

2004 Catalyst Census
of Women Corporate Officers and
Top Earners of Canada



ABOUT CATALYST

Catalyst is the leading research and advisory organization working with businesses and the professions to build inclusive environments and expand opportunities for women at work. 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. With offices in New York, San Jose, and Toronto, Catalyst is consistently ranked No. 1 among U.S. nonprofits focused on women's issues by The American Institute of Philanthropy.

2004 Catalyst Census of Women Corporate Officers and Top Earners of Canada

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Catalyst Publication Code D43; ISBN#0-89584-250-5

FOREWORD



Catalyst has been tracking the representation of women corporate officers in Canada since 1999. The purpose of this census is to establish accurate statistics on women's advancement in the corporate community. Each census acts as an indicator of accomplishment and of work that has yet to be done.

The 2004 findings reveal limited growth in women's advancement in corporate leadership. Although women have made some progress in certain aspects, most indicators have remained relatively flat. For example, since 2002, the percentage of corporate officer positions held by women has increased marginally, and the number of companies with at least one woman corporate officer has actually decreased. Of the women who are corporate officers, the number of women who hold line positions or "clout" titles has not increased meaningfully.

Clearly there is much progress yet to be made. As the marketplace becomes more global and competitive, it is now more important than ever for companies to maximize the valuable talent they have and expand their customer and client bases. Findings from Catalyst's study *The Bottom Line: Connecting Corporate Performance and Gender Diversity* show that companies with higher representation of women on their top management teams financially outperform those companies that have lower women's representation. Since gender diversity is a characteristic of companies with excellent financial performance, one would expect more companies to increase the representation of women in their corporate ranks. Catalyst challenges companies to heed our advice and experience the benefits gender diversity brings first-hand.

Catalyst will continue to measure progress and provide the information and tools companies need to recruit, retain, and advance women employees. We urge companies to analyze the representation of women in their own ranks, and then take the necessary steps to create inclusive work environments where all employees have the opportunity to advance.

A handwritten signature in black ink that reads "Susan Black". The signature is written in a cursive, flowing style.

Susan Black
President
Catalyst Canada

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INTRODUCTION & KEY FINDINGS

KEY FINDINGS

- ◆ Women hold 14.4 percent of corporate officer positions in the FP500, up from 14.0 percent in 2002.
- ◆ 61.4 percent of FP500 companies have at least one woman corporate officer, down from 62.4 percent in 2002.
- ◆ 95 FP500 companies have 25 percent or more women corporate officers, up from 87 companies in 2002.
- ◆ 19 women lead FP500 companies, up from 13 women in 2002.
- ◆ Women hold 9.4 percent of line officer positions, up from 9.0 percent in 2002.
- ◆ Women hold 7.1 percent of the highest corporate officer titles, up from 6.7 percent in 2002.
- ◆ 4.5 percent (51 of 1,126) of top earners are women, up from 3.9 percent in 2002.
- ◆ 35.6 percent of FP500 companies have multiple women corporate officers, up from 33.6 percent in 2002.
- ◆ Women hold 14.8 percent of positions in the “Executive Pipeline,” up from 12.5 percent in 2002.
- ◆ Industries with an above-average representation of women corporate officers in 2002 have increased their representation of women corporate officers by an average of 3.6 percentage points in 2004.

“THE BIG PICTURE”

- ◆ In 2004, FP500 companies display a very slow pace of change in the representation of women in their corporate ranks.
- ◆ And if this pace of change continues, women’s representation in corporate officer ranks will not reach 25 percent or more for another two decades.¹
- ◆ However, the good are getting better—companies and industries that had higher representations of women corporate officers in 2002 continue to improve in 2004.
- ◆ The “Executive Pipeline” appears promising for the advancement of women in the corporate officer ranks.

¹ This projection was calculated using a growth rate of 2.4 percent over a five-year period (i.e., the growth rate from 1999 when women held 12.0 percent of corporate officer positions to 2004 when women hold 14.4 percent).

INTRODUCTION

The *2004 Catalyst Census of Women Corporate Officers and Top Earners in Canada* is our third census of women corporate officers in Canada. Catalyst works to establish accurate statistics on women's advancement in the corporate community by counting the number of women corporate officers and comparing our findings every two years. Each census reflects the achievements of corporations in advancing women, and also indicates the work yet to be done to help women reach a critical mass in corporate leadership.

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, and is widely recognized as the standard measure of corporate performance and market clout.

In 2004, the slow but steady advancement of women in corporate leadership in Canada has faltered. Women have made paltry gains, at best, in most indicators. Specifically, the percentage of women in corporate officer positions, the percentage of women corporate officers in line positions, and the percentage of women holding "clout" titles have not seen any meaningful increases in the past two years. Furthermore, the number of companies with at least one woman corporate officer has decreased since 2002.

Only a few indicators have seen a notable improvement. For example, women lead 20 companies on the FP500 in 2004, representing an increase of 6 companies since 2002. As well, the number of companies with a critical mass of women in their corporate officer pools (i.e., 25 percent or more) has increased by 8, from 87 companies in 2002 to 95 in 2004.

Why Focus on Corporate Officers?

Corporate officers² have day-to-day responsibility for corporate operations and the power to legally bind their companies. They represent their companies on major decisions, are the most visible executives, and are defined as ipso facto "insiders" for certain financial and regulatory purposes. Corporate officers are usually selected from among a company's most senior managers and embody the experiences, competencies, and contributions recognized as valuable by their companies. Many executives aspire to be officers because these positions are generally recognized as the highest level in corporations. In addition, information on corporate officers is often publicly available, while information on any other senior- or executive-level group is not. Focusing on corporate officers provides a consistent basis for comparisons over time, and across companies and industry sectors.

² Corporate officers are the executive officers of the company: all board elected officers listed in annual reports and proxy statements; positions that warrant regulation under the Securities Act (Ontario); positions specified in company by-laws or designated by the board of directors as "corporate officer;" executives that report directly to the CEO; and business unit heads of subsidiaries.

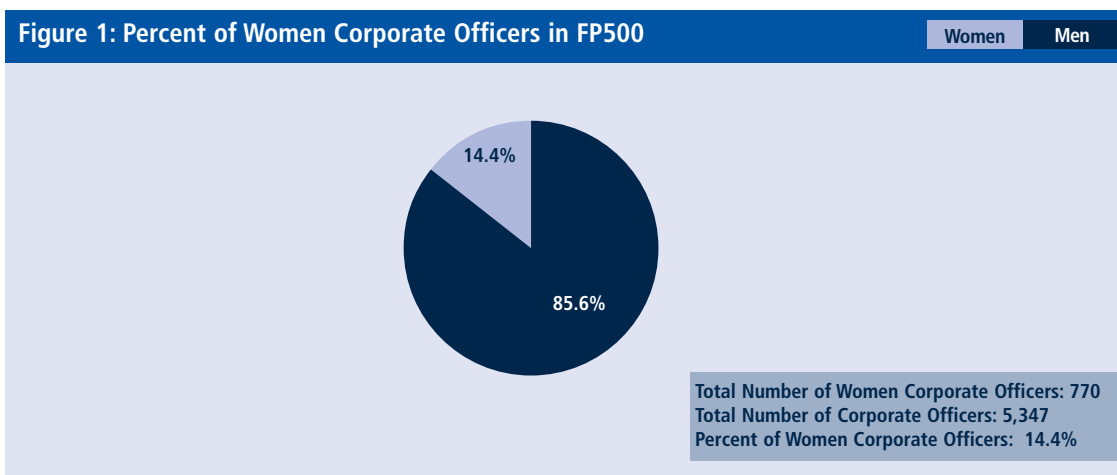
Additions to the 2004 Catalyst Census of Women Corporate Officers and Top Earners of Canada

The "Executive Pipeline" is a new addition to the census. In this analysis, we report on the number of women represented in the following six positions: Business Unit Head, Chief Information Officer, Corporate Secretary/General Counsel, Chief Financial Officer, Vice President of Finance, and Treasurer. These positions are important because they represent a *segment* of the pool for "clout" title positions. We focused on these six positions because they are found most consistently across the FP500 companies.

WOMEN CORPORATE OFFICERS—THE FP500 PERSPECTIVE

WHAT PROPORTION OF CORPORATE OFFICERS IN THE FP500 ARE WOMEN?

In 2004, women represent 14.4 percent, or 770, of the 5,347 corporate officer positions in the FP500 companies.³ This number represents a marginal increase from 14.0 percent in 2002.



Despite a decrease of 14 corporate officer positions in the total corporate officer pool in 2004, the number of women corporate officers increased to 770 from 752 in 2002, a difference of 18 corporate officer positions.

Table 1: Number and Percent of Women Corporate Officers: 2002-2004

Year	Total Number of Women Corporate Officers	Total Number of Corporate Officers	Percent of Women Corporate Officers
2004	770	5,347	14.4
2002	752	5,361	14.0

HOW MANY COMPANIES HAVE WOMEN CORPORATE OFFICERS?

In 2004, the number of companies that have no women corporate officers increased to 38.6 percent (193 companies), up one percentage point from 37.6 percent (188 companies) in 2002. Of these 193 companies with no women corporate officers in 2004, 121 of them had no women corporate officers in 2002, 30 had one woman corporate officer, 10 had multiple women corporate officers, and 32 were not on the FP500 list.

³ In 2004, Catalyst changed its methodology in counting corporate officers at banks, and only counted positions at the EVP level and above (with one exception at the National Bank of Canada where positions at the SVP level and above were counted). Using the old methodology, the total number of corporate officer positions increases to 5,569, the number of women corporate officers increases to 828, and the percentage of women corporate officers increases to 14.8 percent. For more details, see Appendix 1.

The number of companies that have one woman corporate officer decreased by three percentage points to 25.8 percent (129 companies), down from 28.8 percent (144 companies) in 2002. Of these 129 companies with one woman corporate officer in 2004, 63 had one woman corporate officer in 2002, 24 had no women corporate officers, 22 had multiple women corporate officers, and 20 were not on the FP500 list.

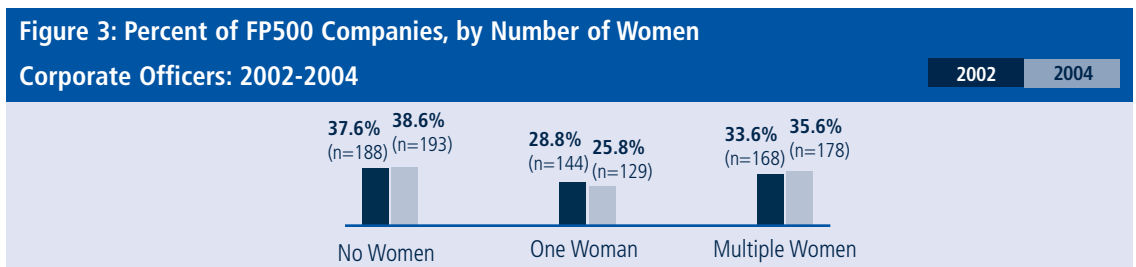
The number of companies that have multiple (two or more) women corporate officers increased by two percentage points, from 33.6 percent (168 companies) in 2002 to 35.6 percent (178 companies) in 2004. Of these 178 companies with multiple women corporate officers in 2004, 114 of them had multiple women corporate officers in 2002, 16 had no women corporate officers, 27 had one woman corporate officer, and 21 were not on the FP500 list.

Figure 2: Where Were the 2004 FP500 Companies in 2002?

In 2004, the FP500 companies were divided in the following manner:

No Women 193 companies	One Woman 129 companies	Multiple Women 178 companies
In 2002, of these 193 companies:	In 2002, of these 129 companies:	In 2002, of these 178 companies:
◆ 121 had no women	◆ 24 had no women	◆ 16 had no women
◆ 30 had one woman	◆ 63 had one woman	◆ 27 had one woman
◆ 10 had multiple women	◆ 22 had multiple women	◆ 114 had multiple women
◆ 32 were not on the FP500	◆ 20 were not on the FP500	◆ 21 were not on the FP500

The findings suggest that the gap is widening between those companies with no women corporate officers and those with multiple women corporate officers. In 2004, there are fewer companies with one woman corporate officer, and more companies with either no women or multiple women corporate officers.



HOW MANY COMPANIES HAVE 25 PERCENT OR MORE WOMEN CORPORATE OFFICERS?

In 2004, 19.0 percent of companies (95 companies) have one-quarter or more women corporate officers, up from 17.4 percent (87 companies) in 2002.

Company	FP Rank	Number of Women Corporate Officers	Total Number of Corporate Officers	Percent of Women Officers
Pharmasave Drugs (National) Ltd.	264	1	1	100.0
The Azrieli Group of Cos.	415	2	3	66.7
Alberta Gaming and Liquor Commission	87	3	6	50.0
Canon Canada Inc.	274	1	2	50.0
Castle Building Centres Group Ltd.	403	1	2	50.0
Charlwood Pacific Group	122	1	2	50.0
COGECO Inc.	338	5	10	50.0
Honeywell Ltd.	187	2	4	50.0
MBNA Canada Bank	356	1	2	50.0
Noranda Income Fund	463	2	4	50.0
Schlumberger Canada Ltd.	312	1	2	50.0
AGF Management Ltd.	340	6	13	46.2
Vancouver City Savings Credit Union	377	9	20	45.0
Dundee Bancorp Inc.	392	4	9	44.4
Manitoba Liquor Control Commission	419	4	9	44.4
Reitmans (Canada) Ltd.	266	10	23	43.5
British Columbia Liquor Distribution Branch	152	6	14	42.9
Burger King Restaurants of Canada Inc.	435	3	7	42.9
Canada Mortgage and Housing Corp.	120	6	14	42.9
Chubb Insurance Co. of Canada	361	11	26	42.3
ING Bank of Canada	344	7	17	41.2
British Columbia Hydro & Power Authority	62	6	15	40.0
Canadian Commercial Corp.	201	2	5	40.0
Energy Savings Income Fund	373	2	5	40.0
New Brunswick Liquor Corp.	499	2	5	40.0
Canadian Wheat Board	84	7	18	38.9
McKesson Canada Corp.	49	5	13	38.5
Torstar Corp.	177	5	13	38.5
Indigo Books & Music Inc.	287	3	8	37.5
Pengrowth Energy Trust	350	3	8	37.5

Table 2: Companies with 25 Percent or More Women Corporate Officers, 2004: 95 Companies
(Continued)

Company	FP Rank	Number of Women Corporate Officers	Total Number of Corporate Officers	Percent of Women Officers
Pitney Bowes of Canada Ltd.	489	3	8	37.5
Aliments Breton Canada inc.	444	4	11	36.4
AstraZeneca Canada Inc.	233	4	11	36.4
Royal & SunAlliance Canada	185	4	11	36.4
Coast Capital Savings Credit Union	437	9	25	36.0
Nestlé Canada Inc.	118	5	14	35.7
The Independent Order of Foresters	305	12	34	35.3
Alliance Atlantis Communications Inc.	257	3	9	33.3
Atlantic Lottery Corp.	304	4	12	33.3
Babcock & Wilcox Canada Ltd.	434	1	3	33.3
Canadian Oil Sands Trust	243	2	6	33.3
Citibank Canada	317	3	9	33.3
Farm Credit Canada	352	1	3	33.3
Gen. Motors Acceptance Corp. of Cda.	141	1	3	33.3
Groupe B.M.R. Inc.	447	1	3	33.3
Hollinger Inc.	167	2	6	33.3
Oppenheimer Holdings Inc.	242	1	3	33.3
Russel Metals Inc.	173	2	6	33.3
Sonepar Distribution Inc.	366	1	3	33.3
State Farm Group Insurance Co.	183	1	3	33.3
Transamerica Life Canada	272	5	15	33.3
Yellow Pages Group Co.	336	4	12	33.3
Zurich North America Canada	367	7	21	33.3
AXA Canada Inc.	212	4	13	30.8
Co-operators Life Insurance Co.	371	4	13	30.8
AltaGas Services Inc.	302	3	10	30.0
Manitoba Lotteries Corp.	432	3	10	30.0
Canada Post Corp.	40	5	17	29.4
Liquor Control Board of Ontario	88	5	17	29.4
Xerox Canada Inc.	181	5	17	29.4
Abbott Laboratories Ltd.	273	4	14	28.6
ADF Group Inc.	497	2	7	28.6
ATCO Ltd.	68	4	14	28.6
British Columbia Buildings Corp.	404	2	7	28.6
Potash Corp. of Saskatchewan Inc.	79	4	14	28.6

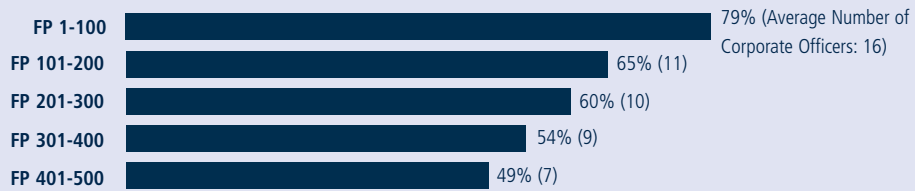
**Table 2: Companies with 25 Percent or More Women Corporate Officers, 2004: 95 Companies
(Continued)**

Company	FP Rank	Number of Women Corporate Officers	Total Number of Corporate Officers	Percent of Women Officers
Saskatchewan Auto Fund	370	2	7	28.6
Softchoice Corp.	365	2	7	28.6
SSQ, Société d'assurance-vie inc.	261	4	14	28.6
Thrifty Foods	389	2	7	28.6
Workers' Compensation Board - Alberta	259	2	7	28.6
Sun Life Financial Inc.	4	22	78	28.2
Amex Bank of Canada Inc.	289	7	25	28.0
Shell Canada Ltd.	27	5	18	27.8
Microsoft Canada Inc.	192	3	11	27.3
Molson Inc.	112	3	11	27.3
Toronto Hydro Corp.	114	3	11	27.3
Royal Bank of Canada	3	7	26	26.9
Merck Frosst Canada & Co.	263	5	19	26.3
British Columbia Railway Co.	459	1	4	25.0
Canadian Tire Corp., Ltd.	35	4	16	25.0
CHUM Ltd.	372	3	12	25.0
Co-operators General Insurance Co.	138	4	16	25.0
Domco Tarkett Inc.	319	2	8	25.0
Fortis Inc.	270	1	4	25.0
General Dynamics Canada	470	1	4	25.0
Hewitt Equipment Ltd.	375	1	4	25.0
Inmet Mining Corp.	498	2	8	25.0
Kimberly-Clark of Canada Ltd.	219	1	4	25.0
MDC Partners Inc.	286	2	8	25.0
Saskatchewan Wheat Pool	180	3	12	25.0
Schneider Corp.	207	1	4	25.0
Telesystem International Wireless Inc.	186	1	4	25.0
The Hockey Company Holdings Inc.	473	2	8	25.0
The Manitoba Hydro-Electric Board	150	2	8	25.0
Vector Aerospace Corp.	483	1	4	25.0

DO COMPANIES WITH HIGHER REVENUE HAVE MORE WOMEN CORPORATE OFFICERS?

In 2004, higher-ranked FP500 companies, by revenue, are more likely to have at least one woman among their corporate officers.⁴ Seventy-nine of the first 100 companies on the FP500 have at least one woman corporate officer, whereas only 49 of the lowest ranked 100 companies in the FP500 have at least one woman corporate officer. This pattern also existed in 2002, at which time 77 of the first 100 companies and 53 of the lowest ranked 100 companies on the FP500 had at least one woman corporate officer.

Figure 4: Percent of FP500 Companies with at Least One Woman Corporate Officer, by FP Rank



⁴ FP500 companies with larger revenues tend to have larger corporate officer pools. Companies with larger corporate officer pools have a greater tendency to have at least one woman than companies with smaller corporate officer pools.

WOMEN TOP EARNERS

This census marks the second time we have counted top earners in Canadian companies. Why count top earners? Financial compensation is a bottom line indicator of value and position within organizations. Tracking which employees companies reward provides another measure of women’s executive status in Canadian corporations.

WHAT PROPORTION OF TOP EARNERS ARE WOMEN?

In 2004, 51 of the 1,126 top earners (4.5 percent) at the 239 companies for which we obtained data⁵ are women. This represents a 0.6 percentage point increase since 2002, at which time 3.9 percent (44 of 1,128 top earners at 237 companies) of top earners were women.

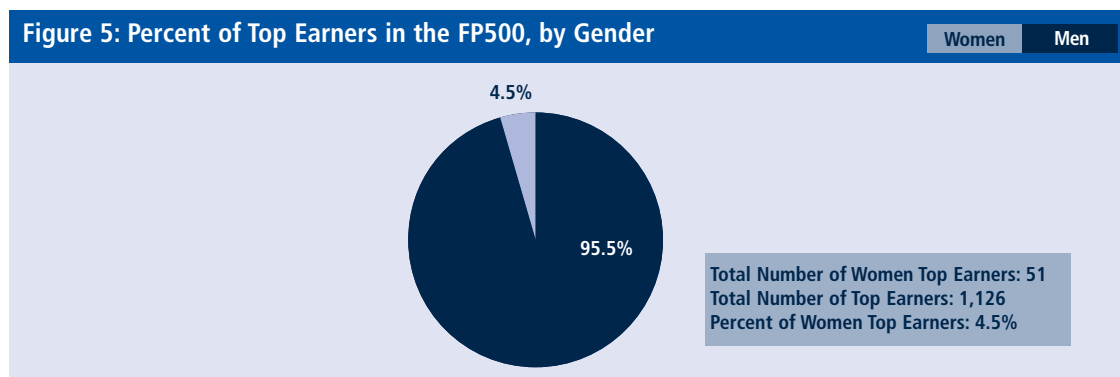


Table 3: Number and Percent of Women Top Earners: 2002-2004

Year	Total Number of Women Top Earners	Total Number of Top Earners	Percent of Women Top Earners
2004	51	1,126	4.5
2002	44	1,128	3.9

HOW MANY OF THE 239 COMPANIES HAVE WOMEN TOP EARNERS?

In 2004, 19.7 percent (47 companies) of the 239 FP500 companies for which we obtained data have at least one woman top earner. This number represents a 2.8 percentage point increase, up from 16.9 percent in 2002 (40 of 237 companies).

⁵ Top earners of the FP500 companies are derived from publicly available management proxy statements. Although there are 243 public companies on the FP500 for which top earner information is available, four companies were excluded from analysis because they did not report top earner information. Top earners include corporate officers and individuals who are not corporate officers. For more details, see the Methodology section on page 31.

The number of companies with multiple (two or more) women top earners⁶ remains unchanged from 2002 at 1.7 percent (four companies).

Table 4: FP500 Companies with at Least One Woman Top Earner, 2004: 47 Companies⁷

FP Rank	Company
5	Magna International Inc.
8	Alcan Inc.
12	Canadian Imperial Bank of Commerce
17	The Toronto-Dominion Bank
27	Shell Canada Ltd.
68	ATCO Ltd.
70	Agrium Inc.
75	Dofasco Inc.
79	Potash Corp. of Saskatchewan Inc.
80	Cascades Inc.
89	The Maritime Life Assurance Co. †
100	CGI Group Inc.
111	Kingsway Financial Services Inc.
128	Transat A.T. Inc.
135	HSBC Bank Canada
138	Co-operators General Insurance Co.
154	IPSCO Inc.
159	Gaz Métro, Inc. †
160	Extendicare Inc.
171	Linamar Corp.
173	Russel Metals Inc.
177	Torstar Corp.
180	Saskatchewan Wheat Pool
186	Telesystem International Wireless Inc.
208	Biovail Corp.
242	Oppenheimer Holdings Inc. †
243	Canadian Oil Sands Trust
249	Retirement Residences Real Estate Investment Trust
257	Alliance Atlantis Communications Inc.
266	Reitmans (Canada) Ltd.

† See Addendum Notes on page 61

⁶ The four companies with multiple top earners are Energy Savings Income Fund, Co-Operators General Insurance, Reitmans (Canada) Ltd., and Softchoice Corp.

⁷ Twenty of these 47 companies with at least one woman top earner were on this list in 2002: ADF Group Inc.; Ainsworth Lumber Co. Ltd.; AltaGas Services Inc.; ATCO Ltd.; Cascades Inc.; CGI Group Inc.; Corus Entertainment Inc.; Dundee Bancorp Inc.; Gaz Métropolitain and Co. †, L.P.; HSBC Bank Canada; Indigo Books & Music Inc.; Kingsway Financial Services Inc.; Linamar Corp.; Magna International Inc.; Reitmans (Canada) Ltd.; RioCan Real Estate Investment Trust; Telesystem International Wireless Inc.; Torstar Corp.; Manitoba Telecom Services Inc.; and Transat A.T. Inc.

Table 4: FP500 Companies with at Least One Woman Top Earner, 2004: 47 Companies (Continued)

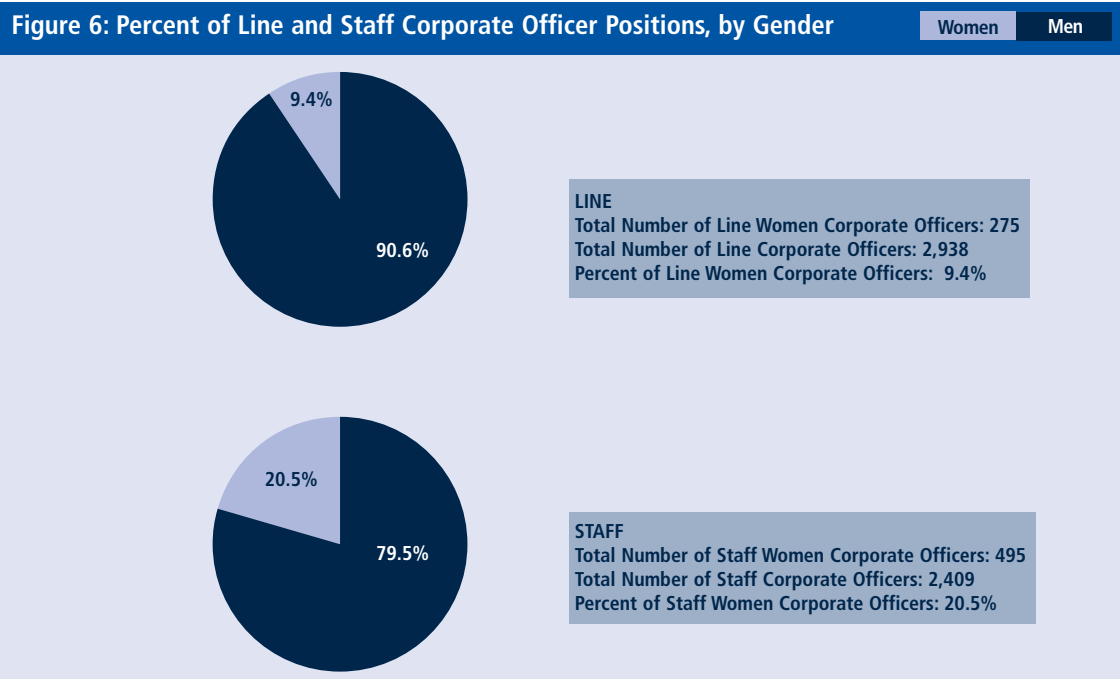
FP Rank	Company
268	Creo Inc.
269	Manitoba Telecom Services Inc.
287	Indigo Books & Music Inc.
302	AltaGas Services Inc.
325	Corus Entertainment Inc.
348	ARC Energy Trust
350	Pengrowth Energy Trust
365	Softchoice Corp.
373	Energy Savings Income Fund
382	RioCan Real Estate Investment Trust
392	Dundee Bancorp Inc.
396	Ainsworth Lumber Co. Ltd.
405	Lions Gate Entertainment Corp.
407	Acetex Corp.
422	TimberWest Forest Corp.
497	ADF Group Inc.
498	Inmet Mining Corp.

WOMEN CORPORATE OFFICERS, BY LINE AND STAFF POSITIONS

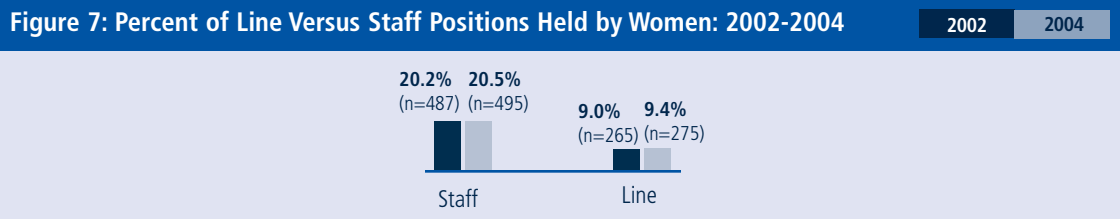
Catalyst tracks the line and staff status of women and men corporate officers since line experience is widely considered essential for rising to the rank of CEO. Managers in line positions have responsibility for profit-and-loss and/or direct client service. Staff positions, such as those in human resources, legal services, and finance, provide key functional support to line operations.

WHAT PROPORTION OF LINE AND STAFF POSITIONS ARE HELD BY WOMEN CORPORATE OFFICERS?

