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2003 Catalyst Census of Women Board Directors of Canada



ABOUT CATALYST

Catalyst is the leading research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. As an independent, nonprofit membership organization, Catalyst uses a solutions-oriented approach that has earned the confidence of business leaders around the world. Catalyst conducts research on all aspects of women's career advancement and provides strategic and web-based consulting services on a global basis to help companies and firms advance women and build inclusive work environments. In addition, we honor exemplary business initiatives that promote women's leadership with our annual Catalyst Award. Catalyst is consistently ranked No. 1 among U.S. nonprofits focused on women's issues by The American Institute of Philanthropy.

2003 Catalyst Census of Women Board Directors of Canada

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FOREWORD



Catalyst measures the number of women board directors in order to establish accurate statistics on women's advancement in the corporate community. We first published the *Catalyst Census of Women Board Directors of Canada* in 1998 to provide a marker for women's representation in Canadian boardrooms.

The *2003 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 2003 and compare these results to the findings of Catalyst's 2001 census. The story of women's advancement in corporate governance in Canada is one of very limited growth. Although women have made moderate strides in certain aspects, most indicators have remained relatively flat. Specifically, the proportion of companies on the FP500 with a woman present at the boardroom table has not increased in the last two years.

The percentage of women board directors continues to steadily, albeit slowly, increase. In 2003, women hold 11.2 percent of all board seats among the FP500 companies, up from 9.8 percent in 2001. Additionally, 24.6 percent of the FP500 companies have two or more women board directors and 62 FP500 companies have 25 percent or more women directors.

There is much progress yet to be made before women represent a critical mass in corporate governance in Canada. In order for the representation of women board directors to move beyond slow, incremental growth, the number of companies with no women board directors needs to change. Catalyst looks forward to further increases and will continue to report and analyze women's representation in the Canadian boardroom.

A handwritten signature in black ink that reads "Ilene H. Lang". The signature is fluid and cursive, written over a light blue rectangular background.

Ilene H. Lang

President

Catalyst

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INTRODUCTION & KEY FINDINGS

Catalyst has been tracking the representation of women in corporate governance in Canada since 1998.¹ The *2003 Catalyst Census of Women Board Directors of Canada* marks our third census of women board directors in Canada. Catalyst counts the number of women board directors in order to establish accurate statistics on women's advancement in the corporate community. This year's census provides a snapshot of both corporate accomplishment and of work yet to be done.

The census reports findings on companies ranked in the *National Post's* Financial Post 500 list (the "FP500"). Catalyst uses this list because it comprises the largest Canadian companies (ranked by revenue), and it is widely recognized in Canada as the standard measure of corporate performance and market clout.

2003 Key Findings

- ◆ Women hold 11.2 percent of board director positions in the FP500, up from 9.8 percent in 2001.
- ◆ The proportion of companies with no women board directors has remained the same since 2001—at 51.4 percent.
- ◆ Women chair three of the 243 publicly traded companies on the FP500.²
- ◆ Women represent 5.8 percent of the chairs of three committees on all 243 publicly traded FP500 companies—Audit, Human Resources/Compensation, and Nominating/Corporate Governance.
- ◆ Crown corporations have the highest women's representation on boards at 23.7 percent.

In 2003, the story of women's advancement in corporate governance in Canada is one of very limited growth. Although women have made moderate strides in certain aspects, most indicators have remained relatively flat. Specifically, the proportion of companies on the FP500 with a woman present at the board-room table has not increased in the last two years. The number of companies with a critical mass of women in the boardroom (i.e., 25 percent or more) has only increased by ten, from 52 companies in 2001 to 62 in 2003. Additional analyses on census data in 2003 shows that there are only three women who chair the 243 publicly traded companies on the FP500. In short, there is much progress yet to be made before women represent a critical mass in corporate governance in Canada.

¹ This report does not make any reference or comparisons to the *1998 Catalyst Census of Women Board Directors of Canada*, due to a methodological change in composition of the FP500 in 2000.

² Catalyst verified board and committee chair information on publicly traded companies only. Publicly traded companies are subject to regular filings, and as such this pool of companies provides the most consistent and accurate data, as opposed to the entire FP500.

Business Case

Including women in greater numbers on corporate boards is good for business.

Women Are a Potential Source of Competitive Advantage

At only 11.2 percent of board seats, women's representation on FP500 boards of directors lags their influence and impact on the Canadian economy as wage earners, consumers, investors, business owners, and professional and managerial leaders.

- ◆ In 2002, women comprised almost one-half (46.1 percent) of the Canadian workforce, 33.7 percent of management occupations, and 25.0 percent of senior management positions.³
- ◆ In 2000, Canadian women earned \$189 billion.⁴
- ◆ From 2000 to 2010, the number of Canadian women in the labor force is projected to grow at a rate of 9.6 percent, whereas the number of men is only projected to have a growth rate of 5.6 percent for the same time period.⁵

Women remain an untapped boardroom resource. There are enough women experienced and prepared for board service that companies must consider adding women, because they represent a major part of the workforce and the client base. Although there were only 13 women heading FP500 companies in 2002, the same year, women held 752 (14 percent) of FP500 corporate officer positions,⁶ demonstrating their growing representation in the talent pool below the CEO level. Companies that are able to deploy this talent and expertise will have a leg up on their competition.

Presence of Women on Boards Sends a Powerful Message

Companies understand the importance of being recognized by women as an "employer of choice" if they want to recruit and retain high-performing and high-potential talent. Business women are increasingly sophisticated in investigating prospective employers and want to understand if women play powerful roles in the organization. Many companies believe that the presence of directors who are women sends a positive message to this increasingly important segment of the workforce.

Women directors serve as role models for women professionals and managers in the company. Many women recognize the importance of mentors and sponsors to career advancement as well as the difficulty women confront in obtaining this kind of support. These gender-specific experiences represent important resources that boards need.

³ Statistics Canada, Labour Force Survey, 2002.

⁴ Statistics Canada, 2001 Census.

⁵ International Labour Office, Economically Active Population Estimates and Projections, 1950-2010.

⁶ Catalyst, *2002 Catalyst Census of Women Corporate Officers and Top Earners of Canada*, (2003).

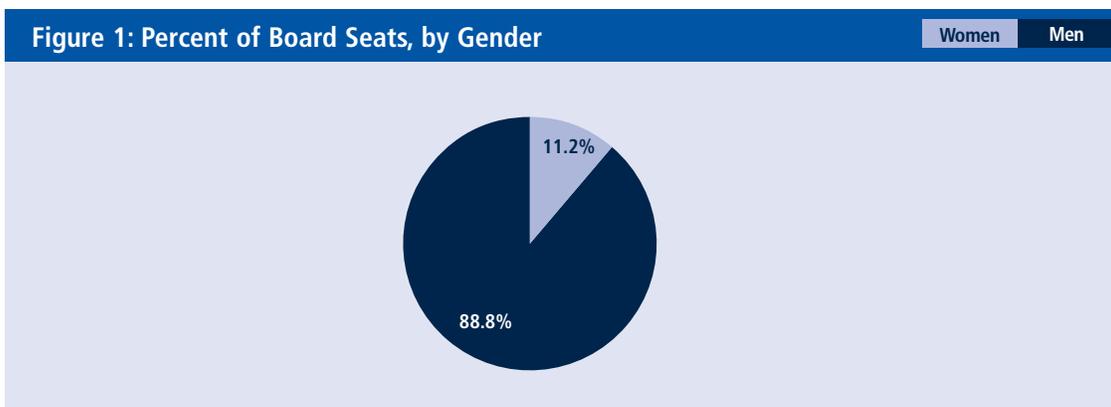
Time for Change

Taking stock of today's business world makes it clear that it is time for change. It is time for women to hold more than 11.2 percent of board seats in FP500 companies. It is also time for 120 FP500 companies to include more than one woman on their boards. Finally, it is time for 257 FP500 boards to include at least one woman.

WOMEN BOARD DIRECTORS—THE FP500 PERSPECTIVE

What Proportion of Board Directors in the FP500 Are Women?

As of June 3, 2003, women hold 476 of the 4,247 board director positions in the FP500. In other words, women comprise 11.2 percent of all boards seats, while men occupy the remaining 88.8 percent. Approximately one out of every nine board seats is held by a woman.



Has the Proportion of Women Board Directors Changed from 2001 to 2003?

Between 2001 and 2003, the absolute number of board seats held by women increased from 431 to 476, despite a decrease in the total number of board seats, from 4,421 in 2001 to 4,247 in 2003. The proportion of board seats held by women increased 1.4 percentage points, from 9.8 percent in 2001 to 11.2 percent in 2003.



How Many Companies Have No Women Board Directors?

In 2003, more than one-half (51.4 percent or 257) of FP500 companies have no women board directors. Again, this number was exactly the same in 2001.⁷



⁷ The composition group of companies with no women board directors has changed between 2001 and 2003. Of the 257 companies, 168 are the same companies in 2003 as in 2001. In 2003, 65 companies with zero women board directors are new to the FP500, and 24 companies have decreased in women's representation on the board of directors to zero from one or more board seats held by women in 2001.

However, the percentage of companies with two or more women board directors has increased 2.6 percentage points, from 22.0 percent (110 companies) in 2001 to 24.6 percent (123 companies) in 2003.

Figure 4: Percent of Companies with Multiple Women Board Directors, 2001-2003



How Many Companies Have 25 Percent or More Women Board Directors?

A select number of companies are leading the way with comparatively larger proportions of women in their leadership ranks. 12.4 percent of all FP500 companies (62 companies) have at least 25 percent women board directors, up from 10.4 percent (52 companies) in 2001. Nine FP500 companies have 50 percent or more board seats held by women, compared to just five companies in 2001. These companies are listed in the following table.

Table 1: FP500 Companies with 25 Percent or More Board Seats Held by Women

2003 FP Rank	Company	Total Number of Board Directors	Percent of Women Board Directors
305	Amex Bank of Canada Inc.	3	66.7
378	Vancouver City Savings Credit Union	9	66.7
94	Hewlett-Packard Company (Canada)	2	50.0
160	Société des alcools du Québec*	10	50.0
190	Honeywell Ltd.	4	50.0
315	Corus Entertainment Inc.	10	50.0
368	Saskatchewan Auto Fund*	10	50.0
419	Manitoba Liquor Control Commission*	8	50.0
435	Manitoba Lotteries Corp.*	10	50.0
347	Farm Credit Corp.*	11	45.5
100	Insurance Corp. of British Columbia*	9	44.4
169	British Columbia Lottery Corp.*	9	44.4
289	Calgary Co-operative Association Ltd.	9	44.4
96	Liquor Control Board of Ontario*	7	42.9
428	Aliments Breton Canada Inc.	7	42.9
102	Loto-Québec*	5	40.0
450	W.G. Thompson & Sons Ltd.	10	40.0

*Crown corporations

Table 1 (continued): FP500 Companies with 25 Percent or More Board Seats Held by Women

2003 FP Rank	Company	Total Number of Board Directors	Percent of Women Board Directors
391	British Columbia Buildings Corp.*	8	37.5
246	Saskatchewan Telecommunications*	11	36.4
73	The Jean Coutu Group (PJC) Inc.	15	33.3
101	EPCOR Utilities Inc.*	12	33.3
104	Workplace Safety & Insurance Board*	6	33.3
122	Canada Mortgage and Housing Corp.*	9	33.3
155	Co-operators General Insurance Co.	21	33.3
174	Unilever Canada Ltd.	3	33.3
213	Saskatchewan Power Corp.*	12	33.3
308	Sun Microsystems of Canada Inc.	3	33.3
354	Schlumberger Canada Ltd.	3	33.3
358	Business Development Bank of Canada*	15	33.3
363	Canadian Broadcasting Corp.*	12	33.3
372	Co-operators Life Insurance Co.	21	33.3
464	I.M.P. Group International Inc.	6	33.3
472	Coast Capital Savings Credit Union	16	31.3
132	Bank of Canada*	13	30.8
36	Sears Canada Inc.	10	30.0
38	British Columbia Hydro & Power Authority*	10	30.0
35	Le Mouvement des caisses Desjardins	21	28.6
148	James Richardson & Sons, Limited	7	28.6
407	Parkland Income Fund	7	28.6
443	Caisse centrale Desjardins	21	28.6
65	National Bank of Canada	18	27.8
228	Merck Frosst Canada & Co.	18	27.8
44	Canada Post Corp.*	11	27.3
202	Laurentian Bank of Canada	15	26.7
284	The Independent Order of Foresters	15	26.7
420	VIA Rail Canada Inc.*	15	26.7
84	Federated Co-operatives Ltd.	19	26.3
93	Potash Corp.	12	25.0
140	Charlwood Pacific Group	4	25.0
182	Pepsi-Cola Canada Ltd.	4	25.0

*Crown corporations

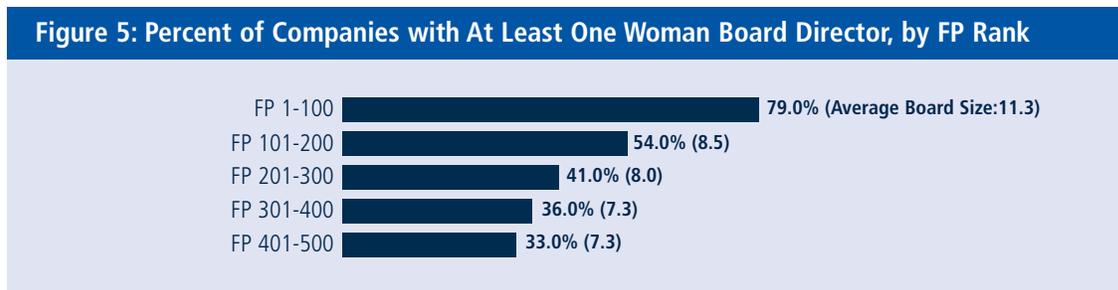
Table 1 (continued): FP500 Companies with 25 Percent or More Board Seats Held by Women

2003 FP Rank	Company	Total Number of Board Directors	Percent of Women Board Directors
183	Xerox Canada Inc.	4	25.0
198	EDS Canada Inc.	4	25.0
201	Emera Inc.	12	25.0
205	Glaxo SmithKline Inc.	4	25.0
302	Toronto Transit Commission*	8	25.0
303	PricewaterhouseCoopers LLP	4	25.0
380	Aventis Pharma Inc.	4	25.0
398	Chubb Insurance Co.	8	25.0
401	Thrifty Foods	4	25.0
411	RioCan Real Estate Investment Trust	8	25.0
433	Newfoundland and Labrador Hydro*	8	25.0
479	Pitney Bowes of Canada Ltd.	4	25.0

*Crown corporations

Do Larger Companies Have More Women on Their Boards?

In 2003, higher-ranked FP500 companies, by revenue, are more likely to have at least one woman on their boards of directors.⁸ Seventy-nine of the top 100 companies on the FP500 have at least one woman director, whereas only 33 of the lowest 100 companies in the FP500 have at least one woman board director. This finding held true in 2001.



⁸ FP500 companies with larger revenues have larger boards, which is correlated with the number of women on company boards.

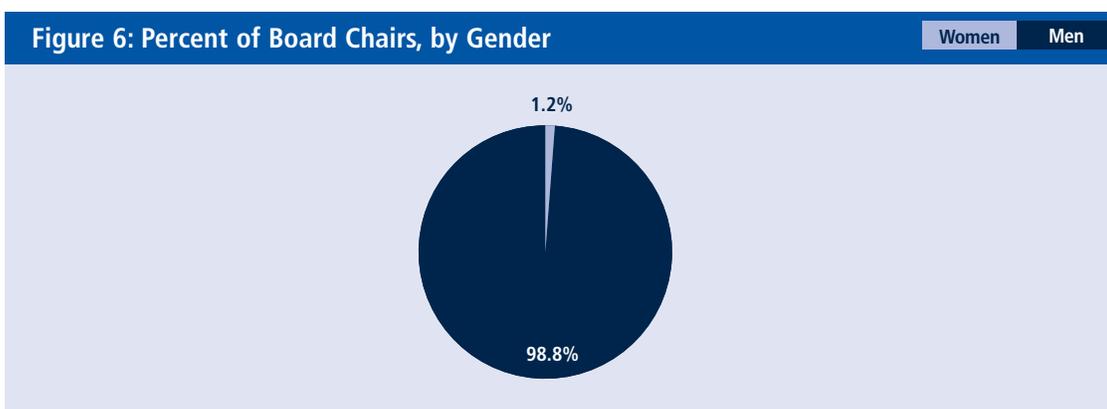
WOMEN CHAIRS

Women Board Chairs

This year, Catalyst gathered board chair information on all publicly traded FP500 companies. There are 243 publicly traded companies on the 2003 FP500. We asked each company to verify the name and gender of its board chair.⁹

What Proportion of Companies Do Women Chair?

In 2003, women chair three (1.2 percent) of the 243 publicly traded companies on the FP500. This number is half the number of women who head publicly traded FP500 companies, as reported in the 2002 *Catalyst Census of Corporate Officers and Top Earners of Canada*.



Which Companies Do Women Chair?

The three publicly traded companies chaired by women are listed below.

Table 2: Publicly Traded FP500 Companies Chaired by Women

2003 FP Rank	Company Name	Board Chair Name
287	Indigo Books & Music Inc.	Heather Reisman
300	Samuel Manu-Tech Inc.	Elizabeth J. Samuel
315	Corus Entertainment Inc.	Heather A. Shaw

Women Committee Chairs

In addition to board chair information, Catalyst gathered board committee chair information on all 243 publicly traded FP500 companies. Committees are an important board feature—they serve as a structure of the board’s methods of operation; they “convey an image of responsible activity to the external environment;” and they also serve to “reduce directors’ exposure to liability.”¹⁰ Committee chairs are

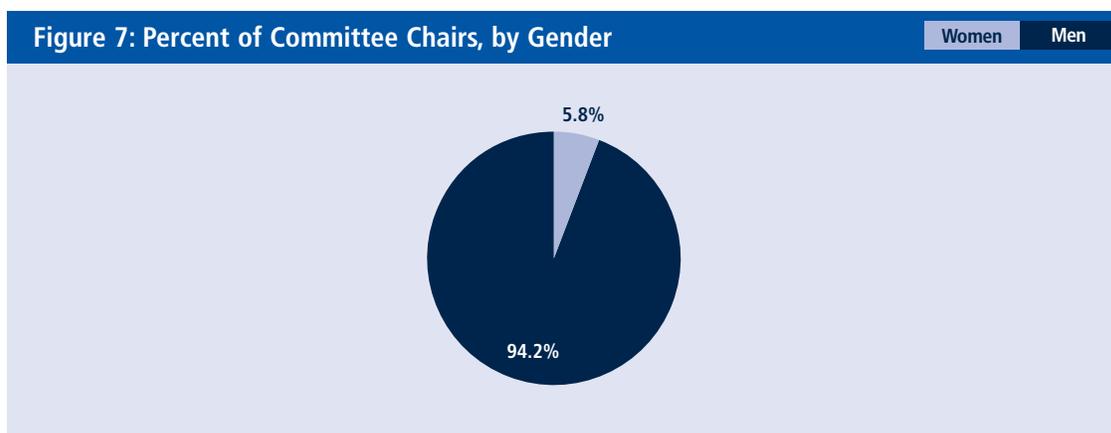
⁹ As of June 3, 2003, six of the 243 publicly traded companies reported no individual board chairs, and one company reported two co-chairs. There are two publicly traded companies for which we have no board chair information.

¹⁰ J. Richard Harrison, “The Strategic Use of Corporate Board Committees,” *California Management Review* Vol. 30, Iss. 1 (Fall 1987): p. 109-125.

responsible for directing committee activity. We examined these positions of additional responsibility in order to determine how women are represented across levels of board activity. We asked companies to verify the names and genders of the chairs of three committees: Audit, Human Resources/Compensation, and Nominating/Corporate Governance.¹¹ We focused on these three committees because they are critical committees found most consistently across publicly held companies.

What Proportion of Committee Chairs Are Women?

In 2003, 5.8 percent of chairs of the Audit, Human Resources/Compensation, and Nominating/Corporate Governance are women. In other words, 33 of the 569 chairs of these three committees on publicly traded FP500 companies are women. Despite the fact that women hold 9.0 percent of board seats on public companies, they only represent 5.8 percent of the three committee chair positions.



Which Committees Are More Likely to Be Chaired by Women?

In 2003, women are more likely to chair the Audit and Nominating/Corporate Governance committees than the Human Resources/Compensation committee. Women represent 7.1 percent of committee chairs in the former two committees, and only 3.4 percent in the latter committee.

Table 3: Percent of Women Committee Chairs, by Committee

Committee Title	Total Number of Committee Chairs	Number of Women Committee Chairs	Percent of Women Committee Chairs
Audit	210	15	7.1
Nominating/Corporate Governance	154	11	7.1
Human Resources/Compensation	205	7	3.4
Total	569	33	5.8

¹¹ For a detailed explanation of the analysis of committee chairs, please refer to the Methodology section on page 17.

WOMEN BOARD DIRECTORS—THE INDIVIDUAL PERSPECTIVE

How Many Board Seats Do Individual Women and Men Hold?

In 2003, 382 individual women hold a total of 476 board director positions in FP500 companies, an average of 1.2 seats per woman. This figure has not changed since 2001. The average is identical for men at 1.2 seats per man, which has also remained the same since 2001. In the FP500, 3,102 individual men hold 3,771 board seats. The percentage of men and women holding one seat and multiple seats, respectively, has not changed significantly between 2001 and 2003. Eighty-six percent of individual directors hold one seat. This percentage is identical for men and women directors.

What Proportion of Women Board Directors Are Classified as “Inside” Compared to Men Board Directors?

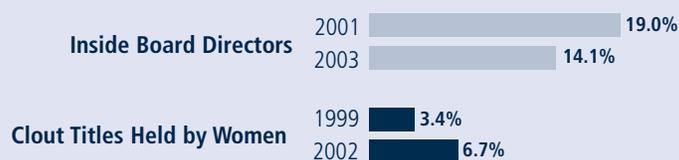
Board directors who hold executive positions at the company in addition to their board seats are classified as “inside” directors. Catalyst asked companies to verify which of their board directors are inside directors and outside directors. In 2003, board seats held by women are less likely to be inside seats than those held by men. 14.1 percent of board seats held by women (67 out of 476) are classified as inside seats, whereas 26.5 percent of board seats held by men (999 out of 3,771) are classified as inside. This comparison likely reflects the low percentages of women in clout positions.¹² As reported in the *2002 Catalyst Census of Women Corporate Officers and Top Earners of Canada*, the percentage of the highest “clout titles” held by women is 6.7 percent. These are the positions held by many inside directors.

Figure 8: Percent of Inside Board Directors, by Gender



The percentage of board director seats classified as inside has decreased in a similar fashion for men and women since 2001—from 19.0 percent to 14.1 percent for women, and from 29.0 percent to 26.5 percent for men. However, the percent of women corporate officers with clout titles has increased, from 3.4 percent in 1999 to 6.7 percent in 2002. This suggests that the increase in the number of women at the top of the corporate ladder has not been accompanied by a greater number of women elected to boards.

