

2005 Catalyst Census of Women
Board Directors of the FP500



ABOUT CATALYST

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

2005 Catalyst Census of Women Board Directors of the FP500

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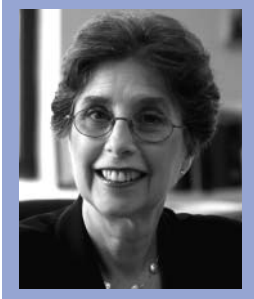
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FOREWORD



Despite the progress of some organizations, the year 2005 provides a sobering account of how slowly institutional change in the corporate community takes place. The *2005 Catalyst Census of Women Board Directors of the FP500* demonstrates that Canadian companies, as a whole, have not made much progress in adding women to their boards. In

2005, women held only 12.0 percent of all board seats among FP500 companies, up from 11.2 percent in 2003. Perhaps most disappointingly, nearly half of all FP500 companies (47.2 percent) still had no women on their boards despite the fact that Canadian women earn 196 billion dollars annually¹, are graduating from Canadian universities in record numbers, and are a major force in consumer-buying decisions.² Furthermore, publicly traded Canadian companies display a particularly stubborn lack of growth, with the number of board seats held by women continuing to hover at a low of approximately 9 percent. In short, the real story of women's advancement in Canadian corporate governance is one of extraordinarily lackluster performance.

In order for the number of women board directors to increase at a rate beyond slow, incremental growth, the number of companies with women board directors will need to increase dramatically. The slow rate of progress of many of Canada's leading businesses on this issue in the past two years pales in comparison to the robust domestic corporate climate these companies have experienced—an 8 percent annual increase in the real GDP and compound annual gains greater than 17 percent on the S&P/TSX Composite Index.³ Corporate boards must realize that board diversification is a serious business issue.

At Catalyst, we know that there are experienced women ready for board service who have not yet been tapped. Out of a total of 770 potential board-ready women corporate officers in the FP500 in 2004, only 9.5 percent (73 women) actually sat on a board in 2005. There were 121 women who sat on an FP500 board in 2003 but no longer held a seat at a FP500 boardroom table in 2005. Moreover, the talent pool among the FP500 companies only represents a portion of the whole talent pool for board directors, which also includes entrepreneurs, and people from the professional services, government, and academic sectors. In an era of greater corporate governance and board responsibility, Canadian companies are failing to maximize this source of diverse board talent.

¹ Statistics Canada, Labour Force Survey (2004).

² Joanne Thomas Yaccato, *The 80% Minority* (2003).

³ S&P/TSX Composite Index, Yahoo Canada Finance, <http://ca.finance.yahoo.com>

While we applaud the strides individual women have made in corporate Canada, we challenge the country's largest companies to step up and seek ways to increase the number of women on their boards. Catalyst looks forward to further increases and will continue to measure progress by reporting and analyzing the number of women in Canadian boardrooms.



Ilene H.Lang
President
Catalyst



Sonya Kunkel
Senior Director
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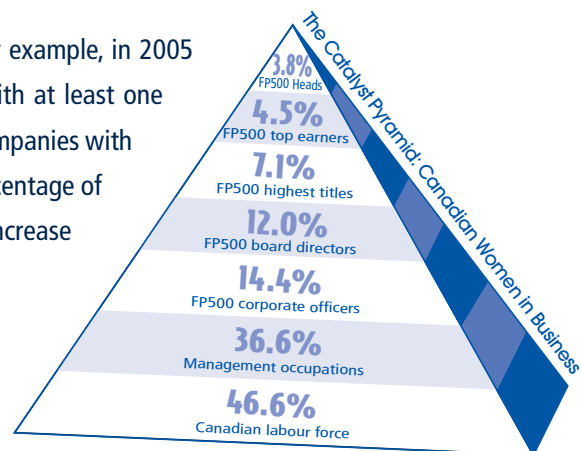
INTRODUCTION AND KEY FINDINGS

Since 1998, Catalyst has tracked the number of women in corporate governance in Canada.⁴ The 2005 *Catalyst Census of Women Board Directors of the FP500* is our fourth census of women board directors in Canada. With each census we measure the number of women board directors in corporate Canada in order to establish accurate statistics on women's advancement in the corporate community. Our results serve as indicators of progress and of work that has yet to be done.

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

In 2005, the story of women in corporate governance in Canada continued to be the same as in previous years: slow growth. Women held 12.0 percent of all board seats among the FP500 companies, up from 11.2 percent in 2003—only a 0.8 point increase in two years, and consistent with the trends we have witnessed in the United States and Canada since we started counting women board directors. Public companies, as a whole, made no progress in adding women to their boards. Furthermore, the number of companies with a critical mass of women in the boardroom (i.e., 25 percent or more) only increased by one, from 62 companies in 2003 to 63 companies in 2005, and the proportion of women committee chairs remained unchanged. In short, FP500 companies exhibited a sluggish rate of change in the number of women on their boards, a rate of change that will persist until these companies—particularly public companies—break this standstill and actively seek to diversify their boards.

However, there were some small signs of progress. For example, in 2005 there was an increase in the number of companies with at least one woman on their board, an increase in the number of companies with multiple women board directors, an increase in the percentage of seats held by women at crown corporations,⁵ and an increase in the number of women chairing boards.



Sources: Statistics Canada, Labour Force Survey, 2004; Catalyst, 2004 *Catalyst Census of Women Corporate Officers of Canada*; Catalyst, 2005 *Catalyst Census of Women Board Directors of the FP500*.

⁴ Because of a methodological change in the criteria for inclusion in the FP500 in 2000, this report does not make reference or comparisons to the 1998 *Catalyst Census of Women Board Directors of Canada*.

⁵ For a definition of crown corporations, please refer to Appendix 1.

2005 KEY FINDINGS

The Status Quo

- ◆ Overall, women held 12.0 percent of board seats in the FP500, up from 11.2 percent two years ago, indicating little progress has been made in adding women to the boardroom.
- ◆ The percentage of companies with 25.0 percent or more women board directors remained relatively unchanged, from 12.4 percent in 2003 to 12.6 percent in 2005.
- ◆ Publicly traded companies, which comprise a large and influential segment of the Canadian corporate community, experienced virtually no change in the number of women board directors—increasing only 0.2 points from 9.0 percent in 2003 to 9.2 percent in 2005.
- ◆ The percentage of women chairs of three committees—Audit, Human Resources/Compensation, and Nominating/Corporate Governance—on all 244 publicly traded FP500 companies remained unchanged from 2003 at 5.8 percent.

Signs of Progress

- ◆ The percentage of companies with at least one woman board director increased from 48.6 percent in 2003 to 52.8 percent in 2005.
- ◆ The percentage of companies with multiple women board directors increased almost 4.0 points since 2001 to 25.8 percent.
- ◆ Crown corporations had the highest percentage of women on their boards at 28.5 percent, up from 23.7 percent in 2003. Their superior performance masks the slow rate of growth in the number of women board directors in private companies, co-operatives, and public companies.
- ◆ Women chaired five of the 244 publicly traded companies on the FP500, up from three companies in 2003.
- ◆ Although seats held by women accounted for 13.5 percent of board positions that were vacated between 2003 and 2005, this number was more than offset by the 16.4 percent of open board positions that were filled by women.



THE BIG PICTURE

- ◆ In 2005, FP500 companies exhibited a sluggish rate of change in the number of women on their boards.
- ◆ This slow rate of change will continue until companies—particularly public companies—break the standstill by actively seeking to diversify their boards.
- ◆ However, small progress was demonstrated as a few more companies have at least one woman at their boardroom tables.

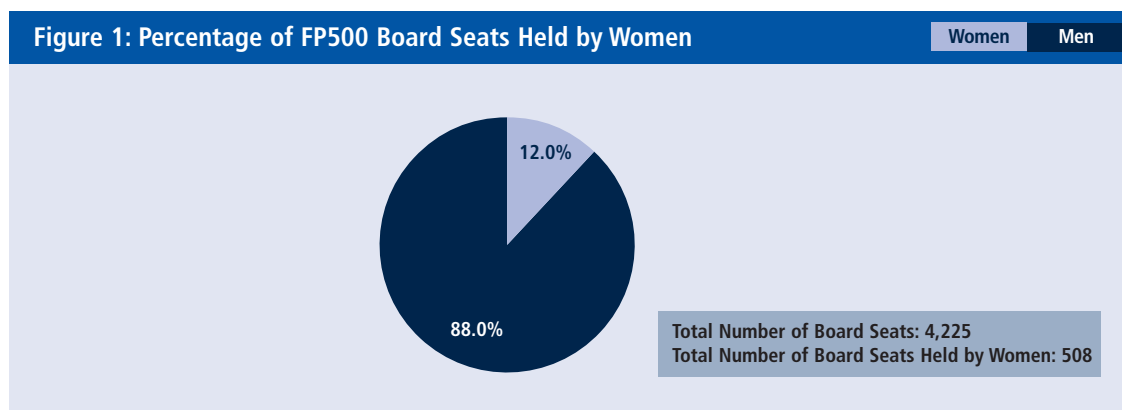
ADDITIONS TO THE 2005 CATALYST CENSUS OF WOMEN BOARD DIRECTORS OF THE FP500

Every year, Catalyst strives to improve the analysis of corporate leadership ranks in Canada. In this report, we have added an analysis of turnover on boards because it is an important dimension in measuring the progress of women. This year, the census will establish a baseline for turnover among the boards of FP500 companies, and provide a picture of how well FP500 companies are capitalizing on the opportunities to increase the number of women on boards.

WOMEN BOARD DIRECTORS—THE FP500 PERSPECTIVE

HOW MANY FP500 BOARD DIRECTORS WERE WOMEN?