Of the 2,938 line corporate officer positions in the FP500, 90.6 percent (2,663) are men and 9.4 percent (275) are women. Of the 2,409 staff corporate officer positions in the FP500, 79.5 percent (1,914) are men and 20.5 percent (495) are women.

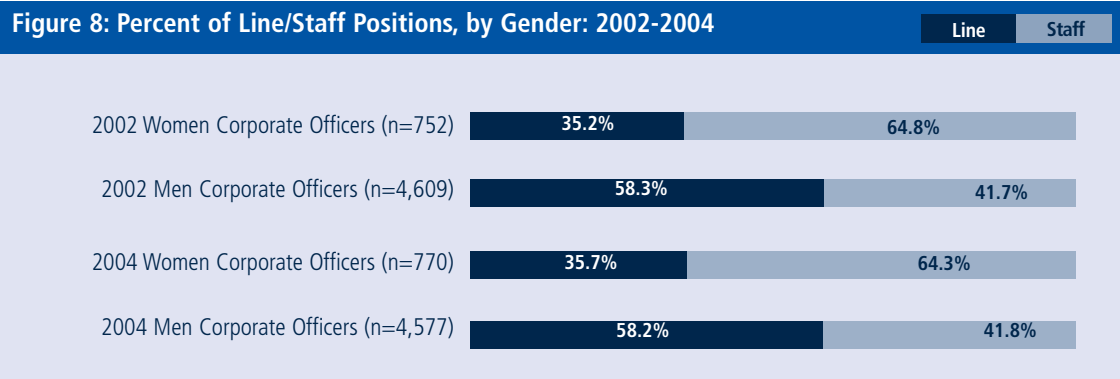


Similar to 2002, the percentage of women corporate officers in line roles continues to be low. The percentage of women line officers has increased marginally by 0.4 percentage points, from 9.0 percent in 2002 to 9.4 percent in 2004, while the percentage of women staff officers has increased marginally by 0.3 percentage points, from 20.2 percent in 2002 to 20.5 percent in 2004.



HOW DOES THE REPRESENTATION OF WOMEN CORPORATE OFFICERS IN LINE AND STAFF POSITIONS COMPARE TO THAT OF MEN CORPORATE OFFICERS?

In 2004, the representation of women and men corporate officers in line and staff positions remains unchanged from 2002. More than one-half of men corporate officers continue to occupy line positions (58.2 percent, or 2,664 of 4,577 men corporate officers), compared with approximately one-third of women corporate officers (35.7 percent, or 275 of 770 women corporate officers). In other words, approximately two-thirds of women corporate officers (64.3 percent, or 495 of 770 women corporate officers) continue to occupy staff positions.



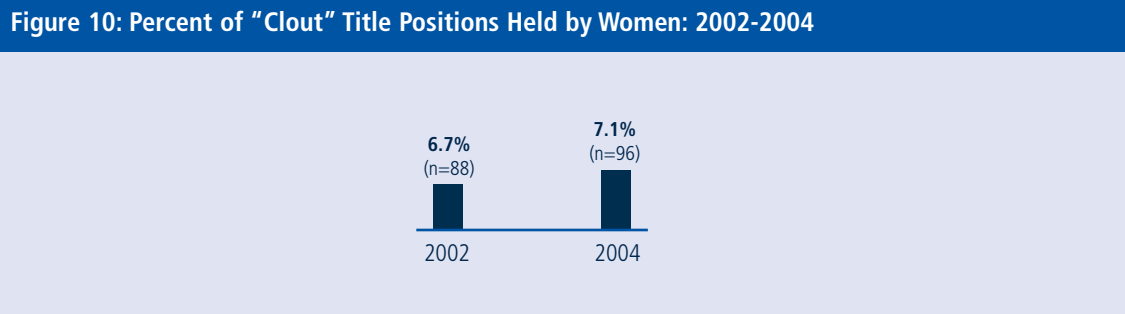
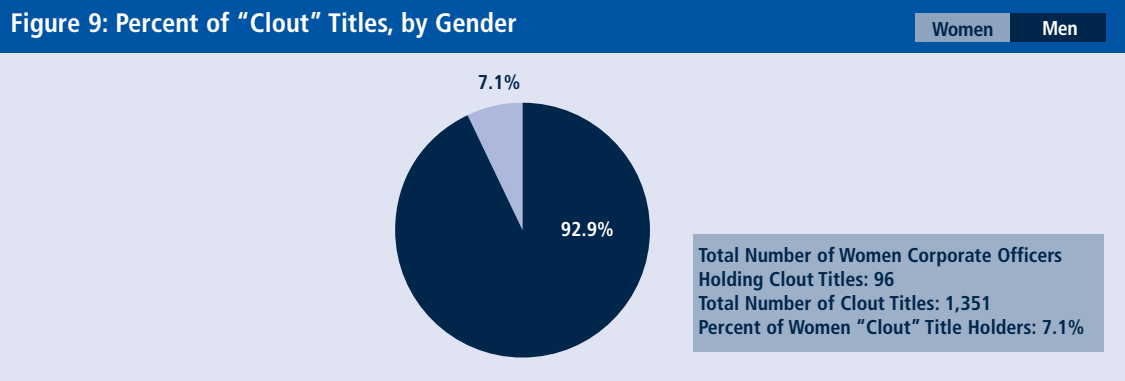
WOMEN CORPORATE OFFICERS, BY TITLE AND FUNCTION

Catalyst examines the representation of women with the highest “clout” titles, which represent the apex of power in corporations: Chief Executive Officer, Chairman, Vice Chairman, President, Chief Operating Officer, Senior Executive Vice President, and Executive Vice President.

As progress is made in the advancement of women in corporate ranks, a corresponding increase in the number of women represented among these titles should occur. More women holding “clout” titles is a clear indicator that women are capable of reaching and holding these positions. Documenting the women who reach these levels is important because it not only recognizes their achievements, but also provides motivation and role models to women at all levels.

WHAT PROPORTION OF “CLOUT” TITLES DO WOMEN CORPORATE OFFICERS HOLD?

In 2004, women corporate officers hold 7.1 percent (96) of the FP500’s 1,351 corporate officer “clout” titles, up only slightly from 6.7 percent (88) of the 1,313 “clout” titles in 2002.



WHAT "CLOUT" TITLES DO WOMEN CORPORATE OFFICERS HOLD?

Consistent with the findings of 2002, the majority (46.9 percent) of women "clout" title holders in 2004 are Executive Vice Presidents. However, since 2002 there has been a substantial increase in the percentage of women at the SEVP and Vice Chairman levels, with an increase from 12.5 percent to 20.0 percent at the SEVP level, and from 8.5 percent to 11.9 percent at the Vice Chairman level. These increases are driven primarily by the banking industry: more than 25 percent (26 women) of the 96 women "clout" title holders work in banks. At the SEVP level, all of the women "clout" title holders work for a bank, and at the Vice Chairman level, 40 percent of the women "clout" title holders work for a bank.

Table 5: Type of "Clout" Titles Held by Women: 2002-2004

"Clout" Title	Number of Women "Clout" Title Holders		Total Number of Officers by "Clout" Title		Women as a Percent of "Clout" Titles	
	2002	2004	2002	2004	2002	2004
CEO*	8	16	389	391	2.1	4.1
Chairman Only	6	10	164	173	3.7	5.8
Vice Chairman	6	10	71	84	8.5	11.9
President*	7	6	153	146	4.6	4.1
COO	5	4	54	62	9.3	6.5
SEVP	2	5	16	25	12.5	20.0
EVP	54	45	466	470	11.6	9.6
Total	88	96	1,313	1,351	6.7	7.1

*Not all FP500 companies use the title "CEO" to designate the head of the company. Other discretionary titles include general manager, managing director, governor, attorney, senior vice president, and regional vice president. Note: For the purpose of this report, each individual is only counted once; when individuals hold multiple titles, the highest title is counted.

WHAT COMPANIES DO WOMEN CORPORATE OFFICERS LEAD?

Nineteen women lead twenty companies on the FP500 list, up from thirteen women in 2002.⁸

Table 6: FP500 Companies Led by Women, by Rank

FP Rank	Company*	Name	Title
27	Shell Canada Ltd.	Linda Cook**	CEO & President
40	Canada Post Corp.	Anne Joynt	Acting CEO & Acting President
68	ATCO Ltd.	Nancy C. Southern	CEO & President
118	Nestlé Canada Inc.	Petraea Heynike	CEO & President
120	Canada Mortgage and Housing Corp.	Karen Kinsley	CEO & President
125	John Deere Ltd.	Laurie Simpson	President
138	Co-operators General Insurance Co.	Kathy Bardswick	CEO & President
171	Linamar Corp.	Linda S. Hasenfratz	CEO & President

** Linda Cook is no longer CEO & President of Shell Canada, effective July 2004. (Source: Shell Canada News Release, May 18, 2004)

⁸ One woman, Kathy Bardswick, leads two organizations, Co-Operators General Insurance Co. and Co-Operators Life Insurance Co. These two organizations are part of Co-Operators Group Limited. However, for reporting reasons outlined in the Insurance Companies Act, these two companies are incorporated separately (Source: Canadian Life and Health Insurance Association Inc., "Canada's Life and Health Insurance Industry: Structural and Business Powers Framework." October 1997), and they are listed as separate entities on the FP500 list and in this report.

Table 6: FP500 Companies Led by Women, by Rank (Continued)

FP Rank	Company*	Name	Title
187	Honeywell Ltd.	Charlene Arje	President
200	Saskatchewan Power Corp.	Patricia Youzwa	CEO & President; CEO, NorthPoint Energy Solutions
287	Indigo Books & Music Inc.	Heather Reisman	CEO & Chairman
289	Amex Bank of Canada Inc.	Beth Horowitz	President & General Manager
304	Atlantic Lottery Corp.	Michelle Carinci	CEO & President
312	Schlumberger Canada Ltd.	Catherine Hughes	President
344	ING Bank of Canada	Johanne Brossard	CEO & President
361	Chubb Insurance Co. of Canada	Ellen Moore	CEO & President
371	Co-operators Life Insurance Co.	Kathy Bardswick	CEO & President
373	Energy Savings Income Fund	Rebecca MacDonald	CEO & Chairman
463	Noranda Income Fund	Lucy Rosato	CEO & President
499	New Brunswick Liquor Corp.	Barbara Winsor	CEO & President

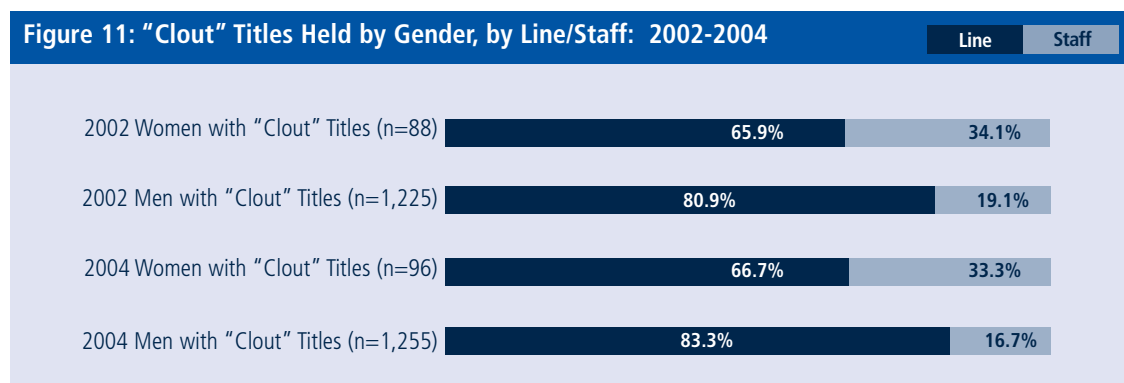
*Nine of the companies on this list were on this list in 2002. They are ATCO Ltd., Atlantic Lottery Corp., Linamar Corp., Co-Operators General Insurance Co., Co-Operators Life Insurance Co., Indigo Books & Music Inc., Amex Bank of Canada, Schlumberger Canada Ltd., and Chubb Insurance Co. of Canada.

HOW MANY WOMEN CORPORATE OFFICERS WITH “CLOUT” ARE IN LINE POSITIONS?

Similar to the 2002 results, at the “clout” level, men are still more likely to hold line positions than women. In 2004, 83.3 percent of men with “clout” titles hold line positions, compared to 66.7 percent of women with “clout” titles.

At the “clout” title level, the percentage of women in line positions continues to be higher than the percentage of women corporate officers in line positions generally (66.7 percent compared to 35.7 percent, respectively). Since the majority⁹ of “clout” positions are line positions, if a woman holds a “clout” title, it is much more likely that she will hold a line position.

Figure 11: “Clout” Titles Held by Gender, by Line/Staff: 2002-2004



⁹ 82.0 percent of “clout” titles are in line positions.

THE EXECUTIVE PIPELINE

This year, we begin to document another measure of women's representation in Canadian corporations: the "Executive Pipeline." While there is no definitive track to executive positions, the "Executive Pipeline" refers to those positions that are typically the pool for "clout" title positions. In this census, we examine *some* of the positions in this pipeline: Business Unit Head, Chief Information Officer, Corporate Secretary/General Counsel, Chief Financial Officer, Vice President Finance, and Treasurer. We focused on these six positions because they are found most consistently across the FP500 companies.

In 2004, women hold 14.8 percent of executive pipeline positions, up from 12.5 percent in 2002.

Year	Number of Women in Executive Pipeline Positions	Total Number of Executive Pipeline Positions	Percent of Executive Pipeline Positions Held by Women
2004	212	1,432	14.8
2002	147	1,177	12.5

Breakdown of the Executive Pipeline

Women hold 7.4 percent, or 22, of the 297 Business Unit Head positions. This percentage is down 0.5 percentage points, from 7.9 percent (25 of 316 positions) in 2002.

Women hold 11.5 percent, or 7, of the 61 Chief Information Officer (CIO) positions. This percentage is down 5.7 percentage points, from 17.2 percent (10 of 58 positions) in 2002.

Women hold 24.5 percent, or 92, of the 376 Corporate Secretary/General Counsel positions. This percentage is up 0.6 percentage points, from 23.9 percent (39 of 163 positions) in 2002.

Officer Title	Number of Women in Executive Pipeline Positions		Total Number of Executive Pipeline Positions		Percent of Executive Pipeline Positions Held by Women	
	2002	2004	2002	2004	2002	2004
Business Unit Head*	25	22	316	297	7.9	7.4
CIO	10	7	58	61	17.2	11.5
Corporate Secretary/ General Counsel	39	92	163	376	23.9	24.5
Sub-Total	74	121	537	734	13.8	16.5

*Includes titles used to denote the leader of a subsidiary. Titles include CEO, president, general manager, managing director, country manager, and head. Note: For the purpose of this report, each individual is only counted once; when individuals hold multiple titles, the highest title is counted.

We include finance positions in the Executive Pipeline because of their increasing prominence. Finance has increasingly surpassed Marketing as the preferred track to “clout” positions.¹⁰ If these finance positions are the preferred track, the number of women in these positions¹⁰ suggests future “clout” title holders.

Women hold 7.2 percent, or 25, of the 347 Chief Financial Officer (CFO) positions. This percentage is a slight increase from 7.1 percent (22 of 309 positions) in 2002.

Women hold 19.1 percent, or 52, of the 272 VP Finance positions. This percentage is up 3.3 percentage points, from 15.8 percent (40 of 253 positions) in 2002.

Women hold 17.7 percent, or 14, of the 79 Treasurer positions. This percentage is up 3.6 percentage points, from 14.1 percent (11 of 78 positions) in 2002.

Table 9: Number and Percent of Executive Pipeline Positions in Finance Held by Women, by Officer Title: 2002-2004

Officer Title	Number of Women in Executive Pipeline Positions		Total Number of Executive Pipeline Positions		Percent of Executive Pipeline Positions Held by Women	
	2002	2004	2002	2004	2002	2004
CFO	22	25	309	347	7.1	7.2
VP Finance	40	52	253	272	15.8	19.1
Treasurer	11	14	78	79	14.1	17.7
Sub-Total	73	91	640	698	11.4	13.0

THE SUBSIDIARY PERSPECTIVE

In this report, we count the number of corporate officers in the National Post’s FP500 Top Subsidiaries, which ranks the top 100 subsidiaries in Canada by revenue.¹¹ Largely Canadian-owned companies, subsidiaries are significant entities within the Canadian economy and are another track to the corporate officer ranks of FP500 companies. Examining subsidiaries is necessary to accurately reflect the range and scope of corporate officer positions in Canada.

¹⁰ Source: Peter Cappelli and Monika Hamori, "The New Road to the Top," *Harvard Business Review*, vol. 83, no. 1 (January 2005): p.25-32.

¹¹ The National Post’s 2004 FP500 includes a separate list of the Top Subsidiaries, which ranks the top 100 subsidiaries in Canada by revenue.

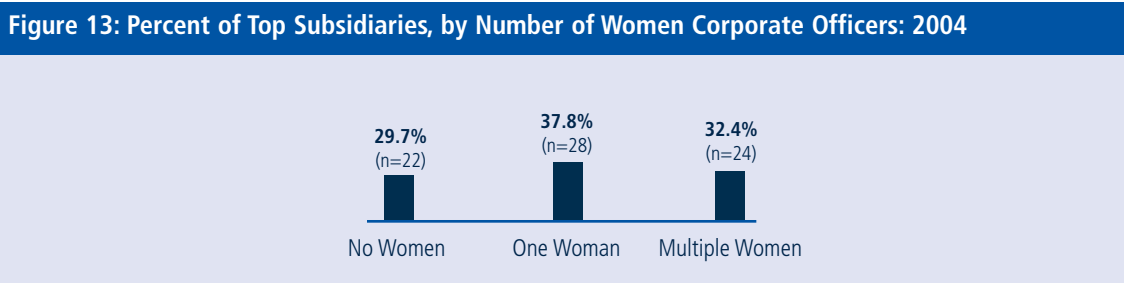
What Proportion of Corporate Officers in the Top Subsidiaries Are Women?

In 2004, women hold 16.7 percent, or 108, of 648 corporate officer positions at the 74 subsidiary companies for which we obtained data.¹²



How Many Subsidiaries Have Women Corporate Officers?

In 2004, 29.7 percent (22 subsidiaries) have no women corporate officers, 37.8 percent (28 subsidiaries) have one woman corporate officer, and 32.4 percent (24 subsidiaries) have multiple women corporate officers.

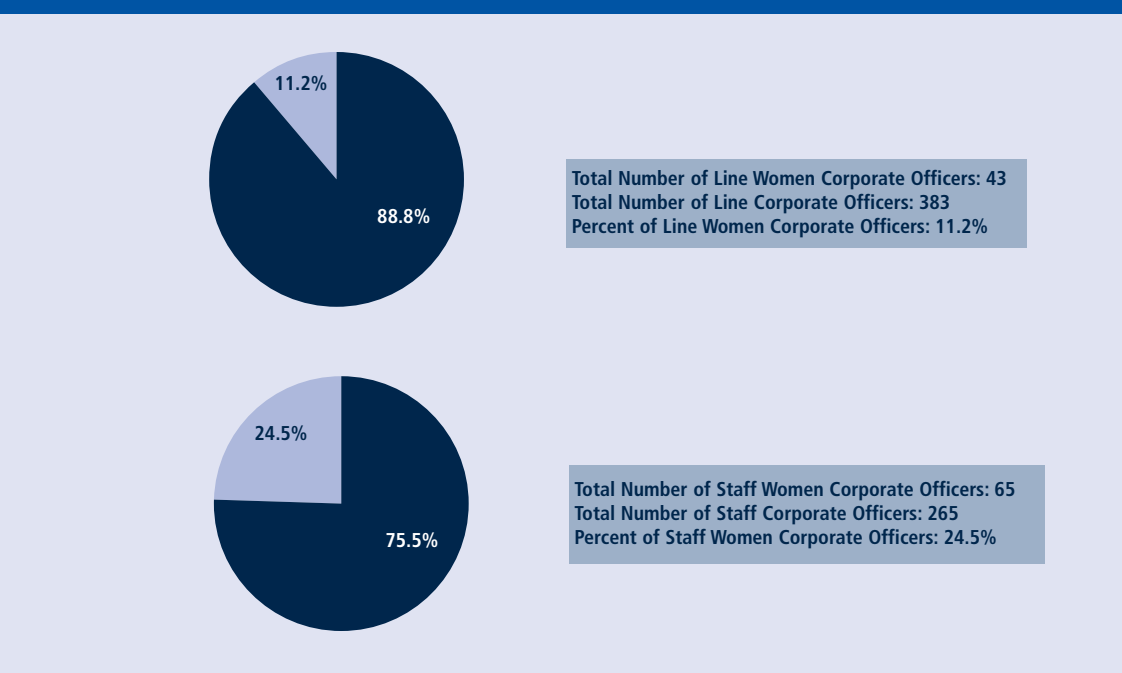


What Proportion of Line and Staff Positions Are Held by Women Corporate Officers in the Top Subsidiaries?

Women hold 11.2 percent, or 43, of the 383 line positions and 24.5 percent, or 65, of the 265 staff positions in the top subsidiaries.

¹² All analyses on subsidiary companies pertain to 74 subsidiaries. Twenty-six of the subsidiaries on the Top Subsidiaries list were not included in this report for methodological reasons. For details, refer to the Methodology section on page 31.

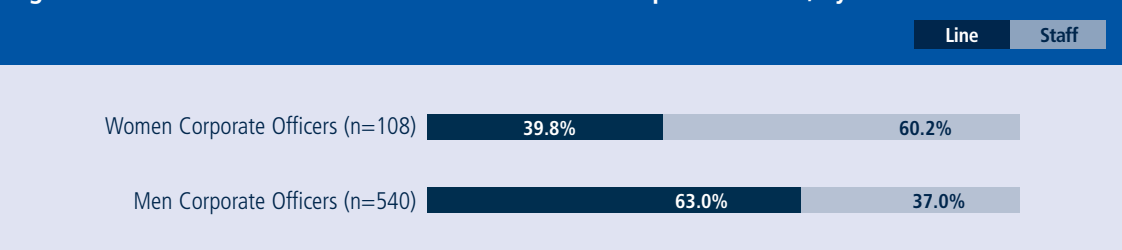
Figure 14: Percent of Line and Staff Corporate Officer Positions in the Top Subsidiaries, by Gender



How Does the Representation of Women Corporate Officers in Line Positions Compare to That of Men Corporate Officers in the Top Subsidiaries?

The percentage of men corporate officers in line positions continues to be higher than that for women corporate officers. Nearly two-thirds (63.0 percent) of men corporate officers are in line positions, compared to 39.8 percent of women corporate officers.

Figure 15: Percent of Line/Staff Officer Positions in the Top Subsidiaries, by Gender: 2004



Do Women Corporate Officers Hold “Clout” Titles in the Top Subsidiaries?

In 2004, women corporate officers hold 6.9 percent, or 9, of the 130 “clout” titles in the top subsidiaries.¹³ The majority of the 9 women “clout” title holders are EVPs.

“Clout” Title	Number of Women “Clout” Title Holders in Subsidiaries	Total Number of Officers by “Clout” Title in Subsidiaries	Women as a Percent of “Clout” Titles in Subsidiaries	Women as a Percent of “Clout” Titles, FP500
CEO	1	33	3.0	4.1
Chairman Only	0	13	0.0	5.8
Vice Chairman	0	2	0.0	11.9
President	0	14	0.0	4.1
COO	0	6	0.0	6.5
SEVP	2	6	33.3	20.0
EVP	6	56	10.7	9.6
Total	9	130	6.9	7.1

¹³ 20.1 percent of corporate officer positions in the top subsidiaries are “clout” titles.

WOMEN CORPORATE OFFICERS, BY TYPE OF COMPANY

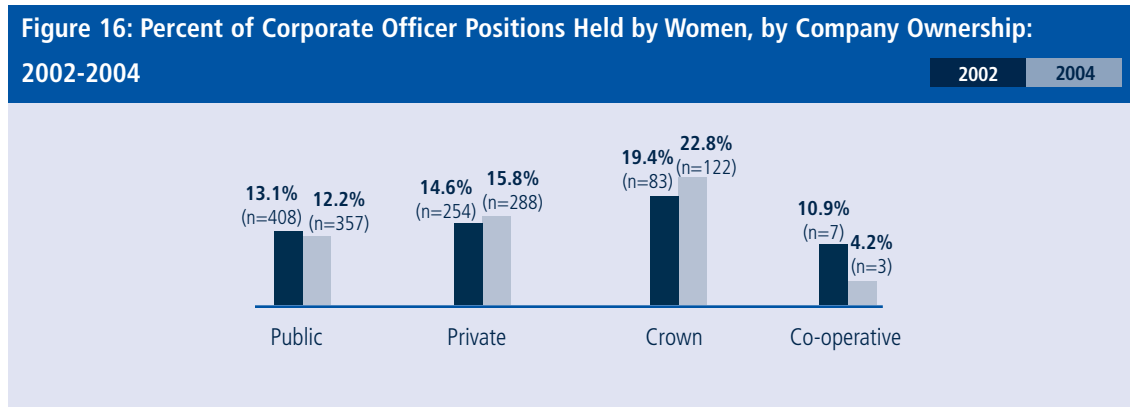
DOES THE REPRESENTATION OF WOMEN IN CORPORATE OFFICER POSITIONS DIFFER IN PUBLIC, PRIVATE, CROWN, AND CO-OPERATIVE COMPANIES?

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

- ◆ A publicly held company has shares traded on a stock exchange.
- ◆ Non-publicly traded companies include:
 - ▼ Privately held companies—Companies owned by one or several individual(s), a 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 2004 FP500, there are 243 publicly held companies, 199 privately held companies, 50 crown corporations, and 8 co-operatives.

In 2004, there is a higher representation of women corporate officers in crown corporations than in any other type of FP500 company. In crown corporations, women hold 22.8 percent of corporate officer positions—compared to 15.8 percent at privately held companies, 12.2 percent at public companies, and 4.2 percent at co-operatives.



Since 2002, crown corporations have experienced the largest increase in their representation of women, from 19.4 percent in 2002 to 22.8 percent in 2004, an increase of 3.4 percentage points. Private companies have also experienced a small increase in their representation of women, from 14.6 percent in 2002 to 15.8 percent in 2004, a 1.2 percentage point increase. Public companies and co-operatives have decreased their representation of women corporate officers, with co-operatives experiencing the largest decrease,

down 6.7 percentage points from 10.9 percent in 2002 to 4.2 percent in 2004. Public companies have experienced a small decrease, from 13.1 percent in 2002 to 12.2 percent in 2004, a decrease of 0.9 percentage points.

Table 11: Total and Average Number of Corporate Officers, by Ownership: 2002-2004

Ownership	Number of Companies		Average Number of Corporate Officers		Total Number of Women Corporate Officers		Total Number of Corporate Officers		Women as a Percent of Corporate Officers	
	2002	2004	2002	2004	2002	2004	2002	2004	2002	2004
Public	251	243	12.5	12.0	408	357	3,125	2,916	13.1	12.2
Private	198	199	8.8	9.2	254	288	1,744	1,823	14.6	15.8
Crown	44	50	9.7	10.7	83	122	428	536	19.4	22.8
Co-operative	7	8	9.1	9.0	7	3	64	72	10.9	4.2

CANADIAN AND FOREIGN-OWNED FP500 COMPANIES

Foreign investment has long been a significant feature of the Canadian corporate sector. Approximately one-third of the FP500 companies operating in Canada are not majority Canadian-owned entities.¹⁴ Given the role of foreign-owned companies in the Canadian economy, this census provides a comparison of corporate officer representation in both foreign- and Canadian-owned companies on the FP500.

In 2004, the percentages of women corporate officers among foreign- and Canadian-owned companies continue to remain close, with 15.1 percent and 14.2 percent, respectively. Foreign-owned companies have experienced a slight increase (almost one percent) in the percentage of women corporate officers since 2002, while Canadian-owned companies remain virtually unchanged.

Table 12: Number and Percent of Women Corporate Officers, by Company Ownership: 2002-2004

Ownership	Total Number of Companies		Number of Women Corporate Officers		Total Number of Corporate Officers		Percent of Women Corporate Officers	
	2002	2004	2002	2004	2002	2004	2002	2004
	Canadian	339	350	541	558	3,877	3,940	14.0
Foreign	161	150	211	212	1,484	1,407	14.2	15.1

Women in Canadian-owned companies continue to hold a higher percentage of “clout” titles compared to foreign-owned companies, 7.6 percent compared with 5.3 percent, respectively. Since 2002, both foreign- and Canadian-owned companies have seen a marginal increase (0.4 percentage points) in the percentage of women holding “clout” titles.

Table 13: Number and Percent of Women Corporate Officers with “Clout” Titles, by Company Ownership: 2002-2004

Ownership	Total Number of Corporate Officer Titles		Total Number of Women Holding “Clout” Titles		Total Number of Corporate Officer “Clout” Titles		Percent of “Clout” Titles Held by Women	
	2002	2004	2002	2004	2002	2004	2002	2004
	Canadian	3,877	3,940	73	82	1,021	1,085	7.2
Foreign	1,484	1,407	14	14	288	266	4.9	5.3

¹⁴ For a definition of foreign-owned companies, see the Methodology section on page 31.

