

## APPENDIX 1 METHODOLOGY

### IMPETUS

In 1998, Catalyst instituted a biennial census to systematically examine women's representation at the highest levels of corporate Canada. First assessing the status of women on boards, in 2002 Catalyst expanded the series to measure women's representation in senior leadership positions. The Census reports were designed to establish accurate statistics and provide points of comparison with the goal of promoting women's advancement and garnering attention for this issue.

### RESEARCH DESIGN

The Catalyst Census utilizes a research methodology that counts a population. This design differentiates Catalyst's research from studies that utilize survey methodologies, because it removes the need for a representative sample, thereby ensuring a precise picture of women's status and progress.

Catalyst studies *Financial Post 500* (FP500) companies as the population not only because these are the largest companies by revenue in Canada each year, but also because they are widely recognized as the most powerful and influential Canadian businesses.

Catalyst uses a rigorous verification process to authenticate data gathered from public sources, allowing comparisons of data over time and across industries and geographies. In July 2010 Catalyst sent a letter to contacts at each of the FP500 companies. The letter requested that each company verify:

- The total number of senior officers;
- The total number of women senior officers;
- The name, position, and gender of each senior officer as of June 1, 2010 (the publication date of the 2010 FP500 list); and
- Public companies were asked to confirm the names and genders of top-earning senior officers.

For this Census, 84.5 percent of companies participated in the verification process. Companies that did not respond to the initial written inquiry were contacted by telephone, email, and fax multiple times over a period of three months, with 15.5 percent of companies not participating in the data verification process. For 74 percent of non-participating companies, Catalyst used public data that was either filed with the Canadian Securities Administrators (CSA) via the System for Electronic Document Analysis and Retrieval (SEDAR) or that was included in the company's most recent public annual report. Catalyst did not include a company's data in the Census if it was not filed with the CSA or published in a formal, public annual report. See the Excluded Companies section below for more information.

### TERMINOLOGY CHANGE

In the past, Catalyst requested verification of each FP500 company's "corporate officers." This year, Catalyst used the phrase "senior officers" when requesting verification. Because a country-wide, federally sanctioned term and definition of high-level executive positions that applies to public, private, crown, and cooperative organizations does not exist in Canada, the terminology change to "senior officer" was made in an attempt to standardize across company type and provide Catalyst with more robust data. In practice, Catalyst has not found a statistically discernable difference in the overall officer population using these two terms and has provided 2008 comparison data in the report despite the terminology change.

## APPENDIX 1 METHODOLOGY

### SENIOR OFFICERS

For the purposes of this Census, Catalyst defines “senior officers” as individuals who:

- Are in charge of a principal business unit, division, or function (including subsidiaries);
- Are board-elected officers (excluding non-executive chairman and vice-chairman of the board);
- Perform a policymaking function (i.e., executive officers at public companies);
- Are officers listed in legal filings (e.g., annual information forms, annual reports, or proxy statements).

To qualify as a senior officer, the individual must meet at least one criterion.

### EXCLUDED COMPANIES 2010

Catalyst studied companies on the FP500 list published June 1, 2010. Insufficient data for 32 companies led to their exclusion from analysis.

Certain events prior to June 1, 2010, excluded the following companies from the Census:

FP500 Rank	Company <sup>1</sup>	Situation	Province/Territory	NAICS Industry
5	Petro-Canada	Amalgamated with Suncor Energy Inc. in August 2009	Alberta	Mining, Quarrying, and Oil and Gas Extraction
59	Ontario Lottery and Gaming Corp.	Internal restructuring at senior officer level in 2010	Ontario	Arts, Entertainment, and Recreation
114	Canwest Global Communications Corp.	Began insolvency proceedings in October 2009; under CCAA protection as of June 1, 2010	Manitoba	Information and Cultural Industries
259	Enerflex Systems Income Fund	Acquired by Toromont Industries Ltd. in March 2010	Alberta	Wholesale Trade
363	Eveready Inc.	Acquired by Clean Harbors in July 2009	Alberta	Mining, Quarrying, and Oil and Gas Extraction

1. *Financial Post* style was used in company name listings.