Figure 9: Inside Board Seats and Clout Titles Held by Women



¹² Clout titles include the highest titles at a company: chief executive officer, chairman, vice chairman, president, chief operating officer, senior executive vice president, and executive vice president.

WOMEN BOARD DIRECTORS—THE COMPANY PERSPECTIVE

Does the Representation of Women on Boards Differ in Public, Private, Crown, and Co-operative Companies?

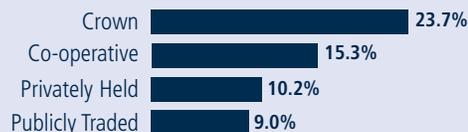
The FP500 list is split almost evenly between publicly traded and non-publicly traded companies.

- ◆ A publicly traded company has shares traded on a stock exchange.
- ◆ Non-publicly traded companies include:
 - ◆ Privately held companies—Companies owned by one or several individual(s), family, or parent company, and do not trade shares on the stock market. Included in this group are foreign subsidiaries of companies whose parent company’s shares are traded on a stock exchange.
 - ◆ Crown corporations—Companies owned by either federal or provincial governments.
 - ◆ Co-operatives—Companies owned by a collective of individuals.

On the 2003 FP500, there are 243 publicly traded companies, 201 privately held companies, 49 crown corporations, and 7 co-operatives.

In 2003, there is a higher representation of women on the boards of crown corporations than on any other type of FP500 company in terms of ownership. At crown corporations, women hold 23.7 percent of board seats—compared to 15.3 percent of board seats at the 7 co-operatives on the FP500, 10.2 percent at privately held companies, and 9.0 percent at publicly traded companies on the FP500.

Figure 10: Percent of Board Seats Held by Women, by Company Ownership



Crown corporations lead the way in terms of women’s presence on boards. 93.9 percent of crown boards have at least one women board director. Co-operatives also have a comparatively high percentage of companies with at least one woman board director, at 92.3 percent. Interestingly, although the percentage of women board directors at private companies is higher than at public companies, it is public companies that are more likely to have at least one woman on their boards. More than one-half (52.3 percent) of public companies on the FP500 list have at least one woman board director. In private companies, less than one-third, or 31.8 percent of companies, have a woman on their boards.

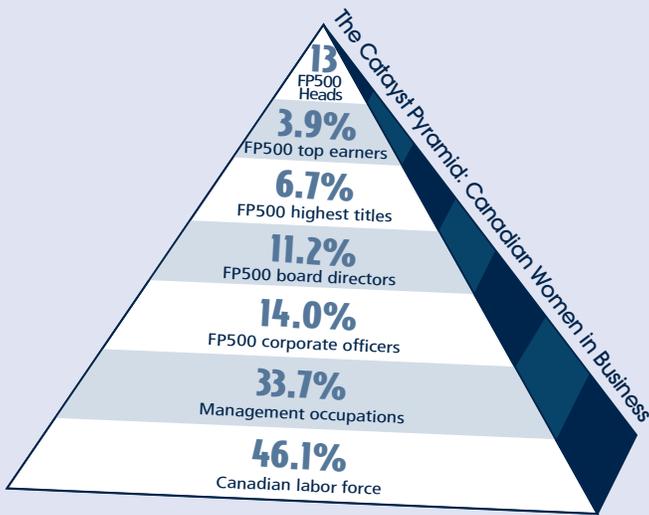
The average board size may partially explain why private companies have a larger percentage of board seats held by women. The difference in percentages reflects the pool size of the boards as well as the number of women seated on the board. In the 243 publicly traded companies, women hold 220 of the total 2,453 board seats. In the 201 private companies, there are only 122 women out of the total 1,199 seats held. The group of public companies have more board seats held by women, but also more total seats, and as such, lower percentages. For a discussion on how women’s representation of boards differs between Canadian-owned and foreign-owned companies, please refer to Appendix 5.

	Number of Companies	Total Number of Board Seats	Average Board Size	Total Number of Board Seats Held by Women	Percent of Board Seats Held by Women
Public	243	2,453	10.1	220	9.0
Private	201	1,199	6.0	122	10.2
Crown	49	510	10.4	121	23.7
Co-operative	7	85	12.1	13	15.3

Does the Representation of Women on Boards Differ Across Countries?

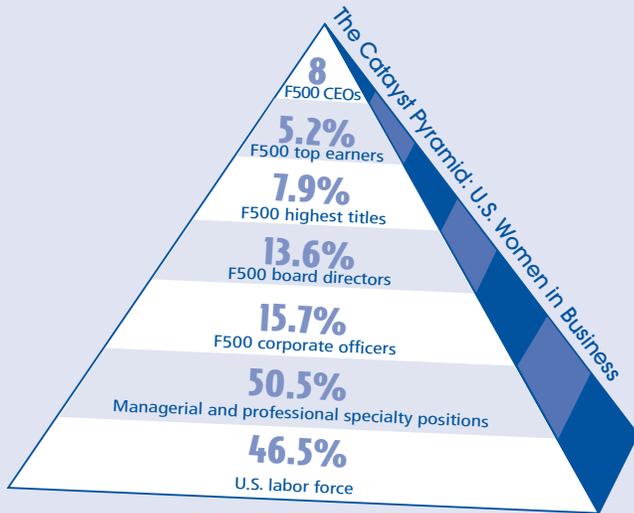
In 2003, Catalyst published the *2003 Catalyst Census of Women Board Directors*, Catalyst’s biennial census of women board directors in the United States based on *Fortune* magazine’s list of the top 500 companies in the United States. In 2003, the Equal Opportunity for Women in the Workplace Agency (EOWA), an Australian Federal Government Agency, partnered with Catalyst and published the *2003 Australian Census of Women Board Directors*. A comparison of Catalyst’s FP500 and F500 and the Australian ASX200 findings indicates that on the FP500, at 11.2 percent, women represent a lower percentage than on the F500—at 13.6 percent, but a higher percentage than on the ASX200—at 8.4 percent.

Figure 11: The Catalyst Pyramid—Canadian, U.S., and Australian Women in Business



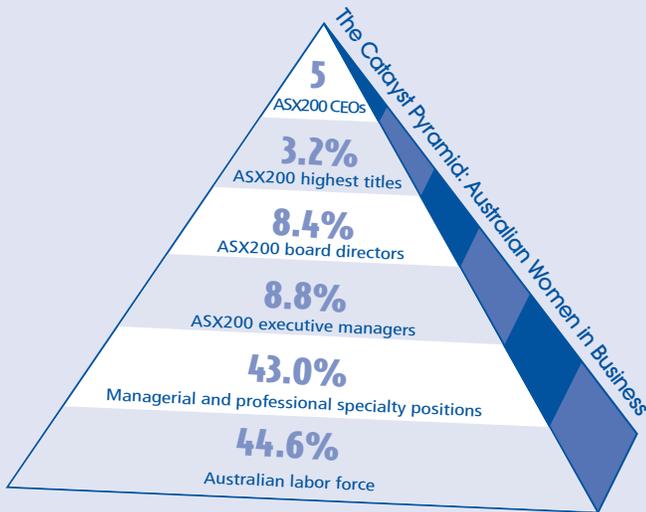
Canada

Sources:
 Statistics Canada, Labour Force Survey, 2002.
 Catalyst, 2003 Catalyst Census of Women Board Directors of Canada.
 Catalyst, 2002 Catalyst Census of Women Corporate Officers and Top Earners of Canada.



United States

Sources:
 Bureau of Labor Statistics, *Employment & Earnings*, January 2003.
 Catalyst, 2003 Catalyst Census of Women Board Directors.
 Catalyst, 2002 Catalyst Census of Women Corporate Officers and Top Earners.

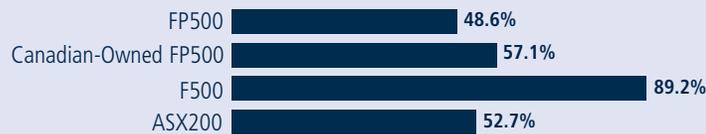


Australia

Sources:
 EOWA, 2003 Census of Women Board Directors & Executive Managers.
 ABS, Australian Labour Market Statistics 6105.0. July 2003.

The number of FP500 companies with at least one board seat held by a woman is nearly one-half of the number of F500 companies, and slightly less than the number of ASX200 companies. 57.1 percent of FP500 companies have at least one board seat held by a woman, versus 89.2 percent of F500 companies, and just over one-half (52.7 percent) of ASX200 companies.

Figure 12: Percent of Companies with At Least One Woman Board Director, by Country



Similarly, the number of companies with multiple (i.e., two or more) women board directors is almost double in the United States. 24.6 percent of FP500 companies have more than one board seat held by a woman, compared to 47.6 percent of F500 companies. On the ASX200, 10.7 percent of companies have multiple board seats held by women.

Table 5: Percent of Companies with Multiple Women Board Directors, by Country

	Number of Companies	Total Number of Boards Seats Held by Women	Total Number of Board Seats	Average Board Size	Percent of Companies with Multiple Women Board Directors
FP500	500	476	4,247	8.5	24.6
Canadian-Owned FP500	333	399	3,288	9.9	32.1
F500	500	779	5,711	11.4	47.6
ASX200	196	121	1,481	7.6	10.7

WOMEN BOARD DIRECTORS—THE INDUSTRY PERSPECTIVE

Which Industries Have a Higher Representation of Women Board Directors?

Credit unions, entertainment, and insurance (both property and casualty as well as life and health) have the highest representation of women board directors. The top ten FP500 industries in terms of women's representation on boards of directors are listed below.

Table 6: Industries with Higher Representation of Women Board Directors

Industry*	Number of Companies	Number of Board Directors	Number of Women Board Directors	Percent of Women Board Directors
Credit Unions	5	79	25	31.6
Entertainment	11	88	19	21.6
Life & Health Insurance	10	142	28	19.7
Property & Casualty Insurance	17	175	34	19.4
Banks	13	161	29	18.0
Food & Drugstores	12	107	18	16.8
General Merchandisers	6	63	10	15.9
Specialty Retailers	18	120	19	15.8
Publishing & Printing	4	39	6	15.4
Gas/Electrical Utilities, Pipelines	21	224	34	15.2

* Based on FP500 listings

Which Industries Have a Lower Representation of Women Board Directors?

Gold mining; motor vehicles and parts; and mining, metals, and minerals are among those industries with the lowest representation of women board directors.

Table 7: Industries with Lower Representation of Women Board Directors

Industry*	Number of Companies	Number of Board Directors	Number of Women Board Directors	Percent of Women Board Directors
Gold Mining	5	49	1	2.0
Motor Vehicles & Parts	19	116	4	3.4
Mining, Metals & Minerals	11	103	4	3.9
Steel Production	11	99	4	4.0
Breweries, Distillers, Beverages	4	43	2	4.7
Information Technology	13	72	4	5.6
Engineering/Construction	18	141	8	5.7
Oil & Gas Field Services	7	52	3	5.8
General Manufacturing	42	269	17	6.3
Wholesalers/Distributors	26	173	11	6.4

* Based on FP500 listings; includes only those industries with at least three companies on the FP500.

CONCLUSION

The *2003 Census of Women Board Directors of Canada* is Catalyst's third report on women's advancement in corporate governance in Canada. With every year, we expand our research in order to provide a fuller understanding of the progress of women directors on boards. This year, we included a count of board chairs and chairs of committees given the critical leadership role these positions have on boards.

These new measures enrich the fundamental goal of our censuses: to increase women's advancement in corporate governance in Canada over time. The percentage of women board directors continues to steadily, albeit slowly, increase—in 2003, women hold 11.2 percent of board director positions in the FP500, up from 9.8 percent in 2001. Also, a greater proportion of companies have multiple women board directors in 2003; indeed, more companies have achieved a "critical mass"—25 percent or more—of women board directors in 2003 than in 2001.

These trends, however, are offset by the lack of movement in other key areas. For example, despite the increase in the proportion of companies with multiple women board directors in 2003, the proportion of FP500 companies with at least one woman board director has remained flat. This finding tells us that the increase in the percentage of women board directors is not accompanied by an increase in the actual number of companies with women board directors. In order for the representation of women board directors to move beyond slow, incremental growth, the number of companies with a woman on their boards needs to increase. Canadian boards need to demand slates that reflect specific business competencies and a diverse pool of candidates.

METHODOLOGY

What differentiates Catalyst's census research is that we consistently verify our data and provide comparability over time and across industries and geographies. Catalyst literally counts the number of women and men in leadership posts. This census methodology ensures that all members of the target populations are counted, providing a precise picture of women's status and progress that is comparable from year to year. While Catalyst does provide companies with repeated opportunities to confirm the accuracy of their data, we publish the publicly available information without their verification if necessary.

In June 2003, Catalyst sent a letter to our contact in each of the FP500 companies (as published in the June 2003 issue of the *National Post Business Magazine*). The letter requested companies to:

1. Certify the company's total number of board directors and of women board directors as of the cut-off date of June 3, 2003.
2. Verify the name, profession, and gender for each of the company's board directors as of June 3, 2003.
3. Confirm which directors are inside directors versus outside directors.
4. Confirm the name and gender of the following chairs:
 - ◆ Board Chair
 - ◆ Audit Committee Chair
 - ◆ Human Resources/Compensation Chair
 - ◆ Nominating/Corporate Governance Chair

If companies did not respond to the initial letter, Catalyst staff made follow-up calls. If companies still did not verify, Catalyst's president sent a letter to the company's chief executive. The purpose of the letter was to inform the company that we had not received its company-vetted data, and that we would publish publicly available data even if the company did not provide verification. Catalyst sent a total of 331 follow-up letters to chief executives of FP500 companies by mail or fax. For those companies that, despite repeated attempts, did not verify their data, Catalyst obtained the data from public sources, including annual reports and management proxy statements. In 2003, 434 (87 percent) companies verified their data.

Chairs of Boards and Committees

In an effort to build our understanding of the status of women on Canadian corporate boards, this report includes several additions not present in the 2001 census.

Board Chairs

In 2003, we counted the number of board chairs of every publicly traded FP500 company. The chair of an organization has a critical leadership role. The Board Chair leads the Board of Directors in assuring the integrity of the board's processes and in setting the agenda for board meetings.

Chairs of Board Committees

This census includes a count of the women and men who chair three board committees of publicly traded companies—Audit, Human Resources/Compensation, and Nominating/Corporate Governance. We examined these positions of additional board responsibility in order to determine how women are represented across levels of board activity. We focused on these three committees in particular, because they are critical committees that are found most consistently across publicly traded companies.

Catalyst asked every publicly traded company on the FP500 to verify information on three committees: Audit, Human Resources/Compensation, and Nominating/Corporate Governance. Not every public company had chairs for all three committees, and some public company boards did not have the three distinct committees. The analysis only includes those committees whose chair was identified. For example, if a company did not indicate upon verification that its Audit committee had a chair, the Audit committee at that company was not included in the analysis. If a company combined two committees, then the chair of that committee was only counted once. For example, if a company verified that its Human Resources/Compensation committee also served the purpose of the Nominating/Corporate Governance committee, the chair of that committee was counted as the chair of the Human Resources/Compensation committee, and the Nominating/Corporate Governance committee at that company was not included in the analysis. If the same individual chaired two committees, which the company verified as being two separate committees, then both committees at that company were included in the analysis.

Public, Private, Crown, and Co-operative Companies

The FP500 list is diverse in terms of company ownership. In 2003, less than one-half of the FP500 companies were publicly traded. A publicly traded company has held an initial public offering and its shares are traded on a stock exchange or in the over-the-counter market. Public companies are subject to periodic filing and other obligations under the federal securities laws. Privately held companies are owned by one or several individual(s), family, or parent company, and do not trade shares on the stock market. Crown corporations are companies owned by either federal or provincial governments. Co-operatives are companies owned by a collective of individuals. For the purposes of the report, we determined ownership based on data provided in the FP500 listing.

Canadian-Owned and Foreign-Owned Companies

Many large FP500 companies operating in Canada are not majority Canadian-owned entities. Foreign investment has long been a significant feature of the Canadian corporate sector. Approximately one-third of the 2003 FP500 list comprises foreign-owned companies operating in Canada. In this report, Catalyst defines company ownership based on the definition used by Statistics Canada. According to Statistics Canada, in the "Corporate Returns Act, 1999," there are two types of foreign control: direct and effective control.¹³ Direct control is ownership of at least 50 percent of a firm's shares; effective control is ownership of at least 33 percent of a firm's shares, provided the sum of the shares owned by the next two largest shareholders is less than that of the shares owned by the shareholders in question. We consider a company "foreign," according to the effective control definition. For the purposes of the report, we determined ownership based on data provided in the FP500 listing.

¹³ Statistics Canada, *Corporate Returns Act, 1999*.

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, RANKED BY COMPANY AND REVENUE

Rank	Company	Total		Percent of
		Women Directors	Total Directors	Women Directors
1	GENERAL MOTORS OF CANADA LTD.	0	11	0.0
2	GEORGE WESTON LTD.	2	11	18.2
3	BOMBARDIER INC.	2	13	15.4
4	FORD MOTOR CO.	1	5	20.0
5	ROYAL BANK OF CANADA	3	17	17.6
6	SUN LIFE FINANCIAL SERVICES OF CANADA	4	17	23.5
7	ONEX CORP.	1	10	10.0
8	MAGNA INTERNATIONAL INC.	1	12	8.3
9	BCE INC.	2	14	14.3
10	ALCAN INC.	0	11	0.0
11	DAIMLERCHRYSLER CANADA INC.	1	7	14.3
12	POWER CORP.	1	16	6.3
13	THE BANK OF NOVA SCOTIA	3	18	16.7
14	CANADIAN IMPERIAL BANK OF COMMERCE	3	20	15.0
15	IMPERIAL OIL LTD.	1	9	11.1
16	THE TORONTO-DOMINION BANK	2	16	12.5
17	NORTEL NETWORKS CORP.	1	10	10.0
18	MANULIFE FINANCIAL CORP.	2	14	14.3
19	BANK OF MONTREAL	3	15	20.0
20	HYDRO-QUÉBEC	3	17	17.6
21	HONDA CANADA INC.	0	6	0.0
22	THE THOMSON CORP.	1	16	6.3
23	QUEBECOR INC.	1	11	9.1
24	ENCANA CORP.	1	14	7.1
25	EMPIRE CO.	1	15	6.7
26	PETRO-CANADA	2	11	18.2
27	AIR CANADA	1	14	7.1
28	CANADA LIFE FINANCIAL CORP.	2	16	12.5
29	FAIRFAX FINANCIAL HOLDINGS LTD.	0	4	0.0
30	HUDSON'S BAY CO.	2	13	15.4
31	COSTCO WHOLESALE CANADA LTD.	1	8	12.5
32	SHELL CANADA LTD.	2	11	18.2
33	TELUS CORP.	0	12	0.0
34	LAIDLAW INC.	2	11	18.2
35	LE MOUVEMENT DES CAISSES DESJARDINS	6	21	28.6
36	SEARS CANADA INC.	3	10	30.0
37	HUSKY ENERGY INC.	2	14	14.3
38	BRITISH COLUMBIA HYDRO & POWER AUTHORITY	3	10	30.0
39	MCCAIN FOODS LTD.	0	9	0.0
40	CANADIAN NATIONAL RAILWAY CO.	2	15	13.3
41	NORANDA INC.	1	14	7.1
42	THE KATZ GROUP	0	1	0.0
43	CANADIAN TIRE CORP.	3	16	18.8
44	CANADA POST CORP.	3	11	27.3
45	ONTARIO POWER GENERATION INC.	2	11	18.2
46	THE JIM PATTISON GROUP	0	8	0.0
47	DOMTAR INC.	2	12	16.7
48	CANADA SAFEWAY LTD.	0	3	0.0
49	ONTARIO LOTTERY AND GAMING CORP.	1	8	12.5
50	IBM CANADA LTD.	0	1	0.0
51	MCKESSON CANADA CORP.	1	6	16.7
52	CANADIAN ULTRAMAR CO.	0	4	0.0
53	TRANSCANADA PIPELINES LTD.	2	12	16.7
54	METRO INC.	3	13	23.1
55	ABITIBI-CONSOLIDATED INC.	2	11	18.2
56	MAPLE LEAF FOODS INC.	1	13	7.7
57	SUNCOR ENERGY INC.	2	12	16.7
58	NOVA CHEMICALS CORP.	2	13	15.4
59	BRASCAN CORP.	2	18	11.1
60	ENBRIDGE INC.	1	12	8.3
61	TALISMAN ENERGY INC.	1	10	10.0
62	ROGERS COMMUNICATIONS INC.	2	17	11.8
63	CANADIAN WHEAT BOARD	1	14	7.1
64	CP SHIPS LTD.	0	9	0.0
65	NATIONAL BANK OF CANADA	5	18	27.8
66	HYDRO ONE INC.	2	12	16.7
67	SHOPPERS DRUG MART	2	11	18.2
68	TOYOTA CANADA INC.	0	5	0.0
69	GREAT ATLANTIC & PAC.	0	9	0.0
70	AGRICORE UNITED	1	15	6.7
71	CANADIAN PACIFIC RAILWAY LTD.	1	11	9.1
72	CASCADES INC.	1	14	7.1
73	THE JEAN COUTU GROUP (PJC) INC.	5	15	33.3
74	DOFASCO INC.	1	10	10.0
75	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC	3	14	21.4
76	CARGILL LTD.	0	4	0.0
77	CANADIAN NATURAL RESOURCES LTD.	0	9	0.0
78	SAPUTO INC.	2	10	20.0
79	SNC-LAVALIN GROUP INC.	2	12	16.7
80	INCO LTD.	2	12	16.7
81	TEMBEC INC.	2	12	16.7
82	GENERAL ELECTRIC CANADA INC.	0	5	0.0
83	AGRIUM INC.	1	11	9.1
84	FEDERATED CO-OPERATIVES LTD.	5	19	26.3
85	FINNING INTERNATIONAL INC.	1	12	8.3
86	MITSUI & CO.	0	5	0.0
87	MOORE CORP. †	1	7	14.3
88	ATCO LTD.	1	11	9.1
89	NEXEN INC.	0	10	0.0
90	SIEMENS CANADA LTD.	1	8	12.5
91	BARRICK GOLD CORP.	0	13	0.0
92	PCL CONSTRUCTION GROUP INC.	0	11	0.0
93	POTASH CORP.	3	12	25.0
94	HEWLETT-PACKARD (CANADA) CO.	1	2	50.0
95	ALBERTA GAMING AND LIQUOR COMMISSION	1	7	14.3
96	LIQUOR CONTROL BOARD OF ONTARIO	3	7	42.9
97	INDUSTRIAL-ALLIANCE LIFE INSURANCE CO.	3	15	20.0
98	STELCO INC.	1	11	9.1
99	SASKATCHEWAN WHEAT POOL	1	12	8.3
100	INSURANCE CORP. OF BRITISH COLUMBIA	4	9	44.4