As of June 3, 2005, women held 508 of the 4,225 (12.0 percent) FP500 board seats.⁶ This number increased 0.8 points, from 11.2 percent in 2003.



DID THE PERCENTAGE OF WOMEN BOARD DIRECTORS CHANGE FROM 2001 TO 2005?

The absolute number of board seats held by women has increased every year since 2001, from 431 in 2001 to 476 in 2003 to 508 in 2005. This increase has occurred despite a decrease in the total number of board seats, from 4,421 in 2001 to 4,247 in 2003 to 4,225 in 2005. Since 2001, the percentage of board seats held by women has increased 2.2 points, from 9.8 percent in 2001 to 11.2 percent in 2003 to 12.0 percent in 2005.

Table 1: Number of Seats Held by Women: 2001, 2003, 2005

Year	Total Number of Seats	Number of Seats Held by Women	Percentage of Seats Held by Women
2005	4,225	508	12.0
2003	4,247	476	11.2
2001	4,421	431	9.8

HOW MANY COMPANIES HAD WOMEN BOARD DIRECTORS?

In 2005, 236 FP500 companies (47.2 percent) had no women board directors. In both 2001 and 2003, 257 companies (51.4 percent) had no women board directors. Of the 236 companies with no women board directors in 2005, 166 of them had no women board directors in 2003, 19 had one woman board director, 2 had multiple women board directors, and 49 were not on the FP500 list.

⁶ In 2005, five companies reported that their organizations have no Canadian board of directors: Home Depot Canada, Standard Aero Holdings Inc., Washington Marine Group, Burger King Restaurants of Canada Inc., and British Columbia Liquor Distribution Branch.

The percentage of companies that had one woman board director increased by three points, to 27.0 percent (135 companies) from 24.0 percent (120 companies) in 2003, and was slightly above the 26.6 percent (133 companies) in 2001. Of the 135 companies with one woman board director in 2005, 67 had one woman board director in 2003, 28 had no women board directors, 15 had multiple women board directors, and 25 were not on the FP500 list.

The percentage of companies that had multiple (two or more) women board directors increased by 1.2 points, to 25.8 percent (129 companies) from 24.6 percent (123 companies) in 2003. The percentage of companies with multiple women board directors steadily climbed from 22.0 percent (110 companies) in 2001 to the current level of 25.8 percent. Of the 129 companies with multiple women board directors in 2005, 97 of them had multiple women board directors in 2003, 4 had no women board directors, 20 had one woman board director, and 8 were not on the FP500 list.

Figure 2: Percentage of Companies with Zero, One, or Multiple Women Directors:

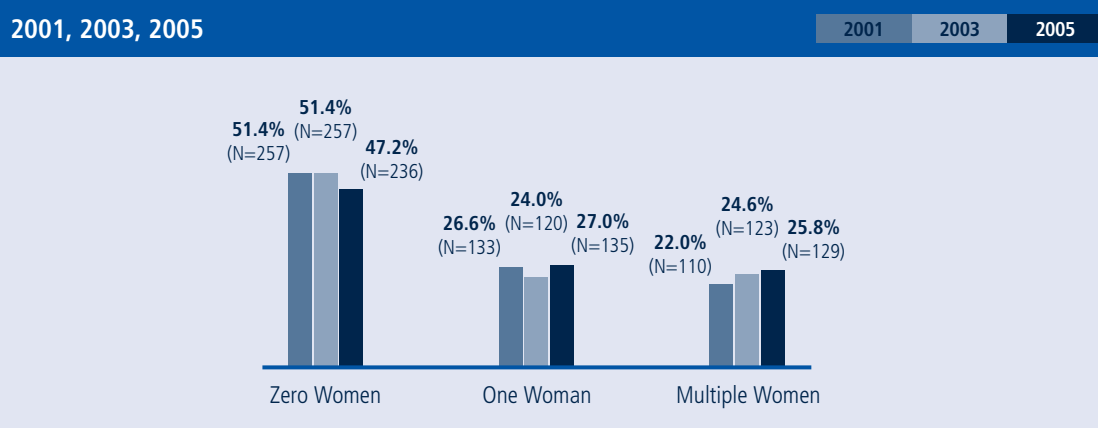


Table 2: Where were the 2005 FP500 companies in 2003?

In 2005, the FP500 companies were divided in the following manner:		
Zero Women	One Woman	Multiple Women
236 companies	135 companies	129 companies
In 2003, of these 236 companies:	In 2003, of these 135 companies:	In 2003, of these 129 companies:
◆ 166 had no women	◆ 28 had no women	◆ 4 had no women
◆ 19 had one woman	◆ 67 had one woman	◆ 20 had one woman
◆ 2 had multiple women	◆ 15 had multiple women	◆ 97 had multiple women
◆ 49 were not on the FP500	◆ 25 were not on the FP500	◆ 8 were not on the FP500

HOW MANY COMPANIES HAD TWENTY-FIVE PERCENT OR MORE WOMEN BOARD DIRECTORS?

In 2005, 12.6 percent of FP500 companies (63 companies) had one-quarter or more women board directors, up from 10.4 percent (52 companies) in 2001 and 12.4 percent (62 companies) in 2003. Twelve FP500 companies had 50 percent or more board seats held by women, compared to nine companies in 2003 and five companies in 2001.

Table 3: FP500 Companies with 25 Percent or More Women Board Directors (N=63)

Company	FP Rank	Women Directors	Total Directors	Percentage Women Directors
CROWN CORPORATIONS (N=27)				
Liquor Control Board of Ontario	96	3	5	60.0
Manitoba Liquor Control Commission	435	5	9	55.6
Manitoba Lotteries Corp.	486	5	9	55.6
Saskatchewan Auto Fund	362	6	13	46.2
Canadian Broadcasting Corp.	404	5	11	45.5
Canada Post Corp.	41	4	9	44.4
Insurance Corp. of British Columbia	93	4	9	44.4
The Manitoba Public Insurance Corp.	349	4	9	44.4
Farm Credit Canada	347	5	12	41.7
Saskatchewan Power Corp.	206	5	12	41.7
Canada Mortgage and Housing Corp.	116	4	10	40.0
British Columbia Buildings Corp.	431	3	8	37.5
Loto-Québec	111	3	8	37.5
Workplace Safety & Insurance Board	121	3	8	37.5
British Columbia Hydro and Power Authority	92	4	11	36.4
Export Development Canada	196	5	14	35.7
British Columbia Lottery Corp.	208	3	9	33.3
Business Development Bank of Canada	351	5	15	33.3
Saskatchewan Telecommunications	268	4	12	33.3
Société de transport de Montréal	307	3	9	33.3
Alberta Gaming and Liquor Commission	104	2	7	28.6
Bank of Canada	161	4	14	28.6
Ontario Lottery and Gaming Corp.	52	2	7	28.6
Workers' Compensation Board of British Columbia	184	2	7	28.6
New Brunswick Power Corp.	202	3	12	25.0
Nova Scotia Liquor Corp.	449	2	8	25.0
Société immobilière du Québec	357	2	8	25.0
PRIVATE COMPANIES (N=23)				
The Azrieli Group of Cos.	443	4	5	80.0
Vancouver City Savings Credit Union	388	7	9	77.8
Nestlé Canada Inc.	131	2	3	66.7

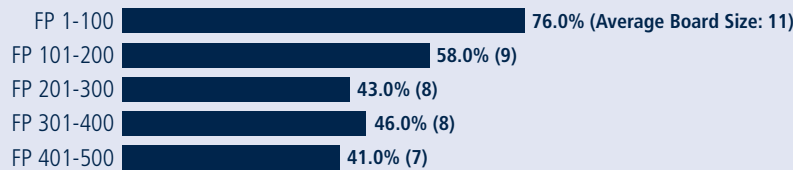
Table 3: FP500 Companies with 25 Percent or More Women Board Directors (N=63)
(Continued)

Company	FP Rank	Women Directors	Total Directors	Percentage Women Directors
Sun Microsystems of Canada Inc.	475	2	3	66.7
Thompsons Ltd.	445	2	3	66.7
Aliments Breton (Canada) Inc.	473	4	8	50.0
Hewlett-Packard (Canada) Co.	99	1	2	50.0
Honeywell Ltd.	409	2	4	50.0
Chubb Insurance Co. of Canada	372	3	8	37.5
Coast Capital Savings Credit Union	474	4	11	36.4
Ernst & Young LLP	344	4	11	36.4
ADP Canada Co.	460	1	3	33.3
BASF Canada	228	2	6	33.3
ConocoPhillips Canada Resources Corp.	177	1	3	33.3
Co-operators Life Insurance Co.	375	7	21	33.3
General Electric Canada Inc.	117	1	3	33.3
The Independent Order of Foresters	327	4	15	26.7
Amex Bank of Canada Inc.	288	2	8	25.0
British Columbia Ferry Services Inc.	389	3	12	25.0
Cara Operations Ltd.	213	2	8	25.0
Schlumberger Canada Ltd.	325	1	4	25.0
Shato Holdings Ltd.	464	1	4	25.0
Xerox Canada Inc.	211	1	4	25.0
PUBLIC COMPANIES (N=11)				
Corus Entertainment Inc.	332	5	10	50.0
The Jean Coutu Group (PJC) Inc.	74	6	16	37.5
Co-operators General Insurance Co.	169	7	21	33.3
Winpak Ltd.	400	2	6	33.3
Sears Canada Inc.	47	3	10	30.0
Canadian Imperial Bank of Commerce	14	5	18	27.8
The Bank of Nova Scotia	15	4	15	26.7
Emera Inc.	210	3	12	25.0
ING Canada Inc.	83	3	12	25.0
Petro-Canada	19	3	12	25.0
Potash Corp. of Saskatchewan Inc.	84	3	12	25.0
CO-OPERATIVES (N=2)				
Calgary Co-operative Association Ltd.	306	4	9	44.4
Federated Co-operatives Ltd.	70	6	19	31.6

DID LARGER COMPANIES HAVE MORE WOMEN BOARD DIRECTORS?

