

† See addendum notes on page 28

## APPENDIX 4: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY PROVINCE AND COMPANY

AMEX BANK OF CANADA (1/8)	CPL LONG TERM CARE REAL ESTATE INVEST. TRUST (0/7)	KINROSS GOLD CORP. (0/7)
APOTEX INC. (0/3)	CROWN CORK & SEAL CANADA INC. (0/7)	KOMATSU CANADA LTD. (0/5)
ARMBRO ENTERPRISES INC. (0/8)	DAIMLERCHRYSLER CANADA INC. (1/9)	KPMG LLP (2/18)
ASTRAZENECA CANADA INC. (4/9)	DAIMLERCHRYSLER FINANCIAL SERVICES (DEBIS) CDA. INC. (0/5)	KRAFT CANADA INC. (0/3)
AT&T CANADA INC. (0/12)	DELOITTE & TOUCHE LLP (2/19)	LAIDLAW INC. (2/11)
AT PLASTICS INC. (0/9)	DEUTSCHE BANK CANADA (0/8)	LEAR CANADA LTD. (0/5)
ATI TECHNOLOGIES INC. (0/4)	DOFASCO INC. (2/14)	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (0/7)
ATOMIC ENERGY OF CANADA LTD. (1/11)	DUPONT CANADA INC. (1/9)	LEON'S FURNITURE LTD. (0/6)
ATS AUTOMATION TOOLING SYSTEMS INC. (0/7)	DYLEX LTD. (2/9)	LIBERTY MUTUAL GROUP (0/3)
BANK OF AMERICA CANADA (0/8)	DYNACARE INC. (0/9)	LINAMAR CORP. (1/7)
BANK OF CANADA (4/15)	EDS CANADA INC. (0/3)	LIQUOR CONTROL BOARD OF ONTARIO (2/7)
BANK OF MONTREAL (3/15)	E-L FINANCIAL CORP. LTD. (1/14)	MACKENZIE FINANCIAL CORP. (1/10)
BARRICK GOLD CORP. (0/12)	ELI LILLY CANADA INC. (2/6)	MAGNA INTERNATIONAL INC. (1/13)
BASF CANADA INC. (1/6)	ELLIS DON INC. (0/8)	MANULIFE FINANCIAL CORP. (2/14)
BAXTER CORP. (1/3)	EMCO LTD. (0/7)	MAPLE LEAF FOODS INC. (0/12)
BAYER INC. (0/5)	EXPORT DEVELOPMENT CORP. (2/12)	MARUBENI CANADA LTD. (0/5)
BEAMSCOPE CANADA INC. (0/5)	EXPORT PACKERS CO. INC. (0/2)	MAZDA CANADA INC. (1/8)
BIOVAIL CORP. (0/8)	EXTENDICARE INC. (0/13)	MCCAIN FOODS LTD. (1/9)
BIRD CONSTRUCTION CO. LTD. (0/6)	FAHNESTOCK VINER HOLDINGS INC. (1/7)	MCDONALD'S RESTAURANTS OF CANADA LTD. (1/13)
BOLIDEN LTD. (0/5)	FAIRFAX FINANCIAL HOLDINGS LTD. (0/5)	MDC CORP. INC. (0/12)
BRASCAN CORP. (2/18)	FIRSTSERVICE CORP. (0/9)	MDS INC. (2/11)
BREAKWATER RESOURCES LTD. (0/7)	FORD MOTOR CO. OF CANADA, LTD. (0/3)	MERCEDES-BENZ CANADA INC. (0/5)
BROOKFIELD PROPERTIES CORP. (0/15)	FOUR SEASONS HOTELS INC. (1/13)	MERIDIAN TECHNOLOGIES INC. (0/6)
BUDD CANADA INC. (0/11)	GEAC COMPUTER CORP. LTD. (0/8)	MERISEL CANADA INC. (0/2)
C.I. FUND MANAGEMENT INC. (0/6)	GENERAL ELECTRIC CANADA INC. (0/5)	MFP FINANCIAL SERVICES LTD. (1/9)
CADILLAC FAIRVIEW CORP. (0/7)	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA, LTD. (2/6)	MICROSOFT CANADA INC. (0/2)
CAE INC. (0/11)	GENERAL MOTORS OF CANADA LTD. (3/12)	MITEL CORP. (0/13)
CALL-NET ENTERPRISES INC. (0/9)	GEORGE WESTON LTD. (2/12)	MITSUI & CO. (CANADA) LTD. (0/7)