¹⁵ 27.5 percent of corporate officer positions in Canadian-owned companies are “clout” titles, and 18.9 percent of corporate officer positions in foreign-owned companies are “clout” titles.

Foreign-owned companies also continue to have a higher percentage of women corporate officers in line positions compared to Canadian-owned companies, 41.5 percent compared with 33.5 percent, respectively.¹⁶ Since 2002, the percentage of women corporate officers in line positions in Canadian-owned companies has remained steady at approximately 33 percent, while the percentage in foreign-owned companies has grown slightly (1.2 percentage points) , from 40.3 percent to 41.5 percent.

Table 14: Number and Percent of Women Corporate Officers in Line Positions, by Company Ownership: 2002-2004

Ownership	Number of Women Corporate Officers in Line Positions		Number of Women Corporate Officers		Percent of Women Corporate Officers in Line Positions	
	2002	2004	2002	2004	2002	2004
	Canadian	180	187	541	558	33.3
Foreign	85	88	211	212	40.3	41.5

¹⁶ The proportion of line positions among all corporate officer positions is very similar between Canadian- and foreign-owned companies, at 52.5 percent and 57.3 percent, respectively.

INDUSTRY COMPARISONS

INDUSTRIES WITH AN ABOVE-AVERAGE REPRESENTATION OF WOMEN CORPORATE OFFICERS

In 2004, the following industries have an above-average representation of women corporate officers (i.e., greater than 15.0 percent): Credit Unions, Life & Health Insurance, Publishing and Printing, Property & Casualty Insurance, Diversified Financial Services, Specialty Retailers, Multimedia, Entertainment, Biotechnology/Pharmaceuticals, Gas/Electrical Utilities & Pipelines, and Conglomerates. The Breweries, Distillers, and Beverages industry is the only addition to this list in 2004.

Of the 15 industries that had an above-average representation of women in 2002, 11 continue to remain above average in 2004. Of those 11 industries, 9 have increased the representation of women in their corporate ranks since 2002, by an average increase of 3.6 percentage points. Credit Unions, Life and Health Insurance, and Publishing and Printing have demonstrated the largest increase. In addition to an above-average representation of women corporate officers, more than one-half of these industries (7 of 12 industries) have an above-average representation of women "clout" title holders (i.e., greater than 7.1 percent).

Table 15: Industries with an Above-Average Representation of Women Corporate Officers: 2004

Industry*	Number of FP500 Companies	Total Number of Corporate Officers	Percent of Women Corporate Officers	Total Number of "Clout" Titles	Percent of Women "Clout" Titles
Credit Unions	4	91	27.5	14	35.7
Life and Health Insurance	9	224	24.6	55	12.7
Publishing and Printing	4	49	24.5	9	0.0
Property and Casualty Insurance	19	207	23.2	42	9.5
Diversified Financial Services	19	236	21.6	60	8.3
Specialty Retailers	23	223	21.1	47	4.3
Multimedia	11	138	18.7	39	2.6
Entertainment	14	123	17.9	31	12.9
Biotechnology/Pharmaceuticals	9	102	17.6	19	0.0
Breweries, Distillers, Beverages	3	34	17.6	13	0.0
Gas/Electrical Utilities, Pipelines	22	227	16.7	62	11.3
Conglomerates	13	126	15.9	36	8.3

* Industries with less than three FP500 companies have not been included in this analysis. The following industries have been excluded: Benefit/Human Resources, Environmental Services, Health Care, Holding Company, Internet Company, Investment Dealers, Marketing/Communications, and Trust Company. The FP500 added the "Gold Mining" industry to its industry classification in 2003.

INDUSTRIES WITH A BELOW-AVERAGE REPRESENTATION OF WOMEN CORPORATE OFFICERS

In 2004, industries with a below-average representation of women corporate officers (i.e., less than 10 percent) are Motor Vehicles and Parts, Steel Production, Paper and Forest Products, Engineering/Construction, General Merchandisers, General Manufacturing, Oil and Gas Field Services, Food Distributors, and Gold Mining. The latter five industries are new additions to this list. Among the industries with a below-average representation of women in 2002, their 2004 results have been mixed—some industries have improved the representation of women in their corporate ranks, while others have decreased.

Interestingly, when examining the women corporate officers with “clout” titles in these industries with a below-average representation of women corporate officers, 50 percent (four of eight women corporate officer positions with clout titles) hold the title of CEO, Chairman, or President. This finding suggests that although few women are in corporate officer positions in these industries, the women that reach that level are in the highest levels in the organization.

Table 16: Industries with a Below-Average Representation of Women Corporate Officers: 2004

Industry*	Number of FP500 Companies	Total Number of Corporate Officers	Percent of Women Corporate Officers	Total Number of “Clout” Titles	Percent of Women “Clout” Titles
Engineering/ Construction	20	194	9.3	53	3.8
General Merchandisers	5	54	9.3	15	0.0
General Manufacturing	34	283	8.1	66	3.0
Food Distributors	3	38	7.9	9	0.0
Paper and Forest Products	21	235	6.8	56	3.6
Gold Mining	5	72	5.6	24	0.0
Oil and Gas Field Services	7	62	4.8	13	15.4
Steel Production	10	83	4.8	23	0.0
Motor Vehicles and Parts	20	132	4.5	40	0.0

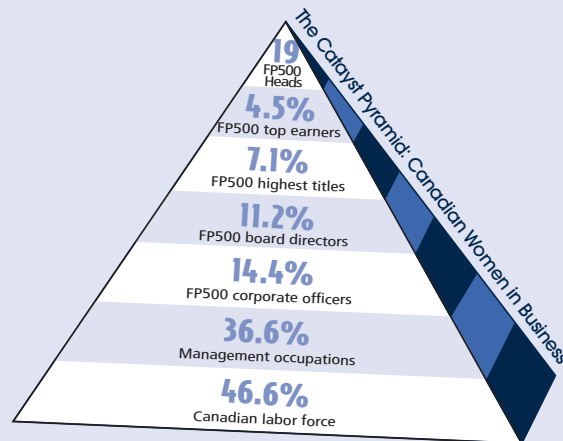
* Industries with less than three FP500 companies have not been included in this analysis. The following industries have been excluded: Benefit/Human Resources, Environmental Services, Health Care, Holding Company, Internet Company, Investment Dealers, Marketing/Communications, and Trust Company. The FP500 added the “Gold Mining” industry to its industry classification in 2003.

CONCLUSION

In 2004, few indicators of positive movement in the representation of women corporate officers exist. The percentage of women in corporate officer positions, the percentage of women corporate officers in line positions, and the percentage of women holding “clout” titles have not seen any meaningful increases in the past two years. Additionally, the percentage of companies on the FP500 with at least one woman corporate officer has not increased in the last two years. This lack of progress is discouraging.

In particular, this lack of progress begs the question: What message does the paucity of senior-level women send to the many women who are entering the workforce today? Women currently earn more than one-half of all bachelor and master degrees in Canada (60.2 percent and 52.2 percent, respectively) and just under one-half of all doctorates (42.7 percent).¹⁷ In addition, women now comprise about one-half of the labour force in Canada (46.6 percent) and one-third of management positions (36.6 percent).¹⁸ Yet only 14.4 percent of corporate officers are women—a number that is changing very slowly. In short, women are attaining the necessary education to be able to enter the corporate workforce and advance their careers, yet this does not appear to be reflected in Canada’s corporate officer ranks at this time.

Figure 17: The Catalyst Pyramid—Canadian Women in Business, 2004



Sources: Statistics Canada, Labour Force Survey, 2004;
Catalyst, 2004 Catalyst Census of Women Corporate Officers of Canada;
Catalyst, 2003 Catalyst Census of Women Board of Directors of Canada.

¹⁷ Source: Statistics Canada, 2001 Census, 2001.

¹⁸ Source: Statistics Canada, Labour Force Survey, 2004.

In addition, there appears to be a growing divide among FP500 companies. Although the majority of companies that had multiple women corporate officers in 2002 continue to have multiple women corporate officers in 2004, the majority of companies that had no women in 2002 have made no progress in 2004. More companies have moved to having no women corporate officers than have moved to having multiple women corporate officers. Furthermore, our industry analysis indicates that those industries with a high representation of women in 2002 experienced a continued rise in the percentage of women.

One source of optimism is the strength of women's representation in the Executive Pipeline. In particular, the representation of women corporate officers in finance positions, such as CFO, VP Finance, and Treasurer, is higher than the representation of women holding "clout" titles. This finding is notable because these roles are often a segment of the pool for "clout" title positions.

Clearly, much work remains to be done before women represent a critical mass in the senior leadership ranks of corporate Canada. Part of this work involves building awareness that gender diversity is a strategic issue for companies. Catalyst's research demonstrates that gender diversity is associated with stronger financial performance: companies that have higher women's representation on their top management teams financially outperform those companies that have lower women's representation.¹⁹

Gender diversity is an essential characteristic of top-performing organizations. Looking ahead to 2006, Catalyst offers a challenge to every company: to take action and strive to become a top-performing company.

¹⁹ Source: Catalyst, *The Bottom Line: Connecting Corporate Performance and Gender Diversity* (2004).

Catalyst's census research is differentiated by the rigorous verification process we conduct on our data and by the comparability of our data over time and across industries and geographies. Catalyst literally counts the number of men and women in leadership positions, which 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 2004, Catalyst sent a letter to our contacts in each of the FP500 companies and top subsidiaries (as listed in the June 2004 issue of the *National Post Business Magazine*). The letter requested the companies to:

- ◆ Certify the company's total number of corporate officers and number of women corporate officers as of June 1, 2004.
- ◆ Verify the name, title, and gender for each of the company's corporate officers as of June 1, 2004.
- ◆ Determine the line or staff status of both men and women corporate officers.
- ◆ Confirm the name, title, and gender for each of the most highly compensated individuals listed in the management proxies of FP500 companies.

If companies did not respond to the initial letter, Catalyst staff made follow-up calls. In total, 1,468 such calls were made. If companies still did not verify, Catalyst's president sent letters to the company's chief executive officer. The purpose of the letter was to inform the company that we had not received their company-vetted data, and that we would publish publicly available data even if the company did not provide verification. Catalyst sent a total of 455 follow-up letters to CEOs of FP500 companies and top subsidiaries by mail or fax. For those companies that, despite repeated attempts, did not verify their data, Catalyst published the data which was collected from public sources, including annual reports and management proxy statements. In 2004, 427 FP500 companies (85.4 percent) and 56 top subsidiaries (75.7 percent) verified their data.

TOP EARNERS

Catalyst gathered top earner information for 239 FP500 companies with publicly available data. Under the *Securities Act* (Ontario), public companies are obligated to declare their most highly compensated individuals through publicly available management proxy statements. Please note that "top earners" can be individuals other than corporate officers.²⁰ Of all the top earners for whom we obtained data, 12.4 percent are not corporate officers.

²⁰ The *Securities Act* (Ontario), in its statement of executive compensation, defines top earners as the CEO, executive officers, chair, vice-chair, president, vice-president, officer of the issuer or any of its subsidiaries, and any other person who performed a policy-making function. Source: The *Securities Act* (R.R.O. 1990, Reg. 1015).

FOREIGN-OWNED COMPANIES

Many large FP500 companies operating in Canada are not majority Canadian-owned entities. 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.²¹ 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 shareholder in question. For the purposes of the report, we determined ownership based on data provided in the FP500 list.

THE TOP SUBSIDIARIES

This report includes subsidiary companies that operate independently with distinct corporate officer pools and does not count individuals more than once. Using these criteria, the list of top subsidiaries was reduced to 74 companies. Appendix 6 contains a list of the 74 subsidiaries included in analyses.

PUBLIC, PRIVATE, CROWN, AND CO-OPERATIVE COMPANIES

The FP500 list is diverse in terms of company ownership. In 2004, almost one-half of the FP500 companies are publicly traded. A publicly held company has had 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 laws. Privately held companies are owned by one or several individual(s), a 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.

²¹ Source: Statistics Canada, Corporate Returns Act (1999).

APPENDIX 1: FINANCIAL INSTITUTIONS

With each census, Catalyst continues to refine our methodology to reflect, as accurately as possible, the Canadian corporate community. How we count corporate officers in banks is a case in point. This year, Catalyst has changed its methodology in counting the corporate officers at six major financial institutions in Canada. During the verification process, the banks were not consistent with one another in the positions they included in their corporate officer pools. To remain consistent with the definition of corporate officer, and to allow comparability among the banks, Catalyst only included positions at the EVP²² level and above in the count of corporate officers. With this limitation applied, the total number of corporate officer positions decreased by 221 positions, and the total number of women corporate officers decreased by 58 positions.

In 2004, applying the old methodology, women represent 14.8 percent, or 828 of the 5,569 corporate officer positions in the FP500 companies. In contrast, applying the current methodology, women represent 14.4 percent, or 770 of the 5,347 corporate officer positions in the FP500 companies.

²² Since The National Bank of Canada does not have an EVP title, we included positions at the SVP level and above in its count of corporate officers.

APPENDIX 2: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
1	GENERAL MOTORS OF CANADA LTD.	1	15	6.7	51	IBM CANADA LTD.	11	59	18.6
2	GEORGE WESTON LTD.	5	21	23.8	52	ONTARIO POWER GENERATION INC.	2	10	20.0
3	ROYAL BANK OF CANADA	7	26	26.9	53	CANADIAN NATURAL RESOURCES LTD.	2	27	7.4
4	SUN LIFE FINANCIAL INC. †	22	78	28.2	54	MAPLE LEAF FOODS INC.	3	23	13.0
5	MAGNA INTERNATIONAL INC.	0	16	0.0	55	ENBRIDGE INC.	1	14	7.1
6	BOMBARDIER INC.	2	17	11.8	56	ROGERS COMMUNICATIONS INC.	5	24	20.8
7	FORD MOTOR CO. OF CANADA, LTD.	2	9	22.2	57	ABITIBI-CONSOLIDATED INC.	2	14	14.3
8	ALCAN INC.	3	18	16.7	58	DOMTAR INC.	0	9	0.0
9	BCE INC.	3	16	18.8	59	NATIONAL BANK OF CANADA	3	21	14.3
10	IMPERIAL OIL LTD.	0	7	0.0	60	BRASCAN CORP.	5	21	23.8
11	THE BANK OF NOVA SCOTIA	4	21	19.0	61	SHOPPERS DRUG MART CORP.	1	8	12.5
12	CANADIAN IMPERIAL BANK OF COMMERCE	3	30	10.0	62	BRITISH COLUMBIA HYDRO & POWER AUTHORITY	6	15	40.0
13	ONEX CORP.	0	11	0.0	63	TALISMAN ENERGY INC.	0	9	0.0
14	DAIMLERCHRYSLER CANADA INC.	2	11	18.2	64	CP SHIPS LTD.	2	12	16.7
15	MANULIFE FINANCIAL CORP.	6	39	15.4	65	GREAT ATLANTIC & PAC. CO. OF CDA. LTD.	3	21	14.3
16	POWER CORP. OF CANADA	1	11	9.1	66	HYDRO ONE INC.	3	13	23.1
17	THE TORONTO-DOMINION BANK	3	19	15.8	67	THE JEAN COUTU GROUP (PJC) INC.	4	18	22.2
18	ENCANA CORP.	4	25	16.0	68	ATCO LTD.	4	14	28.6
19	HONDA CANADA INC.	0	10	0.0	69	TOYOTA CANADA INC.	0	9	0.0
20	NORTEL NETWORKS CORP.	5	25	20.0	70	AGRIUM INC.	2	13	15.4
21	BANK OF MONTREAL	8	34	23.5	71	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC	3	15	20.0
22	HYDRO-QUÉBEC	1	10	10.0	72	CANADIAN PACIFIC RAILWAY LTD.	1	13	7.7
23	PETRO-CANADA	2	22	9.1	73	CARGILL LTD.	0	3	0.0
24	QUEBECOR INC.	1	11	9.1	74	FINNING INTERNATIONAL INC.	2	14	14.3
25	THE THOMSON CORP.	3	16	18.8	75	DOFASCO INC.	1	10	10.0
26	EMPIRE CO. LTD.	1	6	16.7	76	FEDERATED CO-OPERATIVES LTD.	1	11	9.1
27	SHELL CANADA LTD.	5	18	27.8	77	NEXEN INC.	3	15	20.0
28	AIR CANADA	3	22	13.6	78	INCO LTD.	4	31	12.9
29	FAIRFAX FINANCIAL HOLDINGS LTD.	1	11	9.1	79	POTASH CORP. OF SASKATCHEWAN INC.	4	14	28.6
30	LE MOUVEMENT DES CAISSES DESJARDINS	5	30	16.7	80	CASCADES INC.	1	16	6.3
31	HUSKY ENERGY INC.	0	12	0.0	81	SAPUTO INC.	0	7	0.0
32	COSTCO WHOLESALE CANADA LTD.	1	9	11.1	82	ALIMENTATION COUCHE-TARD INC.	2	16	12.5
33	HUDSON'S BAY CO.	2	21	9.5	83	INDUST. ALL. INSURANCE & FIN.SERVICES INC. †	0	20	0.0
34	TELUS CORP.	3	19	15.8	84	CANADIAN WHEAT BOARD	7	18	38.9
35	CANADIAN TIRE CORP., LTD.	4	16	25.0	85	SNC-LAVALIN GROUP INC.	2	18	11.1
36	NORANDA INC.	1	24	4.2	86	INSURANCE CORP. OF BRITISH COLUMBIA	2	9	22.2
37	MCCAIN FOODS LTD.	1	11	9.1	87	ALBERTA GAMING AND LIQUOR COMMISSION	3	6	50.0
38	SUNCOR ENERGY INC.	1	10	10.0	88	LIQUOR CONTROL BOARD OF ONTARIO	5	17	29.4
39	SEARS CANADA INC.	1	9	11.1	89	THE MARITIME LIFE ASSURANCE CO. †	2	10	20.0
40	CANADA POST CORP.	5	17	29.4	90	ING CANADA INC.	2	17	11.8
41	CANADIAN ULTRAMAR CO.	1	8	12.5	91	HEWLETT-PACKARD (CANADA) CO.	3	15	20.0
42	KATZ GROUP INC.	0	4	0.0	92	PCL CONSTRUCTION GROUP INC.	0	4	0.0
43	CANADIAN NATIONAL RAILWAY CO.	0	13	0.0	93	TEMBEC INC.	0	17	0.0
44	ONTARIO LOTTERY AND GAMING CORP.	1	14	7.1	94	BARRICK GOLD CORP.	1	30	3.3
45	CANADA SAFEWAY LTD.	0	4	0.0	95	AVIVA CANADA INC.	5	24	20.8
46	METRO INC.	1	12	8.3	96	STELCO INC.	0	9	0.0
47	NOVA CHEMICALS CORP.	0	7	0.0	97	LOTO-QUÉBEC	1	7	14.3
48	THE JIM PATTISON GROUP	0	7	0.0	98	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC	0	8	0.0
49	MCKESSON CANADA CORP.	5	13	38.5	99	AGRICORE UNITED	0	4	0.0
50	TRANSCANADA CORP. †	2	13	15.4	100	CGI GROUP INC.	3	41	7.3

† See Addendum Notes on page 61

APPENDIX 2: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
101	NEXFOR INC. †	2	11	18.2	151	LEAR CANADA LTD.	0	5	0.0
102	RONA INC.	1	8	12.5	152	BRITISH COLUMBIA LIQUOR DISTRIBUT. BRANCH	6	14	42.9
103	GERDAU AMERISTEEL CORP.	0	11	0.0	153	NORSKE SKOG CANADA LTD.	1	11	9.1
104	BURLINGTON RESOURCES CANADA LTD.	3	18	16.7	154	IPSCO INC.	1	15	6.7
105	SIEMENS CANADA LTD.	0	3	0.0	155	LAFARGE CANADA INC.	1	16	6.3
106	KRUGER INC.	0	30	0.0	156	MDS INC.	1	17	5.9
107	EPCOR UTILITIES INC.	0	5	0.0	157	PFIZER CANADA INC.	2	10	20.0
108	BEST BUY CANADA LTD.	2	23	8.7	158	BRITISH COLUMBIA LOTTERY CORP.	1	7	14.3
109	GENERAL ELECTRIC CANADA INC.	0	9	0.0	159	GAZ MÉTRO, INC. †	1	9	11.1
110	PLACER DOME INC.	1	16	6.3	160	EXTENDICARE INC.	4	19	21.1
111	KINGSWAY FINANCIAL SERVICES INC.	1	8	12.5	161	COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL	0	6	0.0
112	MOLSON INC.	3	11	27.3	162	JAMES RICHARDSON & SONS, LTD.	1	7	14.3
113	TRANSALTA CORP.	2	18	11.1	163	JOHNSON CONTROLS LTD.	0	2	0.0
114	TORONTO HYDRO CORP.	3	11	27.3	164	E-L FINANCIAL CORP. LTD.	0	5	0.0
115	MASONITE INTERNATIONAL CORP.	0	8	0.0	165	INTRAWEST CORP.	0	9	0.0
116	DUPONT CANADA INC. †	1	5	20.0	166	DOREL INDUSTRIES INC.	0	8	0.0
117	TECK COMINCO LTD.	1	21	4.8	167	HOLLINGER INC.	2	6	33.3
118	NESTLÉ CANADA INC.	5	14	35.7	168	PETROKAZAKHSTAN INC. †	0	6	0.0
119	MCDONALD'S RESTAURANTS OF CANADA LTD.	2	16	12.5	169	MAZDA CANADA INC.	0	3	0.0
120	CANADA MORTGAGE AND HOUSING CORP.	6	14	42.9	170	BAYER INC.	0	3	0.0
121	DEVON CANADA CORP.	3	18	16.7	171	LINAMAR CORP.	1	11	9.1
122	CHARLWOOD PACIFIC GROUP	1	2	50.0	172	CCL INDUSTRIES INC.	2	12	16.7
123	CANWEST GLOBAL COMMUNICATIONS CORP.	1	13	7.7	173	RUSSEL METALS INC.	2	6	33.3
124	WORKPLACE SAFETY & INSURANCE BOARD	0	1	0.0	174	WEST FRASER TIMBER CO. LTD.	0	11	0.0
125	JOHN DEERE LTD.	2	10	20.0	175	TRIZEC CANADA INC.	0	5	0.0
126	NISSAN CANADA INC.	0	5	0.0	176	VOLKSWAGEN CANADA INC.	0	8	0.0
127	PROCTER & GAMBLE CANADA INC.	0	3	0.0	177	TORSTAR CORP.	5	13	38.5
128	TRANSAT A.T. INC.	5	22	22.7	178	EXPORT DEVELOPMENT CANADA	2	12	16.7
129	CANFOR CORP.	0	12	0.0	179	INTERNATIONAL TRUCK & ENGINE CORP. CDA.	0	4	0.0
130	SHAW COMMUNICATIONS INC.	1	14	7.1	180	SASKATCHEWAN WHEAT POOL	3	12	25.0
131	MIITSUI & CO. (CANADA) LTD.	0	4	0.0	181	XEROX CANADA INC.	5	17	29.4
132	ATI TECHNOLOGIES INC.	0	20	0.0	182	GLAXO SMITHKLINE INC.	2	11	18.2
133	FORD CREDIT CANADA LTD.	2	11	18.2	183	STATE FARM GROUP INSURANCE CO.	1	3	33.3
134	DOW CHEMICAL CANADA INC.	0	3	0.0	184	UNION GAS LTD.	1	11	9.1
135	HSBC BANK CANADA	3	22	13.6	185	ROYAL & SUNALLIANCE CANADA	4	11	36.4
136	COTT CORP.	2	12	16.7	186	TELESYSTEM INTERNATIONAL WIRELESS INC.	1	4	25.0
137	BANK OF CANADA	13	53	24.5	187	HONEYWELL LTD.	2	4	50.0
138	CO-OPERATORS GENERAL INSURANCE CO.	4	16	25.0	188	EMCO LTD.	0	6	0.0
139	METHANEX CORP.	0	12	0.0	189	THE WAWANESA MUTUAL INSURANCE CO.	0	5	0.0
140	IMPERIAL TOBACCO CANADA LTD.	1	10	10.0	190	FLUOR CANADA LTD.	0	4	0.0
141	GEN. MOTORS ACCEPTANCE CORP. OF CDA.	1	3	33.3	191	THE ECONOMICAL INSURANCE GROUP	2	12	16.7
142	PRECISION DRILLING CORP.	1	28	3.6	192	MICROSOFT CANADA INC.	3	11	27.3
143	WEYERHAEUSER CANADA LTD.	5	24	20.8	193	ALLSTREAM INC. †	1	14	7.1
144	TRANSCONTINENTAL INC.	2	18	11.1	194	CANPOTEX LTD.	1	6	16.7
145	AGROPUR COOPÉRATIVE	0	12	0.0	195	TOROMONT INDUSTRIES LTD.	0	4	0.0
146	PRATT & WHITNEY CANADA CORP.	2	21	9.5	196	NEW BRUNSWICK POWER CORP.	2	11	18.2
147	ROYAL GROUP TECHNOLOGIES LTD.	0	5	0.0	197	MANITOBA PUBLIC INSURANCE CORP	1	8	12.5
148	TERASEN INC. †	0	8	0.0	198	MERCEDES-BENZ CANADA INC.	0	3	0.0
149	SOCIÉTÉ DES ALCOOLS DU QUÉBEC	3	13	23.1	199	LAURENTIAN BANK OF CANADA	8	42	19.0
150	THE MANITOBA HYDRO-ELECTRIC BOARD	2	8	25.0	200	SASKATCHEWAN POWER CORP.	2	10	20.0