In 2005, more higher-ranked FP500 companies had at least one woman on their board of directors.⁷ Seventy-six of the first 100 companies on the FP500 had at least one woman director, whereas only 41 of the lowest 100 companies in the FP500 had at least one woman director. This relationship also existed in 2003, at which time 79 of the first 100 companies and 33 of the lowest 100 companies on the FP500 had at least one woman board director.

Figure 3: Percentage of FP500 Companies with At Least One Woman Board Director, by FP Rank



HOW MUCH TURNOVER WAS THERE ON THE BOARDS OF FP500 COMPANIES?

This is the first year that Catalyst has examined turnover among FP500 boards of directors. There are 412 companies for which we have board data from 2003, and from which we are able to develop a picture of the board seats that became open and how they were filled.⁸

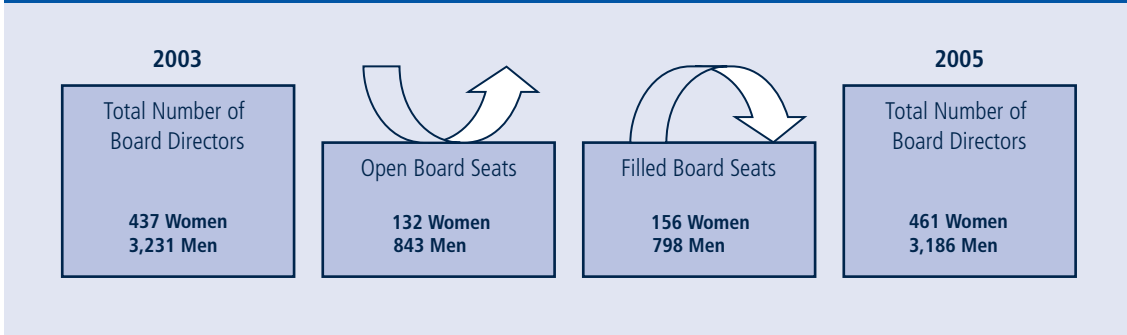
In 2003, the boards of the 412 companies in this analysis comprised 3,668 seats filled by 437 women and 3,231 men. Of these, 975 became open as a result of the incumbent leaving the board. Seats held by women accounted for 13.5 percent (132 seats) of these board openings, or roughly one in every seven board openings.

Conversely, women filled approximately one in every six vacant board seats from 2003 to 2005, more than offsetting the number of women who left a board during the same time period. In other words, 16.4 percent (156 seats) of board seats were filled by women, increasing the overall percentage of women board directors at these companies from 11.9 percent in 2003 to 12.6 percent in 2005.

⁷ FP500 companies with larger revenues tend to have larger boards, which is correlated with larger numbers of women on company boards.

⁸ There were 412 companies on the FP500 list in 2005 for which we have data from 2003 and were therefore able to include in the turnover analysis. The remaining 88 companies on the FP500 in 2005 were not included in this analysis because they did not have useable data from 2003, either because they were not on the FP500 list in 2003 or because they did not verify director names in 2003 or 2005.

Figure 4: Board Turnover: 2003-2005



Interestingly, although crown corporations comprised less than 10 percent of the 412 companies in this analysis, they accounted for more than a third of the board movement during the past two years and as such were a significant driver of the increase in the number of women board directors from 2003 to 2005. Indeed, 40 percent of the board seats filled by women (62 of 156 seats) were in crown corporations.

Figure 5: Open Board Seats Previously Held by Women, by Company Type

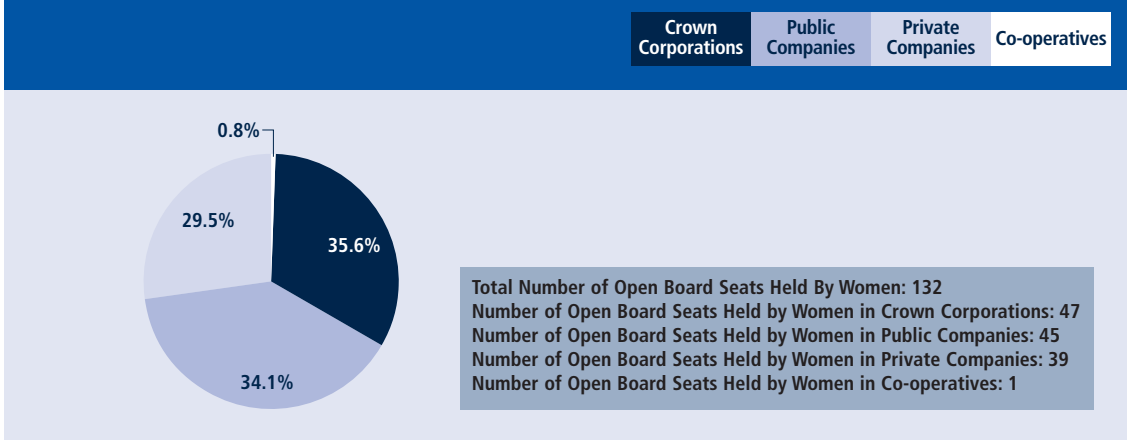
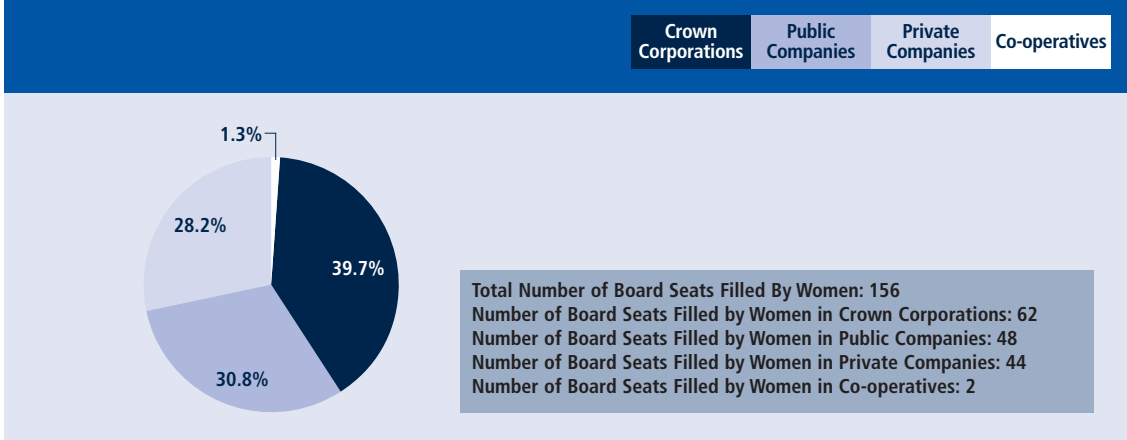


Figure 6: Board Seats Filled by Women, by Company Type



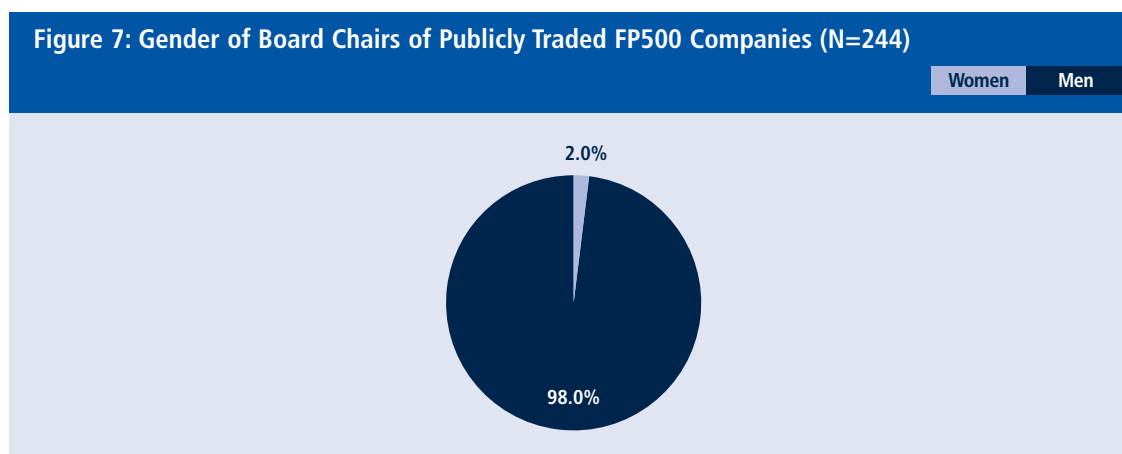
WOMEN CHAIRS

WOMEN BOARD CHAIRS

This year marks the second year Catalyst has gathered board chair information on all publicly traded FP500 companies. There are 244 publicly traded companies on the 2005 FP500, and we asked each company to verify the name and gender of its board chair.⁹

How Many Companies Did Women Chair?

In 2005, women chaired 5 of the 244 (2.0 percent) publicly traded companies on the FP500. This number increased by 2 companies since 2003, at which time 3 of 243 public companies (1.2 percent) were chaired by a woman.



Which Companies Did Women Chair?