† See addendum notes on page 43

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, RANKED BY COMPANY AND REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent of Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent of Women Directors
101	EPCOR UTILITIES INC.	4	12	33.3	151	MDS INC.	2	10	20.0
102	LOTO-QUÉBEC	2	5	40.0	152	TRANSCONTINENTAL INC.	2	11	18.2
103	GERDAU AMERISTEEL CORP.	0	9	0.0	153	TRIZEC CANADA INC.	0	6	0.0
104	WORKPLACE SAFETY & INSURANCE BOARD	2	6	33.3	154	EXTENDICARE INC.	0	13	0.0
105	MASONITE INTERNATIONAL CORP.	0	9	0.0	155	CO-OPERATORS GENERAL INSURANCE CO.	7	21	33.3
106	ING CANADA INC.	3	13	23.1	156	TRANSALTA CORP.	1	11	9.1
107	PARMALAT CANADA LTD.	0	4	0.0	157	JDS UNIPHASE CANADA LTD.	0	2	0.0
108	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC	1	15	6.7	158	BC GAS INC. †	2	11	18.2
109	AVIVA CANADA INC.	0	10	0.0	159	IPSCO INC.	1	13	7.7
110	DUPONT CANADA INC.	1	10	10.0	160	SOCIÉTÉ DES ALCOOLS DU QUÉBEC	5	10	50.0
111	KRUGER INC.	0	10	0.0	161	PRECISION DRILLING CORP.	0	7	0.0
112	ALIMENTATION COUCHE-TARD INC.	1	10	10.0	162	CCL INDUSTRIES INC.	0	9	0.0
113	TORONTO HYDRO CORP.	0	10	0.0	163	NESTLÉ CANADA INC.	1	5	20.0
114	THE MARITIME LIFE ASSURANCE CO.	3	17	17.6	164	EXPORT DEVELOPMENT CANADA	1	14	7.1
115	LEAR CANADA LTD.	0	5	0.0	165	WEST FRASER TIMBER CO.	0	10	0.0
116	PRATT & WHITNEY CANADA CORP.	0	3	0.0	166	HOLLINGER INC.	2	13	15.4
117	RONA INC.	2	13	15.4	167	WEYERHAEUSER CO.	0	4	0.0
118	NEXFOR INC.	3	13	23.1	168	GAZ MÉTROPOLITAIN AND CO.	1	14	7.1
119	BURLINGTON RESOURCES CANADA LTD.	1	7	14.3	169	BRITISH COLUMBIA LOTTERY CORP.	4	9	44.4
120	MCDONALD'S RESTAURANTS OF CANADA LTD.	1	10	10.0	170	ATI TECHNOLOGIES INC.	0	6	0.0
121	CANWEST GLOBAL COMMUNICATIONS CORP.	2	10	20.0	171	MAZDA CANADA INC.	0	3	0.0
122	CANADA MORTGAGE AND HOUSING CORP.	3	9	33.3	172	NISSAN CANADA INC.	0	5	0.0
123	TECK COMINCO LTD.	0	13	0.0	173	METHANEX CORP.	1	10	10.0
124	CGI GROUP INC.	2	14	14.3	174	UNILEVER CANADA LTD.	1	3	33.3
125	COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL	16	16	6.3	175	DOREL INDUSTRIES INC.	0	7	0.0
126	CANFOR CORP.	3	14	21.4	176	BAYER INC.	0	3	0.0
127	MOLSON INC.	0	15	0.0	177	VOLKSWAGEN CANADA INC.	0	3	0.0
128	PROCTER & GAMBLE CANADA INC.	0	2	0.0	178	INTRAWEST CORP.	0	12	0.0
129	TRANSAT A.T. INC.	2	12	16.7	179	AT & T CANADA INC. †	1	9	11.1
130	FORD CREDIT CANADA LTD.	0	7	0.0	180	NORSKE SKOG CANADA LTD.	0	9	0.0
131	LAFARGE CANADA INC.	0	8	0.0	181	TORSTAR CORP.	3	15	20.0
132	BANK OF CANADA	4	13	30.8	182	PEPSI-COLA CANADA LTD.	1	4	25.0
133	DOW CHEMICAL CANADA INC.	0	3	0.0	183	XEROX CANADA INC.	1	4	25.0
134	PLACER DOME INC.	1	11	9.1	184	RUSSEL METALS INC.	1	8	12.5
135	UNION GAS LTD.	0	5	0.0	185	ROYAL & SUNALLIANCE CANADA	1	8	12.5
136	ROYAL GROUP TECHNOLOGIES LTD.	0	8	0.0	186	CANPOTEX LTD.	0	6	0.0
137	IMPERIAL TOBACCO CANADA LTD.	0	8	0.0	187	E-L FINANCIAL CORP.	0	7	0.0
138	SHAW COMMUNICATIONS INC.	1	14	7.1	188	INTERNATIONAL TRUCK & ENGINE CORP.	0	5	0.0
139	HSBC BANK CANADA	1	10	10.0	189	LINAMAR CORP.	1	6	16.7
140	CHARLWOOD PACIFIC GROUP	1	4	25.0	190	HONEYWELL LTD.	2	4	50.0
141	COTT CORP.	1	12	8.3	191	EMCO LTD.	0	7	0.0
142	THE MANITOBA HYDRO-ELECTRIC BOARD	1	11	9.1	192	FLUOR CANADA LTD.	0	1	0.0
143	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA	1	6	16.7	193	THE ECONOMICAL INSURANCE GROUP	1	9	11.1
144	JOHN DEERE LTD.	0	6	0.0	194	JOHNSON CONTROLS LTD.	0	1	0.0
145	AGROPUR COOPÉRATIVE	1	15	6.7	195	NEW BRUNSWICK POWER CORP.	1	10	10.0
146	KINGSWAY FINANCIAL SERVICES INC.	0	8	0.0	196	HURRICANE HYDROCARBONS LTD.	0	6	0.0
147	DEVON CANADA CORP.	0	5	0.0	197	THE WAWANESA MUTUAL INSURANCE CO.	2	11	18.2
148	JAMES RICHARDSON & SONS, LIMITED	2	7	28.6	198	EDS CANADA INC.	1	4	25.0
149	PFIZER CANADA INC.	0	4	0.0	199	CISCO SYSTEMS CANADA CO.	0	3	0.0
150	BC LIQUOR DISTRIBUTION BRANCH †	0	0	N/A	200	BIOVAIL CORP.	0	8	0.0

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, RANKED BY COMPANY AND REVENUE

Rank	Company	Total		Percent of	Rank	Company	Total		Percent of
		Women	Total	Women			Women	Total	Women
		Directors	Directors	Directors			Directors	Directors	Directors
201	EMERA INC.	3	12	25.0	251	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC	1	13	7.7
202	LAURENTIAN BANK OF CANADA	4	15	26.7	252	CINRAM INTERNATIONAL INC.	0	6	0.0
203	CANADIAN COMMERCIAL CORP.	2	10	20.0	253	APACHE CANADA LTD.	0	6	0.0
204	ST. LAWRENCE CEMENT GROUP INC.	0	11	0.0	254	QIT-FER ET TITANE INC.	0	3	0.0
205	GLAXO SMITHKLINE INC.	1	4	25.0	255	COGNOS INC.	0	8	0.0
206	SMITHFIELD CANADA LTD.	0	3	0.0	256	TAIGA FOREST PRODUCTS LTD.	0	9	0.0
207	MERCEDES-BENZ CANADA INC.	0	5	0.0	257	CREO INC.	0	9	0.0
208	MICROSOFT CANADA INC.	0	3	0.0	258	WORKERS' COMPENSATION BOARD	1	11	9.1
209	ENMAX CORP.	1	11	9.1	259	ALBERTA TREASURY BRANCHES	1	12	8.3
210	SONY OF CANADA LTD.	0	5	0.0	260	THE BRICK WAREHOUSE CORP.	0	1	0.0
211	HYUNDAI AUTO CANADA	0	4	0.0	261	UNITED FARMERS OF ALTA CO-OPERATIVE LTD.	1	9	11.1
212	CAE INC.	0	12	0.0	262	WOLSELEY HOLDINGS CANADA INC.	0	3	0.0
213	SASKATCHEWAN POWER CORP.	4	12	33.3	263	CANADIAN WASTE SERVICES INC.	0	2	0.0
214	STATE FARM GROUP INSURANCE CO.	3	13	23.1	264	GROUPE BROCHU	0	4	0.0
215	REXEL CANADA INC.	0	3	0.0	265	ALLIANZ CANADA	1	9	11.1
216	TELESYSTEM INTERNATIONAL WIRELESS INC.	1	8	12.5	266	LIBERTY MUTUAL GROUP	2	14	14.3
217	WELWOOD OF CANADA LTD.	0	1	0.0	267	BMTC GROUP INC.	0	9	0.0
218	TOROMONT INDUSTRIES LTD.	0	8	0.0	268	SHERRITT INTERNATIONAL CORP.	0	7	0.0
219	AECON GROUP INC.	0	8	0.0	269	ABBOTT LABORATORIES LTD.	0	1	0.0
220	MOTOROLA CANADA LTD.	0	3	0.0	270	FIRSTSERVICE CORP.	0	5	0.0
221	BASF CANADA	0	3	0.0	271	CALL-NET ENTERPRISES INC.	1	11	9.1
222	DAIMLERCHRYSLER SERVICES CANADA INC.	1	5	20.0	272	PENN WEST PETROLEUM LTD.	0	6	0.0
223	CARA OPERATIONS LTD.	2	9	22.2	273	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC.	2	15	13.3
224	ALGOMA STEEL INC.	0	10	0.0	274	CROWN CORK & SEAL CANADA INC.	0	7	0.0
225	AXA CANADA INC.	0	6	0.0	275	PHARMASAVE DRUGS (NATIONAL) LTD.	1	9	11.1
226	THE TDL GROUP LTD.	0	3	0.0	276	INTERNATIONAL FOREST PRODUCTS LTD.	0	13	0.0
227	3M CANADA CO.	0	4	0.0	277	ISPAT SIDBEC INC.	0	7	0.0
228	MERCK FROSST CANADA & CO.	5	18	27.8	278	REITMANS (CANADA) LTD.	0	10	0.0
229	GROUPE UNIPRIX	0	8	0.0	279	NORTH WEST CO.	1	11	9.1
230	NAV CANADA	2	15	13.3	280	CANON CANADA INC.	1	5	20.0
231	FAIRMONT HOTELS & RESORTS INC.	1	10	10.0	281	CAMECO CORP.	1	11	9.1
232	ALLIANCE ATLANTIS COMMUNICATIONS INC.	1	10	10.0	282	KPMG LLP	2	17	11.8
233	MURPHY OIL CO.	0	6	0.0	283	FPI LTD.	0	13	0.0
234	INTERTAPE POLYMER GROUP INC.	0	7	0.0	284	THE INDEPENDENT ORDER OF FORESTERS	4	15	26.7
235	MDC CORP.	0	7	0.0	285	RÉNO-DÉPÔT INC.	0	3	0.0
236	IVACO INC.	0	7	0.0	286	EXPORT PACKERS CO.	0	2	0.0
237	SLOCAN FOREST PRODUCTS LTD.	0	9	0.0	287	INDIGO BOOKS & MUSIC INC.	1	9	11.1
238	MANITOBA TELECOM SERVICES INC.	2	14	14.3	288	NOVAMERICAN STEEL INC.	0	6	0.0
239	THE FORZANI GROUP LTD.	0	8	0.0	289	CALGARY CO-OPERATIVE ASSOCIATION LTD.	4	9	44.4
240	UNIVAR CANADA LTD.	0	3	0.0	290	CANADIAN OIL SANDS TRUST	1	8	12.5
241	THE CANAM MANAC GROUP INC.	2	11	18.2	291	GEAC COMPUTER CORP.	0	9	0.0
242	HUSKY INJECTION MOLDING SYSTEMS LTD.	1	6	16.7	292	LEDCOR INDUSTRIES LTD. †	0	4	0.0
243	WAJAX LTD.	1	9	11.1	293	FORTIS INC.	1	8	12.5
244	LLOYD'S UNDERWRITERS	1	16	6.3	294	MITSUBISHI CANADA LTD.	0	5	0.0
245	PPG CANADA INC.	0	1	0.0	295	NEXINNOVATIONS INC.	0	3	0.0
246	SASKATCHEWAN TELECOMMUNICATIONS	4	11	36.4	296	SHAWCOR LTD.	1	10	10.0
247	ASTRAZENECA CANADA INC.	0	4	0.0	297	FLINT ENERGY SERVICES LTD.	0	6	0.0
248	DELOITTE & TOUCHE LLP	3	23	13.0	298	SLATER STEEL INC.	0	8	0.0
249	FORDING CANADIAN COAL TRUST	0	8	0.0	299	RIDLEY INC.	0	5	0.0
250	ELLIS-DON INC.	0	9	0.0	300	SAMUEL MANU-TECH INC.	1	7	14.3

† See addendum notes on page 43

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, RANKED BY COMPANY AND REVENUE

Rank	Company	Total Women Directors	Total Directors	Percent of Women Directors	Rank	Company	Total Women Directors	Total Directors	Percent of Women Directors
301	WESTJET AIRLINES LTD.	0	9	0.0	351	SONEPAR DISTRIBUTION INC.	1	6	16.7
302	TORONTO TRANSIT COMMISSION	2	8	25.0	352	ALLSTATE INSURANCE CO.	2	9	22.2
303	PRICEWATERHOUSECOOPERS LLP	1	4	25.0	353	IRON ORE CO.	0	11	0.0
304	RIO ALGOM LTD.	0	3	0.0	354	SCHLUMBERGER CANADA LTD.	1	3	33.3
305	AMEX BANK OF CANADA INC.	2	3	66.7	355	ERNST & YOUNG LLP	0	8	0.0
306	GRAND & TOY LTD.	0	1	0.0	356	SUBARU CANADA, INC.	0	4	0.0
307	UNI-SÉLECT INC.	1	10	10.0	357	COGECO INC.	1	11	9.1
308	SUN MICROSYSTEMS OF CANADA INC.	1	3	33.3	358	BUSINESS DEVELOPMENT BANK OF CANADA	5	15	33.3
309	DOMCO TARKETT INC.	0	11	0.0	359	LILYDALE CO-OPERATIVE LTD.	0	8	0.0
310	SOFTCHOICE CORP.	0	7	0.0	360	ACIER LEROUX INC.	0	7	0.0
311	ATLANTIC LOTTERY CORP.	0	8	0.0	361	NISSHO IWAI CANADA LTD.	0	2	0.0
312	CITIBANK CANADA	1	8	12.5	362	BUDD CANADA INC.	0	10	0.0
313	OXFORD PROPERTIES GROUP INC.	0	4	0.0	363	CANADIAN BROADCASTING CORP.	4	12	33.3
314	AGF MANAGEMENT LTD.	0	9	0.0	364	PALLISER FURNITURE LTD.	2	11	18.2
315	CORUS ENTERTAINMENT INC.	5	10	50.0	365	MAAX INC.	1	11	9.1
316	BELL HELICOPTER TEXTRON CANADA LTD.	0	3	0.0	366	GREATER TORONTO AIRPORTS AUTHORITY	3	15	20.0
317	ENSIGN RESOURCE SERVICE GROUP INC.	0	9	0.0	367	TEKNION CORP.	1	8	12.5
318	APOTEX INC.	0	3	0.0	368	SASKATCHEWAN AUTO FUND	5	10	50.0
319	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST	0	6	0.0	369	COGNICASE INC.	1	7	14.3
320	RETIREMENT RESIDENCES REAL ESTATE INVT. TRUST	0	9	0.0	370	C.I. FUND MANAGEMENT INC.	0	8	0.0
321	SUPERIOR PLUS INCOME FUND	0	3	0.0	371	HEWITT EQUIPMENT LTD.	0	2	0.0
322	DUNLOP STANDARD AEROSPACE LTD.	0	4	0.0	372	CO-OPERATORS LIFE INSURANCE CO.	7	21	33.3
323	L'ORÉAL CANADA INC.	0	5	0.0	373	PRÉVOST CAR INC.	0	8	0.0
324	DOMAN INDUSTRIES LTD.	0	10	0.0	374	ADF GROUP INC.	1	8	12.5
325	HARTCO CORP.	1	7	14.3	375	CO-OP ATLANTIC	1	10	10.0
326	TRANSAMERICA LIFE CANADA	1	11	9.1	376	GOODFELLOW INC.	0	7	0.0
327	DYNACARE INC. †	0	8	0.0	377	COMPASS GROUP CANADA LTD.	0	3	0.0
328	UNIVERSAL STUDIOS CANADA LTD.	0	3	0.0	378	VANCOUVER CITY SAVINGS CREDIT UNION	6	9	66.7
329	CHC HELICOPTER CORP.	0	10	0.0	379	ATOMIC ENERGY OF CANADA LTD.	3	14	21.4
330	INTERTAN, INC.	0	5	0.0	380	AVENTIS PHARMA INC.	1	4	25.0
331	TOSHIBA OF CANADA LTD.	0	7	0.0	381	WINPAK LTD.	1	7	14.3
332	ROLLS-ROYCE CANADA LTD.	0	1	0.0	382	ENERPLUS RESOURCES FUND	0	9	0.0
333	GILDAN ACTIVEWEAR INC.	0	9	0.0	383	ALTAGAS SERVICES INC.	1	8	12.5
334	BRUCE POWER LP	0	11	0.0	384	SODISCO-HOWDEN GROUP INC.	0	7	0.0
335	THE FUTURA CORP.	0	4	0.0	385	CHUM LTD.	2	11	18.2
336	ACKLANDS GRAINGER INC.	0	1	0.0	386	MARUBENI CANADA LTD.	0	5	0.0
337	UNUMPROVIDENT CORP.	0	1	0.0	387	RESEARCH IN MOTION LTD.	0	7	0.0
338	CFM CORP.	0	10	0.0	388	VITRAN CORP.	0	7	0.0
339	CAMPBELL SOUP CO.	0	7	0.0	389	PARAMOUNT RESOURCES LTD.	2	11	18.2
340	MACDONALD, DETTWILER AND ASSOCIATES LTD.	0	7	0.0	390	RIVERSIDE FOREST PRODUCTS LTD.	0	6	0.0
341	ROBIN HOOD MULTIFOODS INC.	0	5	0.0	391	BRITISH COLUMBIA BUILDINGS CORP.	3	8	37.5
342	ENERSOURCE CORP.	2	9	22.2	392	TIMBERWEST FOREST CORP.	0	7	0.0
343	UNIBOARD CANADA INC.	0	5	0.0	393	ERICSSON CANADA INC.	0	5	0.0
344	ROTHMANS INC.	1	9	11.1	394	N.M. PATERSON & SONS LTD.	0	7	0.0
345	ALSTOM CANADA INC.	0	4	0.0	395	MAGELLAN AEROSPACE CORP.	0	9	0.0
346	MICROCELL TELECOMMUNICATIONS INC.	0	11	0.0	396	OLCO PETROLEUM GROUP INC.	0	5	0.0
347	FARM CREDIT CORP.	5	11	45.5	397	MBNA CANADA BANK	0	1	0.0
348	HARRIS STEEL GROUP INC.	0	10	0.0	398	CHUBB INSURANCE CO.	2	8	25.0
349	AMCOR TWINPAK AMERICAS INC.	0	4	0.0	399	MERIDIAN TECHNOLOGIES INC.	0	6	0.0
350	ATS AUTOMATION TOOLING SYSTEMS INC.	0	7	0.0	400	CASTLE BUILDING CENTRES GROUP LTD.	0	8	0.0

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, RANKED BY COMPANY AND REVENUE

Rank	Company	Total		Percent of
		Women	Total	Women
		Directors	Directors	Directors
401	THRIFTY FOODS	1	4	25.0
402	LEON'S FURNITURE LTD.	0	7	0.0
403	CIRQUE DU SOLEIL	0	1	0.0
404	A & W FOOD SERVICES OF CANADA INC.	0	3	0.0
405	TRANSFORCE INCOME FUND	0	9	0.0
406	FAHNESTOCK VINER HOLDINGS INC.	1	7	14.3
407	PARKLAND INCOME FUND	2	7	28.6
408	COMMONWEALTH PLYWOOD CO.	0	1	0.0
409	CAP GEMINI ERNST & YOUNG	0	4	0.0
410	BIRD CONSTRUCTION CO.	0	6	0.0
411	RIOCAN REAL ESTATE INVESTMENT TRUST	2	8	25.0
412	ZURICH NORTH AMERICA CANADA	0	1	0.0
413	KINROSS GOLD CORP.	0	10	0.0
414	BABCOCK & WILCOX CANADA LTD.	0	2	0.0
415	STANTEC INC.	0	8	0.0
416	LIONS GATE ENTERTAINMENT CORP.	0	17	0.0
417	PÉTROMONT AND CO.	0	9	0.0
418	WESCAST INDUSTRIES INC.	1	11	9.1
419	MANITOBA LIQUOR CONTROL COMMISSION	4	8	50.0
420	VIA RAIL CANADA INC.	4	15	26.7
421	PHILIPS CANADA LTD.	0	3	0.0
422	PATHEON INC.	0	9	0.0
423	BURGER KING RESTAURANTS OF CANADA INC.	0	2	0.0
424	GSW INC.	1	9	11.1
425	PENGROWTH ENERGY TRUST	0	6	0.0
426	GOLDER ASSOCIATES CORP.	1	5	20.0
427	POMERLEAU	0	7	0.0
428	ALIMENTS BRETON CANADA INC.	3	7	42.9
429	HUDSON BAY MINNING AND SMELTING CO.	0	6	0.0
430	BRITISH COLUMBIA FERRY CORP.	2	10	20.0
431	ASTRAL MEDIA INC.	2	13	15.4
432	HATCH ASSOCIATES LTD.	0	10	0.0
433	NEWFOUNDLAND AND LABRADOR HYDRO	2	8	25.0
434	ING BANK OF CANADA	1	8	12.5
435	MANITOBA LOTTERIES CORP.	5	10	50.0
436	NOVA SCOTIA LIQUOR CORP.	2	9	22.2
437	BALL PACKAGING PRODUCTS CANADA INC.	0	2	0.0
438	LA SENZA CORP.	0	8	0.0
439	AGRICULTURE FINANCIAL SERVICES CORP.	1	11	9.1
440	ASSANTE CORP.	0	6	0.0
441	CLARKE INC.	0	9	0.0
442	ORACLE CORP.	0	1	0.0
443	CAISSE CENTRALE DESJARDINS	6	21	28.6
444	VINCOR INTERNATIONAL INC.	0	12	0.0
445	HALLIBURTON GROUP CANADA INC.	0	8	0.0
446	HOUSEHOLD FINANCIAL CORP.	0	7	0.0
447	BAYTEX ENERGY LTD.	0	8	0.0
448	OWENS CORNING CANADA	0	1	0.0
449	ARC ENERGY TRUST	0	8	0.0
450	W.G. THOMPSON & SONS LTD.	4	10	40.0
451	COMPUTER SCIENCES CORP.	0	2	0.0
452	AINSWORTH LUMBER CO.	2	9	22.2
453	OPTIMUM GROUP INC.	0	10	0.0
454	SUMITOMO CANADA LTD.	0	3	0.0
455	GROUPE LAPERRIÈRE & VERREAU INC.	1	10	10.0
456	ROYAL CANADIAN MINT	2	10	20.0
457	STRONGCO INC.	0	6	0.0
458	HUB INTERNATIONAL LTD.	0	9	0.0
459	ZARLINK SEMICONDUCTOR INC.	0	9	0.0
460	COLLIERS INTERNATIONAL	0	8	0.0
461	PMC - SIERRA INC.	0	6	0.0
462	MORGUARD CORP.	0	10	0.0
463	ACETEX CORP.	0	5	0.0
464	I.M.P. GROUP INTERNATIONAL INC.	2	6	33.3
465	RAND A TECHNOLOGY CORPORATION	0	7	0.0
466	GRAHAM GROUP LTD.	0	7	0.0
467	GENERAL DYNAMICS CANADA	0	5	0.0
468	TREE ISLAND INDUSTRIES LTD.	1	6	16.7
469	ENERFLEX SYSTEMS LTD.	1	9	11.1
470	HIGH LINER FOODS INC.	0	13	0.0
471	GENDIS INC.	0	5	0.0
472	COAST CAPITAL SAVINGS CREDIT UNION	5	16	31.3
473	CAMBIOR INC.	0	11	0.0
474	VECTOR AEROSPACE CORP.	0	7	0.0
475	VAN HOUTTE INC.	1	13	7.7
476	ROHM & HAAS CANADA INC.	0	4	0.0
477	HÉROUX-DEVTEK INC.	0	7	0.0
478	BOSTON PIZZA INTERNATIONAL INC.	0	3	0.0
479	PITNEY BOWES OF CANADA LTD.	1	4	25.0
480	BRITISH COLUMBIA RAILWAY CO.	2	9	22.2
481	PREMETALCO INC.	0	8	0.0
482	THE CHURCHILL CORP.	0	8	0.0
483	407 INTERNATIONAL INC.	0	11	0.0
484	KCP INCOME FUND	0	5	0.0
485	POLYONE CANADA INC.	0	3	0.0
486	ST. JOSEPH CORP.	0	6	0.0
487	MFP FINANCIAL SERVICES LTD.	1	8	12.5
488	AUR RESOURCES INC.	0	8	0.0
489	BREAKWATER RESOURCES LTD.	0	7	0.0
490	ACCENTURE INC.	0	2	0.0
491	MULLEN TRANSPORTATION INC.	1	9	11.1
492	GRANT THORNTON CANADA	0	7	0.0
493	NCR CANADA LTD.	0	1	0.0
494	BARRY CALLEBAUT CANADA INC.	1	6	16.7
495	CREDIT UNION CENTRAL OF SASKATCHEWAN	2	12	16.7
496	H & R REAL ESTATE INVESTMENT TRUST	0	8	0.0
497	MEGA BLOKS INC	0	9	0.0
498	PRIME RESTAURANTS OF CANADA INC.	0	3	0.0
499	ATLAS COLD STORAGE INCOME TRUST	0	3	0.0
500	MAYNE NICKLESS CANADA INC.	0	3	0.0