† See Addendum Notes on page 61

APPENDIX 2: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
201	CANADIAN COMMERCIAL CORP.	2	5	40.0	251	NAV CANADA	1	9	11.1
202	SUPERIOR PLUS INCOME FUND	1	9	11.1	252	QIT-FER ET TITANE INC.	0	6	0.0
203	EMERA INC.	1	8	12.5	253	TAIGA FOREST PRODUCTS LTD.	0	5	0.0
204	HUSKY INJECTION MOLDING SYSTEMS LTD.	0	15	0.0	254	SASKATCHEWAN TELECOMMUNICATIONS	1	10	10.0
205	ENMAX CORP.	1	7	14.3	255	ALLIANZ CANADA	0	3	0.0
206	BRUCE POWER LP	1	15	6.7	256	PPG CANADA INC.	0	2	0.0
207	SCHNEIDER CORP. †	1	4	25.0	257	ALLIANCE ATLANTIS COMMUNICATIONS INC.	3	9	33.3
208	BIOVAIL CORP.	1	10	10.0	258	WAJAX LTD.	1	7	14.3
209	CINRAM INTERNATIONAL INC.	1	10	10.0	259	WORKERS' COMPENSATION BOARD - ALBERTA	2	7	28.6
210	ST. LAWRENCE CEMENT GROUP INC.	1	15	6.7	260	THE BRICK WAREHOUSE CORP.	2	23	8.7
211	APACHE CANADA LTD.	0	1	0.0	261	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC.	4	14	28.6
212	AXA CANADA INC.	4	13	30.8	262	INTERTAPE POLYMER GROUP INC.	0	10	0.0
213	GROUPE UNIPRIX	0	5	0.0	263	MERCK FROSST CANADA & CO.	5	19	26.3
214	ALGOMA STEEL INC.	0	7	0.0	264	PHARMASAVE DRUGS (NATIONAL) LTD.	1	1	100.0
215	CARA OPERATIONS LTD. †	3	27	11.1	265	WESTJET AIRLINES LTD.	0	4	0.0
216	THE TDL GROUP LTD.	4	27	14.8	266	REITMANS (CANADA) LTD.	10	23	43.5
217	CAE INC.	1	10	10.0	267	SLOCAN FOREST PRODUCTS LTD. †	0	6	0.0
218	SONY OF CANADA LTD.	2	13	15.4	268	CREO INC.	1	21	4.8
219	KIMBERLY-CLARK OF CANADA LTD.	1	4	25.0	269	MANITOBA TELECOM SERVICES INC.	2	12	16.7
220	PENN WEST PETROLEUM LTD.	0	8	0.0	270	FORTIS INC.	1	4	25.0
221	REXEL CANADA INC. †	0	5	0.0	271	FIRSTSERVICE CORP.	1	10	10.0
222	3M CANADA CO.	2	10	20.0	272	TRANSAMERICA LIFE CANADA	5	15	33.3
223	WELDWOOD OF CANADA LTD.	0	8	0.0	273	ABBOTT LABORATORIES LTD.	4	14	28.6
224	HYUNDAI AUTO CANADA	0	3	0.0	274	CANON CANADA INC.	1	2	50.0
225	LLOYD'S UNDERWRITERS	0	1	0.0	275	CAMECO CORP.	1	6	16.7
226	EDS CANADA INC.	3	15	20.0	276	THE CANAM MANAC GROUP INC.	0	11	0.0
227	DAIMLERCHRYSLER SERVICES CANADA INC.	0	5	0.0	277	SHAWCOR LTD.	1	10	10.0
228	UNIVAR CANADA LTD.	0	6	0.0	278	ISPAT SIDBEC INC.	0	8	0.0
229	BOWATER CANADIAN FOREST PRODUCTS INC.	0	2	0.0	279	SHERRITT INTERNATIONAL CORP.	0	8	0.0
230	BASF CANADA	1	7	14.3	280	RESEARCH IN MOTION LTD.	3	42	7.1
231	DELOITTE & TOUCHE LLP	1	6	16.7	281	CALL-NET ENTERPRISES INC.	0	5	0.0
232	JDS UNIPHASE CANADA LTD. †	0	10	0.0	282	BMTC GROUP INC.	0	1	0.0
233	ASTRAZENECA CANADA INC.	4	11	36.4	283	KINROSS GOLD CORP.	1	13	7.7
234	CISCO SYSTEMS CANADA CO.	1	8	12.5	284	TOSHIBA OF CANADA LTD.	0	2	0.0
235	PARRISH & HEIMBECKER LTD.	0	5	0.0	285	NORTH WEST CO. FUND	1	9	11.1
236	FORDING CANADIAN COAL TRUST	0	10	0.0	286	MDC PARTNERS INC.	2	8	25.0
237	MI DEVELOPMENTS INC	1	6	16.7	287	INDIGO BOOKS & MUSIC INC.	3	8	37.5
238	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC	0	9	0.0	288	IVACO INC.	0	6	0.0
239	AECON GROUP INC.	0	14	0.0	289	AMEX BANK OF CANADA INC.	7	25	28.0
240	FAIRMONT HOTELS & RESORTS INC.	3	16	18.8	290	DUNLOP STANDARD AEROSPACE GROUP LTD.	0	2	0.0
241	THE FORZANI GROUP LTD.	2	15	13.3	291	FPI LTD.	0	4	0.0
242	OPPENHEIMER HOLDINGS INC. †	1	3	33.3	292	GROUPE BROCHU	0	2	0.0
243	CANADIAN OIL SANDS TRUST	2	6	33.3	293	TRANSFORCE INCOME FUND	1	21	4.8
244	ELLIS-DON INC.	8	46	17.4	294	CALGARY CO-OPERATIVE ASSOCIATION LTD.	0	7	0.0
245	WOLSELEY HOLDINGS CANADA INC.	0	11	0.0	295	LEDCOR LTD. †	1	6	16.7
246	MURPHY OIL CO. LTD.	0	5	0.0	296	LIBERTY MUTUAL GROUP	1	5	20.0
247	UNITED FARMERS OF ALTA CO-OPERATIVE LTD	1	11	9.1	297	KPMG LLP	1	14	7.1
248	COGNOS INC.	1	13	7.7	298	CANADIAN WASTE SERVICES INC.	0	6	0.0
249	RETIRE. RESIDENCES REAL ESTATE INVEST. TRUST	2	16	12.5	299	CHC HELICOPTER CORP.	2	11	18.2
250	ENSIGN RESOURCE SERVICE GROUP INC.	0	7	0.0	300	UNI-SÉLECT INC.	0	14	0.0

† See Addendum Notes on page 61

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Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
301	NOVAMERICAN STEEL INC.	0	7	0.0	351	ROTHMANS INC. †	1	5	20.0
302	ALTAGAS SERVICES INC.	3	10	30.0	352	FARM CREDIT CANADA †	1	3	33.3
303	ROLLS-ROYCE CANADA LTD.	3	15	20.0	353	ATOMIC ENERGY OF CANADA LTD.	1	10	10.0
304	ATLANTIC LOTTERY CORP.	4	12	33.3	354	MICROCELL TELECOMMUNICATIONS INC.	0	7	0.0
305	THE INDEPENDENT ORDER OF FORESTERS	12	34	35.3	355	UNIBOARD CANADA INC.	0	13	0.0
306	EXPORT PACKERS CO. LTD.	0	7	0.0	356	MBNA CANADA BANK	1	2	50.0
307	ENERPLUS RESOURCES FUND †	0	0	n/a	357	OLCO PETROLEUM GROUP INC.	0	4	0.0
308	PRICEWATERHOUSECOOPERS LLP, CANADA	1	6	16.7	358	LA SOCIÉTÉ IMMOBILIERE DU QUÉBEC	0	5	0.0
309	ALBERTA TREASURY BRANCHES	2	16	12.5	359	PARKLAND INCOME FUND	0	4	0.0
310	TORONTO TRANSIT COMMISSION	0	10	0.0	360	BUSINESS DEVELOPMENT BANK OF CANADA	6	26	23.1
311	MOTOROLA CANADA LTD.	0	4	0.0	361	CHUBB INSURANCE CO. OF CANADA	11	26	42.3
312	SCHLUMBERGER CANADA LTD.	1	2	50.0	362	THYSSENKRUPP BUDD CANADA INC. †	1	5	20.0
313	NEXINNOVATIONS INC.	2	13	15.4	363	ERNST & YOUNG LLP	2	11	18.2
314	CFM CORP.	3	21	14.3	364	AVENTIS PHARMA INC.	0	6	0.0
315	L'ORÉAL CANADA INC.	2	11	18.2	365	SOFTCHOICE CORP.	2	7	28.6
316	SAMUEL MANU-TECH INC.	1	9	11.1	366	SONEPAR DISTRIBUTION INC.	1	3	33.3
317	CITIBANK CANADA	3	9	33.3	367	ZURICH NORTH AMERICA CANADA	7	21	33.3
318	C.I. FUND MANAGEMENT INC.	0	4	0.0	368	IRON ORE CO. OF CANADA	1	7	14.3
319	DOMCO TARKETT INC.	2	8	25.0	369	SUN MICROSYSTEMS OF CANADA INC.	0	9	0.0
320	RIDLEY INC.	0	4	0.0	370	SASKATCHEWAN AUTO FUND	2	7	28.6
321	LEGACY HOTELS REAL ESTATE INVT. TRUST	2	9	22.2	371	CO-OPERATORS LIFE INSURANCE CO.	4	13	30.8
322	BELL HELICOPTER TEXTRON CANADA LTD.	0	4	0.0	372	CHUM LTD.	3	12	25.0
323	FLINT ENERGY SERVICES LTD.	0	5	0.0	373	ENERGY SAVINGS INCOME FUND	2	5	40.0
324	APOTEX INC.	0	7	0.0	374	AGRICULTURE FINANCIAL SERVICES CORP.	0	6	0.0
325	CORUS ENTERTAINMENT INC.	1	8	12.5	375	HEWITT EQUIPMENT LTD.	1	4	25.0
326	HARTCO CORP.	0	10	0.0	376	HARRIS STEEL GROUP INC.	0	4	0.0
327	UNUMPROVIDENT CORP. †	0	1	0.0	377	VANCOUVER CITY SAVINGS CREDIT UNION	9	20	45.0
328	GILDAN ACTIVEWEAR INC.	0	16	0.0	378	GOODFELLOW INC.	2	15	13.3
329	ENERSOURCE CORP.	1	8	12.5	379	ERICSSON CANADA INC.	0	6	0.0
330	MACDONALD, DETTWILER AND ASSOCIATES LTD.	0	10	0.0	380	ENERFLEX SYSTEMS LTD.	0	7	0.0
331	GEAC COMPUTER CORP. LTD.	2	11	18.2	381	WINPAK LTD.	0	9	0.0
332	UNIVERSAL STUDIOS CANADA LTD.	0	4	0.0	382	RIOCAN REAL ESTATE INVESTMENT TRUST	2	9	22.2
333	MAAX INC.	0	6	0.0	383	CO-OP ATLANTIC	2	11	18.2
334	INTERTAN, INC. †	0	7	0.0	384	GSW INC.	0	7	0.0
335	MARTINREA INTERNATIONAL INC.	0	5	0.0	385	SUBARU CANADA, INC.	0	5	0.0
336	YELLOW PAGES GROUP CO.	4	12	33.3	386	TEKNION CORP.	0	8	0.0
337	CAMPBELL CO. OF CANADA †	1	10	10.0	387	LILYDALE CO-OPERATIVE LTD.	0	8	0.0
338	COGECO INC.	5	10	50.0	388	CIRQUE DU SOLEIL	0	1	0.0
339	INTERNATIONAL FOREST PRODUCTS LTD.	0	12	0.0	389	THRIFTY FOODS	2	7	28.6
340	AGF MANAGEMENT LTD.	6	13	46.2	390	N.M. PATERSON & SONS LTD.	0	5	0.0
341	THE FUTURA CORP.	0	2	0.0	391	TRILLIUM HEALTH CARE PRODUCTS INC.	0	2	0.0
342	ACKLANDS GRAINGER INC.	1	8	12.5	392	DUNDEE BANCORP INC.	4	9	44.4
343	ALLSTATE INSURANCE CO. OF CANADA	0	7	0.0	393	MARUBENI CANADA LTD.	0	7	0.0
344	ING BANK OF CANADA	7	17	41.2	394	SODISCO-HOWDEN GROUP INC.	0	9	0.0
345	DOMAN INDUSTRIES LTD.	0	4	0.0	395	NISSHO IWAI CANADA LTD.	0	5	0.0
346	PATHEON INC.	0	14	0.0	396	AINSWORTH LUMBER CO. LTD.	1	7	14.3
347	ATS AUTOMATION TOOLING SYSTEMS INC.	1	11	9.1	397	CANADIAN BROADCASTING CORP.	3	13	23.1
348	ARC ENERGY TRUST	1	8	12.5	398	MAGELLAN AEROSPACE CORP.	1	10	10.0
349	GREATER TORONTO AIRPORTS AUTHORITY	1	10	10.0	399	WESCAST INDUSTRIES INC.	0	5	0.0
350	PENGROWTH ENERGY TRUST	3	8	37.5	400	ASTRAL MEDIA INC.	1	9	11.1

† See Addendum Notes on page 61

APPENDIX 2: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
401	A & W FOOD SERVICES OF CANADA INC.	0	5	0.0	451	CAISSE CENTRALE DESJARDINS	2	16	12.5
402	MEGA GROUP INC.	0	3	0.0	452	BONAVISTA ENERGY TRUST	0	13	0.0
403	CASTLE BUILDING CENTRES GROUP LTD.	1	2	50.0	453	HATCH ASSOCIATES LTD.	0	3	0.0
404	BRITISH COLUMBIA BUILDINGS CORP.	2	7	28.6	454	HALLIBURTON GROUP CANADA INC.	0	3	0.0
405	LIONS GATE ENTERTAINMENT CORP.	2	10	20.0	455	BOSTON PIZZA INTERNATIONAL INC.	0	8	0.0
406	ACCENTURE INC.	2	13	15.4	456	MORGUARD CORP.	0	6	0.0
407	ACETEX CORP.	1	6	16.7	457	GOLDCORP INC.	0	7	0.0
408	SUMITOMO CANADA LTD.	0	3	0.0	458	BARRY CALLEBAUT CANADA INC.	0	3	0.0
409	VITRAN CORP. INC.	0	3	0.0	459	BRITISH COLUMBIA RAILWAY CO.	1	4	25.0
410	PRISZM CANADIAN INCOME FUND	0	3	0.0	460	HIP INTERACTIVE CORP.	1	10	10.0
411	MERIDIAN TECHNOLOGIES INC.	0	6	0.0	461	COOLBRANDS INTERNATIONAL INC.	0	12	0.0
412	PHILIPS CANADA LTD.	0	3	0.0	462	CAP GEMINI ERNST & YOUNG	0	2	0.0
413	STANTEC INC.	0	4	0.0	463	NORANDA INCOME FUND	2	4	50.0
414	LEON'S FURNITURE LTD.	0	4	0.0	464	MAPLE LEAF SPORTS & ENTERTAINMENT LTD.	0	8	0.0
415	THE AZRIELI GROUP OF COS.	2	3	66.7	465	PMC - SIERRA INC.	0	7	0.0
416	PALLISER FURNITURE LTD.	1	8	12.5	466	407 INTERNATIONAL INC.	0	3	0.0
417	PRÉVOST CAR INC.	0	3	0.0	467	DOMINION CONSTRUCTION CO. INC.	0	2	0.0
418	VINCOR INTERNATIONAL INC.	1	11	9.1	468	HEMOCARE BUILDING CENTRES LTD. †	0	4	0.0
419	MANITOBA LIQUOR CONTROL COMMISSION	4	9	44.4	469	COLLIERS INTERNATIONAL	0	6	0.0
420	GOLDER ASSOCIATES CORP.	0	2	0.0	470	GENERAL DYNAMICS CANADA	1	4	25.0
421	RIVERSIDE FOREST PRODUCTS LTD.	0	4	0.0	471	ORACLE CORP. CANADA INC.	0	2	0.0
422	TIMBERWEST FOREST CORP.	2	9	22.2	472	HARDWOODS DISTRIBUTION INCOME FUND	0	2	0.0
423	VIA RAIL CANADA INC.	2	9	22.2	473	THE HOCKEY COMPANY HOLDINGS INC.	2	8	25.0
424	NEWFOUNDLAND AND LABRADOR HYDRO	1	8	12.5	474	H & R REAL ESTATE INVESTMENT TRUST	0	3	0.0
425	PÉTROMONT AND CO., LP	0	8	0.0	475	CINEPLEX GALAXY LP	2	17	11.8
426	MULLEN TRANSPORTATION INC.	1	7	14.3	476	I.M.P. GROUP INTERNATIONAL INC.	1	8	12.5
427	ROBIN HOOD MULTIFOODS CORP. †	0	6	0.0	477	PRIMEWEST ENERGY TRUST	0	4	0.0
428	BRITISH COLUMBIA FERRY SERVICES INC.	1	7	14.3	478	RAND A TECHNOLOGY CORPORATION	0	8	0.0
429	NOVA SCOTIA LIQUOR CORP.	1	7	14.3	479	MENU FOODS INCOME FUND	0	7	0.0
430	GROUPE PROMUTUEL	1	11	9.1	480	STRONGCO INC.	0	5	0.0
431	THOMPSONS LTD.	0	9	0.0	481	THE CHURCHILL CORP.	0	5	0.0
432	MANITOBA LOTTERIES CORP.	3	10	30.0	482	SAP CANADA INC.	1	6	16.7
433	LIONORE MINING INTERNATIONAL LTD.	1	6	16.7	483	VECTOR AEROSPACE CORP.	1	4	25.0
434	BABCOCK & WILCOX CANADA LTD.	1	3	33.3	484	VAN HOUTTE INC.	1	20	5.0
435	BURGER KING RESTAURANTS OF CANADA INC.	3	7	42.9	485	COMPUTER SCIENCES CORP.	0	8	0.0
436	CLARKE INC.	0	6	0.0	486	HIGH LINER FOODS INC.	1	10	10.0
437	COAST CAPITAL SAVINGS CREDIT UNION	9	25	36.0	487	GRANT THORNTON CANADA	0	2	0.0
438	HUDSON BAY MINING AND SMELTING CO., LTD.	0	3	0.0	488	SINO-FOREST CORP.	1	6	16.7
439	POMERLEAU	0	10	0.0	489	PITNEY BOWES OF CANADA LTD.	3	8	37.5
440	HUB INTERNATIONAL LTD.	3	14	21.4	490	GREYHOUND CANADA TRANSPORTATION CORP.	0	2	0.0
441	GRAHAM GROUP LTD.	0	7	0.0	491	GENDIS INC.	0	6	0.0
442	PROVIDENT ENERGY TRUST	1	8	12.5	492	JAYMAN MASTER BUILDER INC.	1	12	8.3
443	HOUSEHOLD FINANCIAL CORP. LTD.	2	15	13.3	493	ST. JOSEPH CORP.	1	6	16.7
444	ALIMENTS BRETON CANADA INC.	4	11	36.4	494	PREMETALCO INC.	0	7	0.0
445	OPTIMUM GROUP INC.	1	8	12.5	495	PETFUND ENERGY TRUST †	0	7	0.0
446	COMMONWEALTH PLYWOOD CO. LTD.	1	9	11.1	496	GROUPE DESCHÊNES INC.	0	11	0.0
447	GROUPE B.M.R. INC.	1	3	33.3	497	ADF GROUP INC.	2	7	28.6
448	BIRD CONSTRUCTION CO. LTD.	0	5	0.0	498	INMET MINING CORP.	2	8	25.0
449	GROUPE LAPERRIÈRE & VERREAUULT INC.	1	17	5.9	499	NEW BRUNSWICK LIQUOR CORP.	2	5	40.0
450	PARAMOUNT RESOURCES LTD.	1	10	10.0	500	ZARLINK SEMICONDUCTOR INC.	0	4	0.0

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

3M CANADA CO. (222)	ALBERTA GAMING AND LIQUOR COMMISSION (87)	ARC ENERGY TRUST (348)
VP	Executive Director, Information Systems	VP, Land
Secretary	Executive Director, Gaming Products & Services	ASTRAL MEDIA INC. (400)
407 INTERNATIONAL INC. (466)	Director, Human Resources	VP, Legal Affairs & Secretary
None	ALBERTA TREASURY BRANCHES (309)	ASTRAZENECA CANADA INC. (233)
A & W FOOD SERVICES OF CANADA INC. (401)	VP, Human Resources	VP, Regulatory Affairs
None	VP, Legal & Corporate Secretary and Chief Compliance Officer	VP, Operations & Corporate Services
ABBOTT LABORATORIES LTD. (273)	ALCAN INC. (8)	VP, Public Affairs
Director, Operational Services	SVP & President and CEO, Alcan Packaging	VP, Human Resources
Manager, Business Development	SVP & President and CEO, Alcan Rolled Products, Americas & Asia	ATCO LTD. (68)
Director, Regulatory Affairs & Quality Assurance	SVP & President and CEO, Alcan Primary Metal	President & CEO
Director, Sales, Primary Care	ALGOMA STEEL INC. (214)	Asst. Corporate Secretary & Manager, Corporate Secretarial
ABITIBI-CONSOLIDATED INC. (57)	None	VP, Finance & Controller
VP & Controller	ALIMENTATION COUCHE-TARD INC. (82)	SVP & Chief Administration Officer
Asst. Corporate Secretary	Corporate Secretary	ATI TECHNOLOGIES INC. (132)
ACCENTURE INC. (406)	VP, Operations Western Region	None
Geographic Services Lead	ALIMENTS BRETON CANADA INC. (444)	ATLANTIC LOTTERY CORP. (304)
Health & Life Sciences Lead & Chairman, Corporate Citizenship Council	Chairman	VP, Organizational Development
ACETEX CORP. (407)	Chairman	President & CEO
CFO	Chairman	Manager, Public Affairs & Responsible Gaming
ACKLANDS GRAINGER INC. (342)	VP, Human Resources	Corporate Strategist
VP, Human Resources	ALLIANCE ATLANTIS COMMUNICATIONS INC. (257)	ATOMIC ENERGY OF CANADA LTD. (353)
ADF GROUP INC. (497)	EVP, Corporate & Public Affairs	VP, Human Resources
VP, Engineering & R and D	SVP, Finance	ATS AUTOMATION TOOLING SYSTEMS INC. (347)
EVP & Treasurer and Corporate Secretary	COO	VP, Human Resources
AECON GROUP INC. (239)	ALLIANZ CANADA (255)	AVENTIS PHARMA INC. (364)
None	None	None
AGF MANAGEMENT LTD. (340)	ALLSTATE INSURANCE CO. OF CANADA (343)	AVIVA CANADA INC. (95)
VP, Corporate Governance & Risk Management	None	SVP, Corporate Partnerships
SVP, Business Operations & General Counsel	ALLSTREAM INC. (193) †	SVP & Corporate Secretary
SVP, Corporate Services & Corporate Secretary and Chief Auditor	EVP, Customer Operations	EVP, Human Resources & Communications
VP, Taxation	ALTAGAS SERVICES INC. (302)	SVP, Operations, Atlantic Canada
VP, Internal Audit	VP, Extraction & Transmission	SVP, Surety
VP, Compliance and Risk Analysis & Chief Privacy Officer	SVP, Finance & CFO	AXA CANADA INC. (212)
AGRICORE UNITED (99)	Treasurer	SVP, Planning-Budgets-Results (PBR)
None	AMEX BANK OF CANADA INC. (289)	Asst. Secretary
AGRICULTURE FINANCIAL SERVICES CORP (374)	SVP, Customer Service	VP, Communication
None	VP, Financial Services	VP, Human Resources
AGRIUM INC. (70)	VP, Customer Service	THE AZRIELI GROUP OF COS. (415)
VP, Strategic Development & Planning	President & General Manager	VP
VP & General Counsel and Corporate Secretary	VP, Account Management, Establishment Services	Executive Director
AGROPUR COOPÉRATIVE (145)	VP, Marketing, Corporate Services	BABCOCK & WILCOX CANADA LTD. (434)
None	General Counsel	Manager, Financial Accounting & Reporting
AINSWORTH LUMBER CO. LTD. (396)	APACHE CANADA LTD. (211)	BANK OF CANADA (137)
COO & Corporate Secretary	None	Director, Financial Systems & Fund Management
AIR CANADA (28)	APOTEX INC. (324)	Advisor
President & CEO, Destina.ca	None	Special Asst., Executive & Legal Affairs
VP, Corporate Initiatives		Director, Bank Note Operations & Business Support
VP, People		Chief, Financial Services & Chief Accountant
		Director, Human Resources Services

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

Advisor	BOMBARDIER INC. (6)	BURLINGTON RESOURCES CANADA LTD. (104)
Chief, Research	SVP, Operational Effectiveness	VP, Legal & Land Administration, and Secretary
Director, Planning, Communications & Support	Executive Asst. to the Chairman	VP, Marketing
Deputy Chief, Financial Markets	BONAVISTA ENERGY TRUST (452)	Secretary
Deputy Governor	None	BUSINESS DEVELOPMENT BANK OF CANADA (360)
Director, Executive Services	BOSTON PIZZA INTERNATIONAL INC. (455)	VP, Corporate Financing & Risk Management
Chief, Corporate Services	None	SVP, Human Resources
BANK OF MONTREAL (21)	BOWATER CANADIAN FOREST PRODUCTS INC. (229)	EVP, Integrated Risk & Technology Management
EVP & Chief Economist, BMO Nesbitt Burns and Global Economic Strategist, Harris Bankcorp Inc.	None	VP, Legal Affairs & Corporate Secretary
Vice Chairman, Harris Nesbitt & Head, Harris Nesbitt, Investment Banking Group, New York	BRASCAN CORP. (60)	SVP, Operations/Prairies & Western Region
Executive Managing Director, Investment Banking Group & Co-Head, Cash Management Services	Asst. Controller	VP, Systems & Technology
SEVP & CFO	VP, Business Systems	CAE INC. (217)
EVP, Personal & Commercial Development & Head, Small Business Banking	Director, Investor Relations	VP & Corporate Controller and Asst. Secretary
SEVP, Human Resources & Head, Office of Strategic Management	SVP, Human Resources	C.I. FUND MANAGEMENT INC. (318)
EVP, Personal & Commercial Delivery	SVP, Investor Relations & Communications	None
EVP & Treasurer	THE BRICK WAREHOUSE CORP. (260)	CAISSE CENTRALE DESJARDINS (451)
THE BANK OF NOVA SCOTIA (11)	VP, Legal & Corporate Secretary	VP, Financing & Banking Services
EVP & General Counsel and Secretary	National VP, Corporate Security	VP, Finance Control & Operations
EVP, Retail Lending Services	BRITISH COLUMBIA BUILDINGS CORP. (404)	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (71)
EVP, Human Resources	EVP, Customer Services	VP & Corporate Secretary
EVP, Systems & Operations	Asst. VP, Customer Services - Regional	VP, Internal Audit
BARRICK GOLD CORP. (94)	BRITISH COLUMBIA FERRY SERVICES INC. (428)	EVP, Institutional Affairs
VP & Asst. General Counsel and Secretary	Corporate Secretary	CALGARY CO-OPERATIVE ASSOCIATION LTD. (294)
BARRY CALLEBAUT CANADA INC. (458)	BRITISH COLUMBIA HYDRO & POWER AUTHORITY (62)	None
None	EVP, Generation	CALL-NET ENTERPRISES INC. (281)
BASF CANADA (230)	Controller	None
Corporate Secretary & General Counsel	Treasurer	CAMECO CORP. (275)
BAYER INC. (170)	Asst. Secretary	SVP, Human Resources & Corporate Relations
None	SVP, Distribution	CAMPBELL CO. OF CANADA (337) †
BCE INC. (9)	Corporate Secretary	VP, Food Service
Corporate Secretary	BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH (152)	CANADA MORTGAGE AND HOUSING CORP. (120)
Corporate Advisor	Chief Auditor	General Manager, Prairies, Nunavut & Northwest Territories Region
Chief Legal Officer	Executive Director, Retail Services	General Manager, Atlantic Region
BELL HELICOPTER TEXTRON CANADA LTD. (322)	Director, Loss Prevention	President & CEO
None	Executive Director, Human Resources	VP, Insurance & Securitization
BEST BUY CANADA LTD. (108)	Manager, Communications	Acting VP, Finance
VP, Real Estate & Property Development	Legal Counsel	VP, Corporate Services
VP, Legal Services	BRITISH COLUMBIA LOTTERY CORP. (158)	CANADA POST CORP. (40)
BIOVAIL CORP. (208)	VP, Human Resources & Organizational Development	Acting CEO & Acting President
SVP, Commercial Operations	BRITISH COLUMBIA RAILWAY CO. (459)	VP, Customer Service Network
BIRD CONSTRUCTION CO. LTD. (448)	CFO	VP, Human Resources
None	BRUCE POWER LP (206)	VP, Operations Transformation
BMTC GROUP INC. (282)	VP, Corporate Communications	Corporate Auditor
None	BURGER KING RESTAURANTS OF CANADA INC. (435)	CANADA SAFEWAY LTD. (45)
	CFO & Director, Finance	None
	Director, Marketing	CANADIAN BROADCASTING CORP. (397)
	Director, Human Resources	VP & CFO
		VP, English Radio
		Chairman

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

CANADIAN COMMERCIAL CORP. (201) VP, Corporate Services Corporate Counsel & Corporate Secretary	CARGILL LTD. (73) None	CITIBANK CANADA (317) Country Compliance Officer & Ombudsman VP, Country Business Manager & Manager, Retail Banking Head, Human Resources
CANADIAN IMPERIAL BANK OF COMMERCE (12) SEVP, Wealth Management Vice Chairman, CIBC Retail Markets SEVP & Chief Accountant, Finance	CASCADES INC. (80) President & CEO, Cascades Tissue Group	CLARKE INC. (436) None
CANADIAN NATIONAL RAILWAY CO. (43) None	CASTLE BUILDING CENTRES GROUP LTD. (403) Controller	COAST CAPITAL SAVINGS CREDIT UNION (437) VP, Performance Analytics Second Vice Chairman CIO SVP, Marketing SVP, Administration SVP, Wealth Management VP, Regional Sales VP, Public Affairs & Corporate Secretary VP, Human Resources
CANADIAN NATURAL RESOURCES LTD. (53) VP, Land VP, Bitumen Production	CCL INDUSTRIES INC. (172) VP, Environmental & Regulatory Services SVP, Human Resources & Corporate Communications	COGECO INC. (338) Director, Corporate Communications Director, Legal Affairs Asst. Secretary Director, Internal Audit & Financial Planning Treasurer
CANADIAN OIL SANDS TRUST (243) Corporate Secretary & General Counsel Controller	CFM CORP. (314) Director, Tax Corporate Controller Director, Legal Affairs & Investor Relations, and Corporate Secretary	COGNOS INC. (248) Senior Counsel, Corporate Operations & Asst. Corporate Secretary
CANADIAN PACIFIC RAILWAY LTD. (72) VP, Marketing & Sales - Bulk	CGI GROUP INC. (100) EVP & Chief Corporate Officer and Secretary SVP President, CGI-AMS	COLLIERS INTERNATIONAL (469) None
CANADIAN TIRE CORP., LTD. (35) Asst. General Counsel & Asst. Secretary Divisional VP & Asst. Treasurer VP, Corporate Affairs VP, Human Resources	CHARLWOOD PACIFIC GROUP (122) EVP & CFO	COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL (161) None
CANADIAN ULTRAMAR CO. (41) Secretary & Director, Legal Services and Risk Management	CHC HELICOPTER CORP. (299) President, Global Operations VP, Corporate Affairs	COMMONWEALTH PLYWOOD CO. LTD. (446) VP, Business Development
CANADIAN WASTE SERVICES INC. (298) None	CHUBB INSURANCE CO. OF CANADA (361) SVP & Manager, Canadian Service Branch VP & Marketing Manager, Ontario VP & Manager, Information Technology VP & Manager, Human Resources SVP & Manager, Claims VP & Manager, Casualty Insurance VP & Manager, Custom Markets VP & Product Manager, Executive Protection President & CEO Chairman SVP & Manager, Personal Lines Insurance	COMPUTER SCIENCES CORP. (485) None
CANADIAN WHEAT BOARD (84) VP, Corporate Communications Corporate Controller Corporate Secretary EVP, Corporate Services VP, Human Resources Treasurer Acting VP, Country Operations	CHUM LTD. (372) VP, Business & Legal Affairs and Corporate Council VP, Public Affairs VP, Communication & Investor Relations	COOLBRANDS INTERNATIONAL INC. (461) None
THE CANAM MANAC GROUP INC. (276) None	THE CHURCHILL CORP. (481) None	CO-OP ATLANTIC (383) VP, Marketing First VP
CANFOR CORP. (129) None	CINEPLEX GALAXY LP (475) VP, Booking - Quebec VP, Communications & Specialty Marketing	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (98) None
CANON CANADA INC. (274) Secretary	CINRAM INTERNATIONAL INC. (209) Asst. Secretary	CO-OPERATORS GENERAL INSURANCE CO. (138) President & CEO VP, Reinsurance & Risk Management VP, Claims VP, Actuarial Services
CANPOTEX LTD. (194) Director, Human Resources & Administration	CIRQUE DU SOLEIL (388) None	CO-OPERATORS LIFE INSURANCE CO. (371) CEO & President SVP & Chief Information Officer VP, Human Resources VP, Finance
CANWEST GLOBAL COMMUNICATIONS CORP. (123) Corporate Secretary	CISCO SYSTEMS CANADA CO. (234) HR Manager	
CAP GEMINI ERNST & YOUNG (462) None		
CARA OPERATIONS LTD. (215) † SVP, Human Resources SVP, Marketing & Branding Vice Chairman		