The five publicly traded companies chaired by women are listed below.¹⁰

FP Rank	Company Name	Board Chair Name
110	TransAlta Corp.	Donna Soble Kaufman
281	Samuel Manu-Tech Inc.	Elizabeth Samuel
290	Indigo Books & Music Inc.	Heather Reisman
315	Energy Savings Income Fund	Rebecca MacDonald
332	Corus Entertainment Inc.	Heather Shaw

⁹ Catalyst verified board and committee chair information of publicly traded companies only. Publicly traded companies are subject to regular filings, and as such this pool of companies provides the most consistent and accurate data, as opposed to the entire FP500. As of June 2005, 2 of the 244 publicly traded companies verified that their board had no individual board chair, and 2 companies verified their board had co-chairs. There was 1 publicly traded company for which we have no board chair information because the information was not publicly available and the company did not verify their information.

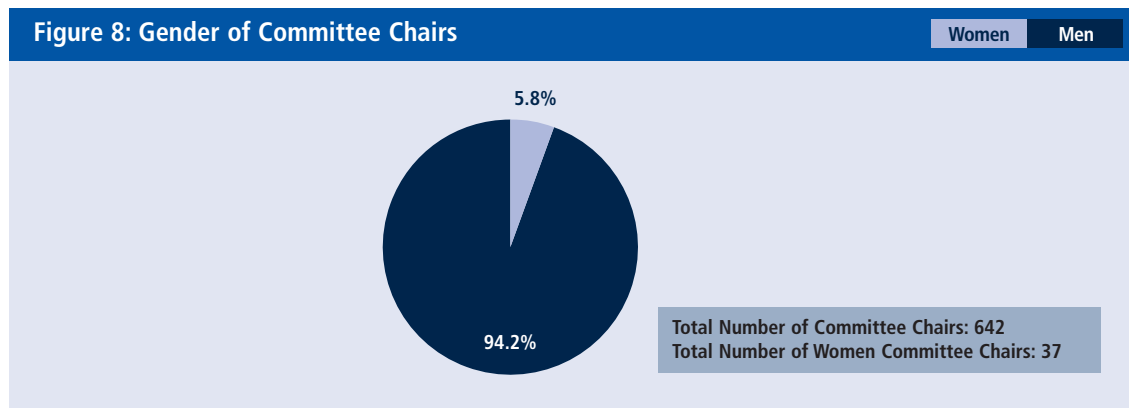
¹⁰ The three companies chaired by women in 2003 were Indigo Books & Music Inc., Samuel Manu-tech Inc., and Corus Entertainment Inc.

WOMEN COMMITTEE CHAIRS

Catalyst also gathered board committee chair information on all 244 publicly traded companies.¹¹ Committees are an important board feature because they structure the board's methods of operation; they "convey an image of responsible activity to the external environment"; and they also serve to "reduce directors' exposure to liability."¹² Committee chairs are responsible for directing committee activity. We examined these positions of additional responsibility in order to determine how women are represented across levels of board activity. We asked companies to verify the names and genders of the chairs of three committees: Audit, Human Resources/Compensation, and Nominating/Corporate Governance.¹³ We focused on these three committees because they are critical committees found most consistently across publicly held companies.

How Many Committee Chairs Were Women?

In 2005, despite the fact that women held 9.2 percent of board seats in public companies, only 37 of the 642 (5.8 percent) chairs of the Audit, Human Resources/Compensation, and Nominating/Corporate Governance committees were women. This proportion was unchanged from 2003.



Which Committees Were Chaired by Women?

In 2005, more women chaired the Nominating/Corporate Governance committee than any other committee. Women held 9.2 percent of the Nominating/Corporate Governance committee chair positions in 2005, an increase of 2.1 points since 2003. The percentage of women chairs of Human Resources/Compensation committees increased by 2.0 points, from 3.4 percent in 2003 to 5.4 percent in 2005. The percentage of women chairs of Audit Committees decreased from 7.1 percent in 2003 to 3.4 percent in 2005.¹⁴

¹¹ As of June 2005, 3 of the 244 publicly traded companies verified that their board had no committee chairs, and 6 companies verified that their board had combined committees (different structures from those presented in this report). Four publicly traded companies, who did not have publicly available committee information, did not verify their information and therefore we have no committee chair information for those companies.

¹² J. Richard Harrison, "The Strategic Use of Corporate Board Committees," *California Management Review*. Vol. 30, Iss. 1 (Fall 1987): p. 109-125.

¹³ For a detailed explanation of the analysis of committee chairs, please refer to Appendix 1.

¹⁴ The drop in the number of women audit committee chairs is not as sizable as it appears because of the retirement of women who held multiple chairs, the change in companies included in the FP500, and other factors.

Table 5: Number and Percentage of Women Committee Chairs: 2003, 2005

Committee	Number of Women Committee Chairs		Total Number of Committee Chairs		Percentage of Women Committee Chairs	
	2003	2005	2003	2005	2003	2005
Audit	15	8	210	234	7.1	3.4
Human Resources/Compensation	7	12	205	224	3.4	5.4
Nominating/Corporate Governance	11	17	154	184	7.1	9.2
Total	33	37	569	642	5.8	5.8

WOMEN BOARD DIRECTORS—THE INDIVIDUAL PERSPECTIVE

HOW MANY BOARD SEATS DID INDIVIDUAL WOMEN AND MEN HOLD?

In 2005, 434 individual women held a total of 508 board seats in FP500 companies, an average of 1.2 seats per woman. At the same time, 3,087 individual men held 3,717 board seats, an average of 1.2 seats per man. The average number of 1.2 seats per woman and per man has remained constant since 2001. In 2003, 382 individual women held a total of 476 board seats and 3,102 individual men held 3,771 board seats.

The percentages of men and women holding one seat and multiple seats, respectively, did not change significantly from 2003 to 2005. In 2005, 86.1 percent of individual men directors and 88.2 percent of individual women directors held one seat, compared with 86.0 percent for both men and women directors in 2003. This finding contradicts the notion that only a handful of women are board-ready and that these board-ready women sit on many boards.¹⁵

Figure 9: Percentages of Women Serving On One, Two, Three, or Four or More Boards

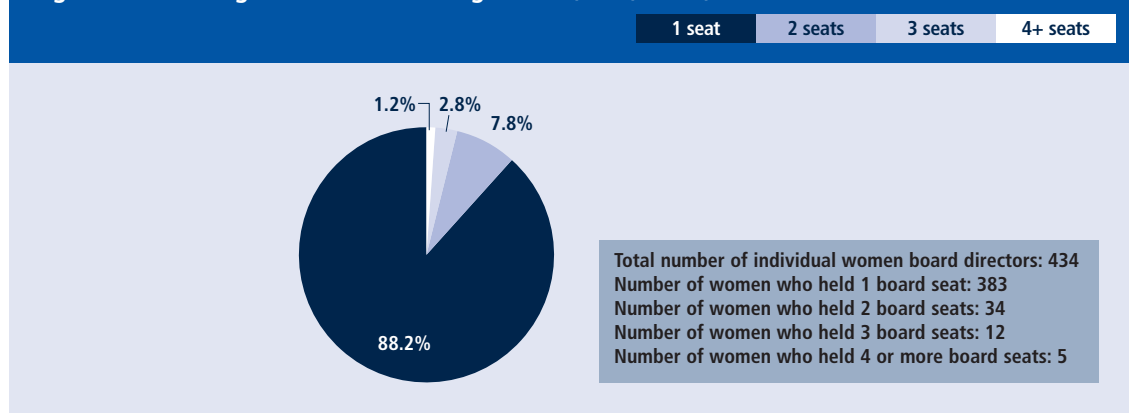
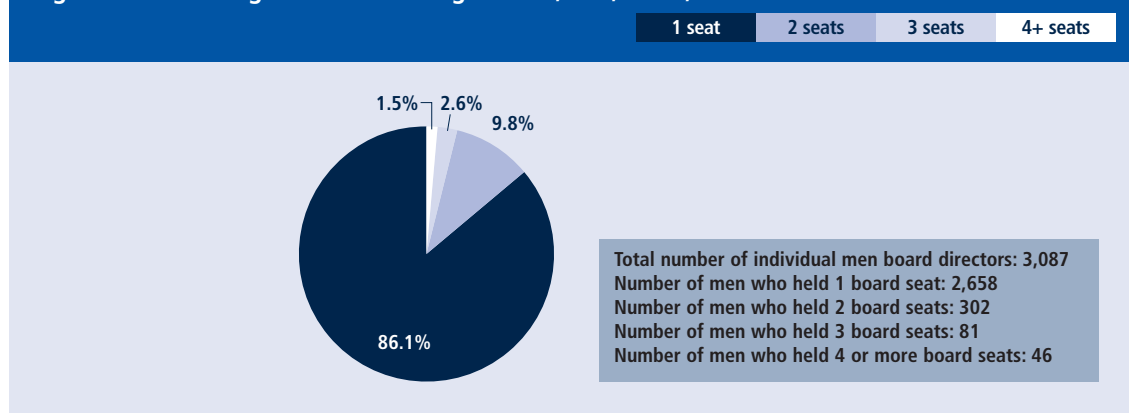


Figure 10: Percentages of Men Serving On One, Two, Three, or Four or More Boards



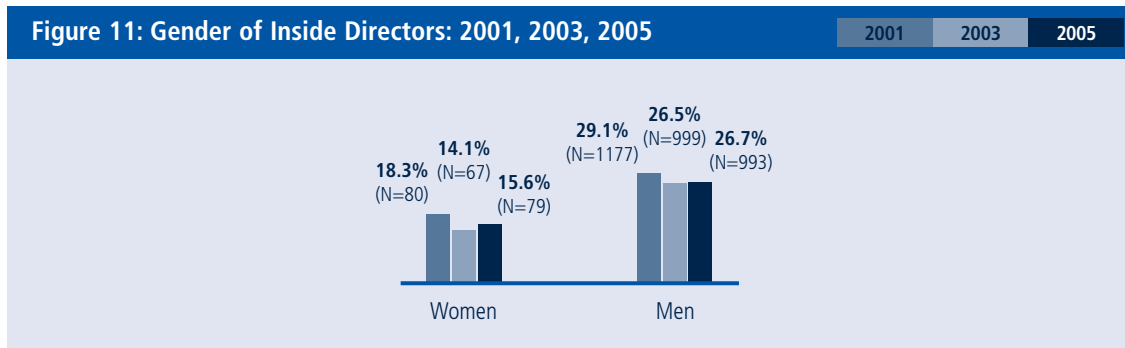
¹⁵ Richard Leblanc & James Gillies, *Inside the Boardroom: How Boards Really Work and the Coming Revolution in Corporate Governance*. Mississauga: John Wiley & Sons Canada, Ltd., 2005.