† See addendum notes on page 43

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

3M CANADA CO. (227)	ALLIANCE ATLANTIS COMMUNICATIONS INC. (232)	BABCOCK & WILCOX CANADA LTD. (414)
None	Margot Northey	None
407 INTERNATIONAL INC. (483)	ALLIANZ CANADA (265)	BALL PACKAGING PRODUCTS CANADA INC. (437)
None	Jill Paterson	None
A & W FOOD SERVICES OF CANADA INC. (404)	ALLSTATE INSURANCE CO. (352)	BANK OF CANADA (132)
None	Myrna Francis	Kit Chan
ABBOTT LABORATORIES LTD. (269)	Kelly McDougald	Barbara R. Hislop
None	ALSTOM CANADA INC. (345)	Aldea Landry
ABITIBI-CONSOLIDATED INC. (55)	None	Barbara Stevenson
Marlene Davidge	ALTAGAS SERVICES INC. (383)	BANK OF MONTREAL (19)
Lise Lachapelle	Bonnie D. DuPont	Eva Lee Kwok
ACCENTURE INC. (490)	AMCOR TWINPAK AMERICAS INC. (349)	Guylaine Saucier
None	None	Nancy C. Southern
ACETEX CORP. (463)	AMEX BANK OF CANADA INC. (305)	THE BANK OF NOVA SCOTIA (13)
None	Elizabeth Daruwala	N. Ashleigh Everett
ACIER LEROUX INC. (360)	Beth S. Horowitz	Barbara J. McDougall
None	APACHE CANADA LTD. (253)	Elizabeth Parr-Johnston
ACKLANDS GRAINGER INC. (336)	None	BARRICK GOLD CORP. (91)
None	APOTEX INC. (318)	None
ADF GROUP INC. (374)	None	BARRY CALLEBAUT CANADA INC. (494)
Marise Paschini	ARC ENERGY TRUST (449)	Céline Letarte
AECON GROUP INC. (219)	None	BASF CANADA (221)
None	ASSANTE CORP. (440)	None
AGF MANAGEMENT LTD. (314)	None	BAYER INC. (176)
None	ASTRAL MEDIA INC. (431)	None
AGRICORE UNITED (70)	Edith Greenberg	BAYTEX ENERGY LTD. (447)
Alanna Koch	Mila P. Mulroney	None
AGRICULTURE FINANCIAL SERVICES CORP. (439)	ASTRAZENECA CANADA INC. (247)	BC GAS INC. (158)
Lynn Dechant	None	Marilyn E. Cassidy
AGRIUM INC. (83)	AT & T CANADA INC. (179)	Ida J. Goodreau
Susan A. Henry	Jane Mowat	BC LIQUOR DISTRIBUTION BRANCH (150) †
AGROPUR COOPÉRATIVE (145)	ATCO LTD. (88)	Not Applicable
Lorna Jean Neveu	Nancy C. Southern	BCE INC. (9)
AINSWORTH LUMBER CO. (452)	ATI TECHNOLOGIES INC. (170)	Donna S. Kaufman
Catherine E. Ainsworth	None	Judith Maxwell
Susan Ainsworth	ATLANTIC LOTTERY CORP. (311)	BELL HELICOPTER TEXTRON CANADA LTD. (316)
AIR CANADA (27)	None	None
Eva Lee Kwok	ATLAS COLD STORAGE INCOME TRUST (499)	BIOVAIL CORP. (200)
ALBERTA GAMING AND LIQUOR COMMISSION (95)	None	None
Patricia Whiting	ATOMIC ENERGY OF CANADA LTD. (379)	BIRD CONSTRUCTION CO. (410)
ALBERTA TREASURY BRANCHES (259)	Marnie Paikin	None
Gail D. Surkan	Stella Thompson	BMTC GROUP INC. (267)
ALCAN INC. (10)	Barbara Anthony Trenholm	None
None	ATS AUTOMATION TOOLING SYSTEMS INC. (350)	BOMBARDIER INC. (3)
ALGOMA STEEL INC. (224)	None	Jalynn H. Bennett
None	AUR RESOURCES INC. (488)	Janine Bombardier
ALIMENTATION COUCHE-TARD INC. (112)	None	BOSTON PIZZA INTERNATIONAL INC. (478)
Josée Goulet	AVENTIS PHARMA INC. (380)	None
ALIMENTS BRETON CANADA INC. (428)	Josée Bégin	BRASCAN CORP. (59)
Line Breton	AVIVA CANADA INC. (109)	Julia E. Foster
Magella Breton	None	Lynda C. Hamilton
Nathalie Breton	AXA CANADA INC. (225)	BREAKWATER RESOURCES LTD. (489)
	None	None

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

THE BRICK WAREHOUSE CORP. (260)	CALGARY CO-OPERATIVE ASSOCIATION LTD. (289)	CANADIAN WASTE SERVICES INC. (263)
None	Johanna M. Bates	None
BRITISH COLUMBIA BUILDINGS CORP. (391)	Alice Brown	CANADIAN WHEAT BOARD (63)
Taryn Brodie	Terry Geib	Bonnie DuPont
Lynne Fehr	Connie Rosenstein	THE CANAM MANAC GROUP INC. (241)
Lucie Gosselin	CALL-NET ENTERPRISES INC. (271)	Elaine Beaudoin
BRITISH COLUMBIA FERRY CORP. (430)	Wendy A. Leaney	Anne-Marie D. Blatchford
Elizabeth Harrison	CAMBIOR INC. (473)	CANFOR CORP. (126)
Maureen Macarenko	None	Barbara R. Hislop
BRITISH COLUMBIA HYDRO & POWER AUTHORITY (38)	CAMECO CORP. (281)	M.E. Hurst
Wanda C. Costuros	Nancy E. Hopkins	C. Taylor
Alice D. Laberge	CAMPBELL SOUP CO. (339)	CANON CANADA INC. (280)
Nancy D. Olewiler	None	Maria Tesla
BRITISH COLUMBIA LOTTERY CORP. (169)	CANADA LIFE FINANCIAL CORP. (28)	CANPOTEX LTD. (186)
Bruna Giacomazzi	Monique Jérôme-Forget	None
Mary MacGregor	Diane E. McGarry	CANWEST GLOBAL COMMUNICATIONS CORP. (121)
Tazeem Nathoo	CANADA MORTGAGE AND HOUSING CORP. (122)	Gail S. Asper
Kathy Stevenson	Sophie Joncas	Jalynn H. Bennett
BRITISH COLUMBIA RAILWAY CO. (480)	Grace Kwok	CAP GEMINI ERNST & YOUNG (409)
Bev A. Briscoe	Rose Marie MacDonald	None
Anne M. Stewart	CANADA POST CORP. (44)	CARA OPERATIONS LTD. (223)
BRUCE POWER LP (334)	Vivian G. Albo	H. Gail Regan
None	Terri M. Lemke	Beverly L. Topping
BUDD CANADA INC. (362)	Anne Smith	CARGILL LTD. (76)
None	CANADA SAFEWAY LTD. (48)	None
BURGER KING RESTAURANTS OF CANADA INC. (423)	None	CASCADES INC. (72)
None	CANADIAN BROADCASTING CORP. (363)	Sylvie Lemaire
BURLINGTON RESOURCES CANADA LTD. (119)	Hélène Fortin	CASTLE BUILDING CENTRES GROUP LTD. (400)
Joanne L. Alexander	Marie Giguere	None
BUSINESS DEVELOPMENT BANK OF CANADA (358)	Jane Heffelfinger	CCL INDUSTRIES INC. (162)
Jennifer Corson	Carole Taylor	None
Cynthia Desmeules-Bertolin	CANADIAN COMMERCIAL CORP. (203)	CFM CORP. (338)
Roslyn Kunin	Wendy Morris	None
Oryssia Lennie	Amelia Salehabadi	CGI GROUP INC. (124)
Barbara Stymiest	CANADIAN IMPERIAL BANK OF COMMERCE (14)	Paule Doré
C.I. FUND MANAGEMENT INC. (370)	Jalynn H. Bennett	Eileen A. Mercier
None	Pat M. Delbridge	CHARLWOOD PACIFIC GROUP (140)
CAE INC. (212)	Margot A. Franssen	Tracy Bartram
None	CANADIAN NATIONAL RAILWAY CO. (40)	CHC HELICOPTER CORP. (329)
CAISSE CENTRALE DESJARDINS (443)	Edith E. Holiday	None
Frances Carrier	V. Maureen Kempston Darkes	CHUBB INSURANCE CO. (398)
Louise Charbonneau	CANADIAN NATURAL RESOURCES LTD. (77)	Diane Baxter
Andrée Lafortune	None	Janice M. Tomlinson
Madeleine Lapierre	CANADIAN OIL SANDS TRUST (290)	CHUM LTD. (385)
Jacqueline Mondy	E. Susan Evans	Sheryl V. Bourne
Sylvie St-Pierre Babin	CANADIAN PACIFIC RAILWAY LTD. (71)	Marjorie Waters
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (75)	Madeline Paquin	THE CHURCHILL CORP. (482)
Claudette Carboneau	CANADIAN TIRE CORP. (43)	None
Sylvie Dillard	Martha G. Billes	CINRAM INTERNATIONAL INC. (252)
Nicole Trudeau	Kathleen Misunas	None
	Maureen J. Sabia	CIRQUE DU SOLEIL (403)
	CANADIAN ULTRAMAR CO. (52)	None
	None	

† See addendum notes on page 43

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

CISCO SYSTEMS CANADA CO. (199)	Heather A. Shaw	EMCO LTD. (191)
None	Julie M. Shaw	None
CITIBANK CANADA (312)	COSTCO WHOLESALE CANADA LTD. (31)	EMERA INC. (201)
Brenda J. Gaines	Louise Wendling	R. Irene d'Entremont
CLARKE INC. (441)	COTT CORP. (141)	Elizabeth Parr-Johnston
None	Christine Magee	Rosemary Scanlon
COAST CAPITAL SAVINGS CREDIT UNION (472)	CP SHIPS LTD. (64)	EMPIRE CO. (25)
Christine Brodie	None	Mary Mogford
Georgiana Evans	CREDIT UNION CENTRAL OF SASKATCHEWAN (495)	ENBRIDGE INC. (60)
Karen Kesteloo	June Blau	E. Susan Evans
Patricia Lane	Deborah Ehmann	ENCANA CORP. (24)
Tilly Marxreiter	CREO INC. (257)	Valerie A.A. Nielsen
COGECO INC. (357)	None	ENERFLEX SYSTEMS LTD. (469)
Jacqueline L. Boutet	CROWN CORK & SEAL CANADA INC. (274)	Barbara J. Sparrow
COGNICASE INC. (369)	None	ENERPLUS RESOURCES FUND (382)
Monique Lefebvre	DAIMLERCHRYSLER CANADA INC. (11)	None
COGNOS INC. (255)	Laura E. Bennet	ENERSOURCE CORP. (342)
None	DAIMLERCHRYSLER SERVICES CANADA INC. (222)	Hazel McCallion
COLLIERS INTERNATIONAL (460)	Elaine Gray	Elisabeth Strobach
None	DELOITTE & TOUCHE LLP (248)	ENMAX CORP. (209)
COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL (125)	Karen Cramm	Margot Micallef
Anne Parent	Mary Ann Finn	ENSIGN RESOURCE SERVICE GROUP INC. (317)
COMMONWEALTH PLYWOOD CO. (408)	Line Racette	None
None	DEVON CANADA CORP. (147)	EPCOR UTILITIES INC. (101)
COMPASS GROUP CANADA LTD. (377)	None	Mary Campbell Arnold
None	DOFASCO INC. (74)	M. Theresa McLeod
COMPUTER SCIENCES CORP. (451)	Sylvia D. Chrominska	Janice G. Rennie
None	DOMAN INDUSTRIES LTD. (324)	Sheila C. Weatheril
CO-OP ATLANTIC (375)	None	ERICSSON CANADA INC. (393)
Norma Tomiczek	DOMCO TARKETT INC. (309)	None
COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (108)	None	ERNST & YOUNG LLP (355)
Francine Ferland	DOMTAR INC. (47)	None
CO-OPERATORS GENERAL INSURANCE CO. (155)	Louiselle Paquin	EXPORT DEVELOPMENT CANADA (164)
Kathy Bardswick	Louise Roy	Margriet Zwarts
Johanna M. Bates	DOREL INDUSTRIES INC. (175)	EXPORT PACKERS CO. (286)
Christine Brodie	None	None
Connie Doucette	DOW CHEMICAL CANADA INC. (133)	EXTENDICARE INC. (154)
Sheena Lucas	None	None
Dona Stewardson	DUNLOP STANDARD AEROSPACE LTD. (322)	FAHNESTOCK VINER HOLDINGS INC. (406)
Alexandra Wilson	None	Elaine K. Roberts
CO-OPERATORS LIFE INSURANCE CO. (372)	DUPONT CANADA INC. (110)	FAIRFAX FINANCIAL HOLDINGS LTD. (29)
Kathy Bardswick	Wendy K. Dobson	None
Johanna M. Bates	DYNACARE INC. (327)	FAIRMONT HOTELS & RESORTS INC. (231)
Christine Brodie	None	Carole Taylor
Connie Doucette	THE ECONOMICAL INSURANCE GROUP (193)	FARM CREDIT CORP. (347)
Sheena Lucas	Mary N. Bales	Rosemary Davis
Dona Stewardson	EDS CANADA INC. (198)	Donna Graham
Alexandra Wilson	Nancy Reid	Eleanor M. Hart
CORUS ENTERTAINMENT INC. (315)	E-L FINANCIAL CORP. (187)	Marie Andrée Mallette
Wendy A. Leaney	None	Joan Meyer
Dorothy Zolf McDonald	ELLIS-DON INC. (250)	FEDERATED CO-OPERATIVES LTD. (84)
Catherine Roozen	None	Johanna M. Bates
		Fern Hansen

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

Alice Marler	GRAHAM GROUP LTD. (466)	Donna S. Kaufman
Marilyn McKee	None	HUDSON BAY MINNING AND SMELTING CO. (429)
Laura Vance	GRAND & TOY LTD. (306)	None
FINNING INTERNATIONAL INC. (85)	None	HURRICANE HYDROCARBONS LTD. (196)
Monica E. Sloan	GRANT THORNTON CANADA (492)	None
FIRSTSERVICE CORP. (270)	None	HUSKY ENERGY INC. (37)
None	GREAT ATLANTIC & PAC. (69)	Poh Chan Koh
FLINT ENERGY SERVICES LTD. (297)	None	Eva Lee Kwok
None	GREATER TORONTO AIRPORTS AUTHORITY (366)	HUSKY INJECTION MOLDING SYSTEMS LTD. (242)
FLUOR CANADA LTD. (192)	Christine E. Hart	Elizabeth Schad
None	Catherine J. Knipe	HYDRO ONE INC. (66)
FORD CREDIT CANADA LTD. (130)	Sharon T. Moss	Rita Burak
None	GROUPE BROCHU (264)	Eileen A. Mercier
FORDING CANADIAN COAL TRUST (249)	None	HYDRO-QUÉBEC (20)
None	GROUPE LAPERRIÈRE & VERREAULT INC. (455)	Andrée Corriveau
FORD MOTOR CO. (4)	Sylvie Lalande	Sophie Martin
Kim Nielsen	GROUPE UNIPRIX (229)	Louise Roy
FORTIS INC. (293)	None	HYUNDAI AUTO CANADA (211)
Linda L. Inkpen	GSW INC. (424)	None
THE FORZANI GROUP LTD. (239)	Elizabeth J. Malcolm	IBM CANADA LTD. (50)
None	H & R REAL ESTATE INVESTMENT TRUST (496)	None
FPI LTD. (283)	None	IMPERIAL TOBACCO CANADA LTD. (137)
None	HALLIBURTON GROUP CANADA INC. (445)	None
THE FUTURA CORP. (335)	None	I.M.P. GROUP INTERNATIONAL INC. (464)
None	HARRIS STEEL GROUP INC. (348)	Julie N. Gossen
GAZ MÉTROPOLITAIN AND CO. (168)	None	Dorothy N. Rowe
Nicolle Forget	HARTCO CORP. (325)	IMPERIAL OIL LTD. (15)
GEAC COMPUTER CORP. (291)	Nina Hart	Sheelagh D. Whittaker
None	HATCH ASSOCIATES LTD. (432)	INCO LTD. (80)
GENDIS INC. (471)	None	Judith A. Erola
None	HÉROUX-DEVTEK INC. (477)	Chaviva M. Hosek
GENERAL DYNAMICS CANADA (467)	None	THE INDEPENDENT ORDER OF FORESTERS (284)
None	HEWITT EQUIPMENT LTD. (371)	Barbara Jean McDougall
GENERAL ELECTRIC CANADA INC. (82)	None	E. Irene Miles
None	HEWLETT-PACKARD (CANADA) CO. (94)	Debra A. Roessler
GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (143)	Lynda Kitamura	Barbara A. Spencer
Wende M. Rapson	HIGH LINER FOODS INC. (470)	INDIGO BOOKS & MUSIC INC. (287)
GENERAL MOTORS OF CANADA LTD. (1)	None	Heather Reisman
None	HOLLINGER INC. (166)	INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (97)
GEORGE WESTON LTD. (2)	Barbara Amiel Black	Mary C. Arnold
Anne L. Fraser	Maureen Joanne Sabia	Anne Dutil
M. D. Wendy Rebanks	HONDA CANADA INC. (21)	Lise Lachapelle
GERDAU AMERISTEEL CORP. (103)	None	ING BANK OF CANADA (434)
None	HONEYWELL LTD. (190)	Eileen A. Mercier
GILDAN ACTIVEWEAR INC. (333)	Charlene Arje	ING CANADA INC. (106)
None	Deborah Van Damme	Eileen A. Mercier
GLAXO SMITHKLINE INC. (205)	HOUSEHOLD FINANCIAL CORP. (446)	Louise Roy
Anne Phillips	None	Carol M. Stephenson
GOLDER ASSOCIATES CORP. (426)	HSBC BANK CANADA (139)	INSURANCE CORP. OF BRITISH COLUMBIA (100)
Patricia I. Tones	Jacqueline L. Boutet	Leslie Cliff
GOODFELLOW INC. (376)	HUB INTERNATIONAL LTD. (458)	Alice Downing
None	None	Susan Paish
	HUDSON'S BAY CO. (30)	Lisa Pankratz
	Barbara R. Hislop	