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

CORUS ENTERTAINMENT INC. (325) VP & Controller	EDS CANADA INC. (226) Director, Transformation Services	EXPORT PACKERS CO. LTD. (306) None
COSTCO WHOLESALE CANADA LTD. (32) SVP & Country Manager, Canada	Acting VP, Human Resources	EXTENDICARE INC. (160) VP & Controller, Extendicare Canada
COTT CORP. (136) VP & Treasurer	Director, Solution Development	Corporate Secretary
VP & Controller and Asst. Secretary	E-L FINANCIAL CORP. LTD. (164) None	President, Extendicare Canada
CP SHIPS LTD. (64) VP, Corporate Communications	ELLIS-DON INC. (244) VP, EllisDon Consulting, Health & Safety	VP, Human Resources, Extendicare Canada
VP, Corporate Training & Development	EVP, Windjammer Landing Villa Beach Resort	FAIRFAX FINANCIAL HOLDINGS LTD. (29) VP
CREO INC. (268) President	Marketing Manager	FAIRMONT HOTELS & RESORTS INC. (240) Asst. Corporate Secretary
DAIMLERCHRYSLER CANADA INC. (14) Director, External Affairs & Public Policy and Asst. Secretary	Director, Client Services	Asst. Treasurer
Controller, Accounting & Tax	Manager, Insurance & Bonding	Asst. Corporate Secretary
DAIMLERCHRYSLER SERVICES CANADA INC. (227) None	Web Services Manager	FARM CREDIT CANADA (352) † Chairman
DELOITTE & TOUCHE LLP (231) Chief Human Resources Officer	Director, Human Resources	FEDERATED CO-OPERATIVES LTD. (76) Regina Region Chair
DEVON CANADA CORP. (121) Asst. Secretary	Payroll & Benefits Manager	FINNING INTERNATIONAL INC. (74) VP & Corporate Controller
VP	EMCO LTD. (188) None	Treasurer
VP, Administration	EMERA INC. (203) VP, Enterprise Services	FIRSTSERVICE CORP. (271) Asst. Corporate Secretary
DOFASCO INC. (75) VP, Corporate Administration & General Counsel	EMPIRE CO. LTD. (26) VP, Risk Management	FLINT ENERGY SERVICES LTD. (323) None
DOMAN INDUSTRIES LTD. (345) None	ENBRIDGE INC. (55) Group VP, Corporate Resources	FLUOR CANADA LTD. (190) None
DOMCO TARKETT INC. (319) Asst. Secretary	ENCANA CORP. (18) Asst. Corporate Secretary	FORD CREDIT CANADA LTD. (133) Secretary & VP, Legal
Director, Legal Services & Secretary	Asst. Corporate Secretary	VP, Funding & Asst. Treasurer
DOMINION CONSTRUCTION CO. INC. (467) None	Asst. Corporate Secretary	FORDING CANADIAN COAL TRUST (236) None
DOMTAR INC. (58) None	EVP, Corporate Services	FORD MOTOR CO. OF CANADA, LTD. (7) Counsel & Secretary
DOREL INDUSTRIES INC. (166) None	ENERFLEX SYSTEMS LTD. (380) None	VP, Human Resources
DOW CHEMICAL CANADA INC. (134) None	ENERGY SAVINGS INCOME FUND (373) Chairman & CEO	FORTIS INC. (270) Manager, Investor & Public Relations and Asst. Secretary
DUNDEE BANCORP INC. (392) Asst. Secretary	President, U.S. Energy Savings Corp.	THE FORZANI GROUP LTD. (241) VP & Chief Information Officer
VP & General Counsel	ENERPLUS RESOURCES FUND (307) † None	VP, Human Resources
EVP, CFO & Corporate Secretary	ENERSOURCE CORP. (329) VP, Human Resources	FPI LTD. (291) None
VP & Controller	ENMAX CORP. (205) EVP, Legal & Corporate Affairs and Corporate Secretary	THE FUTURA CORP. (341) None
DUNLOP STANDARD AEROSPACE GROUP LTD. (290) None	ENSIGN RESOURCE SERVICE GROUP INC. (250) None	GAZ MÉTRO, INC. (159) † VP, Customer & Gas Supply
DUPONT CANADA INC. (116) † Chief Administrative Officer & General Counsel	EPCOR UTILITIES INC. (107) None	GEAC COMPUTER CORP. LTD. (331) VP & Corporate Controller
THE ECONOMICAL INSURANCE GROUP (191) VP, Sales & Marketing	ERICSSON CANADA INC. (379) None	VP, Strategic Financial Analysis
Chief Actuary	ERNST & YOUNG LLP (363) Managing Partner, Toronto	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (141) Corporate Secretary & Legal Counsel
	General Counsel	
	EXPORT DEVELOPMENT CANADA (178) SVP, Human Resources	
	SVP, Business Solutions & Technology	

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

GENDIS INC. (491)	GROUPE UNIPRIX (213)	HUDSON BAY MINING AND SMELTING CO., LTD. (438)
None	None	None
GENERAL DYNAMICS CANADA (470)	GSW INC. (384)	HUDSON'S BAY CO. (33)
Asst. Secretary	None	SVP, HBC Procurement
GENERAL ELECTRIC CANADA INC. (109)	H & R REAL ESTATE INVESTMENT TRUST (474)	VP, Human Resources Planning & Development
None	None	HUSKY ENERGY INC. (31)
GENERAL MOTORS OF CANADA LTD. (1)	HALLIBURTON GROUP CANADA INC. (454)	None
Asst. Secretary & Director, Materials Management, Electro-Motive	None	HUSKY INJECTION MOLDING SYSTEMS LTD. (204)
GEORGE WESTON LTD. (2)	HARDWOODS DISTRIBUTION INCOME FUND (472)	None
Asst. Secretary	None	HYDRO ONE INC. (66)
SVP, Finance	HARRIS STEEL GROUP INC. (376)	General Counsel & Secretary
VP, Pension & Benefits	None	CFO
VP, Treasurer	HARTCO CORP. (326)	VP, Health, Safety & Environment
VP, Systems Audit	None	HYDRO-QUÉBEC (22)
GERDAU AMERISTEEL CORP. (103)	HATCH ASSOCIATES LTD. (453)	EVP, Corporate Affairs & Secretary General
None	None	HYUNDAI AUTO CANADA (224)
GILDAN ACTIVEWEAR INC. (328)	HEWITT EQUIPMENT LTD. (375)	None
None	VP, Personnel & Employee Development	I.M.P. GROUP INTERNATIONAL INC. (476)
GLAXO SMITHKLINE INC. (182)	HEWLETT-PACKARD (CANADA) CO. (91)	EVP & COO, CanJet Airlines
VP, Human Resources	VP, Enterprise Marketing	IBM CANADA LTD. (51)
VP, Research & Development and Chief Medical Officer	VP, Finance & Administration and CFO	<not disclosed>
GOLDCORP INC. (457)	VP, Law & Corporate Relations and Secretary	IMPERIAL OIL LTD. (10)
None	HIGH LINER FOODS INC. (486)	None
GOLDER ASSOCIATES CORP. (420)	Corporate Secretary, General Counsel, and Treasurer	IMPERIAL TOBACCO CANADA LTD. (140)
None	HIP INTERACTIVE CORP. (460)	Associate General Counsel, Corporate & Asst. Secretary
GOODFELLOW INC. (378)	VP	INCO LTD. (78)
VP, Building Material Sales, Ontario	THE HOCKEY COMPANY HOLDINGS INC. (473)	VP & Treasurer
VP, Pine	Corporate Controller	Asst. General Council & Asst. Secretary
GRAHAM GROUP LTD. (441)	Director, Legal Affairs	Associate General Council & Asst. Secretary
None	HOLLINGER INC. (167)	Asst. Comptroller
GRANT THORNTON CANADA (487)	VP, Editorial	THE INDEPENDENT ORDER OF FORESTERS (305)
None	Treasurer	VP, Fraternal Operation
GREAT ATLANTIC & PAC. CO. OF CDA. LTD. (65)	HOMECARE BUILDING CENTRES LTD. (468) †	VP, Sales & Marketing Operations
VP, People Resources & Services	None	VP, Actuarial
VP, Information Systems	HONDA CANADA INC. (19)	SVP & CFO
VP, Quality Assurance & Loss Prevention	None	VP, Certificate Services
GREATER TORONTO AIRPORTS AUTHORITY (349)	HONEYWELL LTD. (187)	VP, Project Management Office
VP & CFO	President	VP, Fraternal
GREYHOUND CANADA TRANSPORTATION CORP. (490)	Director, Finance	VP, Marketing Canada
None	HOUSEHOLD FINANCIAL CORP. LTD. (443)	SVP, Human Resources & Communications
GROUPE B.M.R. INC. (447)	Director, Human Resources	VP, Communications
VP	Director, Processing Services	VP & General Counsel and Executive Secretary
GROUPE BROCHU (292)	HSBC BANK CANADA (135)	VP, Community Partnerships
None	EVP, Personal Financial Services & Wealth Management	INDIGO BOOKS & MUSIC INC. (287)
GROUPE DESCHENES INC. (496)	SVP, Operations	SVP, Human Resources & Organizational Development
None	VP & General Counsel and Corporate Secretary	SVP, Marketing
GROUPE LAPERRIÈRE & VERREAULT INC. (449)	HUB INTERNATIONAL LTD. (440)	CEO & Chairman
Director, Legal Affairs	Chief Legal Officer & Asst. Secretary	
GROUPE PROMUTUEL (430)	Chief Information Officer	
Corporate Secretary	VP, Sales	

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL SERVICES INC. (83) †	THE JIM PATTISON GROUP (48)	LIBERTY MUTUAL GROUP (296)
None	None	VP, Human Resources, Liberty Health
ING BANK OF CANADA (344)	JOHN DEERE LTD. (125)	LILYDALE CO-OPERATIVE LTD. (387)
President & CEO	Secretary & General Counsel	None
SVP, Sales & Service	President	LINAMAR CORP. (171)
VP, Internal Audit	JOHNSON CONTROLS LTD. (163)	CEO & President
VP, Project Management	None	LIONORE MINING INTERNATIONAL LTD. (433)
VP, Human Resources	KATZ GROUP INC. (42)	Corporate Controller
SVP, Information Technology & Chief Information Officer	None	LIONS GATE ENTERTAINMENT CORP. (405)
VP, Finance	KIMBERLY-CLARK OF CANADA LTD. (219)	SVP, Business & Legal Affairs
ING CANADA INC. (90)	VP	EVP, Corporate Development
SVP, Corporate & Legal Services and Secretary	KINGSWAY FINANCIAL SERVICES INC. (111)	LIQUOR CONTROL BOARD OF ONTARIO (88)
SVP, Planning & Development	VP & Treasurer	VP, Store Development & Real Estate
INMET MINING CORP. (498)	KINROSS GOLD CORP. (283)	VP, Merchandising
Controller	Corporate Secretary	VP, Marketing Communications
VP, Finance & CFO	KPMG LLP (297)	SVP & General Counsel and Corporate Secretary
INSURANCE CORP. OF BRITISH COLUMBIA (86)	Chief Human Resources Officer	Controller
SVP, Insurance	KRUGER INC. (106)	LLOYD'S UNDERWRITERS (225)
CFO	None	None
INTERNATIONAL FOREST PRODUCTS LTD. (339)	LA SOCIÉTÉ IMMOBILIERE DU QUÉBEC (358)	L'ORÉAL CANADA INC. (315)
None	None	VP, Scientific & Regulatory Affairs
INTERNATIONAL TRUCK & ENGINE CORP. CDA. (179)	LAFARGE CANADA INC. (155)	VP, L'Oréal Paris & General Manager, L'Oréal Paris
None	Asst. Treasurer	LOTO-QUÉBEC (97)
INTERTAN, INC. (334) †	LAURENTIAN BANK OF CANADA (199)	Corporate Secretary & VP, Legal Affairs
None	Ombudsman, Laurentian Bank & Subsidiaries	MAAX INC. (333)
INTERTAPE POLYMER GROUP INC. (262)	SVP, Administrative Services	None
None	VP, Human Resources	MACDONALD, DETTWILER AND ASSOCIATES LTD. (330)
INTRAWEST CORP. (165)	VP, Commercial Financing	None
None	EVP, Corporate Affairs & Secretary and Secretary, B2B Trust	MAGELLAN AEROSPACE CORP. (398)
IPSCO INC. (154)	VP, Public Affairs & Communications	VP, Human Resources
SVP & CFO	SVP, Human Resources	THE MANITOBA HYDRO-ELECTRIC BOARD (150)
IRON ORE CO. OF CANADA (368)	VP, Investor Relations & Integrated Risk Management	VP, Corporate Relations
VP, Legal Services & Secretary	LE MOUVEMENT DES CAISSES DESJARDINS (30)	Treasurer
ISPAT SIDBEC INC. (278)	EVP, Consumer Market Group	MAGNA INTERNATIONAL INC. (5)
None	Secretary General	None
IVACO INC. (288)	President, CORE Richelieu-Yamaska & Vice Chairman	MANITOBA LIQUOR CONTROL COMMISSION (419)
None	President, Desjardins Financial Corp. & CEO, Subsidiaries	CFO
JAMES RICHARDSON & SONS, LTD. (162)	VP, Communication & Public Affairs	Director, Internal Audit
Chairman	LEAR CANADA LTD. (151)	Manager, Communications
JAYMAN MASTER BUILDER INC. (492)	None	Director, Licensing & Inspection
CFO	LEDCOR LTD. (295) †	MANITOBA LOTTERIES CORP. (432)
JDS UNIPHASE CANADA LTD. (232) †	VP, Accounting	VP, Communications & Public Affairs
None	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (321)	VP, Human Resources
THE JEAN COUTU GROUP (PJC) INC. (67)	Secretary	VP, Finance & Administration
VP, Finance	Asst. Secretary	MANITOBA PUBLIC INSURANCE CORP (197)
Director, Legal Affairs & Corporate Secretary	LEON'S FURNITURE LTD. (414)	VP, Corporate Insurance Operations
VP, Cosmetics & Exclusive Brands and Beauty Programs	None	MANITOBA TELECOM SERVICES INC. (269)
Controller		President, MTS Allstream Inc.
		Treasurer

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

MANULIFE FINANCIAL CORP. (15)	Executive Director, Pharmaceutical Research & Development	NEW BRUNSWICK POWER CORP. (196)
EVP, Corporate Affairs & Human Resources	Executive Director & General Manager, Merck - Schering	Corporate Secretary & General Counsel
EVP & Controller	VP, Merck Frosst Centre for Therapeutic Research	VP, Finance & Information Systems
EVP, Guaranteed & Structured Financial Products	MERIDIAN TECHNOLOGIES INC. (411)	NEWFOUNDLAND AND LABRADOR HYDRO (424)
EVP & Chief Risk Officer	None	VP, Human Resources & General Counsel and Corporate Secretary
VP, Investor Relations	METHANEX CORP. (139)	NEXEN INC. (77)
EVP, Long Term Care, John Hancock	None	VP, Human Resources & Corporate Services
MAPLE LEAF FOODS INC. (54)	METRO INC. (46)	Asst. Secretary
VP, Public & Investor Relations	VP & General Manager, McMahon Distributeur Pharmaceutique Inc.	Treasurer
VP & Treasurer	MI DEVELOPMENTS INC (237)	NEXFOR INC. (101) †
Asst. Corporate Secretary	Controller	Chairman
MAPLE LEAF SPORTS & ENTERTAINMENT LTD. (464)	MICROCELL TELECOMMUNICATIONS INC. (354)	Asst. Corporate Secretary
None	None	NEXINNOVATIONS INC. (313)
THE MARITIME LIFE ASSURANCE CO. (89) †	MICROSOFT CANADA INC. (192)	VP, Solutions
SVP, Retail Operations	Director, Developer & Platform Evangelism	VP, Marketing Communications
SVP, Pensions & Group Investments	Director, Strategic Planning & Business Operations	NISSAN CANADA INC. (126)
MARTINREA INTERNATIONAL INC. (335)	Director, Human Resources	None
None	MITSUI & CO. (CANADA) LTD. (131)	NISSHO IWAI CANADA LTD. (395)
MARUBENI CANADA LTD. (393)	None	None
None	MOLSON INC. (112)	NORANDA INC. (36)
MASONITE INTERNATIONAL CORP. (115)	SVP & Chief Legal Officer and Secretary	SVP, Procurement, Logistics, Trans. & Info. Services
None	SVP, Corporate Affairs	NORANDA INCOME FUND (463)
MAZDA CANADA INC. (169)	SVP, Global Costs	Corporate Secretary
None	MORGUARD CORP. (456)	President & CEO
MBNA CANADA BANK (356)	None	NORSKE SKOG CANADA LTD. (153)
Secretary	MOTOROLA CANADA LTD. (311)	Corporate Secretary & Legal Counsel
MCCAIN FOODS LTD. (37)	None	NORTEL NETWORKS CORP. (20)
Deputy Chairman	MULLEN TRANSPORTATION INC. (426)	Asst. Controller
MCDONALD'S RESTAURANTS OF CANADA LTD. (119)	Corporate Secretary	Corporate Secretary
SVP, People Resources	MURPHY OIL CO. LTD. (246)	Controller
VP, Marketing	None	President, Wireline Networks
MCKESSON CANADA CORP. (49)	N.M. PATERSON & SONS LTD. (390)	Treasurer
Asst. Secretary	None	NORTH WEST CO. FUND (285)
Asst. Secretary	NATIONAL BANK OF CANADA (59)	VP, Human Resources
Asst. Treasurer	SVP, Risk Management	NOVA CHEMICALS CORP. (47)
Asst. Secretary	SVP, Human Resources & Operations	None
Secretary & VP	SVP, Information Technology	NOVA SCOTIA LIQUOR CORP. (429)
MDC PARTNERS INC. (286)	NAV CANADA (251)	VP, Finance
VP, Finance	VP, Operations	NOVAMERICAN STEEL INC. (301)
Assistant Secretary	NESTLÉ CANADA INC. (118)	None
MDS INC. (156)	SVP, Stouffer's	OLCO PETROLEUM GROUP INC. (357)
SVP, Talent Development	President & CEO	None
MEGA GROUP INC. (402)	President, Nutrition	ONEX CORP. (13)
None	SVP, Beverages	None
MENU FOODS INCOME FUND (479)	SVP, Communication & Marketing Effectiveness	ONTARIO LOTTERY AND GAMING CORP. (44)
None	NEW BRUNSWICK LIQUOR CORP. (499)	VP, Legal & Compliance
MERCEDES-BENZ CANADA INC. (198)	Corporate Secretary & Secretary, Supply Chain and Facilities	ONTARIO POWER GENERATION INC. (52)
None	President & CEO	VP, Treasurer
MERCK FROSST CANADA & CO. (263)		VP, Law & General Counsel and VP, Sustainable Development
Marketing & Sales Group B		OPPENHEIMER HOLDINGS INC. (242) †
Executive Director, Sales		President & Treasurer

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

OPTIMUM GROUP INC. (445) VP, Taxation	POWER CORP. OF CANADA (16) Asst. Secretary	RIOCAN REAL ESTATE INVESTMENT TRUST (382) VP, Financial Reporting
ORACLE CORP. CANADA INC. (471) None	PPG CANADA INC. (256) None	VP, Investments
PALLISER FURNITURE LTD. (416) VP	PRATT & WHITNEY CANADA CORP. (146) VP, Customer Support	RIVERSIDE FOREST PRODUCTS LTD. (421) None
PARAMOUNT RESOURCES LTD. (450) Asst. Corporate Secretary	VP, Communications	ROBIN HOOD MULTIFOODS CORP. (427) † None
PARKLAND INCOME FUND (359) None	PRECISION DRILLING CORP. (142) Corporate Secretary	ROGERS COMMUNICATIONS INC. (56) VP & Treasurer
PARRISH & HEIMBECKER LTD. (235) None	PREMETALCO INC. (494) None	Asst. Secretary
PATHEON INC. (346) None	PRÉVOST CAR INC. (417) None	VP, Communications
PCL CONSTRUCTION GROUP INC. (92) None	PRICEWATERHOUSECOOPERS LLP, CANADA (308) CFO	VP, Corporate Planning & Venture Investments
PENGROWTH ENERGY TRUST (350) VP	PRIMEWEST ENERGY TRUST (477) None	VP & Asst. General Counsel
Controller	PRISZM CANADIAN INCOME FUND (410) None	ROLLS-ROYCE CANADA LTD. (303) Corporate Secretary & Legal Counsel
VP, Engineering	PROCTER & GAMBLE CANADA INC. (127) None	VP, Human Resources
PENN WEST PETROLEUM LTD. (220) None	PROVIDENT ENERGY TRUST (442) Asst. Corporate Secretary	Asst. Secretary
PETRO-CANADA (23) VP, Human Resources & EH&S and Chief Privacy Officer	QIT-FER ET TITANE INC. (252) None	RONA INC. (102) SVP, Information Technology
SVP, North American Natural Gas	QUEBECOR INC. (24) Manager, Corporate Services and Asst. Corporate Secretary	ROTHMANS INC. (351) † Asst. Secretary
PETROFUND ENERGY TRUST (495) † None	RAND A TECHNOLOGY CORPORATION (478) None	ROYAL & SUNALLIANCE CANADA (185) VP, Claims
PETROKAZAKHSTAN INC. (168) † None	REITMANS (CANADA) LTD. (266) VP, RW & Co.	VP, Personal Insurance
PÉTROMONT AND CO., LP (425) None	VP, Reitmans	VP & Actuary
PFIZER CANADA INC. (157) VP, Government & Public Affairs	VP, Penningtons	VP, Business Solutions
VP, Marketing	VP, Smart Set / Dalmys	ROYAL BANK OF CANADA (3) SEVP, Human Resources & Public Affairs
PHARMASAVE DRUGS (NATIONAL) LTD. (264) VP, Marketing	VP, Thyme-Maternity	Auditor
PHILIPS CANADA LTD. (412) None	President, Penningtons / Addition-Elle	COO, RBC Investments
PITNEY BOWES OF CANADA LTD. (489) Treasurer	VP, Addition-Elle	EVP, Finance
Secretary	VP, Reitmans	Vice Chairman & Chief Risk Officer
Asst. Secretary	President, Smart Set / Dalmys	EVP, Sales & President, Royal Mutual Funds
PLACER DOME INC. (110) VP, Research & Technology	President, RW & Co.	EVP, Ontario
PMC - SIERRA INC. (465) None	RESEARCH IN MOTION LTD. (280) VP, Legal	ROYAL GROUP TECHNOLOGIES LTD. (147) None
POMERLEAU (439) None	VP, EBU	RUSSEL METALS INC. (173) VP & Chief Accounting Officer and Asst. Secretary
POTASH CORP. OF SASKATCHEWAN INC. (79) SVP, Corporate Relations	VP, Organizational Development	Asst. Secretary
SVP, Administration	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST (249) COO, Retirement Residences Operations	SAMUEL MANU-TECH INC. (316) Chairman
VP, Internal Audit	VP, Canadian Long-Term Care Operations	SAP CANADA INC. (482) COO
VP, Procurement	REXEL CANADA INC. (221) † None	SAPUTO INC. (81) None
† See Addendum Notes on page 61	RIDLEY INC. (320) None	SASKATCHEWAN AUTO FUND (370) VP, Systems
		VP, Human Resources
		SASKATCHEWAN POWER CORP. (200) Acting VP, Customer Services
		President & CEO, and CEO, North Point Energy Solutions

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

SASKATCHEWAN TELECOMMUNICATIONS (254) SVP, Customer Service Operations & Mobility	SONY OF CANADA LTD. (218) VP, Human Resources General Counsel & Secretary	SUPERIOR PLUS INCOME FUND (202) Manager, Investor Relations & Corporate Secretary
SASKATCHEWAN WHEAT POOL (180) VP, Business Planning & Development VP, Finance & Corporate Controller VP, Investor Relations & Communications	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (261) CEO, SSQ General Insurance Co. Inc. Corporate Secretary & Director, Corporate Communications VP, Investment & Retirement Controller	TAIGA FOREST PRODUCTS LTD. (253) None
SCHLUMBERGER CANADA LTD. (312) President	ST. JOSEPH CORP. (493) VP, Human Resources	TALISMAN ENERGY INC. (63) None
SCHNEIDER CORP. (207) † Director, Finance & Treasurer	ST. LAWRENCE CEMENT GROUP INC. (210) Asst. Secretary	THE TDL GROUP LTD. (216) SVP & CFO VP, Human Resources VP, Information Technology VP, Brand Marketing & Advertising
SEARS CANADA INC. (39) SVP, Human Resources	STANTEC INC. (413) None	TECK COMINCO LTD. (117) Corporate Secretary
SHAW COMMUNICATIONS INC. (130) VP, Finance	STATE FARM GROUP INSURANCE CO. (183) VP, Operations	TEKNION CORP. (386) None
SHAWCOR LTD. (277) Vice Chairman	STELCO INC. (96) None	TELESYSTEM INTERNATIONAL WIRELESS INC. (186) General Counsel & Secretary
SHELL CANADA LTD. (27) Asst. Secretary & Associate General Counsel, Oil Products Eastern Canada President & CEO Asst. Secretary & Senior Solicitor Asst. Secretary & Associate General Counsel, Oil Products CFO	STRONGCO INC. (480) None	TELUS CORP. (34) EVP, Human Resources EVP, Legal, Government & Regulatory VP, Legal Services & General Counsel and Corporate Secretary
SHERRITT INTERNATIONAL CORP. (279) None	SUBARU CANADA, INC. (385) None	TEMBEC INC. (93) None
SHOPPERS DRUG MART CORP. (61) EVP, Legal Affairs & General Counsel and Secretary	SUMITOMO CANADA LTD. (408) None	TERASEN INC. (148) † None
SIEMENS CANADA LTD. (105) None	SUN LIFE FINANCIAL INC. (4) † VP, Client Services VP, Investment Finance VP, Group Benefits VP, Group Retirement Services VP, Retail Health Insurance VP, Public Relations & Communications VP, Audit-Canada VP, Common Customer Solutions VP, Risk, Capital & Compliance VP & Chief Compliance Officer VP, Retail Customer Experience VP, Human Resources VP, Info Security & Enterprise Business Continuity VP, Customer Services, National Accounts VP, Strategic Development VP, Canadian Tax VP, Corporate Investments VP, Group Benefits Customer Care Centres VP, Compensation Strategy VP, Audit VP & Corporate Secretary VP, Shared Technology Services	THOMPSONS LTD. (431) None
SINO-FOREST CORP. (488) CFO, China	SUN MICROSYSTEMS OF CANADA INC. (369) None	THE THOMSON CORP. (25) SVP & General Counsel VP, Communications VP & Controller
SLOCAN FOREST PRODUCTS LTD. (267) † None	SUNCOR ENERGY INC. (38) VP, Human Resources & Communications	THRIFTY FOODS (389) VP, Human Resources Secretary
SNC-LAVALIN GROUP INC. (85) SVP, Human Resources VP, Public Relations		THYSSENKRUPP BUDD CANADA INC. (362) † Asst. Secretary
SOCIÉTÉ DES ALCOOLS DU QUÉBEC (149) VP, Performance Improvement Projects VP, Strategic Development, Marketing & Communications VP, Legal Department & Executive Secretary		TIMBERWEST FOREST CORP. (422) VP, Public Affairs & Government Relations VP, Finance & CFO
SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (238) None		TOROMONT INDUSTRIES LTD. (195) None
SODISCO-HOWDEN GROUP INC. (394) None		THE TORONTO-DOMINION BANK (17) EVP, Finance, Corporate Office Vice Chairman, TD Bank Financial Group & President, TD Canada Trust EVP & Chief Administrative Officer, TD Waterhouse USA
SOFTCHOICE CORP. (365) VP, Finance & CFO and Secretary Treasurer VP & Co-founder, People		TORONTO HYDRO CORP. (114) VP, Organizational Development & Performance SVP & CFO
SONEPAR DISTRIBUTION INC. (366) SVP, Finance & CFO		