HOW MANY WOMEN BOARD DIRECTORS WERE INSIDE DIRECTORS?

Board directors who hold executive positions at the company are classified as *inside* directors, while those who are not employed by the company are classified as *outside* directors. Catalyst asked companies to verify which of their board directors were inside directors and which were outside directors.

Consistent with 2003, women held proportionally fewer inside seats than men did. In 2005, 15.6 percent of board seats held by women (79 out of 508) were classified as inside, whereas 26.7 percent of board seats held by men (993 out of 3,717) were classified as inside. From 2001 to 2003, it appeared that there was a trend, for both men and women, of the proportion of inside seats decreasing. However, the proportion of inside women directors increased since 2003, at which time 14.1 percent of board seats (67 out of 476) were held by inside women, and the proportion of inside men directors was relatively unchanged since 2003, when 26.5 percent of board seats (999 out of 3,771) were held by inside men.

Holding a position in a company's senior ranks (e.g., Chief Executive Officer, Chief Financial Officer, etc.) is often a stepping stone to an inside board seat. However, because women held only 7.1 percent of "clout" titles or senior management positions,¹⁶ they are less likely to occupy an inside seat on an organization's board. Consequently, women are more likely than men to be outside directors.



¹⁶ Catalyst, *2004 Catalyst Census of Women Corporate Officers and Top Earners of Canada*, (2005).

WOMEN BOARD DIRECTORS—THE COMPANY PERSPECTIVE

DID THE PERCENTAGES OF WOMEN ON BOARDS DIFFER AMONG PUBLIC, PRIVATE, CROWN AND CO-OPERATIVE COMPANIES?

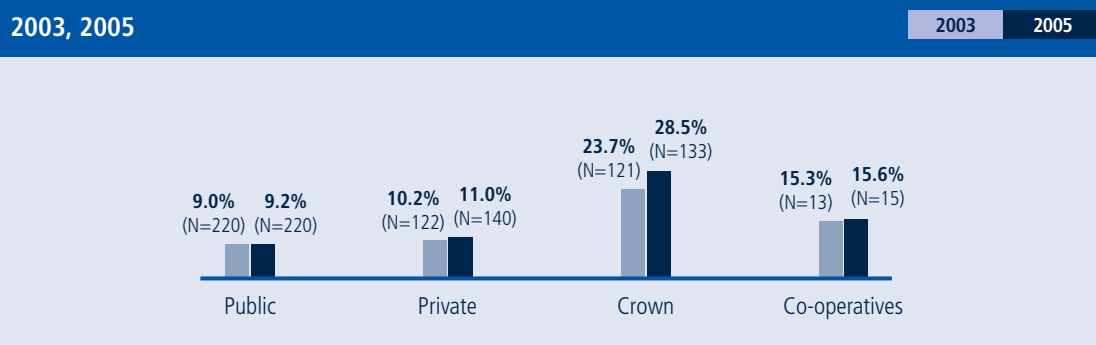
The FP500 list is split almost evenly between publicly held and non-publicly held companies.

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

In the 2005 FP500, there are 244 publicly held companies, 204 privately held companies, 44 crown corporations and 8 co-operatives.

Like in 2003, there was a higher percentage of women on the boards of crown corporations than at any other type of FP500 company. In crown corporations, women held 28.5 percent of board seats, compared to 15.6 percent at co-operatives, 11.0 percent at private companies, and 9.2 percent at public companies.

Figure 12: Percentage of Board Seats Held by Women, by Company Ownership:



Crown corporations experienced the largest increase in the percentage of board seats held by women: they increased 4.8 points from 23.7 percent in 2003 to 28.5 percent in 2005. Although crown corporations represented only ten percent of the FP500 companies, they had a disproportionate effect on the percentage of women on boards in the greater FP500. The high percentage of women board directors in crown corporations is likely due to the ties these companies have to the government and the requirement that they ensure their board members are representative of their stakeholders, so that their boards have experience in or an appreciation of stakeholder issues.

In fact, to a degree, the strong performance of crown corporations masked the poor performance of private companies, co-operatives, and public companies. Private companies experienced a small increase in the percentage of women on their boards, increasing 0.8 points from 10.2 percent in 2003 to 11.0 percent in 2005. Co-operatives maintained a relatively constant percentage of women, increasing 0.3 points from 15.3 percent in 2003 to 15.6 percent in 2005. The smallest change occurred in public companies, which increased the percentage of seats held by women by only 0.2 points, from 9.0 percent in 2003 to 9.2 percent in 2005.

Consistent with 2003, crown corporations were also leaders in terms of women’s presence on boards—100 percent of crown corporations had at least one woman board director, an increase from 93.9 percent in 2003. Co-operatives also continued to have a comparatively high percentage of companies with at least one woman board director (87.5 percent), an increase from 85.7 percent in 2003. As compared to crown corporations and co-operatives, public and private companies had smaller percentages of companies with at least one woman board director; however they did increase their numbers since 2003. Of the public companies, 56.6 percent had at least one woman board director, up 4.3 points from 52.3 percent in 2003. In contrast, 36.8 percent of private companies had at least one woman board director, up 5.0 points from 31.8 percent in 2003.

Table 6: Total and Average Number of Board Seats, by Ownership: 2003, 2005

Ownership	Number of Companies		Average Board Size		Total Number of Board Seats Held By Women		Total Number of Board Seats		Percentage of Board Seats Held By Women	
	2003	2005	2003	2005	2003	2005	2003	2005	2003	2005
Public	243	244	10	10	220	220	2,453	2,388	9.0	9.2
Private	201	204	6	6	122	140	1,199	1,274	10.2	11.0
Crown	49	44	10	10	121	133	510	467	23.7	28.5
Co-operatives	7	8	12	12	13	15	85	96	15.3	15.6

DID THE PERCENTAGES OF WOMEN ON BOARDS DIFFER BETWEEN CANADIAN- AND FOREIGN-OWNED COMPANIES?

Foreign investment has long been a significant feature of the Canadian corporate sector. One-third of the FP500 companies operating in Canada are not majority Canadian-owned entities.¹⁷ Because of the role foreign-owned companies play in the Canadian economy, this Census provides a comparison of board directors in both foreign- and Canadian-owned companies on the FP500.

¹⁷ For a definition of foreign-owned companies, please see Appendix 1.

Consistent with 2003, there was a higher percentage of women board directors in Canadian-owned companies than in foreign-owned companies. Women held 12.8 percent of board director seats in Canadian-owned companies, compared with 12.1 percent in 2003; and 8.7 percent in foreign-owned companies, compared with 8.0 percent in 2003. Foreign-owned companies tend to have smaller boards, with an average of 6 seats, whereas the average number of seats on a Canadian-owned board is 10 seats. Size of the board of directors is correlated with the presence of women board directors, therefore a larger board is more likely to have more women directors.

Table 7: Women Board Directors in Canadian- and Foreign-Owned Companies: 2003, 2005

Ownership	Total Number of Companies		Average Board Size		Number of Board Seats Held By Women		Total Number of Board Seats		Percentage of Board Seats Held By Women	
	2003	2005	2003	2005	2003	2005	2003	2005	2003	2005
Canadian	333	350	10	10	399	434	3,288	3,379	12.1	12.8
Foreign	167	150	6	6	77	74	959	846	8.0	8.7

WOMEN BOARD DIRECTORS—THE INDUSTRY PERSPECTIVE

WHICH INDUSTRIES HAD THE HIGHEST PERCENTAGES OF WOMEN BOARD DIRECTORS?

Catalyst analyzed the percentages of women on boards by the broad range of industry categories listed in the FP500. The companies in each industry vary from year to year.

In 2005, the following industries had the highest percentages of women board directors: Insurance Services; Real Estate; Credit Unions; Property and Casualty Insurance; Entertainment; Multimedia; Life and Health Insurance; Banks; General Merchandisers; and Food and Drug Stores. Three of these industries were new to this list in 2005: Insurance Services; Real Estate; and Multimedia.

Of the seven industries that were on this list in 2003, the General Merchandisers, Banks, and Property and Casualty Insurance industries each increased the percentage of seats held by women on their boards. The Food and Drug Stores, Life and Health Insurance, Entertainment, and Credit Unions industries each saw decreases in the percentage of seats held by women on their boards.

Table 8: Industries with Highest Percentages of Women Directors: 2003, 2005

Industry*	Number of Companies		Number of Board Seats Held By Women		Total Number of Board Seats		Percentage of Board Seats Held By Women		Increase or Decrease Since 2003
	2003	2005	2003	2005	2003	2005	2003	2005	
Insurance Services	n/a	3	n/a	8	n/a	26	n/a	30.8	n/a
Real Estate	9	5	5	9	71	36	7.0	25.0	↑
Credit Unions	5	4	25	17	79	68	31.6	25.0	↓
Property and Casualty Insurance	17	16	34	32	175	155	19.4	20.6	↑
Entertainment	11	9	19	15	88	74	21.6	20.3	↓
Multimedia	11	9	18	21	134	110	13.4	19.1	↑
Life and Health Insurance	10	8	28	21	142	113	19.7	18.6	↓
Banks	13	13	29	29	161	158	18.0	18.4	↑
General Merchandisers	6	6	10	10	63	58	15.9	17.2	↑
Food and Drug Stores	12	13	18	20	107	125	16.8	16.0	↓

*Industries with fewer than three FP500 companies have not been included in the analysis. The following industries have been excluded: Benefit/Human Resources, Environmental Services, Food Distributors, Holding Company, Advertising, and Trust Company.