CAMPBELL SOUP CO. LTD (2/9)	GLAXO WELLCOME INC. (1/4)	† MONSANTO CANADA INC. (0/4)
CANADA 3000 INC. (0/10)	GRAND & TOY LTD. (0/2)	MOSAIC GROUP INC. (0/7)
CANADA LIFE FINANCIAL CORP. (2/16)	GREATER TORONTO AIRPORTS AUTHORITY (2/15)	MOTOROLA CANADA LTD. (0/3)
CANADA MORTGAGE AND HOUSING CORP. (3/9)	HARRIS STEEL GROUP INC. (0/9)	NABISCO LTD (1/6)
CANADA POST CORP. (3/11)	† HARROWSTON INC. (0/9)	NAV CANADA (2/15)
CANADIAN BROADCASTING CORP. (4/10)	HATCH ASSOCIATES LTD. (0/11)	NCR CANADA LTD. (0/1)
CANADIAN COMMERCIAL CORP. (1/7)	HEWLETT-PACKARD (CANADA) LTD. (2/6)	NESTLÉ CANADA INC. (1/5)
CANADIAN IMPERIAL BANK OF COMMERCE (4/20)	HOLLINGER INC. (2/16)	NEXFOR INC. (2/12)
CANADIAN TIRE CORP., LTD. (3/16)	HONDA CANADA INC. (0/6)	NISSAN CANADA INC. (0/6)
CANADIAN WASTE SERVICES INC. (0/2)	HONEYWELL LTD. (2/5)	NISSHO IWAI CANADA LTD. (0/3)
CANON CANADA INC. (1/5)	HOUSEHOLD FINANCIAL CORP. LTD. (0/7)	NORANDA INC. (1/14)
CARA OPERATIONS LTD. (2/10)	HUDSON'S BAY CO. (2/11)	NORTEL NETWORKS CORP. (1/10)
CCL INDUSTRIES INC. (0/10)	HUMMINGBIRD COMMUNICATIONS LTD. (0/6)	ONEX CORP. (0/9)
CFM MAJESTIC INC. (1/7)	HUSKY INJECTION MOLDING SYSTEMS LTD. (1/6)	† ONTARIO CASINO CORP. (3/12)
CGU GROUP CANADA LTD. (0/11)	HYDRO ONE INC. (4/12)	† ONTARIO LOTTERY CORP. (3/12)
CHAPTERS INC. (1/8)	HYUNDAI AUTO CANADA INC. (0/4)	ONTARIO POWER GENERATION INC. (1/12)
CHUBB INSURANCE CO. OF CANADA (2/8)	IBM CANADA LTD. (0/1)	ORACLE CORP. CANADA INC. (0/1)
CHUM LTD. (2/10)	IKON OFFICE SOLUTIONS, INC. (0/3)	OXFORD PROPERTIES GROUP INC. (1/11)
CINRAM INTERNATIONAL INC. (1/8)	IMAX CORP. (0/11)	PEPSI-COLA CANADA LTD. (1/3)
CISCO SYSTEMS CANADA CO. (0/3)	IMPERIAL OIL LTD. (1/9)	PHILIPS CANADA LTD. (0/3)
CITIBANK CANADA (1/8)	INCO LTD. (2/12)	PILOT INSURANCE CO. (0/8)
CLARICA LIFE INSURANCE CO. (4/17)	ING CANADA INC. (1/5)	PITNEY BOWES OF CANADA LTD. (0/5)
COGNOS INC. (1/8)	INGERSOLL-RAND CANADA INC. (0/5)	PPG CANADA INC. (0/1)
COMPAQ CANADA INC. (0/1)	INTERNATIONAL TRUCK AND ENGINE CORP. CDA. (0/5)	PREMDOR INC. (0/9)
CONSUMERS PACKAGING INC. (0/9)	INTERTAN INC. (0/8)	PRICEWATERHOUSECOOPERS LLP (2/18)
CO-OPERATORS GENERAL INSURANCE CO. (5/20)	JOHN DEERE LTD. (1/8)	PROCTER & GAMBLE CANADA INC. (0/3)
CO-OPERATORS LIFE INSURANCE CO. (5/20)	JOHNSON CONTROLS LTD. (1/12)	PROVIDENT LIFE AND ACCIDENT INSURANCE CO. (0/5)
COSTCO CANADA INC. (1/7)	KINGSWAY FINANCIAL SERVICES INC. (0/7)	† RAND A TECHNOLOGY CORP. (0/8)
CO-STEEL INC. (0/10)		RESEARCH IN MOTION (0/6)
COTT CORP. (0/11)		† RIO ALGOM LTD. (0/10)