† See addendum notes on page 43

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

INTERNATIONAL FOREST PRODUCTS LTD. (276)	Stella M. Thompson	MANITOBA LIQUOR CONTROL COMMISSION (419)
None		Fran Frederickson
INTERNATIONAL TRUCK & ENGINE CORP. (188)	LAURENTIAN BANK OF CANADA (202)	Maria Moore
None	Eve-Lyne Biron	Carmen Neufeld
INTERTAN, INC. (330)	Christiane Germain	Myrna Phillips
None	Veronica S. Maidman	MANITOBA LOTTERIES CORP. (435)
INTERTAPE POLYMER GROUP INC. (234)	Suzanne Masson	Karen Botting
None	LE MOUVEMENT DES CAISSES DESJARDINS (35)	Nicole Campbell
INTRAWEST CORP. (178)	Frances Carrier	Tasmin Collings
None	Louise Charbonneau	Lisa Settee
IPSCO INC. (159)	Andrée Lafortune	Carolyn Wray
Juanita Hinshaw	Madeleine Lapierre	MANITOBA TELECOM SERVICES INC. (238)
IRON ORE CO. (353)	Jacqueline Mondy	Jocelyne M. Côté-O'Hara
None	Sylvie St-Pierre Babin	N. Ashleigh Everett
ISPAT SIDBEC INC. (277)	LEAR CANADA LTD. (115)	MANULIFE FINANCIAL CORP. (18)
None	None	Gail C.A. Cook-Bennett
IVACO INC. (236)	LEDCOR INDUSTRIES LTD. (292)	Lorna R. Marsden
None	None	MAPLE LEAF FOODS INC. (56)
JAMES RICHARDSON & SONS, LIMITED (148)	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (319)	Chaviva M. Hosek
Carolyn A. Hursh	None	THE MARITIME LIFE ASSURANCE CO. (114)
Kathleen M. Ramsay	LEON'S FURNITURE LTD. (402)	Ruth M. Grant
JDS UNIPHASE CANADA LTD. (157)	None	Jocelyne Pelchat
None	LIBERTY MUTUAL GROUP (266)	Anna Porter
THE JEAN COUTU GROUP (PJC) INC. (73)	Marian L. Heard	MARUBENI CANADA LTD. (386)
Lise Bastarache	Ellen A. Rudnick	None
Marie Josée Coutu	LILYDALE CO-OPERATIVE LTD. (359)	MASONITE INTERNATIONAL CORP. (105)
Sylvie Coutu	None	None
Nicolle Forget	LINAMAR CORP. (189)	MAYNE NICKLESS CANADA INC. (500)
Claire Léger	Linda S. Hasenfratz	None
THE JIM PATTISON GROUP (46)	LIONS GATE ENTERTAINMENT CORP. (416)	MAZDA CANADA INC. (171)
None	None	None
JOHN DEERE LTD. (144)	LIQUOR CONTROL BOARD OF ONTARIO (96)	MBNA CANADA BANK (397)
None	Gayle Christie	None
JOHNSON CONTROLS LTD. (194)	Beverley A.K. Hammond	MCCAIN FOODS LTD. (39)
None	Merle A. Jacobs	None
THE KATZ GROUP (42)	LLOYD'S UNDERWRITERS (244)	MCDONALD'S RESTAURANTS OF CANADA LTD. (120)
None	Judith Hanratty	Christine Magee
KCP INCOME FUND (484)	L'ORÉAL CANADA INC. (323)	MCKESSON CANADA CORP. (51)
None	None	Kristina Veaco
KINGSWAY FINANCIAL SERVICES INC. (146)	LOTO-QUÉBEC (102)	MDC CORP. (235)
None	Christiane Bois	None
KINROSS GOLD CORP. (413)	Lynne Roiter	MDS INC. (151)
None	MAAX INC. (365)	Wendy K. Dobson
KPMG LLP (282)	Marie-France Poulin	Mary Mogford
V. Ann Davis	MACDONALD, DETTWILER AND ASSOCIATES LTD. (340)	MEGA BLOKS INC. (497)
Deborah Taylor	None	None
KRUGER INC. (111)	MAGELLAN AEROSPACE CORP. (395)	MERCEDES-BENZ CANADA INC. (207)
None	None	None
LA SENZA CORP. (438)	MAGNA INTERNATIONAL INC. (8)	MERCK FROSST CANADA & CO. (228)
None	Belinda Stronach	Lynne Fortin
LAFARGE CANADA INC. (131)	THE MANITOBA HYDRO-ELECTRIC BOARD (142)	Dawn Graham
None	María den Oudsten	Patricia Massetti
LAIDLAW INC. (34)		
Martha O. Hesse		

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

Diana McDougall	NEXEN INC. (89)	Kris Matthews
Kathleen Metters	None	PARMALAT CANADA LTD. (107)
MERIDIAN TECHNOLOGIES INC. (399)	NEXFOR INC. (118)	None
None	Dian Cohen	PATHEON INC. (422)
METHANEX CORP. (173)	Aldea Landry	None
Anne Wexler	Margot Northey	PCL CONSTRUCTION GROUP INC. (92)
METRO INC. (54)	NEXINNOVATIONS INC. (295)	None
Paule Gauthier	None	PENGROWTH ENERGY TRUST (425)
Maryse Labonté	NISSAN CANADA INC. (172)	None
Marie-José Nadeau	None	PENN WEST PETROLEUM LTD. (272)
MFP FINANCIAL SERVICES LTD. (487)	NISSHO IWAI CANADA LTD. (361)	None
Catherine (Kelly) Butt	None	PEPSI-COLA CANADA LTD. (182)
MICROCELL TELECOMMUNICATIONS INC. (346)	NORANDA INC. (41)	Colleen Newell
None	V. Maureen Kempston Darkes	PETRO-CANADA (26)
MICROSOFT CANADA INC. (208)	NORSKE SKOG CANADA LTD. (180)	Gail Cook-Bennett
None	None	Guylaine Saucier
MITSUBISHI CANADA LTD. (294)	NORTEL NETWORKS CORP. (17)	PÉTROMONT AND CO. (417)
None	Guylaine Saucier	None
MITSUI & CO. (86)	NORTH WEST CO. (279)	PFIZER CANADA INC. (149)
None	Nellie Cournoyea	None
MOLSON INC. (127)	NOVA CHEMICALS CORP. (58)	PHARMASAVE DRUGS (NATIONAL) LTD. (275)
None	Joanne V. Creighton	Kim Giesbrecht
MOORE CORP. (87)	Janice G. Rennie	PHILIPS CANADA LTD. (421)
Joan D. Manley	NOVA SCOTIA LIQUOR CORP. (436)	None
MORGUARD CORP. (462)	Michele McKenzie	PITNEY BOWES OF CANADA LTD. (479)
None	Paula Minnikin	Charlene P. Malone
MOTOROLA CANADA LTD. (220)	NOVAMERICAN STEEL INC. (288)	PLACER DOME INC. (134)
None	None	Edythe A. Parkinson-Marcoux
MULLEN TRANSPORTATION INC. (491)	OLCO PETROLEUM GROUP INC. (396)	PMC - SIERRA INC. (461)
Lana Richards Batts	None	None
MURPHY OIL CO. (233)	ONEX CORP. (7)	POLYONE CANADA INC. (485)
None	Heather Reisman	None
N.M. PATERSON & SONS LTD. (394)	ONTARIO LOTTERY AND GAMING CORP. (49)	POMERLEAU (427)
None	Cheryl Byrne	None
NATIONAL BANK OF CANADA (65)	ONTARIO POWER GENERATION INC. (45)	POTASH CORP. (93)
Shirley A. Dawe	Jalynn H. Bennett	Elena Viyella de Paliza
Nicole Diamond-Gélinas	Joan Huzar	Alice D. Laberge
Suzanne Leclair	OPTIMUM GROUP INC. (453)	Mary Mogford
E.A. Parkinson-Marcoux	None	POWER CORP. (12)
Rosann Runte	ORACLE CORP. (442)	Emoke J.E. Szathmary
NAV CANADA (230)	None	PPG CANADA INC. (245)
Katherine A. Cotton	OWENS CORNING CANADA (448)	None
Charlotte A. Robb	None	PRATT & WHITNEY CANADA CORP. (116)
NCR CANADA LTD. (493)	OXFORD PROPERTIES GROUP INC. (313)	None
None	None	PRECISION DRILLING CORP. (161)
NESTLÉ CANADA INC. (163)	PALLISER FURNITURE LTD. (364)	None
Marilyn H. Knox	Leona DeFehr	PREMETALCO INC. (481)
NEW BRUNSWICK POWER CORP. (195)	Irene Loewen	None
Barbara S. Bender	PARAMOUNT RESOURCES LTD. (389)	PRÉVOST CAR INC. (373)
NEWFOUNDLAND AND LABRADOR HYDRO (433)	Violet S.A. Riddell	None
Barbara Fong	Susan L. Riddell Rose	PRICEWATERHOUSECOOPERS LLP (303)
Deborah Thiel	PARKLAND INCOME FUND (407)	Diana L. Chant
	Joan M. Donald	

† See addendum notes on page 43

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

PRIME RESTAURANTS OF CANADA INC. (498) None	ROYAL GROUP TECHNOLOGIES LTD. (136) None	SNC-LAVALIN GROUP INC. (79) Jacqueline L. Boutet
PROCTER & GAMBLE CANADA INC. (129) None	RUSSEL METALS INC. (184) Lise Lachapelle	Edythe A. Parkinson-Marcoux
QIT-FER ET TITANE INC. (254) None	SAMUEL MANU-TECH INC. (300) Elizabeth J. Samuel	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (160) Chantal Bélanger
QUEBECOR INC. (23) Françoise Bertrand	SAPUTO INC. (78) Caterina Monticciolo	Marie-Josée Gagnon
RAND A TECHNOLOGY CORPORATION (465) None	Patricia Saputo	Reine Larose
REITMANS (CANADA) LTD. (278) None	SASKATCHEWAN AUTO FUND (368) Joan F.D. Baldwin	Denise Martin
RÉNO-DÉPÔT INC. (285) None	Joan D. Bellegarde	Suzanne Paquin
RESEARCH IN MOTION LTD. (387) None	Delores Burkart	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (251) Diane Marleau
RETIREMENT RESIDENCES REAL ESTATE INVT. TRUST (320) None	Kendra Chesney	SODISCO-HOWDEN GROUP INC. (384) None
REXEL CANADA INC. (215) None	Nancy E. Hopkins	SOFTCHOICE CORP. (310) None
RIDLEY INC. (299) None	SASKATCHEWAN POWER CORP. (213) V. Lynne Pearson	SONEPAR DISTRIBUTION INC. (351) Marie-Christine Coisne
RIO ALGOM LTD. (304) None	Patricia Quaroni	SONY OF CANADA LTD. (210) None
RIOCAN REAL ESTATE INVESTMENT TRUST (411) Susan E. Crocker	Deb Schmidt	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (273) Louise Jolicoeur
Sharon Sallows	Janet Wightman	Lucille Poirier
RIVERSIDE FOREST PRODUCTS LTD. (390) None	SASKATCHEWAN TELECOMMUNICATIONS (246) Tracey Bakkeli	ST. JOSEPH CORP. (486) None
ROBIN HOOD MULTIFOODS INC. (341) None	Karen Leir	ST. LAWRENCE CEMENT GROUP INC. (204) None
ROHM & HAAS CANADA INC. (476) None	Kathleen Peterson	STANTEC INC. (415) None
ROLLS-ROYCE CANADA LTD. (332) None	Alison Renny	STATE FARM GROUP INSURANCE CO. (214) Hanne Merriman
ROGERS COMMUNICATIONS INC. (62) Loretta A. Rogers	SASKATCHEWAN WHEAT POOL (99) Ferne Nielsen	Judith A. Muhlberg
Melinda M. Rogers	SCHLUMBERGER CANADA LTD. (354) Catherine Hughes	Susan M. Phillips
RONA INC. (117) Louise Caya	SEARS CANADA INC. (36) Jalynn H. Bennett	STELCO INC. (98) Barbara J. McDougall
Monique F. Leroux	Mary Mogford	STRONGCO INC. (457) None
ROTHMANS INC. (344) Paule Gauthier	Carol Stephenson	SUBARU CANADA, INC. (356) None
ROYAL & SUNALLIANCE CANADA (185) Dian N. Cohen	SHAW COMMUNICATIONS INC. (138) Adrian Burns	SUMITOMO CANADA LTD. (454) None
ROYAL BANK OF CANADA (5) Paule Gauthier	SHAWCOR LTD. (296) Virginia L. Shaw	SUN LIFE FINANCIAL SERVICES OF CANADA (6) Germaine Gibara
Charlotte R. Otto	SHELL CANADA LTD. (52) Ida J. Goodreau	Krystyna T. Hoeg
Kathleen P. Taylor	Nancy C. Southern	Idalene F. Kesner
ROYAL CANADIAN MINT (456) Hilary Goldenberg	SHERRITT INTERNATIONAL CORP. (268) None	Madeleine M. Paquin
Judith A. Kavanagh	SHOPPERS DRUG MART (67) Susan C. Schnabel	SUN MICROSYSTEMS OF CANADA INC. (308) Mabell Aguilar
	Leslee Thompson	SUNCOR ENERGY INC. (57) Susan E. Crocker
	SIEMENS CANADA LTD. (90) Evelyne Kuhl Singer	M. Ann McCaig
	SLATER STEEL INC. (298) None	SUPERIOR PLUS INCOME FUND (321) None
	SLOCAN FOREST PRODUCTS LTD. (237) None	
	SMITHFIELD CANADA LTD. (206) None	

APPENDIX 2: COMPANY LISTING (WITH RANK), NAMES OF WOMEN BOARD DIRECTORS

TAIGA FOREST PRODUCTS LTD. (256)	TRANSCONTINENTAL INC. (152)	THE WAWANESA MUTUAL INSURANCE CO. (197)
None	Gail Cook-Bennett	Margot E. Northey
TALISMAN ENERGY INC. (61)	Monique Lefebvre	Susan M. Van De Velde
Stella M. Thompson	TRANSFORCE INCOME FUND (405)	WELDWOOD OF CANADA LTD. (217)
THE TDL GROUP LTD. (226)	None	None
None	TREE ISLAND INDUSTRIES LTD. (468)	WESCAST INDUSTRIES INC. (418)
TECK COMINCO LTD. (123)	Jacqueline Hurlbutt	Mary Theresa McLeod
None	TRIZEC CANADA INC. (153)	WEST FRASER TIMBER CO. (165)
TEKNION CORP. (367)	None	None
Christi L. Strauss	UNIBOARD CANADA INC. (343)	WESTJET AIRLINES LTD. (301)
TELESYSTEM INTERNATIONAL WIRELESS INC. (216)	None	None
Eva Lee Kwok	UNILEVER CANADA LTD. (174)	WEYERHAEUSER CO. (167)
TELUS CORP. (33)	Nancy M. Schiaparelli	None
None	UNION GAS LTD. (135)	WINPAK LTD. (381)
TEMBEC INC. (81)	None	Eileen A. Mercier
Mary Theresa McLeod	UNI-SÉLECT INC. (307)	WOLSELEY HOLDINGS CANADA INC. (262)
Guylaine Saucier	Jeanne Wojas	None
THE THOMSON CORP. (22)	UNITED FARMERS OF ALTA CO-OPERATIVE LTD. (261)	WORKERS' COMPENSATION BOARD (258)
V. Maureen Kempston Darkes	Debbie Adolphson	Gerrie Dakers
THRIFTY FOODS (401)	UNIVAR CANADA LTD. (240)	WORKPLACE SAFETY & INSURANCE BOARD (104)
Josephine B. Campbell	None	Eileen A. Mercier
TIMBERWEST FOREST CORP. (392)	UNIVERSAL STUDIOS CANADA LTD. (328)	Dorothy Pringle
None	None	XEROX CANADA INC. (183)
THE TORONTO-DOMINION BANK (16)	UNUMPROVIDENT CORP. (337)	Jocelyne Côté-O'Hara
Wendy K. Dobson	None	ZARLINK SEMICONDUCTOR INC. (459)
Helen K. Sinclair	VAN HOUTTE INC. (475)	None
TOROMONT INDUSTRIES LTD. (218)	Jocelyne Pelchat	ZURICH NORTH AMERICA CANADA (412)
None	VANCOUVER CITY SAVINGS CREDIT UNION (378)	None
TORONTO TRANSIT COMMISSION (302)	Reva Dexter	
Joanne Flint	Elain Duvall	
Sherene Shaw	Cheeying Ho	
TORONTO HYDRO CORP. (113)	Catherine McCreary	
None	Shauna Sylvester	
TORSTAR CORP. (181)	Rhonda Zabinsky	
Christina A. Gold	VECTOR AEROSPACE CORP. (474)	
Catherine Atkinson Murray	None	
Ruth Anne Winter	VIA RAIL CANADA INC. (420)	
TOSHIBA OF CANADA LTD. (331)	Jacqueline L. Boutet	
None	Barbara Kane	
TOYOTA CANADA INC. (68)	Wendy Kelly	
None	Marlene McGraw	
TRANSALTA CORP. (156)	VINCOR INTERNATIONAL INC. (444)	
Donna Soble Kaufman	None	
TRANSAMERICA LIFE CANADA (326)	VITRAN CORP. (388)	
Karen L. Gavan	None	
TRANSAT A.T. INC. (129)	VOLKSWAGEN CANADA INC. (177)	
Lina De Cesare	None	
Helen K. Sinclair	W.G. THOMPSON & SONS LTD. (450)	
TRANSCANADA PIPELINES LTD. (53)	(Names withheld)	
Wendy K. Dobson	WAJAX LTD. (243)	
Paule Gauthier	Valerie A. A. Nielsen	

APPENDIX 3A: INDUSTRY LISTING, BY PERCENT OF BOARD SEATS HELD BY WOMEN

Industry*	Number of Companies	Number of Board Seats	Number of Board Seats Held by Women	Percent of Board Seats Held by Women
CREDIT UNIONS	5	79	25	31.6
ENTERTAINMENT	11	88	19	21.6
LIFE & HEALTH INSURANCE	10	142	28	19.7
PROPERTY & CASUALTY INSURANCE	17	175	34	19.4
BANKS	13	161	29	18.0
FOOD & DRUGSTORES	12	107	18	16.8
GENERAL MERCHANDISERS	6	63	10	15.9
SPECIALTY RETAILERS	18	120	19	15.8
PUBLISHING & PRINTING	4	39	6	15.4
GAS/ELECTRICAL UTILITIES, PIPELINES	21	224	34	15.2
DIVERSIFIED FINANCIAL SERVICES	20	186	26	14.0
INVESTMENT DEALERS	1	7	1	14.3
MULTIMEDIA	11	134	18	13.4
BIOTECHNOLOGY/PHARMACEUTICALS	9	55	7	12.7
TRANSPORTATION/COURIERS	21	222	27	12.2
TELECOMMUNICATIONS	10	98	11	11.2
CONGLOMERATES	13	120	13	10.8
ACCOUNTING	5	59	6	10.2
AGRICULTURE	9	91	9	9.9
SERVICES (GENERAL)	22	136	13	9.6
CHEMICALS & FERTILIZERS	11	79	7	8.9
PAPER & FOREST PRODUCTS	19	170	15	8.8
FOOD DISTRIBUTORS	3	25	2	8.0
IMPORT/EXPORT	5	25	2	8.0
OIL & GAS PRODUCTION	22	190	15	7.9
HIGH-TECH MANUFACTURING	17	106	8	7.5
FOOD MANUFACTURING/PROCESSING	16	125	9	7.2
REAL ESTATE	9	71	5	7.0
HEALTH CARE	3	31	2	6.5
WHOLESALE/DISTRIBUTORS	26	173	11	6.4
GENERAL MANUFACTURING	42	269	17	6.3
OIL & GAS FIELD SERVICES	7	52	3	5.8
ENGINEERING/CONSTRUCTION	18	141	8	5.7
INFORMATION TECHNOLOGY	13	72	4	5.6
BREWERIES, DISTILLERS, BEVERAGES	4	43	2	4.7
STEEL PRODUCTION	11	99	4	4.0
MINING, METALS & MINERALS	11	103	4	3.9
MOTOR VEHICLES & PARTS	19	116	4	3.4
GOLD MINING	5	49	1	2.0
ENVIRONMENTAL SERVICES	1	2	0	0.0

* Based on FP500 industry listings

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY INDUSTRY AND COMPANY

ACCOUNTING (6/59) 10.2%

DELOITTE & TOUCHE LLP (3/23) 13.0%
 ERNST & YOUNG LLP (0/8) 0.0%
 GRANT THORNTON CANADA (0/7) 0.0%
 KPMG LLP (2/17) 11.8%
 PRICEWATERHOUSECOOPERS LLP (1/4) 25.0%

AGRICULTURE (9/91) 9.9%

AGRICORE UNITED (1/15) 6.7%
 CANADIAN WHEAT BOARD (1/14) 7.1%
 CARGILL LTD. (0/4) 0.0%
 COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (1/15) 6.7%
 N.M. PATERSON & SONS LTD. (0/7) 0.0%
 RIDLEY INC. (0/5) 0.0%
 SASKATCHEWAN WHEAT POOL (1/12) 8.3%
 UNITED FARMERS OF ALTA CO-OPERATIVE LTD.
 (1/9) 11.1%
 W.G. THOMPSON & SONS LTD. (4/10) 40.0%

BANKS (29/161) 18.0%

ALBERTA TREASURY BRANCHES (1/12) 8.3%
 AMEX BANK OF CANADA INC. (2/3) 66.7%
 BANK OF MONTREAL (3/15) 20.0%
 THE BANK OF NOVA SCOTIA (3/18) 16.7%
 CANADIAN IMPERIAL BANK OF COMMERCE
 (3/20) 15.0%
 CITIBANK CANADA (1/8) 12.5%
 ING BANK OF CANADA (1/8) 12.5%
 HSBC BANK CANADA (1/10) 10.0%
 LAURENTIAN BANK OF CANADA (4/15) 26.7%
 MBNA CANADA BANK (0/1) 0.0%
 NATIONAL BANK OF CANADA (5/18) 27.8%
 ROYAL BANK OF CANADA (3/17) 17.6%
 THE TORONTO-DOMINION BANK (2/16) 12.5%

BENEFIT/HUMAN RESOURCES

NONE

BIOTECHNOLOGY/PHARMACEUTICALS (7/55) 12.7%

ABBOTT LABORATORIES LTD. (0/1) 0.0%
 APOTEX INC. (0/3) 0.0%
 ASTRAZENECA CANADA INC. (0/4) 0.0%
 AVENTIS PHARMA INC. (1/4) 25.0%
 BIOVAIL CORP. (0/8) 0.0%
 GLAXO SMITHKLINE INC. (1/4) 25.0%

MERCK FROSST CANADA & CO. (5/18) 27.8%
 PATHEON INC. (0/9) 0.0%
 PFIZER CANADA INC. (0/4) 0.0%

BREWERIES, DISTILLERS, BEVERAGES (2/43) 4.7%

COTT CORP. (1/12) 8.3%
 MOLSON INC. (0/15) 0.0%
 PEPSI-COLA CANADA LTD. (1/4) 25.0%
 VINCOR INTERNATIONAL INC. (0/12) 0.0%

CHEMICALS & FERTILIZERS (7/79) 8.9%

ACETEX CORP. (0/5) 0.0%
 AGRIUM INC. (1/11) 9.1%
 BASF CANADA (0/3) 0.0%
 CANPOTEX LTD. (0/6) 0.0%
 DOW CHEMICAL CANADA INC. (0/3) 0.0%
 METHANEX CORP. (1/10) 10.0%
 NOVA CHEMICALS CORP. (2/13) 15.4%
 PÉTROMONT AND CO. (0/9) 0.0%
 POLYONE CANADA INC. (0/3) 0.0%
 POTASH CORP. (3/12) 25.0%
 ROHM & HAAS CANADA INC. (0/4) 0.0%

CONGLOMERATES (13/120) 10.8%

ATCO LTD. (1/11) 9.1%
 BAYER INC. (0/3) 0.0%
 BRASCAN CORP. (2/18) 11.1%
 FORTIS INC. (1/8) 12.5%
 GEORGE WESTON LTD. (2/11) 18.2%
 I.M.P. GROUP INTERNATIONAL INC. (2/6) 33.3%
 JAMES RICHARDSON & SONS, LIMITED (2/7) 28.6%
 THE JIM PATTISON GROUP (0/8) 0.0%
 MDC CORP. (0/7) 0.0%
 ONEX CORP. (1/10) 10.0%
 POWER CORP. (1/16) 6.3%
 SHERRITT INTERNATIONAL CORP. (0/7) 0.0%
 SIEMENS CANADA LTD. (1/8) 12.5%

CREDIT UNIONS (25/79) 31.6%

CAISSE CENTRALE DESJARDINS (6/21) 28.6%
 COAST CAPITAL SAVINGS CREDIT UNION (5/16) 31.3%
 CREDIT UNION CENTRAL OF SASKATCHEWAN
 (2/12) 16.7%
 LE MOUVEMENT DES CAISSES DESJARDINS
 (6/21) 28.6%