WHICH INDUSTRIES HAD THE LOWEST PERCENTAGES OF WOMEN BOARD DIRECTORS?

In 2005, the following industries had the lowest percentages of women board directors: Gold Mining; Motor Vehicles and Parts; Real Estate Investment Trusts; Construction and Engineering; Information Technology; Paper and Forest Products; Pharmaceuticals and Biotechnology; Metals and Mining; High-Tech Manufacturing; and Oil and Gas Field Services. Four of these industries are new to this list in 2005: High-Tech Manufacturing; Pharmaceuticals and Biotechnology; Paper and Forest Products; and Real Estate Investment Trusts.

Of the six industries that were on this list in 2003, the Gold Mining, Information Technology, Metals and Mining, and Oil and Gas Field Services industries either improved or maintained the percentage of seats held by women on their boards. Only Construction and Engineering and Motor Vehicles and Parts saw decreases in the percentage of seats held by women.

Table 9: Industries with Lowest Percentages of Women Directors: 2003, 2005

Industry*	Number of Companies		Number of Board Seats Held By Women		Total Number of Board Seats		Percentage of Board Seats Held By Women		Increase or Decrease Since 2003
	2003	2005	2003	2005	2003	2005	2003	2005	
Gold Mining	5	5	1	1	49	50	2.0	2.0	–
Motor Vehicles and Parts	19	20	4	3	116	113	3.4	2.7	↓
Real Estate Investment Trusts	n/a	4	n/a	1	n/a	35	n/a	2.9	n/a
Construction and Engineering	18	14	8	3	141	95	5.7	3.2	↓
Information Technology	13	10	4	4	72	71	5.6	5.6	–
Paper and Forest Products	19	21	15	10	170	169	8.8	5.9	↓
Pharmaceuticals and Biotechnology	9	7	7	3	55	46	12.7	6.5	↓
Metals and Mining	11	16	4	10	103	147	3.9	6.8	↑
High-Tech Manufacturing	17	23	8	10	106	136	7.5	7.4	↓
Oil and Gas Field Services	7	9	3	5	52	66	5.8	7.6	↑

*Industries with less than three FP500 companies have not been included in the analysis. The following industries have been excluded: Benefit/Human Resources, Environmental Services, Food Distributors, Holding Company, Advertising, and Trust Company.

CONCLUSIONS

Despite individual success stories of women who have made it to the top of their fields, the overall story of women in corporate governance is disheartening. In 2005, women held 12.0 percent of all FP500 board seats, up from 11.2 percent in 2003—only a 0.8 point increase in two years. This rate of change is consistent with the rate that we have witnessed ever since we began counting women board directors seven years ago—glacial. Furthermore, in 2005 the number of companies with a critical mass of women in the boardroom (i.e., 25 percent or more) only increased by one, from 62 companies in 2003 to 63 companies in 2005. Most surprisingly, public companies, as a whole, have not made any progress in the number of women on their boards since 2003.

However, there are some positive signs of change. For four years, the percentage of companies with at least one woman board director stagnated at 48.6 percent, but in 2005, this number finally changed to 52.8 percent. As well, the number of public companies with a woman chair increased by two companies, from three companies in 2003 to five companies in 2005. The percentage of companies with multiple women board directors increased to 25.8 percent, up almost 4.0 points since 2001.

Catalyst research and advisory services work has demonstrated repeatedly that there are genuine organizational barriers that hinder women's advancement. Ultimately, dramatically increasing the number of women in the boardrooms of Canada's largest companies will require the organizational commitment of FP500 companies and their leaders to including women in positions of power, influence, and authority. These companies must embrace the business case for gender diversity. The number of women in the boardroom is clearly not commensurate with women's influence on the Canadian economy. Women are an enormous portion of the talent pool and wield significant market clout. Researchers have repeatedly demonstrated that when effectively managed, diverse groups display better decision-making.¹⁸ Indeed, since gender diversity in top management teams is associated with stronger financial performance,¹⁹ we argue that companies that fail to address the under-representation of women on their boards run a financial risk that more proactive companies do not.

We challenge FP500 companies to leverage diversity at all levels of their organization. We recognize that institutional change is a slow process, but change at a rate of 0.8 points in two years is underwhelming at best. The slow rate of change will continue until FP500 companies, particularly publicly traded companies, break the standstill and actively seek to diversify their boards. Ultimately, for the Canadian business community to reap the benefits of diversity, companies must realize that it is imperative to have women on their boards and that having only one woman on their board is not enough. In the final analysis, a concerted and progressive approach from the business community is required to see a meaningful improvement in this important business indicator.

¹⁸ Sarah Moore, "Understanding and Managing Diversity Among Groups at Work: Key Issues for Organizational Training and Development," *Journal of European Industrial Training* vol. 23, no. 4/5 (1999): p. 208-217.

¹⁹ Catalyst, *The Bottom Line: Connecting Corporate Performance and Gender Diversity* (2004). In this study Catalyst demonstrated that, on average, companies with more women in senior management financially outperform companies with fewer women in senior management.

WHAT CAN COMPANIES AND BOARDS DO?

- ◆ Identify and communicate your company's business case for board diversity.
- ◆ Improve your pipeline so the pool for board members grows.
- ◆ Prepare your own senior women for board service and let them sit on boards.
- ◆ Insist on a diverse slate of qualified candidates when recruiting for board members.
- ◆ Hire an external search firm to aid in tapping into the talent pool of qualified women.
- ◆ Engage women and men directors to mentor and recruit other women onto boards.

WHAT CAN INDIVIDUAL WOMEN DO?

Shape your career

- ◆ Obtain leadership experience
- ◆ Make a strategic plan for yourself that includes line positions
 - ▼ Operating experience and financial knowledge are key
- ◆ Be visible at your company
 - ▼ Seek committees or projects that give you a chance to interact with top management

Be visible outside your company

- ◆ Serve on a nonprofit or advisory board
- ◆ Seek appointment to government commissions
- ◆ Join and speak at professional or industry-related organizations
- ◆ Seek and accept interview requests with the media

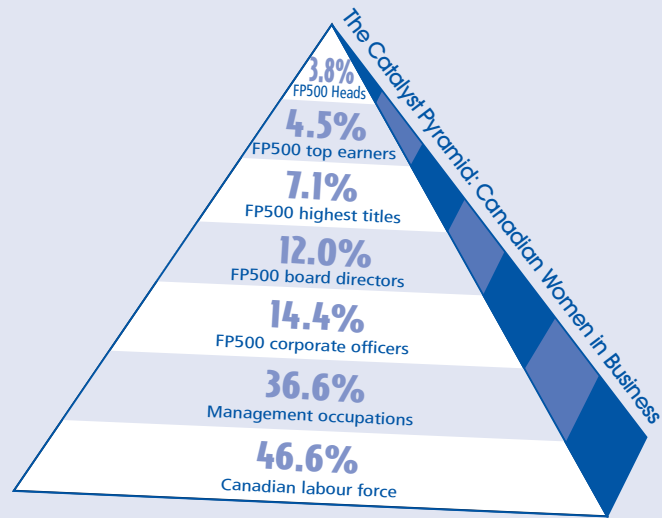
Make your interest known

- ◆ Make board members, colleagues, and senior management aware that you are interested and available for nonprofit and corporate board positions
- ◆ Introduce yourself to those who conduct board searches

Prepare yourself

- ◆ Know about boards; be well read; take courses
- ◆ Get your resume ready
 - ▼ Emphasize what boards are looking for
 - ▼ Be clear about the responsibilities you have had
 - ▼ Use dates clearly when describing your education and professional experience
 - ▼ Write your biography and gather articles you have authored
 - ▼ Keep your resume, biography, and articles handy

The Catalyst Pyramid—Canadian Women in Business, 2005



Sources: Statistics Canada, Labour Force Survey, 2004;
Catalyst, 2004 Catalyst Census of Women Corporate Officers of Canada;
Catalyst, 2005 Catalyst Census of Women Board Directors of the FP500.

APPENDIX 1: METHODOLOGY

Catalyst's Census research is distinguished 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 provides a precise picture of women's status and progress that is comparable from year to year.

In June 2005, Catalyst sent a letter to our contacts in each of the FP500 companies (as published in the June 2005 issue of the *National Post Business Magazine*). The letter requested the companies to:

1. Certify the company's total number of board directors and women directors as of June 3, 2005.
2. Verify the name, profession, and gender of each of the company's board directors as of June 3, 2005.
3. Confirm which directors were inside directors and which were outside directors.
4. Confirm the name and gender of the following chairs:
 - ◆ Board Chair
 - ◆ Audit Committee Chair
 - ◆ Human Resources/Compensation Committee Chair
 - ◆ Nominating/Corporate Governance Committee Chair

If companies did not respond to the initial letter, Catalyst staff made follow-up calls. In total, 1,197 such calls were made. If companies still did not verify, Catalyst Canada's President sent letters to the company's chief executive office informing the CEO that we had not received the company-verified data, and that we would publish publicly available data if the company did not provide verification. Catalyst sent a total of 300 follow-up letters to CEOs of FP500 companies. For those companies that, despite repeated attempts, did not verify their data, Catalyst published the data that was collected from public sources, including annual reports and management proxy statements. In 2005, 444 FP500 companies (88.8 percent) verified their data.