## APPENDIX 4: NUMBER AND PER CENT OF WOMEN BOARD DIRECTORS BY PROVINCE AND COMPANY

RIOCAN REAL ESTATE INVESTMENT TRUST (1/8)	AIR CANADA (1/13)	MERCK FROSST CANADA & CO. (1/10)
ROBIN HOOD MULTIFOODS INC. (0/5)	† ALCAN ALUMINIUM LTD. (0/9)	METRO INC. (3/15)
ROGERS COMMUNICATIONS INC. (1/16)	ALIMENTATION COUCHE-TARD INC. (1/10)	MICROCELL TELECOMMUNICATIONS INC. (1/13)
ROHM AND HAAS CANADA INC. (0/4)	ALIMENTS BRETON (CANADA) INC. (2/6)	MOLSON INC. (0/12)
ROTHMANS INC. (1/9)	ALLIANCE FOREST PRODUCTS INC. (2/11)	MULTI-MARQUES INC. (1/11)
ROYAL & SUNALLIANCE CANADA (0/7)	ALSTOM CANADA INC. (0/4)	NATIONAL BANK OF CANADA (5/20)
ROYAL BANK OF CANADA (3/21)	AMCOR TWINPAK - NORTH AMERICA (0/7)	NOVAMERICAN STEEL INC. (0/6)
ROYAL GROUP TECHNOLOGIES LTD. (0/9)	ANGLO-CANADIAN TELEPHONE CO. (0/6)	OLCO PETROLEUM GROUP INC. (0/5)
RUSSEL METALS INC. (1/8)	AVENTIS PHARMA INC. (1/5)	OPTIMUM GROUP INC. (0/10)
SAMUEL MANU-TECH INC. (1/7)	AXA CANADA INC. (0/4)	PÉTROMONT & CO., LIMITED PARTNERSHIP (1/9)
SAP CANADA INC. (0/2)	† BAE SYSTEMS CANADA INC. (0/10)	PFIZER CANADA INC. (0/5)
SCHNEIDER CORP. (0/5)	BARRY CALLEBAUT CANADA INC. (1/4)	POWER CORP. OF CANADA (2/22)
SEARS CANADA INC. (3/9)	BCE INC. (2/11)	PRATT & WHITNEY CANADA CORP. (0/3)
† SHAW INDUSTRIES LTD. (1/9)	BEAULIEU CANADA CO. (0/1)	PRÉVOST CAR INC. (0/9)
SHERRITT INTERNATIONAL CORP. (0/5)	† BIOCHEM PHARMA INC. (0/12)	QIT-FER ET TITANE INC. (0/5)
SHOPPERS DRUG MART INC. (1/9)	BOMBARDIER INC. (1/15)	QUEBECOR INC. (1/11)
SIEMENS GROUP OF COS. (0/5)	BUSINESS DEVELOPMENT BANK OF CANADA (5/14)	REITMANS (CANADA) LTD. (0/7)
SLATER STEEL INC. (0/7)	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (1/13)	RÉNO-DÉPÔT INC. (1/13)
SONY OF CANADA LTD. (0/5)	CAMBIOR INC. (0/9)	REXEL CANADA INC. (0/3)
† STATE FARM GROUP (8/51)	CANADIAN NATIONAL RAILWAY CO. (2/15)	RONA INC. (0/15)
STELCO INC. (2/12)	CASCADES INC. (1/14)	† ROYAL AVIATION INC. (0/5)
STRONGCO INC. (0/9)	CGI GROUP INC. (2/13)	ROYAL CANADIAN MINT (3/9)
SUBARU CANADA, INC. (0/3)	C-MAC INDUSTRIES INC. (1/8)	SAPUTO GROUP INC. (2/7)
SUN LIFE FINANCIAL SERVICES OF CANADA INC. (2/14)	COGECO INC. (1/13)	SNC-LAVALIN GROUP INC. (2/12)
TEKNION CORP. (1/8)	COMMONWEALTH PLYWOOD CO. LTD. (0/3)	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (2/10)
THE BANK OF NOVA SCOTIA (4/24)	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (1/15)	SOCIÉTÉ GÉNÉRALE (CANADA) (0/7)
THE GOLDFARB CORP. (1/10)	DMR CONSULTING GROUP INC. (1/5)	SODISCO-HOWDEN GROUP INC. (0/8)