† See Addendum Notes on page 61

APPENDIX 3: COMPANY LISTING (WITH FP RANK), TITLES OF WOMEN CORPORATE OFFICERS

VP, Information Technology & Chief Information Officer	UNIVAR CANADA LTD. (228) None	WORKERS' COMPENSATION BOARD – ALBERTA (259) VP, Customer Service & Disability Management
TORONTO TRANSIT COMMISSION (310) None	UNIVERSAL STUDIOS CANADA LTD. (332) None	VP, Employee & Corporate Services
TORSTAR CORP. (177) Director, Legal Services & Corporate Secretary SVP, Human Resource Strategy Publisher & CEO, Harlequin Enterprises VP, Finance Publisher, The Hamilton Spectator & President, CityMedia Group	UNUMPROVIDENT CORP. (327) † None	WORKPLACE SAFETY & INSURANCE BOARD (124) None
TOSHIBA OF CANADA LTD. (284) None	VAN HOUTTE INC. (484) VP, Supply Chain & Trade Policy	XEROX CANADA INC. (181) VP, Major Accounts Marketing
TOYOTA CANADA INC. (69) None	VANCOUVER CITY SAVINGS CREDIT UNION (377) Chairman Vice Chairman VP, Sales & Service VP, Human Resources VP, Wealth Management VP, Marketing VP, Public Affairs CIO Director, Corporate Affairs & Corporate Secretary	VP, Xerox Business Services VP & General Counsel and Secretary VP & Controller, NASG Finance VP, Office Printing Business
TRANSALTA CORP. (113) EVP, Technology Corporate Secretary	VECTOR AEROSPACE CORP. (483) Asst. Secretary	YELLOW PAGES GROUP CO. (336) VP, Human Resources VP, Corporate Finance VP, Marketing VP & Principal Accounting Officer
TRANSAMERICA LIFE CANADA (272) VP & Chief Underwriting Officer VP, Operations COO VP, Internal Audit VP, Human Resources	VIA RAIL CANADA INC. (423) General Counsel & Corporate Secretary Chief Strategy Officer	ZARLINK SEMICONDUCTOR INC. (500) None
TRANSAT A.T. INC. (128) EVP, Tour Operations & President, Cameleon and President, Traffic Tours Corporate VP, Human Resources General Manager, Club Voyages (France) General Manager, exitnow.ca President, Rêvatours	VINCOR INTERNATIONAL INC. (418) VP & Treasurer	ZURICH NORTH AMERICA CANADA (367) SVP, Commercial Programs SBU SVP, Commercial Mid Market SBU SVP, Claims VP, Commercial Mid Market SBU Corporate Secretary VP, Corporate Customer SBU VP, Reinsurance
TRANSCANADA CORP. (50) † VP & Corporate Secretary EVP, Corporate Services	VITRAN CORP. INC. (409) None	
TRANSCONTINENTAL INC. (144) VP, Corporate Development Director & Asst. Secretary and Chief Legal Officer	VOLKSWAGEN CANADA INC. (176) None	
TRANSFORCE INCOME FUND (293) General Manager, CK Logistics	WAJAX LTD. (258) Treasurer	
TRILLIUM HEALTH CARE PRODUCTS INC. (391) None	THE WAWANESA MUTUAL INSURANCE CO. (189) None	
TRIZEC CANADA INC. (175) None	WELDWOOD OF CANADA LTD. (223) None	
UNIBOARD CANADA INC. (355) None	WESCAST INDUSTRIES INC. (399) None	
UNI-SÉLECT INC. (300) None	WEST FRASER TIMBER CO. LTD. (174) None	
UNION GAS LTD. (184) Corporate Secretary	WESTJET AIRLINES LTD. (265) None	
UNITED FARMERS OF ALTA CO-OPERATIVE LTD (247) VP, Human Resources	WEYERHAEUSER CANADA LTD. (143) Asst. Treasurer Asst. Secretary & Asst. General Counsel Secretary Asst. Treasurer Asst. Secretary	
	WINPAK LTD. (381) None	
	WOLSELEY HOLDINGS CANADA INC. (245) None	

† See Addendum Notes on page 61

APPENDIX 4A: INDUSTRY LISTING, BY PERCENT OF WOMEN CORPORATE OFFICERS

Industry	Total Women Officers	Total Officers	%	Industry	Total Women Officers	Total Officers	%
INVESTMENT DEALERS	1	3	33.3	FOOD MANUFACTURING/PROCESSING	16	132	12.1
CREDIT UNIONS	25	91	27.5	CHEMICAL & FERTILIZERS	9	76	11.8
LIFE & HEALTH INSURANCE	55	224	24.6	OIL & GAS PRODUCTION	32	273	11.7
PUBLISHING & PRINTING	12	49	24.5	TELECOMMUNICATIONS	11	97	11.3
PROPERTY & CASUALTY INSURANCE	48	207	23.2	MINING, METALS, & MINERALS	15	138	10.9
DIVERSIFIED FINANCIAL SERVICES	51	236	21.6	INFORMATION TECHNOLOGY	17	157	10.8
SPECIALTY RETAILERS	47	223	21.1	WHOLESALE/DISTRIBUTORS	22	213	10.3
BANKS	59	284	20.8	IMPORT/EXPORT	2	20	10.0
MULTIMEDIA	26	138	18.8	ENGINEERING/ CONSTRUCTION	18	194	9.3
ENTERTAINMENT	22	123	17.9	GENERAL MERCHANDISERS	5	54	9.3
BIOTECHNOLOGY/PHARMACEUTICALS	18	102	17.6	GENERAL MANUFACTURING	23	283	8.1
BREWERIES, DISTILLERS, BEVERAGES	6	34	17.6	FOOD DISTRIBUTORS	3	38	7.9
GAS/ELECTRICAL UTILITIES, PIPELINES	38	227	16.7	PAPER & FOREST PRODUCTS	16	235	6.8
CONGLOMERATES	20	126	15.9	GOLD MINING	4	72	5.6
SERVICES (GENERAL)	25	178	14.0	OIL & GAS FIELD SERVICES	3	62	4.8
AGRICULTURAL	11	79	13.9	STEEL PRODUCTION	4	83	4.8
HEALTH CARE	5	36	13.9	MOTOR VEHICLES & PARTS	6	132	4.5
REAL ESTATE	10	72	13.9	ENVIRONMENTAL SERVICES	0	6	0.0
HIGH-TECH MANUFACTURING	38	283	13.4	BENEFIT/HUMAN RESOURCES	0	0	N/A
HOLDING COMPANY	2	15	13.3	INTERNET COMPANY	0	0	N/A
FOOD & DRUG STORES	14	108	13.0	MARKETING/COMMUNICATIONS	0	0	N/A
ACCOUNTING	5	39	12.8	TRUST COMPANY	0	0	N/A
TRANSPORTATION/COURIERS	26	205	12.7				

† See Addendum Notes on page 61

APPENDIX 4B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

ACCOUNTING (5/39) 12.8%

DELOITTE & TOUCHE LLP (1/6) 16.7%
 ERNST & YOUNG LLP (2/11) 18.2%
 GRANT THORNTON CANADA (0/2) 0.0%
 KPMG LLP (1/14) 7.1%
 PRICEWATERHOUSECOOPERS LLP, CANADA (1/6) 16.7%

AGRICULTURE (11/79) 13.9%

AGRICORE UNITED (0/4) 0.0%
 CANADIAN WHEAT BOARD (7/18) 38.9%
 CARGILL LTD. (0/3) 0.0%
 COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (0/8) 0.0%
 N.M. PATERSON & SONS LTD. (0/5) 0.0%
 PARRISH & HEIMBECKER LTD. (0/5) 0.0%
 RIDLEY INC. (0/4) 0.0%
 SASKATCHEWAN WHEAT POOL (3/12) 25.0%
 THOMPSONS LTD. (0/9) 0.0%
 UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD (1/11) 9.1%

BANK (59/284) 20.8%

ALBERTA TREASURY BRANCHES (2/16) 12.5%
 AMEX BANK OF CANADA INC. (7/25) 28.0%
 BANK OF MONTREAL (8/34) 23.5%
 THE BANK OF NOVA SCOTIA (4/21) 19.0%
 CANADIAN IMPERIAL BANK OF COMMERCE (3/30) 10.0%
 CITIBANK CANADA (3/9) 33.3%
 HSBC BANK CANADA (3/22) 13.6%
 ING BANK OF CANADA (7/17) 41.2%
 LAURENTIAN BANK OF CANADA (8/42) 19.0%
 MBNA CANADA BANK (1/2) 50.0%
 NATIONAL BANK OF CANADA (3/21) 14.3%
 ROYAL BANK OF CANADA (7/26) 26.9%
 THE TORONTO-DOMINION BANK (3/19) 15.8%

BIOTECHNOLOGY/PHARMACEUTICALS (18/102) 17.6%

ABBOTT LABORATORIES LTD. (4/14) 28.6%
 APOTEX INC. (0/7) 0.0%
 ASTRAZENECA CANADA INC. (4/11) 36.4%
 AVENTIS PHARMA INC. (0/6) 0.0%
 BIOVAIL CORP. (1/10) 10.0%
 GLAXO SMITHKLINE INC. (2/11) 18.2%
 MERCK FROSST CANADA & CO. (5/19) 26.3%
 PATHEON INC. (0/14) 0.0%
 PFIZER CANADA INC. (2/10) 20.0%

BREWERIES, DISTILLERS, BEVERAGES (6/34) 17.6%

COTT CORP. (2/12) 16.7%
 MOLSON INC. (3/11) 27.3%
 VINCOR INTERNATIONAL INC. (1/11) 9.1%

CHEMICALS & FERTILIZERS (9/76) 11.8%

ACETEX CORP. (1/6) 16.7%
 AGRIMUM INC. (2/13) 15.4%
 BASF CANADA (1/7) 14.3%
 CANPOTEX LTD. (1/6) 16.7%
 DOW CHEMICAL CANADA INC. (0/3) 0.0%
 METHANEX CORP. (0/12) 0.0%
 NOVA CHEMICALS CORP. (0/7) 0.0%
 PÉTROMONT AND CO., LP (0/8) 0.0%
 POTASH CORP. OF SASKATCHEWAN INC. (4/14) 28.6%

CONGLOMERATES (20/126) 15.9%

ATCO LTD. (4/14) 28.6%
 BAYER INC. (0/3) 0.0%
 BRASCAN CORP. (5/21) 23.8%
 FORTIS INC. (1/4) 25.0%
 GEORGE WESTON LTD. (5/21) 23.8%
 I.M.P. GROUP INTERNATIONAL INC. (1/8) 12.5%
 JAMES RICHARDSON & SONS, LTD. (1/7) 14.3%
 THE JIM PATTISON GROUP (0/7) 0.0%
 MDC PARTNERS INC. (2/8) 25.0%
 ONEX CORP. (0/11) 0.0%
 POWER CORP. OF CANADA (1/11) 9.1%
 SHERRITT INTERNATIONAL CORP. (0/8) 0.0%
 SIEMENS CANADA LTD. (0/3) 0.0%

CREDIT UNIONS (25/91) 27.5%

CAISSE CENTRALE DESJARDINS (2/16) 12.5%
 COAST CAPITAL SAVINGS CREDIT UNION (9/25) 36.0%
 LE MOUVEMENT DES CAISSES DESJARDINS (5/30) 16.7%
 VANCOUVER CITY SAVINGS CREDIT UNION (9/20) 45.0%

DIVERSIFIED FINANCIAL SERVICES (51/236) 21.6%

AGF MANAGEMENT LTD. (6/13) 46.2%
 AGRICULTURE FINANCIAL SERVICES CORP. (0/6) 0.0%
 BANK OF CANADA (13/53) 24.5%
 BUSINESS DEVELOPMENT BANK OF CANADA (6/26) 23.1%
 C.I. FUND MANAGEMENT INC. (0/4) 0.0%

CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (3/15) 20.0%

CANADA MORTGAGE AND HOUSING CORP. (6/14) 42.9%
 DAIMLERCHRYSLER SERVICES CANADA INC. (0/5) 0.0%
 DUNDEE BANCORP INC. (4/9) 44.4%
 E-L FINANCIAL CORP. LTD. (0/5) 0.0%
 EXPORT DEVELOPMENT CANADA (2/12) 16.7%
 FAIRFAX FINANCIAL HOLDINGS LTD. (1/11) 9.1%
 FARM CREDIT CANADA (1/3) 33.3% †
 FORD CREDIT CANADA LTD. (2/11) 18.2%
 GEN. MOTORS ACCEPTANCE CORP. OF CDA. (1/3) 33.3%
 HOUSEHOLD FINANCIAL CORP. LTD. (2/15) 13.3%
 HUB INTERNATIONAL LTD. (3/14) 21.4%
 OPTIMUM GROUP INC. (1/8) 12.5%
 SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (0/9) 0.0%

ENGINEERING/CONSTRUCTION (18/194) 9.3%

ADF GROUP INC. (2/7) 28.6%
 AECON GROUP INC. (0/14) 0.0%
 ATOMIC ENERGY OF CANADA LTD. (1/10) 10.0%
 BABCOCK & WILCOX CANADA LTD. (1/3) 33.3%
 BIRD CONSTRUCTION CO. LTD. (0/5) 0.0%
 THE CHURCHILL CORP. (0/5) 0.0%
 DOMINION CONSTRUCTION CO. INC. (0/2) 0.0%
 ELLIS-DON INC. (8/46) 17.4%
 FLUOR CANADA LTD. (0/4) 0.0%
 GOLDER ASSOCIATES CORP. (0/2) 0.0%
 GRAHAM GROUP LTD. (0/7) 0.0%
 GROUPE LAPERRIÈRE & VERREAULT INC. (1/17) 5.9%
 HATCH ASSOCIATES LTD. (0/3) 0.0%
 JAYMAN MASTER BUILDER INC. (1/12) 8.3%
 LEDCOR LTD. (1/6) 16.7% †
 PCL CONSTRUCTION GROUP INC. (0/4) 0.0%
 POMERLEAU (0/10) 0.0%
 SNC-LAVALIN GROUP INC. (2/18) 11.1%
 ST. LAWRENCE CEMENT GROUP INC. (1/15) 6.7%
 STANTEC INC. (0/4) 0.0%

ENTERTAINMENT (22/123) 17.9%

ALBERTA GAMING AND LIQUOR COMMISSION (3/6) 50.0%
 ALLIANCE ATLANTIS COMMUNICATIONS INC. (3/9) 33.3%
 ATLANTIC LOTTERY CORP. (4/12) 33.3%
 BRITISH COLUMBIA LOTTERY CORP. (1/7) 14.3%

† See Addendum Notes on page 61

APPENDIX 4B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

CINEPLEX GALAXY LP (2/17) 11.8%
 CIRQUE DU SOLEIL (0/1) 0.0%
 CORUS ENTERTAINMENT INC. (1/8) 12.5%
 HIP INTERACTIVE CORP. (1/10) 10.0%
 LIONS GATE ENTERTAINMENT CORP. (2/10) 20.0%
 LOTO-QUÉBEC (1/7) 14.3%
 MANITOBA LOTTERIES CORP. (3/10) 30.0%
 MAPLE LEAF SPORTS & ENTERTAINMENT LTD. (0/8) 0.0%
 ONTARIO LOTTERY AND GAMING CORP. (1/14) 7.1%
 UNIVERSAL STUDIOS CANADA LTD. (0/4) 0.0%

ENVIRONMENTAL SERVICES (0/6) 0.0%

CANADIAN WASTE SERVICES INC. (0/6) 0.0%

FOOD DISTRIBUTORS (3/38) 7.9%

CO-OP ATLANTIC (2/11) 18.2%
 EXPORT PACKERS CO. LTD. (0/7) 0.0%
 VAN HOUTTE INC. (1/20) 5.0%

FOOD & DRUGSTORES (14/108) 13.0%

ALIMENTATION COUCHE-TARD INC. (2/16) 12.5%
 CALGARY CO-OPERATIVE ASSOCIATION LTD. (0/7) 0.0%
 CANADA SAFEWAY LTD. (0/4) 0.0%
 EMPIRE CO. LTD. (1/6) 16.7%
 GREAT ATLANTIC & PAC. CO. OF CDA. LTD. (3/21) 14.3%
 GROUPE UNIPRIX (0/5) 0.0%
 THE JEAN COUTU GROUP (PJC) INC. (4/18) 22.2%
 KATZ GROUP INC. (0/4) 0.0%
 METRO INC. (1/12) 8.3%
 SHOPPERS DRUG MART CORP. (1/8) 12.5%
 THRIFTY FOODS (2/7) 28.6%

FOOD MANUFACTURING/PROCESSING (16/132) 12.1%

AGROPUR COOPÉRATIVE (0/12) 0.0%
 ALIMENTS BRETON CANADA INC. (4/11) 36.4%
 BARRY CALLEBAUT CANADA INC. (0/3) 0.0%
 CAMPBELL CO. OF CANADA (1/10) 10.0% †
 FPI LTD. (0/4) 0.0%
 GROUPE BROCHU (0/2) 0.0%
 HIGH LINER FOODS INC. (1/10) 10.0%
 LILYDALE CO-OPERATIVE LTD. (0/8) 0.0%
 MAPLE LEAF FOODS INC. (3/23) 13.0%
 MCCAIN FOODS LTD. (1/11) 9.1%
 MENU FOODS INCOME FUND (0/7) 0.0%
 NESTLÉ CANADA INC. (5/14) 35.7%
 ROBIN HOOD MULTIFOODS CORP. (0/6) 0.0% †

† See Addendum Notes on page 61

SAPUTO INC. (0/7) 0.0%
 SCHNEIDER CORP. (1/4) 25.0% †

GAS/ELECTRICAL UTILITIES, PIPELINES (38/227) 16.7%

ALTAGAS SERVICES INC. (3/10) 30.0%
 BRITISH COLUMBIA HYDRO & POWER AUTHORITY (6/15) 40.0%
 BRUCE POWER LP (1/15) 6.7%
 EMERA INC. (1/8) 12.5%
 ENBRIDGE INC. (1/14) 7.1%
 ENERGY SAVINGS INCOME FUND (2/5) 40.0%
 ENERSOURCE CORP. (1/8) 12.5%
 ENMAX CORP. (1/7) 14.3%
 EPCOR UTILITIES INC. (0/5) 0.0%
 HYDRO ONE INC. (3/13) 23.1%
 HYDRO-QUÉBEC (1/10) 10.0%
 THE MANITOBA HYDRO-ELECTRIC BOARD (2/8) 25.0%
 NEW BRUNSWICK POWER CORP. (2/11) 18.2%
 NEWFOUNDLAND AND LABRADOR HYDRO (1/8) 12.5%
 ONTARIO POWER GENERATION INC. (2/10) 20.0%
 SASKATCHEWAN POWER CORP. (2/10) 20.0%
 SUPERIOR PLUS INCOME FUND (1/9) 11.1%
 TERASEN INC. (0/8) 0.0% †
 TORONTO HYDRO CORP. (3/11) 27.3%
 TRANSALTA CORP. (2/18) 11.1%
 TRANSCANADA CORP. (2/13) 15.4% †
 UNION GAS LTD. (1/11) 9.1%

GENERAL MANUFACTURING (23/283) 8.1%

3M CANADA CO. (2/10) 20.0%
 ATS AUTOMATION TOOLING SYSTEMS INC. (1/11) 9.1%
 BELL HELICOPTER TEXTRON CANADA LTD. (0/4) 0.0%
 THE CANAM MANAC GROUP INC. (0/11) 0.0%
 CCL INDUSTRIES INC. (2/12) 16.7%
 CFM CORP. (3/21) 14.3%
 DOMCO TARKETT INC. (2/8) 25.0%
 DOREL INDUSTRIES INC. (0/8) 0.0%
 DUNLOP STANDARD AEROSPACE GROUP LTD. (0/2) 0.0%
 DUPONT CANADA INC. (1/5) 20.0% †
 THE FUTURA CORP. (0/2) 0.0%
 GENERAL ELECTRIC CANADA INC. (0/9) 0.0%
 GILDAN ACTIVEWEAR INC. (0/16) 0.0%
 GSW INC. (0/7) 0.0%
 THE HOCKEY COMPANY HOLDINGS INC. (2/8) 25.0%

HUSKY INJECTION MOLDING SYSTEMS LTD. (0/15) 0.0%

IMPERIAL TOBACCO CANADA LTD. (1/10) 10.0%
 INTERTAPE POLYMER GROUP INC. (0/10) 0.0%
 KIMBERLY-CLARK OF CANADA LTD. (1/4) 25.0%
 LAFARGE CANADA INC. (1/16) 6.3%
 LINAMAR CORP. (1/11) 9.1%
 MAAX INC. (0/6) 0.0%
 MASONITE INTERNATIONAL CORP. (0/8) 0.0%
 PALLISER FURNITURE LTD. (1/8) 12.5%
 PHILIPS CANADA LTD. (0/3) 0.0%
 PPG CANADA INC. (0/2) 0.0%
 PROCTER & GAMBLE CANADA INC. (0/3) 0.0%
 ROLLS-ROYCE CANADA LTD. (3/15) 20.0%
 ROTHMANS INC. (1/5) 20.0% †
 ROYAL GROUP TECHNOLOGIES LTD. (0/5) 0.0%
 SAMUEL MANU-TECH INC. (1/9) 11.1%
 TEKNION CORP. (0/8) 0.0%
 TRILLIUM HEALTH CARE PRODUCTS INC. (0/2) 0.0%
 WINPAK LTD. (0/9) 0.0%

GENERAL MERCHANDISERS (5/54) 9.3%

COSTCO WHOLESALE CANADA LTD. (1/9) 11.1%
 GENDIS INC. (0/6) 0.0%
 HUDSON'S BAY CO. (2/21) 9.5%
 NORTH WEST CO. FUND (1/9) 11.1%
 SEARS CANADA INC. (1/9) 11.1%

GOLD MINING (4/72) 5.6%

BARRICK GOLD CORP. (1/30) 3.3%
 GOLDCORP INC. (0/7) 0.0%
 KINROSS GOLD CORP. (1/13) 7.7%
 LIONORE MINING INTERNATIONAL LTD. (1/6) 16.7%
 PLACER DOME INC. (1/16) 6.3%

HEALTH CARE (5/36) 13.9%

EXTENDICARE INC. (4/19) 21.1%
 MDS INC. (1/17) 5.9%

HIGH-TECH MANUFACTURING (38/283) 13.4%

BOMBARDIER INC. (2/17) 11.8%
 CAE INC. (1/10) 10.0%
 CISCO SYSTEMS CANADA CO. (1/8) 12.5%
 CREO INC. (1/21) 4.8%
 GENERAL DYNAMICS CANADA (1/4) 25.0%
 HEWLETT-PACKARD (CANADA) CO. (3/15) 20.0%
 HONEYWELL LTD. (2/4) 50.0%
 IBM CANADA LTD. (1/59) 18.6%
 JDS UNIPHASE CANADA LTD. (0/10) 0.0% †
 MAGELLAN AEROSPACE CORP. (1/10) 10.0%

APPENDIX 4B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

NORTEL NETWORKS CORP. (5/25) 20.0%
 PMC - SIERRA INC. (0/7) 0.0%
 PRATT & WHITNEY CANADA CORP. (2/21) 9.5%
 RESEARCH IN MOTION LTD.(3/42) 7.1%
 SUN MICROSYSTEMS OF CANADA INC. (0/9) 0.0%
 XEROX CANADA INC. (5/17) 29.4%
 ZARLINK SEMICONDUCTOR INC. (0/4) 0.0%

HOLDING COMPANY (2/15) 13.3%

GAZ MÉTRO, INC. (1/9) 11.1% †
 MI DEVELOPMENTS INC (1/6) 16.7%

IMPORT/EXPORT (2/20) 10.0%

CANADIAN COMMERCIAL CORP. (2/5) 40.0%
 MARUBENI CANADA LTD. (0/7) 0.0%
 NISSHO IWAI CANADA LTD. (0/5) 0.0%
 SUMITOMO CANADA LTD. (0/3) 0.0%

INFORMATION TECHNOLOGY (17/157) 10.8%

ATI TECHNOLOGIES INC. (0/20) 0.0%
 CGI GROUP INC. (3/41) 7.3%
 COGNOS INC. (1/13) 7.7%
 COMPUTER SCIENCES CORP. (0/8) 0.0%
 EDS CANADA INC. (3/15) 20.0%
 GEAC COMPUTER CORP. LTD. (2/11) 18.2%
 MACDONALD, DETTWILER AND ASSOCIATES LTD.
 (0/10) 0.0%
 MICROSOFT CANADA INC. (3/11) 27.3%
 NEXINNOVATIONS INC. (2/13) 15.4%
 ORACLE CORP. CANADA INC. (0/2) 0.0%
 SAP CANADA INC. (1/6) 16.7%
 SOFTCHOICE CORP. (2/7) 28.6%

INVESTMENT DEALERS (1/3) 33.3%

OPPENHEIMER HOLDINGS INC. (1/3) 33.3% †

LIFE & HEALTH INSURANCE (55/224) 24.6%

CO-OPERATORS LIFE INSURANCE CO. (4/13) 30.8%
 THE INDEPENDENT ORDER OF FORESTERS (12/34)
 35.3%
 INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL
 SERVICES INC. (0/20) 0.0% †
 MANULIFE FINANCIAL CORP. (6/39) 15.4%
 THE MARITIME LIFE ASSURANCE CO. (2/10) 20.0% †
 SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (4/14) 28.6%
 SUN LIFE FINANCIAL INC. (22/78) 28.2% †
 TRANSAMERICA LIFE CANADA (5/15) 33.3%
 UNUMPROVIDENT CORP. (0/1) 0.0% †

MINING, METALS & MINERALS (15/138) 10.9%

ALCAN INC. (3/18) 16.7%
 CAMECO CORP. (1/6) 16.7%
 FORDING CANADIAN COAL TRUST (0/10) 0.0%
 HUDSON BAY MINING AND SMELTING CO., LTD.
 (0/3) 0.0%
 INCO LTD. (4/31) 12.9%
 INMET MINING CORP. (2/8) 25.0%
 IRON ORE CO. OF CANADA (1/7) 14.3%
 NORANDA INC. (1/24) 4.2%
 NORANDA INCOME FUND (2/4) 50.0%
 QIT-FER ET TITANE INC. (0/6) 0.0%
 TECK COMINCO LTD. (1/21) 4.8%

MOTOR VEHICLES & PARTS (6/132) 4.5%

DAIMLERCHRYSLER CANADA INC. (2/11) 18.2%
 FORD MOTOR CO. OF CANADA, LTD. (2/9) 22.2%
 GENERAL MOTORS OF CANADA LTD. (1/15) 6.7%
 HONDA CANADA INC. (0/10) 0.0%
 HYUNDAI AUTO CANADA (0/3) 0.0%
 INTERNATIONAL TRUCK & ENGINE CORP. CDA. (0/4)
 0.0%
 JOHNSON CONTROLS LTD. (0/2) 0.0%
 LEAR CANADA LTD. (0/5) 0.0%
 MAGNA INTERNATIONAL INC. (0/16) 0.0%
 MARTINREA INTERNATIONAL INC. (0/5) 0.0%
 MAZDA CANADA INC. (0/3) 0.0%
 MERCEDES-BENZ CANADA INC. (0/3) 0.0%
 MERIDIAN TECHNOLOGIES INC. (0/6) 0.0%
 NISSAN CANADA INC. (0/5) 0.0%
 PRÉVOST CAR INC. (0/3) 0.0%
 SUBARU CANADA, INC. (0/5) 0.0%
 THYSSENKRUPP BUDD CANADA INC. (1/5) 20.0% †
 TOYOTA CANADA INC. (0/9) 0.0%
 VOLKSWAGEN CANADA INC. (0/8) 0.0%
 WESCAST INDUSTRIES INC. (0/5) 0.0%

MULTIMEDIA (26/138) 18.8%

ASTRAL MEDIA INC. (1/9) 11.1%
 CANADIAN BROADCASTING CORP. (3/13) 23.1%
 CANWEST GLOBAL COMMUNICATIONS CORP. (1/13)
 7.7%
 CHUM LTD. (3/12) 25.0%
 CINRAM INTERNATIONAL INC. (1/10) 10.0%
 COGECO INC. (5/10) 50.0%
 HOLLINGER INC. (2/6) 33.3%
 QUEBECOR INC. (1/11) 9.1%
 ROGERS COMMUNICATIONS INC. (5/24) 20.8%
 SHAW COMMUNICATIONS INC. (1/14) 7.1%