## APPENDIX 1 METHODOLOGY

The following companies verified that they did not have senior officers:

FP500 Rank	Company	Province/Territory	NAICS Industry
181	Mercedes-Benz Canada Inc.	Ontario	Wholesale Trade
183	Apple Canada Inc.	Ontario	Wholesale Trade
435	Caisse centrale Desjardins	Quebec	Finance and Insurance
452	Casco Inc.	Ontario	Manufacturing–Nondurable Goods
454	The Personal Insurance Company of Canada	Quebec	Finance and Insurance
479	Textron Canada Limited	Quebec	Manufacturing–Durable Goods
500	Sonoco Canada Corporation	Ontario	Manufacturing–Nondurable Goods

The following companies did not make information about their senior officers publicly available and did not participate in Catalyst's verification process:

FP500 Rank	Company	Province/Territory	NAICS Industry
40	Honda Canada Inc.	Ontario	Manufacturing–Durable Goods
62	PCL Construction Holdings Ltd.	Alberta	Finance and Insurance
104	Gibson Energy ULC	Alberta	Wholesale Trade
126	General Motors Acceptance Corporation of Canada, Limited	Ontario	Finance and Insurance
174	The David Azrieli Group of Companies	Quebec	Real Estate and Rental and Leasing
180	Graham Group Ltd.	Alberta	Management of Companies and Enterprises

## APPENDIX 1 METHODOLOGY

FP500 Rank	Company	Province/Territory	NAICS Industry
245	ING Bank of Canada	Ontario	Finance and Insurance
257	Kia Canada, Inc.	Ontario	Wholesale Trade
266	Apache Canada Ltd.	Alberta	Mining, Quarrying, and Oil and Gas Extraction
299	Oracle Corporation Canada Inc.	Ontario	Information and Cultural Industries
313	Fluor Canada Ltd.	Alberta	Professional, Scientific, and Technical Services
334	Time Warner (Canada)	Ontario	Information and Cultural Industries
339	Smith International Canada Ltd.	Alberta	Wholesale Trade
384	Johnson Controls LP	Ontario	Construction
430	Lilydale Inc.	Alberta	Wholesale Trade
464	Super Save Group of Companies	British Columbia	Administrative and Support, Waste Management and Remediation Services
468	Aliments Breton (Canada) Incorporated	Quebec	Manufacturing–Nondurable Goods
472	Smucker Foods of Canada	Ontario	Manufacturing–Nondurable Goods
489	Fujitsu Canada, Inc.	Ontario	Wholesale Trade
498	Uniboard Canada Inc.	Quebec	Manufacturing–Durable Goods

## APPENDIX 1 METHODOLOGY

### 2008

Catalyst studied companies on the FP500 list published June 3, 2008. Insufficient data for 10 companies led to their exclusion from analysis:

FP500 Rank	Company	Situation	Province/Territory	NAICS Industry
7	Alcan Inc.	Acquired by Rio Tinto in October 2008	Quebec	Manufacturing
90	IPSCO Inc.	Verified that it had no Canadian corporate officers	Saskatchewan	Manufacturing
230	LionOre Mining International Ltd.	Acquired by OSC Norilsk Nickel in 2007	Ontario	Mining and Oil and Gas Extraction
239	Enerplus Resources Fund	Verified that it had no corporate officers	Alberta	Real Estate and Rental and Leasing
248	Alliance Atlantis Communications Inc.	Acquired by Canwest in August 2007	Ontario	Information and Cultural Industries
253	Canetic Resources Trust	Acquired by Penn West Energy Trust in January 2008	Alberta	Finance and Insurance
398	PrimeWest Energy Trust	Bought out by TAQA North Ltd. in January 2008	Alberta	Mining and Oil and Gas Extraction
451	Royal Utilities Income Fund	Acquired by Sherritt International Corporation in May 2008	Ontario	Management of Companies
462	Textron Canada Limited	Acquired by Collins and Aikman Canada Ltd. in 2001	Quebec	Manufacturing
485	The Personal Insurance Company of Canada	Verified that it had no unique officers from its parent company, Desjardins General Insurance Group	Quebec	Finance and Insurance

## APPENDIX 1

# METHODOLOGY

### DEFINITIONS

#### Top Earner<sup>2</sup>

Women's share of top earner senior officer positions is a visible indicator of women's status in companies. Catalyst counts the number of top earners for FP500 public companies that submit annual filings to the CSA. Catalyst defines top earners as current senior officers whose total compensation is among the top five amounts disclosed. For analysis purposes, this means that a company can have five or fewer top earners. 2010 analysis is based on 258 companies.

#### Company Type

The companies on the FP500 list fall into one of four categories: public, private, crown, and cooperative. A publicly held company has held an initial public offering and has shares that 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 law. Private companies are owned by one or several individual(s), a family, or parent company and do not trade shares on a stock market. Crown corporations are owned by either federal or provincial governments. Cooperatives are jointly owned by a collective of individuals and operate on the principles of democracy. Crown and cooperative companies do not trade shares. For the purposes of this report, company type was determined by information provided in the 2010 FP500 list.

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2. The CSA requires that public companies disclose all compensation for each CEO, CFO, and the three most highly compensated executive officers (or the three most highly compensated individuals acting in a similar capacity other than the CEO and CFO) who were serving as executive officers at the end of the most recently completed financial year and whose total salary and bonus exceeds \$150,000. Source: National Instrument 51-102 Continuous Disclosure Obligations, Form 51-102F6 Statement of Executive Compensation, item 1, section 1.3.