VANCOUVER CITY SAVINGS CREDIT UNION (6/9) 66.7%

DIVERSIFIED FINANCIAL SERVICES (26/186) 14.0%

AGF MANAGEMENT LTD. (0/9) 0.0%
 AGRICULTURE FINANCIAL SERVICES CORP.
 (1/11) 9.1%
 ASSANTE CORP. (0/6) 0.0%
 BANK OF CANADA (4/13) 30.8%
 BUSINESS DEVELOPMENT BANK OF CANADA
 (5/15) 33.3%
 CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC
 (3/14) 21.4%
 CANADA MORTGAGE AND HOUSING CORP. (3/9) 33.3%
 C.I. FUND MANAGEMENT INC. (0/8) 0.0%
 DAIMLERCHRYSLER SERVICES CANADA INC.
 (1/5) 20.0%
 E-L FINANCIAL CORP. (0/7) 0.0%
 EXPORT DEVELOPMENT CANADA (1/14) 7.1%
 FAIRFAX FINANCIAL HOLDINGS LTD. (0/4) 0.0%
 FARM CREDIT CORP. (5/11) 45.5%
 FORD CREDIT CANADA LTD. (0/7) 0.0%
 GENERAL MOTORS ACCEPTANCE CORP. OF CANADA
 (1/6) 16.7%
 HOUSEHOLD FINANCIAL CORP. (0/7) 0.0%
 HUB INTERNATIONAL LTD. (0/9) 0.0%
 MFP FINANCIAL SERVICES LTD. (1/8) 12.5%
 OPTIMUM GROUP INC. (0/10) 0.0%
 SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC
 (1/13) 7.7%

ENGINEERING/CONSTRUCTION (8/141) 5.7%

ADF GROUP INC. (1/8) 12.5%
 AECOM GROUP INC. (0/8) 0.0%
 ATOMIC ENERGY OF CANADA LTD. (3/14) 21.4%
 BABCOCK & WILCOX CANADA LTD. (0/2) 0.0%
 BIRD CONSTRUCTION CO. (0/6) 0.0%
 THE CHURCHILL CORP. (0/8) 0.0%
 ELLIS-DON INC. (0/9) 0.0%
 FLUOR CANADA LTD. (0/1) 0.0%
 GOLDBER ASSOCIATES CORP. (1/5) 20.0%
 GRAHAM GROUP LTD. (0/7) 0.0%
 GROUPE LAPERRIÈRE & VERREAU LT. (1/10) 10.0%
 HATCH ASSOCIATES LTD. (0/10) 0.0%
 LEDCOR INDUSTRIES LTD. (0/4) 0.0%
 PCL CONSTRUCTION GROUP INC. (0/11) 0.0%

† See addendum notes on page 43

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY INDUSTRY AND COMPANY

POMERLEAU (0/7) 0.0%
 STANTEC INC. (0/8) 0.0%
 SNC-LAVALIN GROUP INC. (2/12) 16.7%
 ST. LAWRENCE CEMENT GROUP INC. (0/11) 0.0%

ENTERTAINMENT (19/88) 21.6%

ALBERTA GAMING AND LIQUOR COMMISSION
 (1/7) 14.3%
 ALLIANCE ATLANTIS COMMUNICATIONS INC.
 (1/10) 10.0%
 ATLANTIC LOTTERY CORP. (0/8) 0.0%
 BRITISH COLUMBIA LOTTERY CORP. (4/9) 44.4%
 CIRQUE DU SOLEIL (0/1) 0.0%
 CORUS ENTERTAINMENT INC. (5/10) 50.0%
 LIONS GATE ENTERTAINMENT CORP. (0/17) 0.0%
 LOTO-QUÉBEC (2/5) 40.0%
 MANITOBA LOTTERIES CORP. (5/10) 50.0%
 ONTARIO LOTTERY AND GAMING CORP. (1/8) 12.5%
 UNIVERSAL STUDIOS CANADA LTD. (0/3) 0.0%

ENVIRONMENTAL SERVICES (0/2) 0.0%

CANADIAN WASTE SERVICES INC. (0/2) 0.0%

FOOD & DRUGSTORES (18/107) 16.8%

ALIMENTATION COUCHE-TARD INC. (1/10) 10.0%
 CALGARY CO-OPERATIVE ASSOCIATION LTD.
 (4/9) 44.4%
 CANADA SAFEWAY LTD. (0/3) 0.0%
 EMPIRE CO. (1/15) 6.7%
 GREAT ATLANTIC & PAC. (0/9) 0.0%
 GROUPE UNIPRIX (0/8) 0.0%
 THE JEAN COUTU GROUP (PJC) INC. (5/15) 33.3%
 THE KATZ GROUP (0/1) 0.0%
 METRO INC. (3/13) 23.1%
 PHARMASAVE DRUGS (NATIONAL) LTD. (1/9) 11.1%
 SHOPPERS DRUG MART (2/11) 18.2%
 THRIFTY FOODS (1/4) 25.0%

FOOD DISTRIBUTORS (2/25) 8.0%

CO-OP ATLANTIC (1/10) 10.0%
 EXPORT PACKERS CO. (0/2) 0.0%
 VAN HOUTTE INC. (1/13) 7.7%

FOOD MANUFACTURING/PROCESSING (9/125) 7.2%

AGROPUR COOPÉRATIVE (1/15) 6.7%

ALIMENTS BRETON CANADA INC. (3/7) 42.9%
 BARRY CALLEBAUT CANADA INC. (1/6) 16.7%
 CAMPBELL SOUP CO. (0/7) 0.0%
 FPI LTD. (0/13) 0.0%
 GROUPE BROCHU (0/4) 0.0%
 HIGH LINER FOODS INC. (0/13) 0.0%
 LILYDALE CO-OPERATIVE LTD. (0/8) 0.0%
 MAPLE LEAF FOODS INC. (1/13) 7.7%
 MCCAIN FOODS LTD. (0/9) 0.0%
 NESTLÉ CANADA INC. (1/5) 20.0%
 PARMALAT CANADA LTD. (0/4) 0.0%
 ROBIN HOOD MULTIFOODS INC. (0/5) 0.0%
 SAPUTO INC. (2/10) 20.0%
 SMITHFIELD CANADA LTD. (0/3) 0.0%
 THE TDL GROUP LTD. (0/3) 0.0%

GAS/ELECTRICAL UTILITIES, PIPELINES (34/224) 15.2%

ALTAGAS SERVICES INC. (1/8) 12.5%
 BC GAS INC. (2/11) 18.2%
 BRITISH COLUMBIA HYDRO & POWER AUTHORITY
 (3/10) 30.0%
 BRUCE POWER LP (0/11) 0.0%
 EMERA INC. (3/12) 25.0%
 ENBRIDGE INC. (1/12) 8.3%
 ENERSOURCE CORP. (2/9) 22.2%
 ENMAX CORP. (1/11) 9.1%
 EPCOR UTILITIES INC. (4/12) 33.3%
 GAZ MÉTROPOLITAIN AND CO. (1/14) 7.1%
 HYDRO-QUÉBEC (3/17) 17.6%
 HYDRO ONE INC. (2/12) 16.7%
 THE MANITOBA HYDRO-ELECTRIC BOARD
 (1/11) 9.1%
 NEW BRUNSWICK POWER CORP. (1/10) 10.0%
 ONTARIO POWER GENERATION INC. (2/11) 18.2%
 SASKATCHEWAN POWER CORP. (4/12) 33.3%
 SUPERIOR PLUS INCOME FUND (0/3) 0.0%
 TORONTO HYDRO CORP. (0/10) 0.0%
 TRANSALTA CORP. (1/11) 9.1%
 TRANSCANADA PIPELINES LTD. (2/12) 16.7%
 UNION GAS LTD. (0/5) 0.0%

GENERAL MANUFACTURING (17/269) 6.3%

3M CANADA CO. (0/4) 0.0%
 ALSTOM CANADA INC. (0/4) 0.0%

AMCOR TWINPAK AMERICAS INC. (0/4) 0.0%
 ATS AUTOMATION TOOLING SYSTEMS INC. (0/7) 0.0%
 BALL PACKAGING PRODUCTS CANADA INC. (0/2) 0.0%
 BELL HELICOPTER TEXTRON CANADA LTD. (0/3) 0.0%
 THE CANAM MANAC GROUP INC. (2/11) 18.2%
 CCL INDUSTRIES INC. (0/9) 0.0%
 CFM CORP. (0/10) 0.0%
 CROWN CORK & SEAL CANADA INC. (0/7) 0.0%
 DOMCO TARKETT INC. (0/11) 0.0%
 DOREL INDUSTRIES INC. (0/7) 0.0%
 DUNLOP STANDARD AEROSPACE LTD. (0/4) 0.0%
 DUPONT CANADA INC. (1/10) 10.0%
 THE FUTURA CORP. (0/4) 0.0%
 GENERAL ELECTRIC CANADA INC. (0/5) 0.0%
 GILDAN ACTIVEWEAR INC. (0/9) 0.0%
 GSW INC. (1/9) 11.1%
 HUSKY INJECTION MOLDING SYSTEMS LTD. (1/6) 16.7%
 IMPERIAL TOBACCO CANADA LTD. (0/8) 0.0%
 INTERTAPE POLYMER GROUP INC. (0/7) 0.0%
 KCP INCOME FUND (0/5) 0.0%
 LAFARGE CANADA INC. (0/8) 0.0%
 LINAMAR CORP. (1/6) 16.7%
 MAAX INC. (1/11) 9.1%
 MASONITE INTERNATIONAL CORP. (0/9) 0.0%
 MEGA BLOKS INC (0/9) 0.0%
 OWENS CORNING CANADA (0/1) 0.0%
 PALLISER FURNITURE LTD. (2/11) 18.2%
 PHILIPS CANADA LTD. (0/3) 0.0%
 PPG CANADA INC. (0/1) 0.0%
 PRATT & WHITNEY CANADA CORP. (0/3) 0.0%
 PROCTER & GAMBLE CANADA INC. (0/2) 0.0%
 ROLLS-ROYCE CANADA LTD. (0/1) 0.0%
 ROTHMANS INC. (1/9) 11.1%
 ROYAL CANADIAN MINT (2/10) 20.0%
 ROYAL GROUP TECHNOLOGIES LTD. (0/8) 0.0%
 SAMUEL MANU-TECH INC. (1/7) 14.3%
 TEKNION CORP. (1/8) 12.5%
 TREE ISLAND INDUSTRIES LTD. (1/6) 16.7%
 UNILEVER CANADA LTD. (1/3) 33.3%
 WINPAK LTD. (1/7) 14.3%

GENERAL MERCHANDISERS (10/63) 15.9%

CANADIAN TIRE CORP. (3/16) 18.8%
 COSTCO WHOLESALE CANADA LTD. (1/8) 12.5%
 GENDIS INC. (0/5) 0.0%

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY INDUSTRY AND COMPANY

HUDSON'S BAY CO. (2/13) 15.4%
 NORTH WEST CO. (1/11) 9.1%
 SEARS CANADA INC. (3/10) 30.0%

GOLD MINING (1/49) 2.0%

AUR RESOURCES INC. (0/8) 0.0%
 BARRICK GOLD CORP. (0/13) 0.0%
 BREAKWATER RESOURCES LTD. (0/7) 0.0%
 KINROSS GOLD CORP. (0/10) 0.0%
 PLACER DOME INC. (1/11) 9.1%

HEALTH CARE (2/31) 6.5%

DYNACARE INC. (0/8) 0.0%
 EXTENDICARE INC. (0/13) 0.0%
 MDS INC. (2/10) 20.0%

HIGH-TECH MANUFACTURING (8/106) 7.5%

BOMBARDIER INC. (2/13) 15.4%
 CAE INC. (0/12) 0.0%
 CISCO SYSTEMS CANADA CO. (0/3) 0.0%
 CREO INC. (0/9) 0.0%
 GENERAL DYNAMICS CANADA (0/5) 0.0%
 HÉROUX-DEVTEK INC. (0/7) 0.0%
 HEWLETT-PACKARD (CANADA) CO. (1/2) 50.0%
 HONEYWELL LTD. (2/4) 50.0%
 IBM CANADA LTD. (0/1) 0.0%
 JDS UNIPHASE CANADA LTD. (0/2) 0.0%
 MAGELLAN AEROSPACE CORP. (0/9) 0.0%
 NORTEL NETWORKS CORP. (1/10) 10.0%
 PMC - SIERRA INC. (0/6) 0.0%
 RESEARCH IN MOTION LTD. (0/7) 0.0%
 SUN MICROSYSTEMS OF CANADA INC. (1/3) 33.3%
 XEROX CANADA INC. (1/4) 25.0%
 ZARLINK SEMICONDUCTOR INC. (0/9) 0.0%

HOLDING COMPANY

NONE

IMPORT/EXPORT (2/25) 8.0%

CANADIAN COMMERCIAL CORP. (2/10) 20.0%
 MARUBENI CANADA LTD. (0/5) 0.0%
 MITSUBISHI CANADA LTD. (0/5) 0.0%
 NISSHO IWAI CANADA LTD. (0/2) 0.0%
 SUMITOMO CANADA LTD. (0/3) 0.0%

INFORMATION TECHNOLOGY (4/72) 5.6%

ATI TECHNOLOGIES INC. (0/6) 0.0%
 CGI GROUP INC. (2/14) 14.3%
 COGNICASE INC. (1/7) 14.3%
 COGNOS INC. (0/8) 0.0%
 COMPUTER SCIENCES CORP. (0/2) 0.0%
 EDS CANADA INC. (1/4) 25.0%
 GEAC COMPUTER CORP. (0/9) 0.0%
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/7) 0.0%
 MICROSOFT CANADA INC. (0/3) 0.0%
 NCR CANADA LTD. (0/1) 0.0%
 NEXINNOVATIONS INC. (0/3) 0.0%
 ORACLE CORP. (0/1) 0.0%
 SOFTCHOICE CORP. (0/7) 0.0%

INTERNET COMPANY

NONE

INVESTMENT DEALERS (1/7) 14.3%

FAHNESTOCK VINER HOLDINGS INC. (1/7) 14.3%

LIFE & HEALTH INSURANCE (28/142) 19.7%

CANADA LIFE FINANCIAL CORP. (2/16) 12.5%
 CO-OPERATORS LIFE INSURANCE CO. (7/21) 33.3%
 THE INDEPENDENT ORDER OF FORESTERS (4/15) 26.7%
 INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (3/15) 20.0%
 MANULIFE FINANCIAL CORP. (2/14) 14.3%
 THE MARITIME LIFE ASSURANCE CO. (3/17) 17.6%
 SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (2/15) 13.3%
 SUN LIFE FINANCIAL SERVICES OF CANADA (4/17) 23.5%
 TRANSAMERICA LIFE CANADA (1/11) 9.1%
 UNUMPROVIDENT CORP. (0/1) 0.0%

MARKETING/COMMUNICATIONS

NONE

MINING, METALS & MINERALS (4/103) 3.9%

ALCAN INC. (0/11) 0.0%
 CAMBIOR INC. (0/11) 0.0%
 CAMECO CORP. (1/11) 9.1%
 FORDING CANADIAN COAL TRUST (0/8) 0.0%
 HUDSON BAY MINNING AND SMELTING CO. (0/6) 0.0%

INCO LTD. (2/12) 16.7%
 IRON ORE CO. (0/11) 0.0%
 NORANDA INC. (1/14) 7.1%
 QIT-FER ET TITANE INC. (0/3) 0.0%
 RIO ALGOM LTD. (0/3) 0.0%
 TECK COMINCO LTD. (0/13) 0.0%

MOTORS VEHICLES & PARTS (4/116) 3.4%

BUDD CANADA INC. (0/10) 0.0%
 DAIMLERCHRYSLER CANADA INC. (1/7) 14.3%
 FORD MOTOR CO. (1/5) 20.0%
 GENERAL MOTORS OF CANADA LTD. (0/11) 0.0%
 HONDA CANADA INC. (0/6) 0.0%
 HYUNDAI AUTO CANADA (0/4) 0.0%
 INTERNATIONAL TRUCK & ENGINE CORP. (0/5) 0.0%
 JOHNSON CONTROLS LTD. (0/1) 0.0%
 LEAR CANADA LTD. (0/5) 0.0%
 MAGNA INTERNATIONAL INC. (1/12) 8.3%
 MAZDA CANADA INC. (0/3) 0.0%
 MERCEDES-BENZ CANADA INC. (0/5) 0.0%
 MERIDIAN TECHNOLOGIES INC. (0/6) 0.0%
 NISSAN CANADA INC. (0/5) 0.0%
 PRÉVOST CAR INC. (0/8) 0.0%
 SUBARU CANADA, INC. (0/4) 0.0%
 TOYOTA CANADA INC. (0/5) 0.0%
 VOLKSWAGEN CANADA INC. (0/3) 0.0%
 WESCAST INDUSTRIES INC. (1/11) 9.1%

MUTILMEDIA (18/134) 13.4%

ASTRAL MEDIA INC. (2/13) 15.4%
 CANADIAN BROADCASTING CORP. (4/12) 33.3%
 CANWEST GLOBAL COMMUNICATIONS CORP. (2/10) 20.0%
 CHUM LTD. (2/11) 18.2%
 CINRAM INTERNATIONAL INC. (0/6) 0.0%
 COGECO INC. (1/11) 9.1%
 HOLLINGER INC. (2/13) 15.4%
 QUEBECOR INC. (1/11) 9.1%
 ROGERS COMMUNICATIONS INC. (2/17) 11.8%
 SHAW COMMUNICATIONS INC. (1/14) 7.1%
 THE THOMSON CORP. (1/16) 6.3%

OIL & GAS FIELD SERVICES (3/52) 5.8%

ENERFLEX SYSTEMS LTD. (1/9) 11.1%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/9) 0.0%

† See addendum notes on page 43

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY INDUSTRY AND COMPANY

FLINT ENERGY SERVICES LTD. (0/6) 0.0%
 HALLIBURTON GROUP CANADA INC. (0/8) 0.0%
 PRECISION DRILLING CORP. (0/7) 0.0%
 SCHLUMBERGER CANADA LTD. (1/3) 33.3%
 SHAWCOR LTD. (1/10) 10.0%

OIL & GAS PRODUCTION (15/190) 7.9%

APACHE CANADA LTD. (0/6) 0.0%
 ARC ENERGY TRUST (0/8) 0.0%
 BAYTEX ENERGY LTD. (0/8) 0.0%
 BURLINGTON RESOURCES CANADA LTD. (1/7) 14.3%
 CANADIAN NATURAL RESOURCES LTD. (0/9) 0.0%
 CANADIAN OIL SANDS TRUST (1/8) 12.5%
 CANADIAN ULTRAMAR CO. (0/4) 0.0%
 DEVON CANADA CORP. (0/5) 0.0%
 ENCAN CORP. (1/14) 7.1%
 ENERPLUS RESOURCES FUND (0/9) 0.0%
 HURRICANE HYDROCARBONS LTD. (0/6) 0.0%
 HUSKY ENERGY INC. (2/14) 14.3%
 IMPERIAL OIL LTD. (1/9) 11.1%
 NEXEN INC. (0/10) 0.0%
 MURPHY OIL CO. (0/6) 0.0%
 PARAMOUNT RESOURCES LTD. (2/11) 18.2%
 PENGROWTH ENERGY TRUST (0/6) 0.0%
 PENN WEST PETROLEUM LTD. (0/6) 0.0%
 PETRO-CANADA (2/11) 18.2%
 SHELL CANADA LTD. (2/11) 18.2%
 SUNCOR ENERGY INC. (2/12) 16.7%
 TALISMAN ENERGY INC. (1/10) 10.0%

PAPER & FOREST PRODUCTS (15/170) 8.8%

ABITIBI-CONSOLIDATED INC. (2/11) 18.2%
 AINSWORTH LUMBER CO. (2/9) 22.2%
 CANFOR CORP. (3/14) 21.4%
 CASCADES INC. (1/14) 7.1%
 COMMONWEALTH PLYWOOD CO. (0/1) 0.0%
 DOMAN INDUSTRIES LTD. (0/10) 0.0%
 DOMTAR INC. (2/12) 16.7%
 INTERNATIONAL FOREST PRODUCTS LTD. (0/13) 0.0%
 KRUGER INC. (0/10) 0.0%
 NEXFOR INC. (3/13) 23.1%
 NORSKE SKOG CANADA LTD. (0/9) 0.0%
 WEYERHAEUSER CO. (0/4) 0.0%
 RIVERSIDE FOREST PRODUCTS LTD. (0/6) 0.0%
 SLOCAN FOREST PRODUCTS LTD. (0/9) 0.0%
 TEMBEC INC. (2/12) 16.7%

TIMBERWEST FOREST CORP. (0/7) 0.0%
 UNIBOARD CANADA INC. (0/5) 0.0%
 WELDWOOD OF CANADA LTD. (0/1) 0.0%
 WEST FRASER TIMBER CO. (0/10) 0.0%

PROPERTY & CASUALTY INSURANCE (34/175) 19.4%

ALLIANZ CANADA (1/9) 11.1%
 ALLSTATE INSURANCE CO. (2/9) 22.2%
 AVIVA CANADA INC. (0/10) 0.0%
 AXA CANADA INC. (0/6) 0.0%
 CHUBB INSURANCE CO. (2/8) 25.0%
 CO-OPERATORS GENERAL INSURANCE CO. (7/21) 33.3%
 THE ECONOMICAL INSURANCE GROUP (1/9) 11.1%
 ING CANADA INC. (3/13) 23.1%
 INSURANCE CORP. OF BRITISH COLUMBIA (4/9) 44.4%
 KINGSWAY FINANCIAL SERVICES INC. (0/8) 0.0%
 LIBERTY MUTUAL GROUP (2/14) 14.3%
 LLOYD'S UNDERWRITERS (1/16) 6.3%
 ROYAL & SUNALLIANCE CANADA (1/8) 12.5%
 SASKATCHEWAN AUTO FUND (5/10) 50.0%
 STATE FARM GROUP INSURANCE CO. (3/13) 23.1%
 THE WAWANESA MUTUAL INSURANCE CO. (2/11) 18.2%
 ZURICH NORTH AMERICA CANADA (0/1) 0.0%

PUBLISHING & PRINTING (6/39) 15.4%

MOORE CORP. (1/7) 14.3%
 ST. JOSEPH CORP. (0/6) 0.0%
 TORSTAR CORP. (3/15) 20.0%
 TRANSCONTINENTAL INC. (2/11) 18.2%

REAL ESTATE (5/71) 7.0%

BRITISH COLUMBIA BUILDINGS CORP. (3/8) 37.5%
 H & R REAL ESTATE INVESTMENT TRUST (0/8) 0.0%
 INTRAWEST CORP. (0/12) 0.0%
 LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (0/6) 0.0%
 MORGUARD CORP. (0/10) 0.0%
 OXFORD PROPERTIES GROUP INC. (0/4) 0.0%
 RETIREMENT RESIDENCES REAL ESTATE INVT. TRUST (0/9) 0.0%
 RIOCAN REAL ESTATE INVESTMENT TRUST (2/8) 25.0%
 TRIZEC CANADA INC. (0/6) 0.0%