THE THOMSON CORP. (3/16) 18.8%

OIL & GAS FIELD SERVICES (3/62) 4.8%

ENERFLEX SYSTEMS LTD. (0/7) 0.0%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/7) 0.0%
 FLINT ENERGY SERVICES LTD. (0/5) 0.0%
 HALLIBURTON GROUP CANADA INC. (0/3) 0.0%
 PRECISION DRILLING CORP. (1/28) 3.6%
 SCHLUMBERGER CANADA LTD. (1/2) 50.0%
 SHAWCOR LTD. (1/10) 10.0%

OIL & GAS PRODUCTION (32/273) 11.7%

APACHE CANADA LTD. (0/1) 0.0%
 ARC ENERGY TRUST (1/8) 12.5%
 BONAVIDA ENERGY TRUST (0/13) 0.0%
 BURLINGTON RESOURCES CANADA LTD. (3/18)
 16.7%
 CANADIAN NATURAL RESOURCES LTD. (2/27) 7.4%
 CANADIAN OIL SANDS TRUST (2/6) 33.3%
 CANADIAN ULTRAMAR CO. (1/8) 12.5%
 DEVON CANADA CORP. (3/18) 16.7%
 ENCANA CORP. (4/25) 16.0%
 ENERPLUS RESOURCES FUND (0/0) N/A †
 HUSKY ENERGY INC. (0/12) 0.0%
 IMPERIAL OIL LTD. (0/7) 0.0%
 MURPHY OIL CO. LTD. (0/5) 0.0%
 NEXEN INC. (3/15) 20.0%
 PARAMOUNT RESOURCES LTD. (1/10) 10.0%
 PENGROWTH ENERGY TRUST (3/8) 37.5%
 PENN WEST PETROLEUM LTD. (0/8) 0.0%
 PETRO-CANADA (2/22) 9.1%
 PETROFUND ENERGY TRUST (0/7) 0.0% †
 PETROKAZAKHSTAN INC. (0/6) 0.0% †
 PRIMEWEST ENERGY TRUST (0/4) 0.0%
 PROVIDENT ENERGY TRUST (1/8) 12.5%
 SHELL CANADA LTD. (5/18) 27.8%
 SUNCOR ENERGY INC. (1/10) 10.0%
 TALISMAN ENERGY INC. (0/9) 0.0%

PAPER & FOREST PRODUCTS (16/235) 6.8%

ABITIBI-CONSOLIDATED INC. (2/14) 14.3%
 AINSWORTH LUMBER CO. LTD. (1/7) 14.3%
 BOWATER CANADIAN FOREST PRODUCTS INC. (0/2)
 0.0%
 CANFOR CORP. (0/12) 0.0%
 CASCADES INC. (1/16) 6.3%
 COMMONWEALTH PLYWOOD CO. LTD. (1/9) 11.1%
 DOMAN INDUSTRIES LTD. (0/4) 0.0%
 DOMTAR INC. (0/9) 0.0%

† See Addendum Notes on page 61

APPENDIX 4B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

INTERNATIONAL FOREST PRODUCTS LTD. (0/12) 0.0%	LA SOCIÉTÉ IMMOBILIERE DU QUÉBEC (0/5) 0.0%	LEON'S FURNITURE LTD. (0/4) 0.0%
KRUGER INC. (0/30) 0.0%	LEGACY HOTELS REAL ESTATE INVT. TRUST (2/9) 22.2%	LIQUOR CONTROL BOARD OF ONTARIO (5/17) 29.4%
NEXFOR INC. (2/11) 18.2% †	MORGUARD CORP. (0/6) 0.0%	MANITOBA LIQUOR CONTROL COMMISSION (4/9) 44.4%
NORSKE SKOG CANADA LTD. (1/11) 9.1%	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST (2/16) 12.5%	MEGA GROUP INC. (0/3) 0.0%
RIVERSIDE FOREST PRODUCTS LTD. (0/4) 0.0%	RIOCAN REAL ESTATE INVESTMENT TRUST (2/9) 22.2%	NEW BRUNSWICK LIQUOR CORP. (2/5) 40.0%
SINO-FOREST CORP. (1/6) 16.7%	TRIZEC CANADA INC. (0/5) 0.0%	NOVA SCOTIA LIQUOR CORP. (1/7) 14.3%
SLOCAN FOREST PRODUCTS LTD. (0/6) 0.0% †	SERVICES (GENERAL) (25/178) 14.0%	OLCO PETROLEUM GROUP INC. (0/4) 0.0%
TEMBEC INC. (0/17) 0.0%	A & W FOOD SERVICES OF CANADA INC. (0/5) 0.0%	PARKLAND INCOME FUND (0/4) 0.0%
TIMBERWEST FOREST CORP. (2/9) 22.2%	ACCENTURE INC. (2/13) 15.4%	PHARMASAVE DRUGS (NATIONAL) LTD. (1/1) 100.0%
UNIBOARD CANADA INC. (0/13) 0.0%	BOSTON PIZZA INTERNATIONAL INC. (0/8) 0.0%	REITMANS (CANADA) LTD. (10/23) 43.5%
WELDWOOD OF CANADA LTD. (0/8) 0.0%	BURGER KING RESTAURANTS OF CANADA INC. (3/7) 42.9%	RONA INC. (1/8) 12.5%
WEST FRASER TIMBER CO. LTD. (0/11) 0.0%	CAP GEMINI ERNST & YOUNG (0/2) 0.0%	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (3/13) 23.1%
WEYERHAEUSER CANADA LTD. (5/24) 20.8%	CARA OPERATIONS LTD. (3/27) 11.1% †	STEEL PRODUCTION (4/83) 4.8%
PROPERTY & CASUALTY INSURANCE (48/207) 23.2%	CHARLWOOD PACIFIC GROUP (1/2) 50.0%	ALGOMA STEEL INC. (0/7) 0.0%
ALLIANZ CANADA (0/3) 0.0%	COLLIERS INTERNATIONAL (0/6) 0.0%	DOFASCO INC. (1/10) 10.0%
ALLSTATE INSURANCE CO. OF CANADA (0/7) 0.0%	COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL (0/6) 0.0%	GERDAU AMERISTEEL CORP. (0/11) 0.0%
AVIVA CANADA INC. (5/24) 20.8%	FAIRMONT HOTELS & RESORTS INC. (3/16) 18.8%	HARRIS STEEL GROUP INC. (0/4) 0.0%
AXA CANADA INC. (4/13) 30.8%	FIRSTSERVICE CORP. (1/10) 10.0%	IPSCO INC. (1/15) 6.7%
CHUBB INSURANCE CO. OF CANADA (11/26) 42.3%	HARTCO CORP. (0/10) 0.0%	ISPAT SIDBEC INC. (0/8) 0.0%
CO-OPERATORS GENERAL INSURANCE CO. (4/16) 25.0%	MCDONALD'S RESTAURANTS OF CANADA LTD. (2/16) 12.5%	IVACO INC. (0/6) 0.0%
THE ECONOMICAL INSURANCE GROUP (2/12) 16.7%	PITNEY BOWES OF CANADA LTD. (3/8) 37.5%	NOVAMERICAN STEEL INC. (0/7) 0.0%
GROUPE PROMUTUEL (1/11) 9.1%	PRISZM CANADIAN INCOME FUND (0/3) 0.0%	RUSSEL METALS INC. (2/6) 33.3%
ING CANADA INC. (2/17) 11.8%	THE TDL GROUP LTD. (4/27) 14.8%	STELCO INC. (0/9) 0.0%
INSURANCE CORP. OF BRITISH COLUMBIA (2/9) 22.2%	VECTOR AEROSPACE CORP. (1/4) 25.0%	TELECOMMUNICATIONS (11/97) 11.3%
KINGSWAY FINANCIAL SERVICES INC. (1/8) 12.5%	WORKERS' COMPENSATION BOARD – ALBERTA (2/7) 28.6%	ALLSTREAM INC. (1/14) 7.1% †
LIBERTY MUTUAL GROUP (1/5) 20.0%	WORKPLACE SAFETY & INSURANCE BOARD (0/1) 0.0%	BCE INC. (3/16) 18.8%
LLOYD'S UNDERWRITERS (0/1) 0.0%	SPECIALTY RETAILERS (47/223) 21.1%	CALL-NET ENTERPRISES INC. (0/5) 0.0%
MANITOBA PUBLIC INSURANCE CORP (1/8) 12.5%	BEST BUY CANADA LTD. (2/23) 8.7%	ERICSSON CANADA INC. (0/6) 0.0%
ROYAL & SUNALLIANCE CANADA (4/11) 36.4%	BMTC GROUP INC. (0/1) 0.0%	MANITOBA TELECOM SERVICES INC. (2/12) 16.7%
SASKATCHEWAN AUTO FUND (2/7) 28.6%	THE BRICK WAREHOUSE CORP. (2/23) 8.7%	MICROCELL TELECOMMUNICATIONS INC. (0/7) 0.0%
STATE FARM GROUP INSURANCE CO. (1/3) 33.3%	BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH (6/14) 42.9%	MOTOROLA CANADA LTD. (0/4) 0.0%
THE WAWANESA MUTUAL INSURANCE CO. (0/5) 0.0%	CANADIAN TIRE CORP., LTD. (4/16) 25.0%	SASKATCHEWAN TELECOMMUNICATIONS (1/10) 10.0%
ZURICH NORTH AMERICA CANADA (7/21) 33.3%	CASTLE BUILDING CENTRES GROUP LTD. (1/2) 50.0%	TELESYSTEM INTERNATIONAL WIRELESS INC. (1/4) 25.0%
PUBLISHING & PRINTING (12/49) 24.5%	COOLBRANDS INTERNATIONAL INC. (0/12) 0.0%	TELUS CORP. (3/19) 15.8%
ST. JOSEPH CORP. (1/6) 16.7%	THE FORZANI GROUP LTD. (2/15) 13.3%	TRANSPORTATION/COURIERS (26/205) 12.7%
TORSTAR CORP. (5/13) 38.5%	HOMECARE BUILDING CENTRES LTD. (0/4) 0.0% †	407 INTERNATIONAL INC. (0/3) 0.0%
TRANSCONTINENTAL INC. (2/18) 11.1%	INDIGO BOOKS & MUSIC INC. (3/8) 37.5%	AIR CANADA (3/22) 13.6%
YELLOW PAGES GROUP CO. (4/12) 33.3%	INTERTAN, INC. (0/7) 0.0% †	BRITISH COLUMBIA FERRY SERVICES INC. (1/7) 14.3%
REAL ESTATE (10/72) 13.9%		BRITISH COLUMBIA RAILWAY CO. (1/4) 25.0%
THE AZRIELI GROUP OF COS. (2/3) 66.7%		CANADA POST CORP. (5/17) 29.4%
BRITISH COLUMBIA BUILDINGS CORP. (2/7) 28.6%		CANADIAN NATIONAL RAILWAY CO. (0/13) 0.0%
H & R REAL ESTATE INVESTMENT TRUST (0/3) 0.0%		CANADIAN PACIFIC RAILWAY LTD. (1/13) 7.7%
INTRAWEST CORP.(0/9) 0.0%		

† See Addendum Notes on page 61

APPENDIX 4B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

CHC HELICOPTER CORP. (2/11) 18.2%
CLARKE INC. (0/6) 0.0%
CP SHIPS LTD. (2/12) 16.7%
GREATER TORONTO AIRPORTS AUTHORITY (1/10)
10.0%
GREYHOUND CANADA TRANSPORTATION CORP. (0/2)
0.0%
MULLEN TRANSPORTATION INC. (1/7) 14.3%
NAV CANADA (1/9) 11.1%
TORONTO TRANSIT COMMISSION (0/10) 0.0%
TRANSAT A.T. INC. (5/22) 22.7%
TRANSFORCE INCOME FUND (1/21) 4.8%
VIA RAIL CANADA INC. (2/9) 22.2%
VITRAN CORP. INC. (0/3) 0.0%
WESTJET AIRLINES LTD. (0/4) 0.0%

WHOLESALE/DISTRIBUTORS (22/213) 10.3%

ACKLANDS GRAINGER INC. (1/8) 12.5%
CANON CANADA INC. (1/2) 50.0%
EMCO LTD. (0/6) 0.0%
FEDERATED CO-OPERATIVES LTD. (1/11) 9.1%
FINNING INTERNATIONAL INC. (2/14) 14.3%
GOODFELLOW INC. (2/15) 13.3%
GROUPE B.M.R. INC. (1/3) 33.3%
GROUPE DESCHÊNES INC. (0/11) 0.0%
HARDWOODS DISTRIBUTION INCOME FUND (0/2)
0.0%
HEWITT EQUIPMENT LTD. (1/4) 25.0%
JOHN DEERE LTD. (2/10) 20.0%
L'ORÉAL CANADA INC. (2/11) 18.2%
MCKESSON CANADA CORP. (5/13) 38.5%
MITSUI & CO. (CANADA) LTD. (0/4) 0.0%
PREMETALCO INC. (0/7) 0.0%
RAND A TECHNOLOGY CORPORATION (0/8) 0.0%
REXEL CANADA INC. (0/5) 0.0% †
SODISCO-HOWDEN GROUP INC. (0/9) 0.0%
SONEPAR DISTRIBUTION INC. (1/3) 33.3%
SONY OF CANADA LTD. (2/13) 15.4%
STRONGCO INC. (0/5) 0.0%
TAIGA FOREST PRODUCTS LTD. (0/5) 0.0%
TOROMONT INDUSTRIES LTD. (0/4) 0.0%
TOSHIBA OF CANADA LTD. (0/2) 0.0%
UNI-SÉLECT INC. (0/14) 0.0%
UNIVAR CANADA LTD. (0/6) 0.0%
WAJAX LTD. (1/7) 14.3%
WOLSELEY HOLDINGS CANADA INC. (0/11) 0.0%

† See Addendum Notes on page 61

APPENDIX 5A: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY PROVINCE AND COMPANY

ALBERTA (65/620) 10.5%

AGRICULTURE FINANCIAL SERVICES CORP. (0/6) 0.0%
 AGRIMUM INC. (2/13) 15.4%
 ALBERTA GAMING AND LIQUOR COMMISSION (3/6) 50.0%
 ALBERTA TREASURY BRANCHES (2/16) 12.5%
 ALTAGAS SERVICES INC. (3/10) 30.0%
 APACHE CANADA LTD. (0/1) 0.0%
 ARC ENERGY TRUST (1/8) 12.5%
 ATCO LTD. (4/14) 28.6%
 BONAVISTA ENERGY TRUST (0/13) 0.0%
 THE BRICK WAREHOUSE CORP. (2/23) 8.7%
 BURLINGTON RESOURCES CANADA LTD. (3/18) 16.7%
 CALGARY CO-OPERATIVE ASSOCIATION LTD. (0/7) 0.0%
 CANADA SAFEWAY LTD. (0/4) 0.0%
 CANADIAN NATURAL RESOURCES LTD. (2/27) 7.4%
 CANADIAN OIL SANDS TRUST (2/6) 33.3%
 CANADIAN PACIFIC RAILWAY LTD. (1/13) 7.7%
 THE CHURCHILL CORP. (0/5) 0.0%
 DEVON CANADA CORP. (3/18) 16.7%
 DOW CHEMICAL CANADA INC. (0/3) 0.0%
 ENBRIDGE INC. (1/14) 7.1%
 ENCAN CORP. (4/25) 16.0%
 ENERFLEX SYSTEMS LTD. (0/7) 0.0%
 ENERPLUS RESOURCES FUND (0/0) N/A †
 ENMAX CORP. (1/7) 14.3%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/7) 0.0%
 EPCOR UTILITIES INC. (0/5) 0.0%
 FLINT ENERGY SERVICES LTD. (0/5) 0.0%
 FLUOR CANADA LTD. (0/4) 0.0%
 FORDING CANADIAN COAL TRUST (0/10) 0.0%
 THE FORZANI GROUP LTD. (2/15) 13.3%
 GRAHAM GROUP LTD. (0/7) 0.0%
 GREYHOUND CANADA TRANSPORTATION CORP. (0/2) 0.0%
 HALLIBURTON GROUP CANADA INC. (0/3) 0.0%
 HUSKY ENERGY INC. (0/12) 0.0%
 JAYMAN MASTER BUILDER INC. (1/12) 8.3%
 KATZ GROUP INC. (0/4) 0.0%
 LILYDALE CO-OPERATIVE LTD. (0/8) 0.0%
 MULLEN TRANSPORTATION INC. (1/7) 14.3%
 MURPHY OIL CO. LTD. (0/5) 0.0%
 NEXEN INC. (3/15) 20.0%
 NOVA CHEMICALS CORP. (0/7) 0.0%
 PARAMOUNT RESOURCES LTD. (1/10) 10.0%
 PARKLAND INCOME FUND (0/4) 0.0%

PCL CONSTRUCTION GROUP INC. (0/4) 0.0%
 PENGROWTH ENERGY TRUST (3/8) 37.5%
 PENN WEST PETROLEUM LTD. (0/8) 0.0%
 PETRO-CANADA (2/22) 9.1%
 PETROFUND ENERGY TRUST (0/7) 0.0% †
 PETROKAZAKHSTAN INC. (0/6) 0.0% †
 PRECISION DRILLING CORP. (1/28) 3.6%
 PRIMEWEST ENERGY TRUST (0/4) 0.0%
 PROVIDENT ENERGY TRUST (1/8) 12.5%
 SCHLUMBERGER CANADA LTD. (1/2) 50.0%
 SHAW COMMUNICATIONS INC. (1/14) 7.1%
 SHELL CANADA LTD. (5/18) 27.8%
 STANTEC INC. (0/4) 0.0%
 SUNCOR ENERGY INC. (1/10) 10.0%
 SUPERIOR PLUS INCOME FUND (1/9) 11.1%
 TALISMAN ENERGY INC. (0/9) 0.0%
 TRANSALTA CORP. (2/18) 11.1%
 TRANSCANADA CORP. (2/13) 15.4% †
 UNITED FARMERS OF ALTA CO-OPERATIVE LTD (1/11) 9.1%
 WESTJET AIRLINES LTD. (0/4) 0.0%
 WORKERS' COMPENSATION BOARD – ALBERTA (2/7) 28.6%

BRITISH COLUMBIA (67/483) 13.4%

A & W FOOD SERVICES OF CANADA INC. (0/5) 0.0%
 ACETEX CORP. (1/6) 16.7%
 AINSWORTH LUMBER CO. LTD. (1/7) 14.3%
 BEST BUY CANADA LTD. (2/23) 8.7%
 BOSTON PIZZA INTERNATIONAL INC. (0/8) 0.0%
 BRITISH COLUMBIA BUILDINGS CORP. (2/7) 28.6%
 BRITISH COLUMBIA FERRY SERVICES INC. (1/7) 14.3%
 BRITISH COLUMBIA HYDRO & POWER AUTHORITY (6/15) 40.0%
 BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH (6/14) 42.9%
 BRITISH COLUMBIA LOTTERY CORP. (1/7) 14.3%
 BRITISH COLUMBIA RAILWAY CO. (1/4) 25.0%
 CANFOR CORP. (0/12) 0.0%
 CHARLWOOD PACIFIC GROUP (1/2) 50.0%
 COAST CAPITAL SAVINGS CREDIT UNION (9/25) 36.0%
 COLLIERS INTERNATIONAL (0/6) 0.0%
 CREO INC. (1/21) 4.8%
 DOMAN INDUSTRIES LTD. (0/4) 0.0%
 DOMINION CONSTRUCTION CO. INC. (0/2) 0.0%
 FINNING INTERNATIONAL INC. (2/14) 14.3%
 THE FUTURA CORP. (0/2) 0.0%

HARDWOODS DISTRIBUTION INCOME FUND (0/2) 0.0%
 HSBC BANK CANADA (3/22) 13.6%
 INSURANCE CORP. OF BRITISH COLUMBIA (2/9) 22.2%
 INTERNATIONAL FOREST PRODUCTS LTD. (0/12) 0.0%
 INTRAWEST CORP. (0/9) 0.0%
 THE JIM PATTISON GROUP (0/7) 0.0%
 LEDCOR LTD. (1/6) 16.7% †
 LIONS GATE ENTERTAINMENT CORP. (2/10) 20.0%
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/10) 0.0%
 MARUBENI CANADA LTD. (0/7) 0.0%
 METHANEX CORP. (0/12) 0.0%
 NORSKE SKOG CANADA LTD. (1/11) 9.1%
 PHARMASAVE DRUGS (NATIONAL) LTD. (1/1) 100.0%
 PLACER DOME INC. (1/16) 6.3%
 PMC - SIERRA INC. (0/7) 0.0%
 RIVERSIDE FOREST PRODUCTS LTD. (0/4) 0.0%
 SLOCAN FOREST PRODUCTS LTD. (0/6) 0.0% †
 SUMITOMO CANADA LTD. (0/3) 0.0%
 TAIGA FOREST PRODUCTS LTD. (0/5) 0.0%
 TECK COMINCO LTD. (1/21) 4.8%
 TELUS CORP. (3/19) 15.8%
 TERASEN INC. (0/8) 0.0% †
 THRIFTY FOODS (2/7) 28.6%
 TIMBERWEST FOREST CORP. (2/9) 22.2%
 UNIVAR CANADA LTD. (0/6) 0.0%
 VANCOUVER CITY SAVINGS CREDIT UNION (9/20) 45.0%
 WELDWOOD OF CANADA LTD. (0/8) 0.0%
 WEST FRASER TIMBER CO. LTD. (0/11) 0.0%
 WEYERHAEUSER CANADA LTD. (5/24) 20.8%

MANITOBA (23/148) 15.5%

AGRICORE UNITED (0/4) 0.0%
 CANADIAN WHEAT BOARD (7/18) 38.9%
 CANWEST GLOBAL COMMUNICATIONS CORP. (1/13) 7.7%
 CARGILL LTD. (0/3) 0.0%
 DUNLOP STANDARD AEROSPACE GROUP LTD. (0/2) 0.0%
 GENDIS INC. (0/6) 0.0%
 HUDSON BAY MINING AND SMELTING CO., LTD. (0/3) 0.0%
 JAMES RICHARDSON & SONS, LTD. (1/7) 14.3%
 THE MANITOBA HYDRO-ELECTRIC BOARD (2/8) 25.0%
 MANITOBA LIQUOR CONTROL COMMISSION (4/9) 44.4%

† See Addendum Notes on page 61

APPENDIX 5A: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY PROVINCE AND COMPANY

MANITOBA LOTTERIES CORP. (3/10) 30.0%	ALLIANZ CANADA (0/3) 0.0%	CITIBANK CANADA (3/9) 33.3%
MANITOBA PUBLIC INSURANCE CORP (1/8) 12.5%	ALLSTATE INSURANCE CO. OF CANADA (0/7) 0.0%	CLARKE INC. (0/6) 0.0%
MANITOBA TELECOM SERVICES INC. (2/12) 16.7%	ALLSTREAM INC. (1/14) 7.1% †	COGNOS INC. (1/13) 7.7%
N.M. PATERSON & SONS LTD. (0/5) 0.0%	AMEX BANK OF CANADA INC. (7/25) 28.0%	COMPUTER SCIENCES CORP. (0/8) 0.0%
NORTH WEST CO. FUND (1/9) 11.1%	APOTEX INC. (0/7) 0.0%	COOLBRANDS INTERNATIONAL INC. (0/12) 0.0%
PALLISER FURNITURE LTD. (1/8) 12.5%	ASTRAZENECA CANADA INC. (4/11) 36.4%	CO-OPERATORS GENERAL INSURANCE CO. (4/16) 25.0%
PARRISH & HEIMBECKER LTD. (0/5) 0.0%	ATI TECHNOLOGIES INC. (0/20) 0.0%	CORUS ENTERTAINMENT INC. (1/8) 12.5%
RIDLEY INC. (0/4) 0.0%	ATOMIC ENERGY OF CANADA LTD. (1/10) 10.0%	COSTCO WHOLESALE CANADA LTD. (1/9) 11.1%
THE WAWANESA MUTUAL INSURANCE CO. (0/5) 0.0%	ATS AUTOMATION TOOLING SYSTEMS INC. (1/11) 9.1%	COTT CORP. (2/12) 16.7%
WINPAK LTD. (0/9) 0.0%	AVIVA CANADA INC. (5/24) 20.8%	DAIMLERCHRYSLER CANADA INC. (2/11) 18.2%
NEW BRUNSWICK (11/50) 22.0%	BABCOCK & WILCOX CANADA LTD. (1/3) 33.3%	DAIMLERCHRYSLER SERVICES CANADA INC. (0/5) 0.0%
ATLANTIC LOTTERY CORP. (4/12) 33.3%	BANK OF CANADA (13/53) 24.5%	DELOITTE & TOUCHE LLP (1/6) 16.7%
CO-OP ATLANTIC (2/11) 18.2%	BANK OF MONTREAL (8/34) 23.5%	DOFASCO INC. (1/10) 10.0%
MCCAIN FOODS LTD. (1/11) 9.1%	THE BANK OF NOVA SCOTIA (4/21) 19.0%	DUNDEE BANCORP INC. (4/9) 44.4%
NEW BRUNSWICK LIQUOR CORP. (2/5) 40.0%	BARRICK GOLD CORP. (1/30) 3.3%	DUPONT CANADA INC. (1/5) 20.0% †
NEW BRUNSWICK POWER CORP. (2/11) 18.2%	BASF CANADA (1/7) 14.3%	THE ECONOMICAL INSURANCE GROUP (2/12) 16.7%
NEWFOUNDLAND (5/31) 16.1%	BAYER INC. (0/3) 0.0%	EDS CANADA INC. (3/15) 20.0%
CHC HELICOPTER CORP. (2/11) 18.2%	BIOVAIL CORP. (1/10) 10.0%	E-L FINANCIAL CORP. LTD. (0/5) 0.0%
FORTIS INC. (1/4) 25.0%	BIRD CONSTRUCTION CO. LTD. (0/5) 0.0%	ELLIS-DON INC. (8/46) 17.4%
FPI LTD. (0/4) 0.0%	BRASCAN CORP. (5/21) 23.8%	EMCO LTD. (0/6) 0.0%
NEWFOUNDLAND AND LABRADOR HYDRO (1/8) 12.5%	BRUCE POWER LP (1/15) 6.7%	ENERGY SAVINGS INCOME FUND (2/5) 40.0%
VECTOR AEROSPACE CORP. (1/4) 25.0%	BURGER KING RESTAURANTS OF CANADA INC. (3/7) 42.9%	ENERSOURCE CORP. (1/8) 12.5%
NORTH WEST TERRITORIES N/A	C.I. FUND MANAGEMENT INC. (0/4) 0.0%	ERICSSON CANADA INC. (0/6) 0.0%
NONE	CAE INC. (1/10) 10.0%	ERNST & YOUNG LLP (2/11) 18.2%
NOVA SCOTIA (7/49) 14.3%	CALL-NET ENTERPRISES INC. (0/5) 0.0%	EXPORT DEVELOPMENT CANADA (2/12) 16.7%
EMERA INC. (1/8) 12.5%	CAMPBELL CO. OF CANADA (1/10) 10.0% †	EXPORT PACKERS CO. LTD. (0/7) 0.0%
EMPIRE CO. LTD. (1/6) 16.7%	CANADA MORTGAGE AND HOUSING CORP. (6/14) 42.9%	EXTENDICARE INC. (4/19) 21.1%
HIGH LINER FOODS INC. (1/10) 10.0%	CANADA POST CORP. (5/17) 29.4%	FAIRFAX FINANCIAL HOLDINGS LTD. (1/11) 9.1%
I.M.P. GROUP INTERNATIONAL INC. (1/8) 12.5%	CANADIAN BROADCASTING CORP. (3/13) 23.1%	FAIRMONT HOTELS & RESORTS INC. (3/16) 18.8%
THE MARITIME LIFE ASSURANCE CO. (2/10) 20.0% †	CANADIAN COMMERCIAL CORP. (2/5) 40.0%	FIRSTSERVICE CORP. (1/10) 10.0%
NOVA SCOTIA LIQUOR CORP. (1/7) 14.3%	CANADIAN IMPERIAL BANK OF COMMERCE (3/30) 10.0%	FORD MOTOR CO. OF CANADA, LTD. (2/9) 22.2%
NUNAVUT N/A	CANADIAN TIRE CORP., LTD. (4/16) 25.0%	GEAC COMPUTER CORP. LTD. (2/11) 18.2%
NONE	CANADIAN WASTE SERVICES INC. (0/6) 0.0%	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (1/3) 33.3%
ONTARIO (413/2617) 15.6%	CANON CANADA INC. (1/2) 50.0%	GENERAL DYNAMICS CANADA (1/4) 25.0%
3M CANADA CO. (2/10) 20.0%	CAP GEMINI ERNST & YOUNG (0/2) 0.0%	GENERAL ELECTRIC CANADA INC. (0/9) 0.0%
407 INTERNATIONAL INC. (0/3) 0.0%	CARA OPERATIONS LTD. (3/27) 11.1% †	GENERAL MOTORS OF CANADA LTD. (1/15) 6.7%
ACCENTURE INC. (2/13) 15.4%	CASTLE BUILDING CENTRES GROUP LTD. (1/2) 50.0%	GEORGE WESTON LTD. (5/21) 23.8%
ACKLANDS GRAINGER INC. (1/8) 12.5%	CCL INDUSTRIES INC. (2/12) 16.7%	GERDAU AMERISTEEL CORP. (0/11) 0.0%
AECON GROUP INC. (0/14) 0.0%	CFM CORP. (3/21) 14.3%	GLAXO SMITHKLINE INC. (2/11) 18.2%
AGF MANAGEMENT LTD. (6/13) 46.2%	CHUBB INSURANCE CO. OF CANADA (11/26) 42.3%	GOLDCORP INC. (0/7) 0.0%
ALGOMA STEEL INC. (0/7) 0.0%	CHUM LTD. (3/12) 25.0%	GOLDER ASSOCIATES CORP. (0/2) 0.0%
ALLIANCE ATLANTIS COMMUNICATIONS INC. (3/9) 33.3%	CINEPLEX GALAXY LP (2/17) 11.8%	GRANT THORNTON CANADA (0/2) 0.0%
† See Addendum Notes on page 61	CINRAM INTERNATIONAL INC. (1/10) 10.0%	GREAT ATLANTIC & PAC. CO. OF CDA. LTD. (3/21) 14.3%
	CISCO SYSTEMS CANADA CO. (1/8) 12.5%	