THE GREAT ATLANTIC & PACIFIC CO. OF CANADA, LTD. (1/12)	DOMCO TARKETT INC. (0/11)	SONEPAR DISTRIBUTION INC. (0/3)
THE INDEPENDENT ORDER OF FORESTERS (3/15)	DOMTAR INC. (2/16)	SSQ VIE (2/15)
THE LOEWEN GROUP INC. (1/8)	DOREL INDUSTRIES INC. (0/7)	† ST. LAURENT PAPERBOARD INC. (0/10)
THE QUAKER OATS CO. OF CANADA (0/3)	FEDNAV LTD. (0/8)	ST. LAWRENCE CEMENT INC. (0/12)
THE TORONTO-DOMINION BANK (3/16)	FONDS DE SOLIDARITÉ DES TRAVAILLEURS DU QUÉBEC (3/17)	† SUZY SHIER LTD. (1/9)
THYSSEN CANADA LTD. (1/5)	G.T.C. TRANSCONTINENTAL GROUP LTD. (2/10)	TELESYSTEM INTERNATIONAL WIRELESS INC. (1/15)
TLC LASER EYE CENTERS INC. (0/7)	GAZ MÉTROPOLITAIN AND CO., L.P. (1/14)	TEMBEC INC. (1/11)
TOROMONT INDUSTRIES LTD. (0/8)	GILDAN ACTIVEWEAR INC. (0/8)	THE CANAM MANAC GROUP INC. (2/11)
TORONTO HYDRO CORP. (1/11)	GOODFELLOW INC. (0/6)	THE JEAN COUTU GROUP (PJC) INC. (4/16)
TORSTAR CORP. (3/14)	GROUPE BMTC INC. (0/9)	TRANSAT A.T. INC. (1/13)
TOSHIBA OF CANADA LTD. (0/19)	† GROUPE BROCHU-LAFLEUR (0/3)	UNIBOARD CANADA INC. (0/7)
TOYOTA CANADA INC. (0/5)	HARTCO CORP. (1/6)	† UNICAN SECURITY SYSTEMS LTD. (0/9)
TRANSAMERICA LIFE CANADA (1/13)	HEWITT EQUIPMENT LTD. (0/2)	UNI-SELECT INC. (1/10)
TRIZEHAHN CORP. (0/12)	HYDRO-QUEBEC (3/17)	VELAN INC. (0/6)
UNILEVER CANADA LTD. (0/6)	IMPERIAL TOBACCO CANADA LTD. (0/8)	VIA RAIL CANADA INC. (4/14)
UNIVERSAL STUDIOS CANADA (0/3)	INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (2/15)	<b>SASKATCHEWAN (22/118) 19%</b>
VENTRA GROUP INC. (0/7)	INTERTAPE POLYMER GROUP INC. (0/7)	CAMECO CORP. (1/12)
VISTEON CANADA INC. (0/5)	IRON ORE CO. OF CANADA (0/10)	CANPOTEX LTD. (0/7)
VITRAN CORP. INC. (0/7)	ISPAT SIDBEC INC. (0/4)	FARM CREDIT CORP. (6/12)
VOLKSWAGEN CANADA INC. (0/3)	IVACO INC. (0/8)	FEDERATED CO-OPERATIVES LTD. (4/19)
W.G. THOMPSON & SONS LTD. (4/10)	IVANHOE INC. (0/10)	IPSCO INC. (0/12)
WAJAX LTD. (1/9)	KRUGER INC. (0/9)	MITCHELL'S GOURMET FOODS INC. (1/3)
WESCAST INDUSTRIES INC. (0/12)	LAURENTIAN BANK OF CANADA (4/15)	POTASH CORP. OF SASKATCHEWAN INC. (1/12)
WORKPLACE SAFETY & INSURANCE BOARD (2/7)	LE MOUVEMENT DES CAISSES DESJARDINS (2/22)	SASKATCHEWAN AUTO FUND (4/10)
XEROX CANADA INC. (2/3)	LEROUX STEEL INC. (0/7)	SASKATCHEWAN POWER CORP. (3/11)
ZURICH CANADA (1/12)	LLOYD'S UNDERWRITERS (1/18)	SASKATCHEWAN WHEAT POOL (1/12)
	L'OREAL CANADA INC. (0/5)	SASKENERGY INC. (1/8)
	LOTO-QUÉBEC (2/7)	
	MAAX INC. (1/9)	
	MEDIS HEALTH & PHARMACEUTICAL SERVICES (1/6)	
<b>QUÉBEC (96/993) 10%</b>		
ABITIBI-CONSOLIDATED INC. (1/11)		
AGROPUR, COOPÉRATIVE (1/15)		