SERVICES (GENERAL) (13/136) 9.6%

A & W FOOD SERVICES OF CANADA INC. (0/3) 0.0%
 ACCENTURE INC. (0/2) 0.0%
 ATLAS COLD STORAGE INCOME TRUST (0/3) 0.0%
 BOSTON PIZZA INTERNATIONAL INC. (0/3) 0.0%
 BURGER KING RESTAURANTS OF CANADA INC. (0/2) 0.0%
 CAP GEMINI ERNST & YOUNG (0/4) 0.0%
 CARA OPERATIONS LTD. (2/9) 22.2%
 CASTLE BUILDING CENTRES GROUP LTD. (0/8) 0.0%
 CHARLWOOD PACIFIC GROUP (1/4) 25.0%
 COLLIERS INTERNATIONAL (0/8) 0.0%
 COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL (1/16) 6.3%
 COMPASS GROUP CANADA LTD. (0/3) 0.0%
 FAIRMONT HOTELS & RESORTS INC. (1/10) 10.0%
 FIRSTSERVICE CORP. (0/5) 0.0%
 HARTCO CORP. (1/7) 14.3%
 MCDONALD'S RESTAURANTS OF CANADA LTD. (1/10) 10.0%
 NEWFOUNDLAND AND LABRADOR HYDRO (2/8) 25.0%
 PITNEY BOWES OF CANADA LTD. (1/4) 25.0%
 PRIME RESTAURANTS OF CANADA INC. (0/3) 0.0%
 VECTOR AEROSPACE CORP. (0/7) 0.0%
 WORKERS' COMPENSATION BOARD (1/11) 9.1%
 WORKPLACE SAFETY & INSURANCE BOARD (2/6) 33.3%

SPECIALTY RETAILERS (19/120) 15.8%

LIQUOR CONTROL BOARD OF ONTARIO (3/7) 42.9%
 RONA INC. (2/13) 15.4%
 BC LIQUOR DISTRIBUTION BRANCH (0/0) N/A †
 SOCIÉTÉ DES ALCOOLS DU QUÉBEC (5/10) 50.0%
 THE FORZANI GROUP LTD. (0/8) 0.0%
 THE BRICK WAREHOUSE CORP. (0/1) 0.0%
 BMTG GROUP INC. (0/9) 0.0%
 REITMANS (CANADA) LTD. (0/10) 0.0%
 RÉNO-DÉPÔT INC. (0/3) 0.0%
 INDIGO BOOKS & MUSIC INC. (1/9) 11.1%
 GRAND & TOY LTD. (0/1) 0.0%
 INTERTAN, INC. (0/5) 0.0%
 OLCO PETROLEUM GROUP INC. (0/5) 0.0%
 LEON'S FURNITURE LTD. (0/7) 0.0%
 PARKLAND INCOME FUND (2/7) 28.6%
 MANITOBA LIQUOR CONTROL COMMISSION (4/8) 50.0%

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY INDUSTRY AND COMPANY

NOVA SCOTIA LIQUOR CORP. (2/9) 22.2%
LA SENZA CORP. (0/8) 0.0%

STEEL PRODUCTION (4/99) 4.0%

ALGOMA STEEL INC. (0/10) 0.0%
DOFASCO INC. (1/10) 10.0%
GERDAU AMERISTEEL CORP. (0/9) 0.0%
HARRIS STEEL GROUP INC. (0/10) 0.0%
IPSCO INC. (1/13) 7.7%
ISPAT SIDBEC INC. (0/7) 0.0%
IVACO INC. (0/7) 0.0%
NOVAMERICAN STEEL INC. (0/6) 0.0%
RUSSEL METALS INC. (1/8) 12.5%
SLATER STEEL INC. (0/8) 0.0%
STELCO INC. (1/11) 9.1%

TELECOMMUNICATIONS (11/98) 11.2%

AT & T CANADA INC. (1/9) 11.1%
BCE INC. (2/14) 14.3%
CALL-NET ENTERPRISES INC. (1/11) 9.1%
ERICSSON CANADA INC. (0/5) 0.0%
MANITOBA TELECOM SERVICES INC. (2/14) 14.3%
MICROCELL TELECOMMUNICATIONS INC. (0/11) 0.0%
MOTOROLA CANADA LTD. (0/3) 0.0%
SASKATCHEWAN TELECOMMUNICATIONS (4/11) 36.4%
TELUS CORP. (0/12) 0.0%
TELESYSTEM INTERNATIONAL WIRELESS INC.
(1/8) 12.5%

TRANSPORTATION/COURIERS (27/222) 12.2%

407 INTERNATIONAL INC. (0/11) 0.0%
AIR CANADA (1/14) 7.1%
BRITISH COLUMBIA FERRY CORP. (2/10) 20.0%
BRITISH COLUMBIA RAILWAY CO. (2/9) 22.2%
CANADA POST CORP. (3/11) 27.3%
CANADIAN NATIONAL RAILWAY CO. (2/15) 13.3%
CANADIAN PACIFIC RAILWAY LTD. (1/11) 9.1%
CHC HELICOPTER CORP. (0/10) 0.0%
CLARKE INC. (0/9) 0.0%
CP SHIPS LTD. (0/9) 0.0%
GREATER TORONTO AIRPORTS AUTHORITY (3/15) 20.0%
LAIDLAW INC. (2/11) 18.2%
MAYNE NICKLESS CANADA INC. (0/3) 0.0%
MULLEN TRANSPORTATION INC. (1/9) 11.1%
NAV CANADA (2/15) 13.3%

TRANSAT A.T. INC. (2/12) 16.7%
TRANSFORCE INCOME FUND (0/9) 0.0%
TORONTO TRANSIT COMMISSION (2/8) 25.0%
VIA RAIL CANADA INC. (4/15) 26.7%
VITRAN CORP. (0/7) 0.0%
WESTJET AIRLINES LTD. (0/9) 0.0%

TRUST COMPANY

NONE

WHOLESALE/DISTRIBUTORS (11/173) 6.4%

ACIER LEROUX INC. (0/7) 0.0%
ACKLANDS GRAINGER INC. (0/1) 0.0%
CANON CANADA INC. (1/5) 20.0%
EMCO LTD. (0/7) 0.0%
FEDERATED CO-OPERATIVES LTD. (5/19) 26.3%
FINNING INTERNATIONAL INC. (1/12) 8.3%
GOODFELLOW INC. (0/7) 0.0%
HEWITT EQUIPMENT LTD. (0/2) 0.0%
JOHN DEERE LTD. (0/6) 0.0%
L'ORÉAL CANADA INC. (0/5) 0.0%
MCKESSON CANADA CORP. (1/6) 16.7%
MITSUI & CO. (0/5) 0.0%
PREMETALCO INC. (0/8) 0.0%
RAND A TECHNOLOGY CORPORATION (0/7) 0.0%
REXEL CANADA INC. (0/3) 0.0%
SODISCO-HOWDEN GROUP INC. (0/7) 0.0%
SONEPAR DISTRIBUTION INC. (1/6) 16.7%
SONY OF CANADA LTD. (0/5) 0.0%
STRONGCO INC. (0/6) 0.0%
TAIGA FOREST PRODUCTS LTD. (0/9) 0.0%
TOROMONT INDUSTRIES LTD. (0/8) 0.0%
TOSHIBA OF CANADA LTD. (0/7) 0.0%
UNI-SÉLECT INC. (1/10) 10.0%
UNIVAR CANADA LTD. (0/3) 0.0%
WAJAX LTD. (1/9) 11.1%
WOLSELEY HOLDINGS CANADA INC. (0/3) 0.0%

† See addendum notes on page 43

APPENDIX 4A: GEOGRAPHICAL LISTING, PROVINCE/TERRITORY RANKED BY PERCENT OF BOARD SEATS HELD BY WOMEN

Number of Companies	Number of Board Seats	Number of Board Seats Held by Women	Percent of Board Seats Held by Women	Province/Territory
Saskatchewan	10	110	26	23.6
Nova Scotia	6	72	11	15.3
Manitoba	18	161	24	14.9
Québec	101	1,006	121	12.0
British Columbia	48	385	45	11.7
Ontario	234	1,858	198	10.7
Alberta	58	489	42	8.6
New Brunswick	3	28	2	7.1
Newfoundland & Labrador	5	46	3	6.5
Other (No Head Office in Canada)	17	92	4	4.3
North West Territories	0	0	0	N/A
Nunavut	0	0	0	N/A
Prince Edward Island	0	0	0	N/A
Yukon	0	0	0	N/A

APPENDIX 4B: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY PROVINCE/TERRITORY AND COMPANY

ALBERTA (42/489) 8.6%

AGRICULTURE FINANCIAL SERVICES CORP. (1/11) 9.1%
 AGRIUM INC. (1/11) 9.1%
 ALBERTA GAMING AND LIQUOR COMMISSION (1/7) 14.3%
 ALBERTA TREASURY BRANCHES (1/12) 8.3%
 ALTAGAS SERVICES INC. (1/8) 12.5%
 APACHE CANADA LTD. (0/6) 0.0%
 ARC ENERGY TRUST (0/8) 0.0%
 ATCO LTD. (1/11) 9.1%
 BAYTEX ENERGY LTD. (0/8) 0.0%
 THE BRICK WAREHOUSE CORP. (0/1) 0.0%
 BURLINGTON RESOURCES CANADA LTD. (1/7) 14.3%
 CALGARY CO-OPERATIVE ASSOCIATION LTD. (4/9) 44.4%
 CANADA SAFEWAY LTD. (0/3) 0.0%
 CANADIAN NATURAL RESOURCES LTD. (0/9) 0.0%
 CANADIAN OIL SANDS TRUST (1/8) 12.5%
 CANADIAN PACIFIC RAILWAY LTD. (1/11) 9.1%
 THE CHURCHILL CORP. (0/8) 0.0%
 DEVON CANADA CORP. (0/5) 0.0%
 DOW CHEMICAL CANADA INC. (0/3) 0.0%
 ENBRIDGE INC. (1/12) 8.3%
 ENCANA CORP. (1/14) 7.1%
 ENERFLEX SYSTEMS LTD. (1/9) 11.1%
 ENERPLUS RESOURCES FUND (0/9) 0.0%
 ENMAX CORP. (1/11) 9.1%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/9) 0.0%
 EPCOR UTILITIES INC. (4/12) 33.3%
 FLINT ENERGY SERVICES LTD. (0/6) 0.0%
 FLUOR CANADA LTD. (0/1) 0.0%
 FORDING CANADIAN COAL TRUST (0/8) 0.0%
 THE FORZANI GROUP LTD. (0/8) 0.0%
 GRAHAM GROUP LTD. (0/7) 0.0%
 HALLIBURTON GROUP CANADA INC. (0/8) 0.0%
 HUSKY ENERGY INC. (2/14) 14.3%
 THE KATZ GROUP (0/1) 0.0%
 LILYDALE CO-OPERATIVE LTD. (0/8) 0.0%
 MAGELLAN AEROSPACE CORP. (0/9) 0.0%
 MULLEN TRANSPORTATION INC. (1/9) 11.1%
 MURPHY OIL CO. (0/6) 0.0%
 NEXEN INC. (0/10) 0.0%
 PARAMOUNT RESOURCES LTD. (2/11) 18.2%
 PARKLAND INCOME FUND (2/7) 28.6%
 PCL CONSTRUCTION GROUP INC. (0/11) 0.0%
 PENGROWTH ENERGY TRUST (0/6) 0.0%
 PENN WEST PETROLEUM LTD. (0/6) 0.0%
 PETRO-CANADA (2/11) 18.2%
 PRECISION DRILLING CORP. (0/7) 0.0%

SCHLUMBERGER CANADA LTD. (1/3) 33.3%
 SHAW COMMUNICATIONS INC. (1/14) 7.1%
 SHELL CANADA LTD. (2/11) 18.2%
 STANTEC INC. (0/8) 0.0%
 SUNCOR ENERGY INC. (2/12) 16.7%
 SUPERIOR PLUS INCOME FUND (0/3) 0.0%
 TALISMAN ENERGY INC. (1/10) 10.0%
 TRANSALTA CORP. (1/11) 9.1%
 TRANSCANADA PIPELINES LTD. (2/12) 16.7%
 UNITED FARMERS OF ALTA CO-OPERATIVE LTD. (1/9) 11.1%
 WESTJET AIRLINES LTD. (0/9) 0.0%
 WORKERS' COMPENSATION BOARD (1/11) 9.1%

BRITISH COLUMBIA (45/385) 11.7%

A & W FOOD SERVICES OF CANADA INC. (0/3) 0.0%
 ACETEX CORP. (0/5) 0.0%
 AINSWORTH LUMBER CO. (2/9) 22.2%
 BC GAS INC. (2/11) 18.2%
 BC LIQUOR DISTRIBUTION BRANCH (0/0) N/A †
 BOSTON PIZZA INTERNATIONAL INC. (0/3) 0.0%
 BRITISH COLUMBIA BUILDINGS CORP. (3/8) 37.5%
 BRITISH COLUMBIA FERRY CORP. (2/10) 20.0%
 BRITISH COLUMBIA HYDRO & POWER AUTHORITY (3/10) 30.0%
 BRITISH COLUMBIA LOTTERY CORP. (4/9) 44.4%
 BRITISH COLUMBIA RAILWAY CO. (2/9) 22.2%
 CANFOR CORP. (3/14) 21.4%
 CHARLWOOD PACIFIC GROUP (1/4) 25.0%
 COAST CAPITAL SAVINGS CREDIT UNION (5/16) 31.3%
 COLLIERS INTERNATIONAL (0/8) 0.0%
 CREO INC. (0/9) 0.0%
 DOMAN INDUSTRIES LTD. (0/10) 0.0%
 FINNING INTERNATIONAL INC. (1/12) 8.3%
 THE FUTURA CORP. (0/4) 0.0%
 GOLDER ASSOCIATES CORP. (1/5) 20.0%
 HSBC BANK CANADA (1/10) 10.0%
 INSURANCE CORP. OF BRITISH COLUMBIA (4/9) 44.4%
 INTERNATIONAL FOREST PRODUCTS LTD. (0/13) 0.0%
 INTRAWEST CORP. (0/12) 0.0%
 THE JIM PATTISON GROUP (0/8) 0.0%
 LEDCOR INDUSTRIES LTD. (0/4) 0.0%
 LIONS GATE ENTERTAINMENT CORP. (0/17) 0.0%
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/7) 0.0%
 METHANEX CORP. (1/10) 10.0%
 MITSUBISHI CANADA LTD. (0/5) 0.0%
 NORSKE SKOG CANADA LTD. (0/9) 0.0%
 PHARMASAVE DRUGS (NATIONAL) LTD. (1/9) 11.1%

PLACER DOME INC. (1/11) 9.1%
 PMC—SIERRA INC. (0/6) 0.0%
 RIVERSIDE FOREST PRODUCTS LTD. (0/6) 0.0%
 SLOCAN FOREST PRODUCTS LTD. (0/9) 0.0%
 SUMITOMO CANADA LTD. (0/3) 0.0%
 TAIGA FOREST PRODUCTS LTD. (0/9) 0.0%
 TECK COMINCO LTD. (0/13) 0.0%
 TELUS CORP. (0/12) 0.0%
 THRIFTY FOODS (1/4) 25.0%
 TIMBERWEST FOREST CORP. (0/7) 0.0%
 TREE ISLAND INDUSTRIES LTD. (1/6) 16.7%
 UNIVAR CANADA LTD. (0/3) 0.0%
 VANCOUVER CITY SAVINGS CREDIT UNION (6/9) 66.7%
 WELDWOOD OF CANADA LTD. (0/1) 0.0%
 WEST FRASER TIMBER CO. (0/10) 0.0%
 WEYERHAEUSER CO. (0/4) 0.0%

MANITOBA (24/161) 14.9%

AGRICORE UNITED (1/15) 6.7%
 ASSANTE CORP. (0/6) 0.0%
 CANADIAN WHEAT BOARD (1/14) 7.1%
 CANWEST GLOBAL COMMUNICATIONS CORP. (2/10) 20.0%
 CARGILL LTD. (0/4) 0.0%
 DUNLOP STANDARD AEROSPACE LTD. (0/4) 0.0%
 GENDIS INC. (0/5) 0.0%
 HUDSON BAY MINNING AND SMELTING CO. (0/6) 0.0%
 JAMES RICHARDSON & SONS, LIMITED (2/7) 28.6%
 THE MANITOBA HYDRO-ELECTRIC BOARD (1/11) 9.1%
 MANITOBA LIQUOR CONTROL COMMISSION (4/8) 50.0%
 MANITOBA LOTTERIES CORP. (5/10) 50.0%
 MANITOBA TELECOM SERVICES INC. (2/14) 14.3%
 N.M. PATERSON & SONS LTD. (0/7) 0.0%
 NORTH WEST CO. (1/11) 9.1%
 PALLISER FURNITURE LTD. (2/11) 18.2%
 THE WAWANESA MUTUAL INSURANCE CO. (2/11) 18.2%
 WINPAK LTD. (1/7) 14.3%

NEW BRUNSWICK (2/28) 7.1%

ATLANTIC LOTTERY CORP. (0/8) 0.0%
 CO-OP ATLANTIC (1/10) 10.0%
 NEW BRUNSWICK POWER CORP. (1/10) 10.0%

NEWFOUNDLAND AND LABRADOR (3/46) 6.5%

CHC HELICOPTER CORP. (0/10) 0.0%

† See addendum notes on page 43

APPENDIX 4B: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY PROVINCE/TERRITORY AND COMPANY

FORTIS INC. (1/8) 12.5%	BAYER INC. (0/3) 0.0%	DUPONT CANADA INC. (1/10) 10.0%
FPI LTD. (0/13) 0.0%	BIOVAIL CORP. (0/8) 0.0%	DYNACARE INC. (0/8) 0.0%
NEWFOUNDLAND AND LABRADOR HYDRO (2/8) 25.0%	BIRD CONSTRUCTION CO. (0/6) 0.0%	THE ECONOMICAL INSURANCE GROUP (1/9) 11.1%
VECTOR AEROSPACE CORP. (0/7) 0.0%	BRASCAN CORP. (2/18) 11.1%	EDS CANADA INC. (1/4) 25.0%
NORTH WEST TERRITORIES	BREAKWATER RESOURCES LTD. (0/7) 0.0%	E-L FINANCIAL CORP. (0/7) 0.0%
NONE	BRUCE POWER LP (0/11) 0.0%	ELLIS-DON INC. (0/9) 0.0%
NOVA SCOTIA (11/72) 15.3%	BUDD CANADA INC. (0/10) 0.0%	EMCO LTD. (0/7) 0.0%
EMERA INC. (3/12) 25.0%	BURGER KING RESTAURANTS OF CANADA INC. (0/2) 0.0%	ENERSOURCE CORP. (2/9) 22.2%
EMPIRE CO. (1/15) 6.7%	C.I. FUND MANAGEMENT INC. (0/8) 0.0%	ERICSSON CANADA INC. (0/5) 0.0%
HIGH LINER FOODS INC. (0/13) 0.0%	CAE INC. (0/12) 0.0%	ERNST & YOUNG LLP (0/8) 0.0%
I.M.P. GROUP INTERNATIONAL INC. (2/6) 33.3%	CALL-NET ENTERPRISES INC. (1/11) 9.1%	EXPORT DEVELOPMENT CANADA (1/14) 7.1%
THE MARITIME LIFE ASSURANCE CO. (3/17) 17.6%	CAMPBELL SOUP CO. (0/7) 0.0%	EXPORT PACKERS CO. (0/2) 0.0%
NOVA SCOTIA LIQUOR CORP. (2/9) 22.2%	CANADA LIFE FINANCIAL CORP. (2/16) 12.5%	EXTENDICARE INC. (0/13) 0.0%
NUNAVUT	CANADA MORTGAGE AND HOUSING CORP. (3/9) 33.3%	FAHNESTOCK VINER HOLDINGS INC. (1/7) 14.3%
NONE	CANADA POST CORP. (3/11) 27.3%	FAIRFAX FINANCIAL HOLDINGS LTD. (0/4) 0.0%
ONTARIO (198/1858) 10.7%	CANADIAN BROADCASTING CORP. (4/12) 33.3%	FAIRMONT HOTELS & RESORTS INC. (1/10) 10.0%
3M CANADA CO. (0/4) 0.0%	CANADIAN COMMERCIAL CORP. (2/10) 20.0%	FIRSTSERVICE CORP. (0/5) 0.0%
407 INTERNATIONAL INC. (0/11) 0.0%	CANADIAN IMPERIAL BANK OF COMMERCE (3/20) 15.0%	FORD CREDIT CANADA LTD. (0/7) 0.0%
ACCENTURE INC. (0/2) 0.0%	CANADIAN TIRE CORP. (3/16) 18.8%	FORD MOTOR CO. (1/5) 20.0%
ACKLANDS GRAINGER INC. (0/1) 0.0%	CANADIAN WASTE SERVICES INC. (0/2) 0.0%	GEAC COMPUTER CORP. (0/9) 0.0%
AECON GROUP INC. (0/8) 0.0%	CANON CANADA INC. (1/5) 20.0%	GENERAL DYNAMICS CANADA (0/5) 0.0%
AGF MANAGEMENT LTD. (0/9) 0.0%	CAP GEMINI ERNST & YOUNG (0/4) 0.0%	GENERAL ELECTRIC CANADA INC. (0/5) 0.0%
ALGOMA STEEL INC. (0/10) 0.0%	CARA OPERATIONS LTD. (2/9) 22.2%	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (1/6) 16.7%
ALLIANCE ATLANTIS COMMUNICATIONS INC. (1/10) 10.0%	CASTLE BUILDING CENTRES GROUP LTD. (0/8) 0.0%	GENERAL MOTORS OF CANADA LTD. (0/11) 0.0%
ALLIANZ CANADA (1/9) 11.1%	CCL INDUSTRIES INC. (0/9) 0.0%	GEORGE WESTON LTD. (2/11) 18.2%
ALLSTATE INSURANCE CO. (2/9) 22.2%	CFM CORP. (0/10) 0.0%	GERDAU AMERISTEEL CORP. (0/9) 0.0%
AMCOR TWINPAK AMERICAS INC. (0/4) 0.0%	CHUBB INSURANCE CO. (2/8) 25.0%	GLAXO SMITHKLINE INC. (1/4) 25.0%
AMEX BANK OF CANADA INC. (2/3) 66.7%	CHUM LTD. (2/11) 18.2%	GRAND & TOY LTD. (0/1) 0.0%
APOTEX INC. (0/3) 0.0%	CINRAM INTERNATIONAL INC. (0/6) 0.0%	GRANT THORNTON CANADA (0/7) 0.0%
ASTRAZENECA CANADA INC. (0/4) 0.0%	CISCO SYSTEMS CANADA CO. (0/3) 0.0%	GREAT ATLANTIC & PAC. (0/9) 0.0%
AT & T CANADA INC. (1/9) 11.1%	CITIBANK CANADA (1/8) 12.5%	GREATER TORONTO AIRPORTS AUTHORITY (3/15) 20.0%
ATI TECHNOLOGIES INC. (0/6) 0.0%	CLARKE INC. (0/9) 0.0%	GSW INC. (1/9) 11.1%
ATLAS COLD STORAGE INCOME TRUST (0/3) 0.0%	COGNOS INC. (0/8) 0.0%	H & R REAL ESTATE INVESTMENT TRUST (0/8) 0.0%
ATOMIC ENERGY OF CANADA LTD. (3/14) 21.4%	COMPASS GROUP CANADA LTD. (0/3) 0.0%	HARRIS STEEL GROUP INC. (0/10) 0.0%
ATS AUTOMATION TOOLING SYSTEMS INC. (0/7) 0.0%	COMPUTER SCIENCES CORP. (0/2) 0.0%	HATCH ASSOCIATES LTD. (0/10) 0.0%
AUR RESOURCES INC. (0/8) 0.0%	CO-OPERATORS GENERAL INSURANCE CO. (7/21) 33.3%	HEWLETT-PACKARD (CANADA) CO. (1/2) 50.0%
AVIVA CANADA INC. (0/10) 0.0%	CO-OPERATORS LIFE INSURANCE CO. (7/21) 33.3%	HOLLINGER INC. (2/13) 15.4%
BABCOCK & WILCOX CANADA LTD. (0/2) 0.0%	CORUS ENTERTAINMENT INC. (5/10) 50.0%	HONDA CANADA INC. (0/6) 0.0%
BANK OF CANADA (4/13) 30.8%	COSTCO WHOLESALE CANADA LTD. (1/8) 12.5%	HONEYWELL LTD. (2/4) 50.0%
BANK OF MONTREAL (3/15) 20.0%	COTT CORP. (1/12) 8.3%	HOUSEHOLD FINANCIAL CORP. (0/7) 0.0%
THE BANK OF NOVA SCOTIA (3/18) 16.7%	DAIMLERCHRYSLER CANADA INC. (1/7) 14.3%	HUB INTERNATIONAL LTD. (0/9) 0.0%
BARRICK GOLD CORP. (0/13) 0.0%	DAIMLERCHRYSLER SERVICES CANADA INC. (1/5) 20.0%	HUDSON'S BAY CO. (2/13) 15.4%
BASF CANADA (0/3) 0.0%	DELOITTE & TOUCHE LLP (3/23) 13.0%	HUSKY INJECTION MOLDING SYSTEMS LTD. (1/6) 16.7%
	DOFASCO INC. (1/10) 10.0%	HYDRO ONE INC. (2/12) 16.7%
		HYUNDAI AUTO CANADA (0/4) 0.0%
		IBM CANADA LTD. (0/1) 0.0%