CHAIRS OF BOARDS AND COMMITTEES

Board Chairs

Since 2003, we have counted the number of board chairs of every publicly traded FP500 company. The chair of an organization has a critical leadership role because he or she leads the board of directors in assuring the integrity of the board's processes and in setting the agenda for board meetings.

Chairs of Board Committees

Also since 2003, we have counted the women and men on boards of publicly traded companies who chair three committees—Audit, Human Resources/Compensation, and Nominating/Corporate Governance. We examined these positions of additional board responsibility in order to determine how women are represented across levels of board activity. We focused on these three committees in particular because they are critical committees that are found most consistently across publicly traded companies.

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

CANADIAN-OWNED AND FOREIGN-OWNED COMPANIES

Many large FP500 companies operating in Canada are not majority Canadian-owned entities. Approximately one-third of the 2005 FP500 list are foreign-owned companies operating in Canada. In this report, Catalyst defines company ownership based on the definition used by Statistics Canada, which describes two types of foreign control: direct and effective control.²⁰ Direct control is foreign ownership of at least 50% of a firm's shares; effective control is foreign 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 the number of shares owned by the shareholder in question. We consider a company "foreign" according to the effective control definition. For the purposes of the report, we determined ownership based on data provided in the FP500 list.

PUBLIC, PRIVATE, CROWN, AND CO-OPERATIVE COMPANIES

The FP500 list is diverse in terms of company ownership. In 2005, almost half of the FP500 companies were publicly traded. A publicly held company has held an initial public offering and has shares that are traded on a stock exchange or in the over-the-counter market. Public companies are subject to periodic filing and other obligations under the federal securities laws. Privately held companies are owned by one or several individual(s), family, or parent company, and do not trade shares on a stock market. Crown corporations are owned by either federal or provincial governments. Co-operatives are owned by a collective of individuals. For the purposes of the report, we determined ownership based on data provided in the FP500 listing.

²⁰ Source: Statistics Canada, *Corporate Returns Act*, 1999

APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS, BY COMPANY WITH FP500 RANK

407 INTERNATIONAL INC. (491) Marylyne Campbell	ALIMENTS BRETON (CANADA) INC. (473) Josée Breton	BANK OF CANADA (161) Kit Chan
A&W FOOD SERVICES OF CANADA INC. (401) None	Line Breton	Barbara R. Hislop
ABBOTT LABORATORIES LTD. (275) None	Magella Breton	Aldéa Landry
ABER DIAMOND CORPORATION (414) Eira M. Thomas	Nathalie Breton	Jocelyne Pelchat
ABITIBI-CONSOLIDATED INC. (51) Marlene Davidge	ALLIANCE ATLANTIS COMMUNICATIONS INC. (249) Margot Northey	BANK OF MONTREAL (22) Eva Lee Kwok
Lise Lachapelle	ALLSTATE INSURANCE CO. OF CANADA (348) Kelly McDougald	Guylaine Saucier
ACCENTURE INC. (354) None	Francis Myrna	Nancy C. Southern
ACCLAIM ENERGY TRUST (462) Nancy M. Laird	ALTAGAS INCOME TRUST (274)† None	THE BANK OF NOVA SCOTIA (15) N. Ashleigh Everett
ACETEX CORPORATION (324)† None	AMEX BANK OF CANADA (288) Heather Conway	Barbara J. McDougall
ACKLANDS GRAINGER INC. (371) None	Beth S. Horowitz	Elizabeth Parr-Johnston
ADP CANADA COMPANY (460) Karen E. Dykstra	APACHE CANADA LTD. (203) None	Barbara S. Thomas
AECON GROUP INC. (252) None	APOTEX INC. (323) None	BARRICK GOLD CORPORATION (122) None
AGF MANAGEMENT LIMITED (340) None	ARC ENERGY TRUST (316) None	BARRY CALLEBAUT CANADA INC. (496) Céline Letarte
AGRICORE UNITED (106) Alanna L. Koch	ASTRAL MEDIA INC. (397) Edith Greenberg	BASF CANADA (228) Shadi Dastranj
AGRICULTURE FINANCIAL SERVICES CORP. (295) Lynn Dechant	Mila P. Mulroney	Robin C. Rotenberg
AGRIUM INC. (86) Germaine Gibara	ASTRAZENECA CANADA INC. (225) None	BAYER INC. (164) None
Susan A. Henry	ATCO LTD. (95) Nancy C. Southern	BCE INC. (11) Donna S. Kaufman
AGROPUR COOPÉRATIVE (160) Lorna Jean Neveu	ATI TECHNOLOGIES INC. (113) None	Judith Maxwell
AIG LIFE INSURANCE CO. OF CANADA (476) None	ATLANTIC LOTTERY CORPORATION (317) Patricia Mella	BEST BUY CANADA LTD. (101) None
AINSWORTH LUMBER CO. LTD. (265) Catherine E. Ainsworth	ATLAS COLD STORAGE INCOME TRUST (420) None	BIOVAIL CORPORATION (220) None
Susan Ainsworth	ATOMIC ENERGY OF CANADA LIMITED (417) Marnie Paikin	BIRD CONSTRUCTION COMPANY LIMITED (442) None
ALBERTA GAMING AND LIQUOR COMMISSION (104) Lynn Faulder	Stella Thompson	BMT GROUP INC. (291) Marie-Berthe Des Groseillers
Patricia Whiting	Barbara Trenholm	BOMBARDIER INC. (10) Janine Bombardier
ALBERTA TREASURY BRANCHES (313)† Linda Hohol	ATS AUTOMATION TOOLING SYSTEMS INC. (333) None	BOMBARDIER RECREATIONAL PRODUCTS INC. (125) None
Gail D. Surkan	AUR RESOURCES INC. (447) None	BONAVISTA ENERGY TRUST (437) None
ALCAN INC. (2) Christine Morin-Postel	AVENTIS PHARMA INC. (380) None	BOSTON PIZZA INTERNATIONAL INC. (453) None
ALCOA CANADA LIMITED (124) None	AVIVA CANADA INC. (103) Louis Vaillancourt-Châtillon	BOWATER CANADIAN FOREST PRODUCTS INC. (237) None
ALGOMA STEEL INC. (170) Marie Kelly	AXA CANADA INC. (212) None	BRANDT INDUSTRIES LTD. (391) <Not Disclosed>
ALIMENTATION COUCHE-TARD INC. (49) Josée Goulet	THE AZRIELI GROUP OF COMPANIES (443) Danna Azrieli	BRASCAN CORPORATION (59) None
	Naomi Azrieli	BRITISH COLUMBIA BUILDINGS CORP. (431) Taryn Brodie
	Sharon Azrieli	Lucie Gosselin
	Stéphanie Azrieli	Maureen Nicholls
	BABCOCK & WILCOX CANADA LTD. (441) None	

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BRITISH COLUMBIA FERRY SERVICES INC. (389)	CAMPBELL COMPANY OF CANADA (358)	CANPOTEX LIMITED (194)
Elizabeth J. Harrison	Jacki Nelson	None
Doreen Hewitt	CANACCORD CAPITAL INC. (477)	CANWEL BUILDING MATERIALS LTD. (361)
Maureen Macarenko	None	None
BRITISH COLUMBIA HYDRO AND POWER AUTHORITY (92)	CANADA MORTGAGE AND HOUSING CORPORATION (116)	CANWEST GLOBAL COMMUNICATIONS CORP. (145)
Wanda C. Costuros	Catherine C. Cronin	Gail S. Asper
Brenda Eaton	Roberta Hayes	Lisa Pankratz
Alice D. Laberge	Sophie Joncas	CAPGEMINI CANADA INC. (492)
Nancy D. Olewiler	Karen Kinsley	None
BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH (162)[†]	CANADA POST CORPORATION (41)	CARA OPERATIONS LIMITED (213)
N/A	Vivian G. Albo	Rosemary Phelan
BRITISH COLUMBIA LOTTERY CORP. (208)	Denyse Chicoyne	H. Gail Regan
Bruna Giacomazzi	Moya Greene	CARGILL LIMITED (81)
Tazeem Nathoo	Terri M. Lemke	None
Kathy Stevenson	CANADA SAFEWAY LIMITED (54)	CASCADES INC. (97)
BRUCE POWER LP (183)[†]	None	Sylvie Lemaire
None	CANADIAN BROADCASTING CORPORATION (404)	CASTLE BUILDING CENTRES GROUP LTD. (385)
BURGER KING RESTAURANTS OF CANADA INC. (471)[†]	Johanne Brunet	None
N/A	Hélène F. Fortin	CCL INDUSTRIES INC. (190)
BURLINGTON RESOURCES CANADA LTD. (112)	Yasmin Jivraj	Susan J. Cook
Joanne L. Alexander	Nezhat Khosrawshahi	CENTRA GAS MANITOBA INC. (418)
BUSINESS DEVELOPMENT BANK OF CANADA (351)	Trina McQueen	Carol Bellringer
Christiane Bergevin	CANADIAN COMMERCIAL CORPORATION (223)	Leslie Turnbull
Cynthia Desmeules-Bertolin	Martine Corriveau-Gougeon	CFM CORPORATION (335)[†]
Roslyn Kunin	CANADIAN IMPERIAL BANK OF COMMERCE (14)	None
Andrina Lever	Jalynn H. Bennett	CGI GROUP INC. (98)
Valerie Payn	Pat M. Delbridge	Paule Doré
CAE INC. (232)	Margot A. Franssen	Eileen A. Mercier
None	Linda S. Hasenfratz	CHARLWOOD PACIFIC GROUP (130)
CAISSE CENTRALE DESJARDINS (452)	Cynthia M. Trudell	None
Sylvie St-Pierre Babin	CANADIAN NATIONAL RAILWAY COMPANY (42)	CHC HELICOPTER CORPORATION (314)
Louise Charbonneau	V. Maureen Kempston Darkes	Guylaine Saucier
Andrée Lafortune	Edith E. Holiday	CHUBB INSURANCE COMPANY OF CANADA (372)
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (80)	CANADIAN NATURAL RESOURCES LIMITED (44)	Diane P. Baxter
Claudette Carbonneau	Catherine M. Best	Ellen J. Moore
Louise Charette	CANADIAN OIL SANDS TRUST (195)	Janice M. Tomlinson
Sylvie Dillard	E. Susan Evans	CHUM LIMITED (374)
CALGARY CO-OPERATIVE ASSOCIATION LIMITED (306)	CANADIAN PACIFIC RAILWAY LIMITED (78)	Catherine Tait
Johanna M. Bates	Madeleine Paquin	Marjorie Valentine Waters
Terry Geib	CANADIAN TIRE CORPORATION LIMITED (36)	CI FUND MANAGEMENT INC. (259)
Colleen Hillaby	Martha G. Billes	None
Connie Rosenstein	Kathleen Misunas	CINRAM INTERNATIONAL INC. (115)
CALL-NET ENTERPRISES INC. (287)[†]	Maureen J. Sabia	None
Wendy A. Leaney	CANADIAN WHEAT BOARD (73)	CIRQUE DU SOLEIL (411)
CAMBIOR INC. (485)	Bonnie D. DuPont	None
None	V. Lynne Pearson	CISCO SYSTEMS CANADA CO. (263)
CAMECO CORPORATION (241)	CANAM GROUP INC. (329)	None
Nancy E. Hopkins	Anne-Marie Dutil Blatchford	CITIBANK CANADA (467)
	Élaine Beaudoin	None
	CANFOR CORPORATION (94)	CLARKE INC. (469)
	None	None
	CANON CANADA INC. (271)	COAST CAPITAL SAVINGS CREDIT UNION (474)
	Maria Tesla	Christine Brodie
		Karen Kesteloo
		Mary Jane Stenberg
		Elizabeth Rhett Woods