† See addendum notes on page 28

## APPENDIX 5: FIGURES AND TABLES

Figure 1: Per Cent of Board Seats Held by Women in FP500 Companies	2
Figure 2: Per Cent of FP500 Companies with Women Directors	3
Figure 3: Per Cent of FP500 Companies with Three or More Women Directors	3
Figure 4: Per Cent of FP500 Companies with 25 Per Cent or More Women Directors	3
Figure 5: Per Cent of Board Seats Held by Women in Canadian-Owned Compared to Foreign-Owned Companies	7
Table 1: FP500 Companies with 25 Per Cent or More Women Directors	4
Table 2: Per Cent Women Directors for Crown Corporations, Financial Institutions, and Insurance Companies	5
Table 3: Per Cent of Crown Corporations, Financial Institutions, and Insurance Companies with Women Directors	6
Table 4: Companies with 25 Per Cent or More Women Directors	6
Table 5: Canadian and Foreign-Owned Companies, by Board Size and Per Cent Women Directors	7
Table 6: Number of Board Seats Held by Individual Directors	8
Table 7: Number of FP500 Companies with Zero Women Directors, by Company Rank, and Average Board Size	8
Table 8: Industries with a High Representation of Women Board Directors	9
Table 9: Industries with a Low Representation of Women Board Directors	9
Table 10: Percentage of Board Seats Held by Women, by Province	10
Table 11: Women Directors, by Nation	10

### Addendum Notes

Alcan Aluminium Ltd. changed their name to Alcan Inc. in March, 2001.

BAE System Canada Inc. changed its name to CMC Electronics Inc. in April, 2001.

BioChem Pharma Inc. was acquired by Shire Pharmaceuticals Group plc on May 25, 2001.

Charlwood Pacific Group changed its name to Uniglobe Travel International.

Chevron Canada Resources merged with Chevron Canada Ltd. to form Chevron Canada Ltd. on December 1, 2000.

Chevron Canada Resources merged with Chevron Canada Ltd. to form Chevron Canada Ltd. on December 1, 2000.

Cominco Ltd. merged with Teck Corp. to form Teck Cominco Ltd. on July 20, 2001.

Encal Energy Ltd. was acquired by Calpine Corp. on April 19, 2001.

EnerMark Income Fund merged with Enerplus Resources Fund on June 21, 2001.

Groupe Brochu-Lafleur changed its name to Groupe Brochu on June 29, 2001.

Harrowston Inc. was acquired by TD Capital in July, 2001.

Monsanto Canada Inc. merged with Pharmacia & Upjohn to form Pharmacia Corp. on March 31, 2000.

Ontario Casino Corp. merged with Ontario Lottery Corp. to form Ontario Lottery and Gaming Corp. in April 2000.

Ontario Lottery Corp. merged with Ontario Casino Corp. to form Ontario Lottery and Gaming Corp. in April 2000.

Prudential Steel Ltd. was acquired by Maverick Tube Corp. on Sept. 22, 2000.