APPENDIX 5A: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY PROVINCE AND COMPANY

GREATER TORONTO AIRPORTS AUTHORITY (1/10) 10.0%	MAPLE LEAF SPORTS & ENTERTAINMENT LTD. (0/8) 0.0%	ROGERS COMMUNICATIONS INC. (5/25) 20.0%
GSW INC. (0/7) 0.0%	MARTINREA INTERNATIONAL INC. (0/5) 0.0%	ROTHMANS INC. (1/5) 20.0% †
H & R REAL ESTATE INVESTMENT TRUST (0/3) 0.0%	MASONITE INTERNATIONAL CORP. (0/8) 0.0%	ROYAL & SUNALLIANCE CANADA (4/11) 36.4%
HARRIS STEEL GROUP INC. (0/4) 0.0%	MAZDA CANADA INC. (0/3) 0.0%	ROYAL BANK OF CANADA (7/26) 26.9%
HATCH ASSOCIATES LTD. (0/3) 0.0%	MBNA CANADA BANK (1/2) 50.0%	ROYAL GROUP TECHNOLOGIES LTD. (0/5) 0.0%
HEWLETT-PACKARD (CANADA) CO. (3/15) 20.0%	MCDONALD'S RESTAURANTS OF CANADA LTD. (2/16) 12.5%	RUSSEL METALS INC. (2/6) 33.3%
HIP INTERACTIVE CORP. (1/10) 10.0%	MDC PARTNERS INC. (2/8) 25.0%	SAMUEL MANU-TECH INC. (1/9) 11.1%
HOLLINGER INC. (2/6) 33.3%	MDS INC. (1/17) 5.9%	SAP CANADA INC. (1/6) 16.7%
HOMECARE BUILDING CENTRES LTD. (0/4) 0.0% †	MENU FOODS INCOME FUND (0/7) 0.0%	SCHNEIDER CORP. (1/4) 25.0% †
HONDA CANADA INC. (0/10) 0.0%	MERCEDES-BENZ CANADA INC. (0/3) 0.0%	SEARS CANADA INC. (1/9) 11.1%
HONEYWELL LTD. (2/4) 50.0%	MERIDIAN TECHNOLOGIES INC. (0/6) 0.0%	SHAWCOR LTD. (1/10) 10.0%
HOUSEHOLD FINANCIAL CORP. LTD. (2/15) 13.3%	MI DEVELOPMENTS INC (1/6) 16.7%	SHERRITT INTERNATIONAL CORP. (0/8) 0.0%
HUB INTERNATIONAL LTD. (3/14) 21.4%	MICROSOFT CANADA INC. (3/11) 27.3%	SHOPPERS DRUG MART CORP. (1/8) 12.5%
HUDSON'S BAY CO. (2/21) 9.5%	MITSUI & CO. (CANADA) LTD. (0/4) 0.0%	SIEMENS CANADA LTD. (0/3) 0.0%
HUSKY INJECTION MOLDING SYSTEMS LTD. (0/15) 0.0%	MORGUARD CORP. (0/6) 0.0%	SINO-FOREST CORP. (1/6) 16.7%
HYDRO ONE INC. (3/13) 23.1%	MOTOROLA CANADA LTD. (0/4) 0.0%	SOFTCHOICE CORP. (2/7) 28.6%
HYUNDAI AUTO CANADA (0/3) 0.0%	NAV CANADA (1/9) 11.1%	SONY OF CANADA LTD. (2/13) 15.4%
IBM CANADA LTD. (11/59) 18.6%	NESTLÉ CANADA INC. (5/14) 35.7%	ST. JOSEPH CORP. (1/6) 16.7%
IMPERIAL OIL LTD. (0/7) 0.0%	NEXFOR INC. (2/11) 18.2% †	STATE FARM GROUP INSURANCE CO. (1/3) 33.3%
INCO LTD. (4/31) 12.9%	NEXINNOVATIONS INC. (2/13) 15.4%	STELCO INC. (0/9) 0.0%
THE INDEPENDENT ORDER OF FORESTERS (12/34) 35.3%	NISSAN CANADA INC. (0/5) 0.0%	STRONGCO INC. (0/5) 0.0%
INDIGO BOOKS & MUSIC INC. (3/8) 37.5%	NISSHO IWAI CANADA LTD. (0/5) 0.0%	SUBARU CANADA, INC. (0/5) 0.0%
ING BANK OF CANADA (7/17) 41.2%	NORANDA INC. (1/24) 4.2%	SUN LIFE FINANCIAL INC. (22/78) 28.2% †
ING CANADA INC. (2/17) 11.8%	NORANDA INCOME FUND (2/4) 50.0%	SUN MICROSYSTEMS OF CANADA INC. (0/9) 0.0%
INMET MINING CORP. (2/8) 25.0%	NORTEL NETWORKS CORP. (5/25) 20.0%	THE TDL GROUP LTD. (4/27) 14.8%
INTERNATIONAL TRUCK & ENGINE CORP. CDA. (0/4) 0.0%	ONEX CORP. (0/11) 0.0%	TEKNION CORP. (0/8) 0.0%
INTERTAN, INC. (0/7) 0.0% †	ONTARIO LOTTERY AND GAMING CORP. (1/14) 7.1%	THOMPSONS LTD. (0/9) 0.0%
JOHN DEERE LTD. (2/10) 20.0%	ONTARIO POWER GENERATION INC. (2/10) 20.0%	THE THOMSON CORP. (3/16) 18.8%
JOHNSON CONTROLS LTD. (0/2) 0.0%	OPPENHEIMER HOLDINGS INC. (1/3) 33.3% †	THYSSENKRUPP BUDD CANADA INC. (1/5) 20.0% †
KIMBERLY-CLARK OF CANADA LTD. (1/4) 25.0%	ORACLE CORP. CANADA INC. (0/2) 0.0%	TOROMONT INDUSTRIES LTD. (0/4) 0.0%
KINGSWAY FINANCIAL SERVICES INC. (1/8) 12.5%	PATHEON INC. (0/14) 0.0%	THE TORONTO-DOMINION BANK (3/19) 15.8%
KINROSS GOLD CORP. (1/13) 7.7%	PHILIPS CANADA LTD. (0/3) 0.0%	TORONTO HYDRO CORP. (3/11) 27.3%
KPMG LLP (1/14) 7.1%	PITNEY BOWES OF CANADA LTD. (3/8) 37.5%	TORONTO TRANSIT COMMISSION (0/10) 0.0%
LEAR CANADA LTD. (0/5) 0.0%	PPG CANADA INC. (0/2) 0.0%	TORSTAR CORP. (5/13) 38.5%
LEGACY HOTELS REAL ESTATE INVT. TRUST (2/9) 22.2%	PREMETALCO INC. (0/7) 0.0%	TOSHIBA OF CANADA LTD. (0/2) 0.0%
LEON'S FURNITURE LTD. (0/4) 0.0%	PRICEWATERHOUSECOOPERS LLP, CANADA (1/6) 16.7%	TOYOTA CANADA INC. (0/9) 0.0%
LIBERTY MUTUAL GROUP (1/5) 20.0%	PRISZM CANADIAN INCOME FUND (0/3) 0.0%	TRANSAMERICA LIFE CANADA (5/15) 33.3%
LINAMAR CORP. (1/11) 9.1%	PROCTER & GAMBLE CANADA INC. (0/3) 0.0%	TRILLIUM HEALTH CARE PRODUCTS INC. (0/2) 0.0%
LIONORE MINING INTERNATIONAL LTD. (1/6) 16.7%	RAND A TECHNOLOGY CORPORATION (0/8) 0.0%	TRIZEC CANADA INC. (0/5) 0.0%
LIQUOR CONTROL BOARD OF ONTARIO (5/17) 29.4%	RESEARCH IN MOTION LTD. (3/42) 7.1%	UNION GAS LTD. (1/11) 9.1%
MAGELLAN AEROSPACE CORP. (1/10) 10.0%	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST (2/16) 12.5%	UNIVERSAL STUDIOS CANADA LTD. (0/4) 0.0%
MAGNA INTERNATIONAL INC. (0/16) 0.0%	REXEL CANADA INC. (0/5) 0.0% †	UNUMPROVIDENT CORP. (0/1) 0.0% †
MANULIFE FINANCIAL CORP. (6/39) 15.4%	RIOCAN REAL ESTATE INVESTMENT TRUST (2/9) 22.2%	VINCOR INTERNATIONAL INC. (1/11) 9.1%
MAPLE LEAF FOODS INC. (3/23) 13.0%	ROBIN HOOD MULTIFOODS CORP. (0/6) 0.0% †	VITRAN CORP. INC. (0/3) 0.0%
† See Addendum Notes on page 61		VOLKSWAGEN CANADA INC. (0/8) 0.0%
		WAJAX LTD. (1/7) 14.3%
		WESCAST INDUSTRIES INC. (0/5) 0.0%
		WOLSELEY HOLDINGS CANADA INC. (0/11) 0.0%
		WORKPLACE SAFETY & INSURANCE BOARD (0/1) 0.0%

APPENDIX 5A: GEOGRAPHICAL LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY PROVINCE AND COMPANY

XEROX CANADA INC. (5/17) 29.4%
 ZARLINK SEMICONDUCTOR INC. (0/4) 0.0%
 ZURICH NORTH AMERICA CANADA (7/21) 33.3%

PRINCE EDWARD ISLAND N/A

NONE

QUÉBEC (154/1207) 12.8%

ABBOTT LABORATORIES LTD. (4/14) 28.6%
 ABITIBI-CONSOLIDATED INC. (2/14) 14.3%
 ADF GROUP INC. (2/7) 28.6%
 AGROPUR COOPÉRATIVE (0/12) 0.0%
 AIR CANADA (3/22) 13.6%
 ALCAN INC. (3/18) 16.7%
 ALIMENTATION COUCHE-TARD INC. (2/16) 12.5%
 ALIMENTS BRETON CANADA INC. (4/11) 36.4%
 ASTRAL MEDIA INC. (1/9) 11.1%
 AVENTIS PHARMA INC. (0/6) 0.0%
 AXA CANADA INC. (4/13) 30.8%
 THE AZRIELI GROUP OF COS. (2/3) 66.7%
 BARRY CALLEBAUT CANADA INC. (0/3) 0.0%
 BCE INC. (3/16) 18.8%
 BELL HELICOPTER TEXTRON CANADA LTD. (0/4) 0.0%
 BMTC GROUP INC. (0/1) 0.0%
 BOMBARDIER INC. (2/17) 11.8%
 BOWATER CANADIAN FOREST PRODUCTS INC. (0/2) 0.0%
 BUSINESS DEVELOPMENT BANK OF CANADA (6/26) 23.1%
 CAISSE CENTRALE DESJARDINS (2/16) 12.5%
 CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (3/15) 20.0%
 CANADIAN NATIONAL RAILWAY CO. (0/13) 0.0%
 CANADIAN ULTRAMAR CO. (1/8) 12.5%
 THE CANAM MANAC GROUP INC. (0/11) 0.0%
 CASCADES INC. (1/16) 6.3%
 CGI GROUP INC. (3/41) 7.3%
 CIRQUE DU SOLEIL (0/1) 0.0%
 COGECO INC. (5/10) 50.0%
 COMMISSION DE LA SANTÉ ET DE LA SÉCURITÉ AU TRAVAIL (0/6) 0.0%
 COMMONWEALTH PLYWOOD CO. LTD. (1/9) 11.1%
 COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (0/8) 0.0%
 DOMCO TARKETT INC. (2/8) 25.0%
 DOMTAR INC. (0/9) 0.0%
 DOREL INDUSTRIES INC. (0/8) 0.0%
 GAZ MÉTRO, INC. (1/9) 11.1% †
 GILDAN ACTIVEWEAR INC. (0/16) 0.0%
 GOODFELLOW INC. (2/15) 13.3%

GROUPE B.M.R. INC. (1/3) 33.3%
 GROUPE BROCHU (0/2) 0.0%
 GROUPE DESCHENES INC. (0/11) 0.0%
 GROUPE LAPERRIERE & VERREAULT INC. (1/17) 5.9%
 GROUPE PROMUTUEL (1/11) 9.1%
 GROUPE UNIPRIX (0/5) 0.0%
 HARTCO CORP. (0/10) 0.0%
 HEWITT EQUIPMENT LTD. (1/4) 25.0%
 THE HOCKEY COMPANY HOLDINGS INC. (2/8) 25.0%
 HYDRO-QUÉBEC (1/10) 10.0%
 IMPERIAL TOBACCO CANADA LTD. (1/10) 10.0%
 INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL SERVICES INC. (0/20) 0.0% †
 INTERTAPE POLYMER GROUP INC. (0/10) 0.0%
 IRON ORE CO. OF CANADA (1/7) 14.3%
 ISPAT SIDBEC INC. (0/8) 0.0%
 IVACO INC. (0/6) 0.0%
 THE JEAN COUTU GROUP (PJC) INC. (4/18) 22.2%
 KRUGER INC. (0/30) 0.0%
 LA SOCIÉTÉ IMMOBILIERE DU QUÉBEC (0/5) 0.0%
 LAFARGE CANADA INC. (1/16) 6.3%
 LAURENTIAN BANK OF CANADA (8/42) 19.0%
 LE MOUVEMENT DES CAISSES DESJARDINS (5/30) 16.7%
 LLOYD'S UNDERWRITERS (0/1) 0.0%
 L'ORÉAL CANADA INC. (2/11) 18.2%
 LOTO-QUÉBEC (1/7) 14.3%
 MAAX INC. (0/6) 0.0%
 MCKESSON CANADA CORP. (5/13) 38.5%
 MERCK FROSST CANADA & CO. (5/19) 26.3%
 METRO INC. (1/12) 8.3%
 MICROCELL TELECOMMUNICATIONS INC. (0/7) 0.0%
 MOLSON INC. (3/11) 27.3%
 NATIONAL BANK OF CANADA (3/21) 14.3%
 NOVAMERICAN STEEL INC. (0/7) 0.0%
 OLCO PETROLEUM GROUP INC. (0/4) 0.0%
 OPTIMUM GROUP INC. (1/8) 12.5%
 PÉTROMONT AND CO., LP (0/8) 0.0%
 PFIZER CANADA INC. (2/10) 20.0%
 POMERLEAU (0/10) 0.0%
 POWER CORP. OF CANADA (1/11) 9.1%
 PRATT & WHITNEY CANADA CORP. (2/21) 9.5%
 PRÉVOST CAR INC. (0/3) 0.0%
 QIT-FER ET TITANE INC. (0/6) 0.0%
 QUEBECOR INC. (1/11) 9.1%
 REITMANS (CANADA) LTD. (10/23) 43.5%
 ROLLS-ROYCE CANADA LTD. (3/15) 20.0%
 RONA INC. (1/8) 12.5%

SAPUTO INC. (0/7) 0.0%
 SNC-LAVALIN GROUP INC. (2/18) 11.1%
 SOCIÉTÉ DES ALCOOLS DU QUÉBEC (3/13) 23.1%
 SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (0/9) 0.0%
 SODISCO-HOWDEN GROUP INC. (0/9) 0.0%
 SONEPAR DISTRIBUTION INC. (1/3) 33.3%
 SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (4/14) 28.6%
 ST. LAWRENCE CEMENT GROUP INC. (1/15) 6.7%
 TELESYSTEM INTERNATIONAL WIRELESS INC. (1/4) 25.0%
 TEMBEC INC. (0/17) 0.0%
 TRANSAT A.T. INC. (5/22) 22.7%
 TRANSCONTINENTAL INC. (2/18) 11.1%
 TRANSFORCE INCOME FUND (1/21) 4.8%
 UNIBOARD CANADA INC. (0/13) 0.0%
 UNI-SÉLECT INC. (0/14) 0.0%
 VAN HOUTTE INC. (1/20) 5.0%
 VIA RAIL CANADA INC. (2/9) 22.2%
 YELLOW PAGES GROUP CO. (4/12) 33.3%

SASKATCHEWAN (21/110) 19.1%

CAMECO CORP. (1/6) 16.7%
 CANPOTEX LTD. (1/6) 16.7%
 CO-OPERATORS LIFE INSURANCE CO. (4/13) 30.8%
 FARM CREDIT CANADA (1/3) 33.3% †
 FEDERATED CO-OPERATIVES LTD. (1/11) 9.1%
 IPSCO INC. (1/15) 6.7%
 MEGA GROUP INC. (0/3) 0.0%
 POTASH CORP. OF SASKATCHEWAN INC. (4/14) 28.6%
 SASKATCHEWAN AUTO FUND (2/7) 28.6%
 SASKATCHEWAN POWER CORP. (2/10) 20.0%
 SASKATCHEWAN TELECOMMUNICATIONS (1/10) 10.0%
 SASKATCHEWAN WHEAT POOL (3/12) 25.0%

YUKON N/A

NONE

OTHER (NO HEAD OFFICE IN CANADA) (4/33) 12.1%

CP SHIPS LTD. (UK) (2/12) 16.7%
 JDS UNIPHASE CANADA LTD. (CALIFORNIA) (0/10) 0.0% †
 FORD CREDIT CANADA LTD. (MICHIGAN) (2/11) 18.2%

† See Addendum Notes on page 61

APPENDIX 5B: GEOGRAPHICAL LISTING, PROVINCES RANKED BY PERCENT OF WOMEN CORPORATE OFFICERS

Province	Number of Companies	Total Women Officers	Total Officers	Percent Women Officers
New Brunswick	5	11	50	22.0
Saskatchewan	12	21	110	19.1
Newfoundland and Labrador	5	5	31	16.1
Ontario	235	413	2,617	15.6
Manitoba	20	23	148	15.5
Nova Scotia	6	7	49	14.3
British Columbia	49	67	483	13.4
Quebec	101	154	1,207	12.8
Other (No Head Office in Canada)	3	4	33	12.1
Alberta	64	65	620	10.5
North West Territories	0	N/A	N/A	N/A
Nunavut	0	N/A	N/A	N/A
Prince Edward Island	0	N/A	N/A	N/A
Yukon	0	N/A	N/A	N/A

APPENDIX 6: THE TOP SUBSIDIARIES—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, RANKED BY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
1	LOBLAW COS. LTD.	7	17	41.2	50	DOMINION OF CANADA GENERAL INSURANCE CO.	5	9	55.6
2	BELL CANADA	7	21	33.3	52	NOVA SCOTIA POWER INC.	0	2	0.0
3	POWER FINANCIAL CORP.	0	2	0.0	53	ROGERS MEDIA INC.	2	10	20.0
4	GREAT-WEST LIFECO INC.	1	6	16.7	54	SUN MEDIA CORP.	2	13	15.4
5	SOBEYS INC.	1	10	10.0	56	BELL EXPRESSVU LP	1	6	16.7
6	CELESTICA INC.	2	12	16.7	58	THE EMPIRE LIFE INSURANCE CO.	2	9	22.2
7	QUEBECOR WORLD INC.	4	40	10.0	59	LOMBARD CANADA GROUP	2	10	20.0
8	WESTFAIR FOODS LTD.	0	13	0.0	60	CAMCO INC.	2	11	18.2
9	INTIER AUTOMOTIVE INC.	0	9	0.0	62	HARLEQUIN ENTERPRISES LTD.	9	19	47.4
10	TELUS COMMUNICATIONS INC.	1	5	20.0	65	LOEB CANADA INC.	0	4	0.0
12	ZELLERS INC.	0	4	0.0	66	THE NATIONAL LIFE ASSURANCE CO. OF CANADA	1	11	9.1
14	CANADIAN UTILITIES LTD.	0	1	0.0	67	INDUSTRIAL-ALLIANCE PAC. LIFE INSURANCE CO.	1	12	8.3
16	SYNCRUDE CANADA LTD.	1	12	8.3	68	CENTRA GAS MANITOBA INC.	2	8	25.0
17	DECOMA INTERNATIONAL INC.	0	6	0.0	69	CANADIAN TIRE FINANCIAL SERVICES	2	6	33.3
18	FALCONBRIDGE LTD.	1	11	9.1	70	COGECO CABLE INC.	2	9	22.2
19	SUNCOR ENERGY PRODUCTS INC.	4	12	33.3	71	VOLVO CARS OF CANADA LTD.	0	2	0.0
23	ROGERS WIRELESS COMMUNICATIONS INC.	1	11	9.1	72	PILOT INSURANCE CO.	0	1	0.0
24	ENBRIDGE GAS DISTRIBUTION INC.	1	7	14.3	73	LINDSEY MORDEN GROUP INC.	1	3	33.3
25	DESJARDINS FINANCIAL SECURITY LIFE ASSUR. INC.	0	0	n/a	74	MARK'S WORK WEARHOUSE LTD.	1	10	10.0
27	ALIAN T INC.	1	7	14.3	75	THE DAY & ROSS TRANSPORTATION GROUP	3	10	30.0
28	INVESTORS GROUP INC.	0	15	0.0	76	NEWFOUNDLAND POWER INC.	1	6	16.7
29	OLYMEL SEC	2	10	20.0	77	HIGHLAND VALLEY COPPER	0	5	0.0
30	BROOKFIELD PROPERTIES CORP.	3	29	10.3	78	XWAVE SOLUTIONS INC.	1	6	16.7
31	ROGERS CABLE INC.	6	32	18.8	80	DUNDEE WEALTH MANAGEMENT INC.	1	1	100.0
35	TESMA INTERNATIONAL INC.	0	7	0.0	82	TELESAT CANADA	2	8	25.0
37	BELL GLOBEMEDIA INC.	1	10	10.0	83	TVA GROUP INC.	1	11	9.1
38	TERASEN GAS	1	7	14.3	85	BCE EMERGIS INC.	3	8	37.5
39	DESJARDINS GENERAL INSURANCE GROUP INC.	2	8	25.0	86	SAAN STORES LTD.	0	6	0.0
40	CANADA BREAD CO., LTD.	3	12	25.0	89	BPO PROPERTIES LTD.	0	1	0.0
41	NORTHBRIDGE FINANCIAL CORP.	0	2	0.0	92	AXA PACIFIC INSURANCE CO.	1	5	20.0
42	NORAMPAC INC.	1	8	12.5	94	SHIRMAX FASHIONS LTD.	1	9	11.1
43	PUROLATOR HOLDING LTD.	1	11	9.1	95	STUART OLSON CONSTRUCTION LTD.	0	3	0.0
44	CASCADES BOXBOARD GROUP INC.	1	2	50.0	96	MORGUARD REAL ESTATE INVESTMENT TRUST	1	4	25.0
46	MAGNA ENTERTAINMENT CORP.	0	6	0.0	97	AXA INSURANCE (CANADA)	2	5	40.0
47	NORANDA ALUMINUM INC.	1	6	16.7	98	COMMONWEALTH INSURANCE CO.	0	8	0.0
48	CANADIAN TIRE PETROLEUM	0	1	0.0	99	JOHN DEERE CREDIT INC.	1	6	16.7
49	IVANHOE CAMBRIDGE INC.	0	10	0.0	100	TERASEN PIPELINES (TRANS MOUNTAIN) INC.	1	9	11.1

ADDENDUM NOTES

Addendum Notes

- 1) Alberta Energy Co. merged with PanCanadian Energy Corp. to form EnCana Corporation on April 5, 2002. This report counts the officers of Alberta Energy Co. pre-merger.
- 2) Allstream Inc. was acquired by Manitoba Telecom Services Inc. on June 4, 2004. This report counts the officers of Allstream Inc. pre-acquisition.
- 3) Campbell Co. of Canada changed its name from Campbell Soup. Co. Ltd.
- 4) Cara Operations Ltd. was privatized in February 2004.
- 5) DuPont Canada Inc. was privatized and underwent re-organization in 2003.
- 6) Enerplus Resources Fund is a trust company and has no corporate officers.
- 7) Farm Credit Corporation changed its name to Farm Credit Canada in June 2000.
- 8) Gaz Métro, inc. changed its name from Gaz Métropolitain Inc. on November 18, 2003.
- 9) Homecare Building Centres Ltd. operates under the brand name TIM-BR Mart.
- 10) Industrial Alliance Insurance & Financial Services changed its name from Industrial-Alliance Life Insurance Co. on June 11, 2003.
- 11) InterTAN Inc. was acquired by Circuit City on May 19, 2004. This report counts the officers of InterTAN Inc. pre-acquisition.
- 12) JDS Uniphase Canada Ltd. is a legal entity in Canada and has no corporate officers.
- 13) Ledcor Industries Limited changed its name to LIL Limited in 2000.
- 14) Nexfor Inc. changed its name to Norbord Inc. on June 30, 2004.
- 15) Oppenheimer Holdings Inc. changed its name from Fahnestock Viner Holdings Inc. on September 2, 2003.
- 16) Petrofund Energy Trust changed its name from NCE Petrofund on November 1, 2003.
- 17) PetroKazakhstan Inc. changed its name from Hurricane Hydrocarbons Ltd. on June 2, 2003.
- 18) Rexel Canada Inc. changed its name to Rexel North America Inc. in January 2001.
- 19) Robin Hood Multifoods Corp. was acquired by J.M. Smucker (Canada) Inc. on June 18, 2004. This report counts the officers of Robin Hood Multifoods Corp. pre-acquisition.
- 20) Rothmans Inc. is a legal entity and the officers captured in this report are the officers of Rothmans, Benson, & Hedges Inc.
- 21) Schneider Corp. was acquired by Maple Leaf Foods Inc. on April 5, 2004. This report counts the officers of Schneider Corp. pre-acquisition.
- 22) Slocan Forest Products Ltd. was acquired by Canfor Corporation on April 1, 2004. This report counts the officers of Slocan Forest Products Ltd. pre-acquisition.
- 23) Sun Life Financial Inc. changed its name from Sun Life Financial Services of Canada on July 2, 2003.
- 24) Terasen Inc. changed its name from BC Gas Inc. on April 25, 2003.
- 25) The Maritime Life Assurance Co.'s parent company, John Hancock Financial Services, Inc., was acquired by Manulife Financial Corporation on April 28, 2004. This report counts the officers of The Maritime Life Assurance Co. pre-acquisition.
- 26) ThyssenKrupp Budd Canada Inc. changed its name from Budd Canada Inc. on March 31, 2003.
- 27) TransCanada Corp. was established as the parent company of TransCanada PipeLines Ltd. on May 15, 2003.
- 28) UnumProvident Corp.'s Canadian operation was acquired by RBC Insurance on May 1, 2004. This report counts the officers of UnumProvident Corp. pre-acquisition.

ACKNOWLEDGMENTS & CATALYST CANADA BOARD OF ADVISORS

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

The staff of Catalyst conceived and executed this study under the guidance of Susan Black, Ph.D., President, Catalyst Canada. Melanie Martin and Adrienne Palmer managed the data collection process, and Kirsten Stanger analyzed the data and authored the report. Maryam Khoshyomn, Helen Leung, and Riley Haas were responsible for communicating with companies, gathering the data, and the account management of the companies. In addition, Helen Leung conducted background research, prepared the appendices, and formatted the report. Mathieu Bélanger, Ph.D., developed the database and application to support the project. Sonya Kunkel assisted with the writing and editing of the report. In addition, Donya Williams 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 Debbie Soon, Vice President of Marketing and Leadership Initiatives. Kristine Ferrell designed the report. The report was fact-checked by Jan Combopiano, Kate Egan, Andrea Juncos, Emily Troiano, and Donya Williams.

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