APPENDIX 4B: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY PROVINCE/TERRITORY AND COMPANY

IMPERIAL OIL LTD. (1/9) 11.1%	ONEX CORP. (1/10) 10.0%	SUN MICROSYSTEMS OF CANADA INC. (1/3) 33.3%
INCO LTD. (2/12) 16.7%	ONTARIO LOTTERY AND GAMING CORP. (1/8) 12.5%	THE TDL GROUP LTD. (0/3) 0.0%
THE INDEPENDENT ORDER OF FORESTERS (4/15) 26.7%	ONTARIO POWER GENERATION INC. (2/11) 18.2%	TEKNION CORP. (1/8) 12.5%
INDIGO BOOKS & MUSIC INC. (1/9) 11.1%	ORACLE CORP. (0/1) 0.0%	TOROMONT INDUSTRIES LTD. (0/8) 0.0%
ING BANK OF CANADA (1/8) 12.5%	OXFORD PROPERTIES GROUP INC. (0/4) 0.0%	THE TORONTO-DOMINION BANK (2/16) 12.5%
ING CANADA INC. (3/13) 23.1%	PARMALAT CANADA LTD. (0/4) 0.0%	TORONTO HYDRO CORP. (0/10) 0.0%
INTERTAN, INC. (0/5) 0.0%	PATHEON INC. (0/9) 0.0%	TORONTO TRANSIT COMMISSION (2/8) 25.0%
JOHN DEERE LTD. (0/6) 0.0%	PEPSI-COLA CANADA LTD. (1/4) 25.0%	TORSTAR CORP. (3/15) 20.0%
KCP INCOME FUND (0/5) 0.0%	PHILIPS CANADA LTD. (0/3) 0.0%	TOSHIBA OF CANADA LTD. (0/7) 0.0%
KINGSWAY FINANCIAL SERVICES INC. (0/8) 0.0%	PITNEY BOWES OF CANADA LTD. (1/4) 25.0%	TOYOTA CANADA INC. (0/5) 0.0%
KINROSS GOLD CORP. (0/10) 0.0%	POLYONE CANADA INC. (0/3) 0.0%	TRANSAMERICA LIFE CANADA (1/11) 9.1%
KPMG LLP (2/17) 11.8%	PPG CANADA INC. (0/1) 0.0%	UNILEVER CANADA LTD. (1/3) 33.3%
LAIDLAW INC. (2/11) 18.2%	PREMETALCO INC. (0/8) 0.0%	UNION GAS LTD. (0/5) 0.0%
LEAR CANADA LTD. (0/5) 0.0%	PRICEWATERHOUSECOOPERS LLP (1/4) 25.0%	UNIVERSAL STUDIOS CANADA LTD. (0/3) 0.0%
LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (0/6) 0.0%	PRIME RESTAURANTS OF CANADA INC. (0/3) 0.0%	UNUMPROVIDENT CORP. (0/1) 0.0%
LEON'S FURNITURE LTD. (0/7) 0.0%	PROCTER & GAMBLE CANADA INC. (0/2) 0.0%	VINCOR INTERNATIONAL INC. (0/12) 0.0%
LIBERTY MUTUAL GROUP (2/14) 14.3%	RAND A TECHNOLOGY CORPORATION (0/7) 0.0%	VITRAN CORP. (0/7) 0.0%
LINAMAR CORP. (1/6) 16.7%	RESEARCH IN MOTION LTD. (0/7) 0.0%	W.G. THOMPSON & SONS LTD. (4/10) 40.0%
LIQUOR CONTROL BOARD OF ONTARIO (3/7) 42.9%	RETIREMENT RESIDENCES REAL ESTATE INVT. TRUST (0/9) 0.0%	WAJAX LTD. (1/9) 11.1%
MAGNA INTERNATIONAL INC. (1/12) 8.3%	RIO ALGOM LTD. (0/3) 0.0%	WESCAST INDUSTRIES INC. (1/11) 9.1%
MANULIFE FINANCIAL CORP. (2/14) 14.3%	RIOCAN REAL ESTATE INVESTMENT TRUST (2/8) 25.0%	WOLSELEY HOLDINGS CANADA INC. (0/3) 0.0%
MAPLE LEAF FOODS INC. (1/13) 7.7%	ROBIN HOOD MULTIFOODS INC. (0/5) 0.0%	WORKPLACE SAFETY & INSURANCE BOARD (2/6) 33.3%
MASONITE INTERNATIONAL CORP. (0/9) 0.0%	ROGERS COMMUNICATIONS INC. (2/17) 11.8%	XEROX CANADA INC. (1/4) 25.0%
MAYNE NICKLESS CANADA INC. (0/3) 0.0%	ROHM & HAAS CANADA INC. (0/4) 0.0%	ZARLINK SEMICONDUCTOR INC. (0/9) 0.0%
MAZDA CANADA INC. (0/3) 0.0%	ROTHMANS INC. (1/9) 11.1%	ZURICH NORTH AMERICA CANADA (0/1) 0.0%
MBNA CANADA BANK (0/1) 0.0%	ROYAL & SUNALLIANCE CANADA (1/8) 12.5%	
MCCAIN FOODS LTD. (0/9) 0.0%	ROYAL BANK OF CANADA (3/17) 17.6%	PRINCE EDWARD ISLAND
MCDONALD'S RESTAURANTS OF CANADA LTD. (1/10) 10.0%	ROYAL CANADIAN MINT (2/10) 20.0%	NONE
MDC CORP. (0/7) 0.0%	ROYAL GROUP TECHNOLOGIES LTD. (0/8) 0.0%	QUÉBEC (121/1006) 12.0%
MDS INC. (2/10) 20.0%	RUSSEL METALS INC. (1/8) 12.5%	ABBOTT LABORATORIES LTD. (0/1) 0.0%
MERCEDES-BENZ CANADA INC. (0/5) 0.0%	SAMUEL MANU-TECH INC. (1/7) 14.3%	ABITIBI-CONSOLIDATED INC. (2/11) 18.2%
MERIDIAN TECHNOLOGIES INC. (0/6) 0.0%	SEARS CANADA INC. (3/10) 30.0%	ACIER LEROUX INC. (0/7) 0.0%
MFP FINANCIAL SERVICES LTD. (1/8) 12.5%	SHAWCOR LTD. (1/10) 10.0%	ADF GROUP INC. (1/8) 12.5%
MICROSOFT CANADA INC. (0/3) 0.0%	SHERRITT INTERNATIONAL CORP. (0/7) 0.0%	AGROPUR COOPÉRATIVE (1/15) 6.7%
MITSUI & CO. (0/5) 0.0%	SHOPPERS DRUG MART (2/11) 18.2%	AIR CANADA (1/14) 7.1%
MORGUARD CORP. (0/10) 0.0%	SIEMENS CANADA LTD. (1/8) 12.5%	ALCAN INC. (0/11) 0.0%
MOTOROLA CANADA LTD. (0/3) 0.0%	SLATER STEEL INC. (0/8) 0.0%	ALIMENTATION COUCHE-TARD INC. (1/10) 10.0%
NAV CANADA (2/15) 13.3%	SMITHFIELD CANADA LTD. (0/3) 0.0%	ALIMENTS BRETON CANADA INC. (3/7) 42.9%
NCR CANADA LTD. (0/1) 0.0%	SOFTCHOICE CORP. (0/7) 0.0%	ALSTOM CANADA INC. (0/4) 0.0%
NESTLÉ CANADA INC. (1/5) 20.0%	SONY OF CANADA LTD. (0/5) 0.0%	ASTRAL MEDIA INC. (2/13) 15.4%
NEXFOR INC. (3/13) 23.1%	ST. JOSEPH CORP. (0/6) 0.0%	AVENTIS PHARMA INC. (1/4) 25.0%
NEXINNOVATIONS INC. (0/3) 0.0%	STATE FARM GROUP INSURANCE CO. (3/13) 23.1%	AXA CANADA INC. (0/6) 0.0%
NISSAN CANADA INC. (0/5) 0.0%	STELCO INC. (1/11) 9.1%	BARRY CALLEBAUT CANADA INC. (1/6) 16.7%
NISSHO IWAI CANADA LTD. (0/2) 0.0%	STRONGCO INC. (0/6) 0.0%	BCE INC. (2/14) 14.3%
NORANDA INC. (1/14) 7.1%	SUBARU CANADA, INC. (0/4) 0.0%	BELL HELICOPTER TEXTRON CANADA LTD. (0/3) 0.0%
NORTEL NETWORKS CORP. (1/10) 10.0%	SUN LIFE FINANCIAL SERVICES OF CANADA (4/17) 23.5%	BMTC GROUP INC. (0/9) 0.0%
		BOMBARDIER INC. (2/13) 15.4%

† See addendum notes on page 43

APPENDIX 4B: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF BOARD SEATS HELD BY WOMEN, BY PROVINCE/TERRITORY AND COMPANY

BUSINESS DEVELOPMENT BANK OF CANADA (5/15) 33.3%	MAAX INC. (1/11) 9.1%	IPSCO INC. (1/13) 7.7%
CAISSE CENTRALE DESJARDINS (6/21) 28.6%	MCKESSON CANADA CORP. (1/6) 16.7%	POTASH CORP. (3/12) 25.0%
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (3/14) 21.4%	MEGA BLOKS INC (0/9) 0.0%	SASKATCHEWAN AUTO FUND (5/10) 50.0%
CAMBIOR INC. (0/11) 0.0%	MERCK FROSST CANADA & CO. (5/18) 27.8%	SASKATCHEWAN POWER CORP. (4/12) 33.3%
CANADIAN NATIONAL RAILWAY CO. (2/15) 13.3%	METRO INC. (3/13) 23.1%	SASKATCHEWAN TELECOMMUNICATIONS (4/11) 36.4%
THE CANAM MANAC GROUP INC. (2/11) 18.2%	MICROCELL TELECOMMUNICATIONS INC. (0/11) 0.0%	SASKATCHEWAN WHEAT POOL (1/12) 8.3%
CASCADES INC. (1/14) 7.1%	MOLSON INC. (0/15) 0.0%	OTHER (NO HEAD OFFICE IN CANADA) (4/92) 4.3%
CGI GROUP INC. (2/14) 14.3%	NATIONAL BANK OF CANADA (5/18) 27.8%	BALL PACKAGING PRODUCTS CANADA INC. (0/2) 0.0%
CIRQUE DU SOLEIL (0/1) 0.0%	NOVAMERICAN STEEL INC. (0/6) 0.0%	CANADIAN ULTRAMAR CO. (0/4) 0.0%
COGECO INC. (1/11) 9.1%	OLCO PETROLEUM GROUP INC. (0/5) 0.0%	CROWN CORK & SEAL CANADA INC. (0/7) 0.0%
COGNICASE INC. (1/7) 14.3%	OPTIMUM GROUP INC. (0/10) 0.0%	HURRICANE HYDROCARBONS LTD. (0/6) 0.0%
COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL (1/16) 6.3%	PÉTROMONT AND CO. (0/9) 0.0%	INTERNATIONAL TRUCK & ENGINE CORP. (0/5) 0.0%
COMMONWEALTH PLYWOOD CO. (0/1) 0.0%	PFIZER CANADA INC. (0/4) 0.0%	JDS UNIPHASE CANADA LTD. (0/2) 0.0%
COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (1/15) 6.7%	POMERLEAU (0/7) 0.0%	JOHNSON CONTROLS LTD. (0/1) 0.0%
CP SHIPS LTD. (0/9) 0.0%	POWER CORP. (1/16) 6.3%	LAFARGE CANADA INC. (0/8) 0.0%
DOMCO TARKETT INC. (0/11) 0.0%	PRATT & WHITNEY CANADA CORP. (0/3) 0.0%	MARUBENI CANADA LTD. (0/5) 0.0%
DOMTAR INC. (2/12) 16.7%	PRÉVOST CAR INC. (0/8) 0.0%	MOORE CORP. (1/7) 14.3%
DOREL INDUSTRIES INC. (0/7) 0.0%	QIT-FER ET TITANE INC. (0/3) 0.0%	NOVA CHEMICALS CORP. (2/13) 15.4%
FEDERATED CO-OPERATIVES LTD. (5/19) 26.3%	QUEBECOR INC. (1/11) 9.1%	OWENS CORNING CANADA (0/1) 0.0%
GAZ MÉTROPOLITAIN AND CO. (1/14) 7.1%	REITMANS (CANADA) LTD. (0/10) 0.0%	RIDLEY INC. (0/5) 0.0%
GILDAN ACTIVEWEAR INC. (0/9) 0.0%	RÉNO-DÉPÔT INC. (0/3) 0.0%	ROLLS-ROYCE CANADA LTD. (0/1) 0.0%
GOODFELLOW INC. (0/7) 0.0%	REXEL CANADA INC. (0/3) 0.0%	THE THOMSON CORP. (1/16) 6.3%
GRUPE BROCHU (0/4) 0.0%	RONA INC. (2/13) 15.4%	TRIZEC CANADA INC. (0/6) 0.0%
GRUPE LAPERRIÈRE & VERREAULT INC. (1/10) 10.0%	SAPUTO INC. (2/10) 20.0%	VOLKSWAGEN CANADA INC. (0/3) 0.0%
GRUPE UNIPRIX (0/8) 0.0%	SNC-LAVALIN GROUP INC. (2/12) 16.7%	YUKON
HARTCO CORP. (1/7) 14.3%	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (5/10) 50.0%	NONE
HÉROUX-DEVTEK INC. (0/7) 0.0%	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (1/13) 7.7%	
HEWITT EQUIPMENT LTD. (0/2) 0.0%	SODISCO-HOWDEN GROUP INC. (0/7) 0.0%	
HYDRO-QUÉBEC (3/17) 17.6%	SONEPAR DISTRIBUTION INC. (1/6) 16.7%	
IMPERIAL TOBACCO CANADA LTD. (0/8) 0.0%	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (2/15) 13.3%	
INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (3/15) 20.0%	ST. LAWRENCE CEMENT GROUP INC. (0/11) 0.0%	
INTERTAPE POLYMER GROUP INC. (0/7) 0.0%	TELESYSTEM INTERNATIONAL WIRELESS INC. (1/8) 12.5%	
IRON ORE CO. (0/11) 0.0%	TEMBEC INC. (2/12) 16.7%	
ISPAT SIDBEC INC. (0/7) 0.0%	TRANSAT A.T. INC. (2/12) 16.7%	
IVACO INC. (0/7) 0.0%	TRANSCONTINENTAL INC. (2/11) 18.2%	
THE JEAN COUTU GROUP (PJC) INC. (5/15) 33.3%	TRANSFORCE INCOME FUND (0/9) 0.0%	
KRUGER INC. (0/10) 0.0%	UNIBOARD CANADA INC. (0/5) 0.0%	
LA SENZA CORP. (0/8) 0.0%	UNI-SÉLECT INC. (1/10) 10.0%	
LAURENTIAN BANK OF CANADA (4/15) 26.7%	VAN HOUTTE INC. (1/13) 7.7%	
LE MOUVEMENT DES CAISSES DESJARDINS (6/21) 28.6%	VIA RAIL CANADA INC. (4/15) 26.7%	
LLOYD'S UNDERWRITERS (1/16) 6.3%	SASKATCHEWAN (26/110) 23.6%	
L'ORÉAL CANADA INC. (0/5) 0.0%	CAMECO CORP. (1/11) 9.1%	
LOTO-QUÉBEC (2/5) 40.0%	CANPOTEX LTD. (0/6) 0.0%	
	CREDIT UNION CENTRAL OF SASKATCHEWAN (2/12) 16.7%	
	FARM CREDIT CORP. (5/11) 45.5%	

APPENDIX 5: REPRESENTATION OF WOMEN ON BOARDS OF CANADIAN-OWNED AND FOREIGN-OWNED COMPANIES

There is a higher percentage of women board directors in Canadian-owned companies versus foreign-owned companies.¹⁴ Women represent 12.1 percent of board directors in Canadian-owned companies, versus 8 percent in foreign-owned companies. 333 of the 2003 FP500 companies were Canadian-owned, and 167 were foreign-owned. Foreign-owned companies tend to have smaller boards. The average number of seats on a foreign-owned board is 5.7, whereas the average number of seats on a Canadian-owned board is 9.9.

	Number of Companies	Average Board Size	Total Number of Board Seats	Number of Board Seats Held by Women	Percentage of Board Seats Held by Women
Canadian-Owned	333	9.9	3,288	399	12.1
Foreign-Owned	167	5.7	959	77	8.0

Addendum Notes

- 1) AT&T Canada changed its name to Allstream on June 18, 2003.
- 2) BC Gas Inc. changed its name to Terasen Inc. on April 25, 2003.
- 3) BC Liquor Distribution Branch does not have a board of directors. Legally, it is considered an arm of the provincial government.
- 4) Dynacare Inc. was acquired by Labcorp on June 19, 2002. This report counts the directors of Dynacare Inc. pre-acquisition.
- 5) The legal name for Ledcor Industries Ltd. is Ledcor Industries Inc.
- 6) Moore Corp. Ltd. merged with Wallace Computer Services Inc. on January 17, 2003. The resulting company changed its name to Moore Wallace Inc. This report counts the directors of Moore Corp. Ltd. pre-merger.

¹⁴ In this report, Catalyst defines company-ownership based on the definition used by Statistics Canada. Please refer to the Methodology on page 17 of this report for a complete definition.

ACKNOWLEDGMENTS

Catalyst thanks the many individuals in the FP500 companies who undertook the task of verifying their companies' data. We appreciate the time and patience it took to prepare data for our analysis.

The staff of Catalyst conceived and executed this study under the guidance of President Ilene H. Lang; former President Sheila W. Wellington; and Vice President of Catalyst Canada and Research and Information Services Susan Black, Ph.D. Adrienne Palmer served as project manager of the census research and authored the report. Wayne Che, Vanessa Oliver, and Maryam Khoshyomn were responsible for communicating with companies, gathering the data, and the account management of the companies. In addition, Ms. Khoshyomn conducted industry and geographical analyses and prepared the appendices. Mathieu Belanger, Ph.D., developed the database and application to support the project. Sonya Kunkel assisted with the writing and editing of the report. In addition, Meredith Moore and Meesha Rosa provided invaluable insight and expertise to the Canadian Census Team.

Kara Patterson and Andrea Juncos edited the report under the guidance of Nancy Guida, Vice President of Marketing and Public Affairs. Regina Chung designed the report and Donya Williams fact-checked the appendices.

Finally, Catalyst thanks Bell Canada; Scotiabank; Deloitte & Touche LLP; Ford Motor Company of Canada, Limited; Janssen Ortho; McKinsey & Co.; and Telus Communications Inc. for sponsoring this study.

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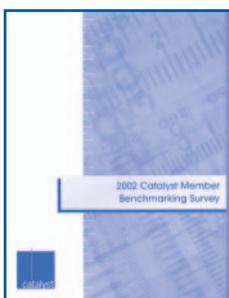
As this census report illustrates, understanding and tracking the numbers of women in key positions is an important step in creating diverse and inclusive work environments. Catalyst has designed a number of practical tools to help HR professionals and managers move beyond the numbers and make positive change in their organizations. To find out more about these and other Catalyst publications, visit our web site at www.catalystwomen.org.



Catalyst *Making Change* Series (2002)

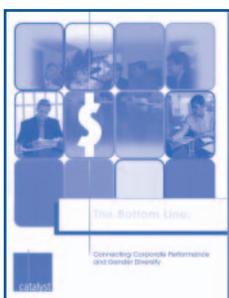
The publications included in Catalyst's *Making Change* series are must-read, practical booklets designed to help managers and HR professionals across your organization master workplace diversity issues. Current titles include:

- ◆ *Advancing Women in Law Firms*
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- ◆ *Becoming a Diversity Champion*
- ◆ *Building a Flexible Workplace*
- ◆ *Creating a Business Case for Diversity*
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- ◆ *Moving Women of Color Up the Ladder*
- ◆ *Tackling Resistance to Diversity Efforts*
- ◆ *Tapping Women for Global Assignments*
- ◆ *Using Metrics to Drive Change*



Catalyst *Member Benchmarking Survey* (Annual)

Companies and firms that want to capitalize on the talents of all their employees need data to compare their diversity initiatives and progress with that of their competitors and "best in class" employers. With this report, Catalyst helps companies meet these needs by profiling the full scope of diversity activities and outcomes in business today, with a particular focus on how the status of women is affected by these efforts over time.



***The Bottom Line: Connecting Corporate Performance and Gender Diversity* (2004)**

With this groundbreaking study, Catalyst explores whether there is a demonstrable connection between gender diversity and organizational financial performance.

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