Rand A Technology has changed its name to Rand Worldwide.

Rio Algom Ltd. was acquired by Billiton plc in November 2000. Subsequently, Billiton plc merged with BHP Ltd. to form BHP Billiton Ltd. on June 29, 2001.

Royal Aviation Inc. was acquired by Canada 3000 on March 29, 2001.

Seagram Co. Ltd. was acquired by Vivendi Universal on December 8, 2000.

Shaw Industries Ltd. changed its name to ShawCor Ltd. on May 4, 2001.

St. Laurent Paperboard Inc. was acquired by Smurfit-Stone C.C. on June 1, 2000.

State Farm Group operates in Canada under an extra-provincial license. Under the terms of that license, State Farm Group does not have a board of directors for Canada specifically. The company verified with Catalyst that their United States board of directors shall be considered for the census in lieu of a Canadian-specific board.

Suzu Shier Ltd. changed its name to La Senza Corp. on June 18, 2001.

Teck Corp. merged with Cominco Ltd. to form Teck Cominco Ltd. on July 20, 2001.

Unican Security Systems Ltd. was acquired by Kaba Holding AG in April, 2001.

United Dominion Industries Ltd. was acquired by SPX Corp. on May 24, 2001.

Van Waters & Rogers Ltd. changed its name to Vopak Canada Ltd. on April 1, 2001.

## ACKNOWLEDGMENTS AND CANADIAN ADVISORY BOARD

Catalyst thanks the many individuals in the FP500 corporations who undertook the task of verifying their companies' data. We greatly appreciate their time, willingness to answer questions, as well as the patience it took to prepare data for our analysis.

The staff of Catalyst conceived and executed this study under the guidance of President Sheila W. Wellington, Vice President of Canada Susan Black, Ph.D., and Vice President of Research and Information Services Marcia Kropf, Ph.D. Mathieu Bélanger, Ph.D., managed the research, developed the database needed to support the project, and wrote this report. Adrienne Palmer and Keren Fyman were responsible for communicating with companies and for tabulating the data. Natalia Lee Soy provided guidance to the census team regarding company communications.

Elizabeth McCormick directed the editorial and production efforts with the guidance of Nancy Guida, Vice President of Marketing and Strategy. The report was designed and formatted by Regina Chung. Andrea Juncos copyedited the report and managed the production process.

Finally, Catalyst thanks Bank of Montreal, Bell Canada, Bombardier Inc., Deloitte & Touche LLP, McKinsey & Company, NOVA Chemicals, and Scotiabank for sponsoring this census.

### Catalyst Canadian Advisory Board

<b>Chair</b> F. Anthony Comper Chairman & CEO Bank of Montreal	John Grainger President & CEO Laidlaw Inc.	Bruce B. Simpson Managing Director, Canada McKinsey & Company
Charles Baillie Chairman & CEO TD Bank Financial Group	Jeff M. Lipton President & CEO Nova Chemicals Corporation	Carol Stephenson President Lucent Technologies
Alain Batty President & CEO Ford Motor of Canada, Limited	Niels Ortvad Managing Partner McCarthy Tetrault	Barbara Stymiest President & CEO Toronto Stock Exchange
David H. Laidley Chairman Deloitte & Touche LLP	Irene B. Rosenfeld President Kraft Canada	Sheila W. Wellington President Catalyst

## CATALYST CAN HELP

Catalyst, a nonprofit **membership** organization, offers a variety of services and resources for companies and firms:

Each year, the **Catalyst Member Benchmarking Service**—a complementary benefit available to members only—provides the information companies and firms need to assess their progress on diversity.

Catalyst's **Advisory Services**, a strategic consulting practice available to members only, supports Catalyst's mission by helping companies and firms develop effective strategies to capitalize on the talents of all employees. Our services include strategy development, turnover studies, and workshops on women's networks, mentoring, and flexibility.

Companies retain Catalyst's **Corporate Board Placement** to conduct searches specifically for women board directors.

**Catalyst Research**—supported by an active **Speakers' Bureau** and a variety of publications—provides the knowledge and insight employers need on all aspects of women's advancement.

Catalyst **Publications**, including the most recent Catalyst *Making Change* series, written by the experts at Catalyst, extend the organization's knowledge to a wide range of audiences. Upcoming titles include: *Assessing Your Work Environment*, *Becoming a Diversity Champion*, *Creating a Flexible Workplace*, *Developing a Diversity Recruitment Strategy*, and *Moving Women of Color up the Ladder*.

To find out more about Catalyst's membership, services, and publications, visit us at [www.catalystwomen.org](http://www.catalystwomen.org).

## CATALYST BOARD OF DIRECTORS

### Chair

John F. Smith, Jr.  
Chairman  
General Motors Corporation

Charles O. Holliday, Jr.  
Chairman & CEO  
DuPont

E. Stanley O'Neal  
President & COO  
Merrill Lynch & Co., Inc.

### Treasurer

Barbara Paul Robinson, Esq.  
Partner  
Debevoise & Plimpton

Jeffrey R. Immelt  
Chairman & CEO  
General Electric Company

Katherine Ortega  
Former Treasurer of the United States

### Secretary

Thomas J. Engibous  
Chairman, President & CEO  
Texas Instruments Inc.

Ann Dibble Jordan  
Consultant

Henry M. Paulson, Jr.  
Chairman & CEO  
The Goldman Sachs Group, Inc.

Andrea Jung  
Chairman & CEO  
Avon Products, Inc.

Joseph A. Pichler  
Chairman & CEO  
The Kroger Company

Lord Browne of Madingley  
Group Chief Executive  
BP p.l.c.

Karen Katen  
President, Global Pharmaceuticals  
Pfizer Inc.

Judith Rodin  
President  
University of Pennsylvania

F. Anthony Comper  
Chairman & CEO  
Bank of Montreal

Ann D. McLaughlin Korologos  
Chairman Emeritus  
The Aspen Institute

Stephen W. Sanger  
Chairman & CEO  
General Mills, Inc.

Michael J. Critelli  
Chairman & CEO  
Pitney Bowes, Inc.

Marie-Josée Kravis  
Senior Fellow  
Hudson Institute

Martha R. Seger  
Former Member—Board of Governors  
of the Federal Reserve System

Douglas N. Daft  
Chairman & CEO  
The Coca-Cola Company

Dawn G. Lepore  
Vice Chairman  
Charles Schwab & Co., Inc.

Cam Starrett  
Executive Vice President  
Nestlé USA, Inc.

Carleton S. Fiorina  
Chairman, President & CEO  
Hewlett-Packard Company

Edward M. Liddy  
Chairman, President & CEO  
The Allstate Corporation

James S. Turley  
Chairman & CEO  
Ernst & Young LLP

Ann M. Fudge

Reuben Mark  
Chairman & CEO  
Colgate-Palmolive Company

Lawrence A. Weinbach  
Chairman, President & CEO  
UNISYS Corporation

Christopher B. Galvin  
Chairman & CEO  
Motorola, Inc.

C. Steven McMillan  
Chairman, President & CEO  
Sara Lee Corporation

Sheila W. Wellington  
President  
Catalyst

Jack M. Greenberg  
Chairman & CEO  
McDonald's Corporation

Anne M. Mulcahy  
Chairman & CEO  
Xerox Corporation

John D. Zeglis  
Chairman & CEO  
AT&T Wireless Group

William B. Harrison, Jr.  
President & CEO  
J.P. Morgan Chase & Co.

Joseph Neubauer  
Chairman & CEO  
ARAMARK

### Chairmen Emeriti, Catalyst Board of Directors

John H. Bryan  
Chairman  
Sara Lee Corporation

J. Michael Cook  
Former Chairman  
Deloitte & Touche LLP

Reuben Mark  
Chairman & CEO  
Colgate-Palmolive Company

Advancing women in business.

NEW YORK

120 Wall Street, 5th Floor  
New York, NY 10005-3904  
tel/ 212-514-7600  
fax/ 212-514-8470

SAN JOSE

2825 North First Street, Suite 200  
San Jose, CA 95134-2047  
[westernregion@catalystwomen.org](mailto:westernregion@catalystwomen.org)

TORONTO

110 Yonge Street, 11th Floor  
Toronto, Ontario M5C 1T4  
tel/ 416-815-7600  
fax/ 416-815-7601

[www.catalystwomen.org](http://www.catalystwomen.org)