[†] See addendum notes on page 50.
2005 Catalyst Census of Women Board Directors of the FP500

APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS, BY COMPANY WITH FP500 RANK

COGECO INC. (336) Jacqueline L. Boutet	DAIMLERCHRYSLER CANADA INC. (12) None	EPCOR UTILITIES INC. (114) Mary Campbell Arnold Sheila Weatherill
COGNOS INCORPORATED (238) None	DELOITTE & TOUCHE LLP (246) Shelley Brown	ERICSSON CANADA INC. (363) None
COMMISSION DE LA SANTÉ & DE LA SÉCURITÉ DU TRAVAIL (158) Anne Parent	Karen Cramm Mary Ann Finn	ERNST & YOUNG LLP (344) Irene David
COMMONWEALTH PLYWOOD CO. LTD. (489) None	DESJARDINS GENERAL INSURANCE GROUP (199) Annie P. Bélanger Gabrielle Gosselin	Fiona Macfarlane Doris Stammel Karen Wensley
COMPUTER SCIENCES CORPORATION (499) None	DEVON CANADA CORPORATION (126) None	EXPORT DEVELOPMENT CANADA (196) Lise Lachapelle Jocelyne Landry
CONNORS BROS. INCOME FUND (359) None	DOFASCO INC. (69) Sylvia D. Chrominska	Irene M. So Marcella M. Szel Margriet Zwarts
CONOCOPHILLIPS CANADA RESOURCES CORP. (177) Nancy F. Ditts	DOMINION CONSTRUCTION CO. INC. (494) None	EXPORT PACKERS COMPANY LIMITED (322) None
CONTRANS INCOME FUND (495) None	DOMTAR INC. (60) Louise Roy	EXTENDICARE INC. (175) Melan S. Ng
COOLBRANDS INTERNATIONAL INC. (339) Beth L. Bronner	DOREL INDUSTRIES INC. (141) Dian Cohen	FAIRFAX FINANCIAL HOLDINGS LIMITED (35) None
COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (108)† Francine Ferland	DOW CHEMICAL CANADA INC. (79) None	FAIRMONT HOTELS & RESORTS INC. (254) Christine Cross Karen M. Rose
CO-OPERATORS GENERAL INSURANCE COMPANY (169) Katherine Bardswick Johanna Bates Christine Brodie Connie Doucette Sheena Lucas Dona Stewardson Alexandra Wilson	DUNDEE CORPORATION (286)† None	FARM CREDIT CANADA (347) Rosemary Davis Donna Graham Marie-Andrée Mallette Joan Meyer Deborah Whale
CO-OPERATORS LIFE INSURANCE COMPANY (375) Katherine Bardswick Johanna M. Bates Christine Brodie Connie Doucette Sheena Lucas Dona Stewardson Alexandra Wilson	THE ECONOMICAL INSURANCE GROUP (181) Mary N. Bales	FEDERATED CO-OPERATIVES LIMITED (70) Johanna Bates Fern Hansen Alice Marler Marilyn McKee Sandy Richards Laura Vance
CORUS ENTERTAINMENT INC. (332) Wendy A. Leaney Dorothy Zolf McDonald Catherine Roozen Julie M. Shaw Heather A. Shaw	EDS CANADA INC. (279) Cathy Nieroda	FINNING INTERNATIONAL INC. (71) None
COSTCO WHOLESALE CANADA LTD. (33) Louise Wendling	E-L FINANCIAL CORPORATION LIMITED (165) None	FIRSTSERVICE CORPORATION (285) None
COTT CORPORATION (144) Betty Jane Hess Christine A. Magee	ELLIS DON INC. (257) None	FLINT ENERGY SERVICES LTD. (312) None
CP SHIPS LTD. (65) None	EMERA INCORPORATED (210) Gail Cook-Bennett R. Irene d'Entremont Elizabeth Parr-Johnston	FLUOR CANADA LTD. (272) None
CREO INC. (280)† None	EMPIRE COMPANY LIMITED (24) Anna Porter	FORD CREDIT CANADA LIMITED (166) None
	ENBRIDGE INC. (43) E. Susan Evans	FORD MOTOR COMPANY OF CANADA, LIMITED (13) Hope C. Cushman
	ENCANA CORPORATION (18) Valerie A.A. Nielsen Jane L. Peverett	FORDING CANADIAN COAL TRUST (217) Dawn L. Farrell
	ENERFLEX SYSTEMS LTD. (376) Nancy Laird	FORT CHICAGO ENERGY PARTNERS LP (301) None
	ENERGY SAVINGS INCOME FUND (315) Rebecca MacDonald	
	ENERPLUS RESOURCES FUND (299) None	
	ENERSOURCE CORPORATION (338) Janice Baker Hazel McCaillion	
	ENMAX CORPORATION (216) Margot M. Micallef	
	ENSIGN RESOURCE SERVICE GROUP INC. (239) None	

APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS, BY COMPANY WITH FP500 RANK

FORTIS INC. (222) Linda L. Inkpen	GSW INC. (367) Elizabeth J. Malcolm	HYDRO-QUÉBEC (27) Andrée Corriveau
THE FORZANI GROUP LTD. (256) None	H&R REAL ESTATE INVESTMENT TRUST (465) None	Sophie Martin
FPI LIMITED (292) None	H.Y. LOUIE CO. LTD. (75) None	Marie-France Poulin
THE FUTURA CORPORATION (221) None	HARRIS STEEL GROUP INC. (399) None	HYUNDAI AUTO CANADA (236) None
GAZ MÉTRO INC. (171) Nicolle Forget	HARTCO CORPORATION (364) Nina Hart	IBM CANADA LTD. (57) None
GEAC COMPUTER CORPORATION LIMITED (360) None	HATCH ASSOCIATES LTD. (368) None	IMPERIAL OIL LIMITED (8) Sheelagh D. Whittaker
GENERAL ELECTRIC CANADA INC. (117) M. Elyse Allan	HEATING OIL PARTNERS INCOME FUND (436) None	IMPERIAL TOBACCO CANADA LIMITED (186) Barbara J. McDougall
GENERAL MOTORS ACCEPTANCE CORP. OF CANADA LTD. (142) Wende M. Rapson	HEWITT EQUIPMENT LIMITED (337) None	INCO LIMITED (56) Janice K. Henry
GENERAL MOTORS OF CANADA LIMITED (1) None	HEWLETT-PACKARD (CANADA) CO. (99) Lynda Kitamura	Chaviva M. Hosek
GEORGE WESTON LIMITED (3) Anne L. Fraser	HIP INTERACTIVE CORP. (459)[†] None	THE INDEPENDENT ORDER OF FORESTERS (327) Barbara Jean McDougall
M. D. Wendy Rebanks	HOME DEPOT CANADA (62)[†] N/A	E. Irene Miles
GERDAU AMERISTEEL CORPORATION (76) None	HOME HARDWARE STORES LTD. (82) Christine Hand	Debra A. Roessler
GILDAN ACTIVEWEAR INC. (320) None	Ada Kelly	Barbara A. Spencer
GLAXOSMITHKLINE INC. (197) None	Brigitte Michel-Finlay	INDIGO BOOKS & MUSIC INC. (290) Heather Reisman
GOLDER ASSOCIATES CORPORATION (395) Amy Langhorne	HEWLETT-PACKARD (CANADA) CO. (99) Lynda Kitamura	INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL SERVICES INC. (85) Mary C. Arnold
GOODFELLOW INC. (386) None	HIP INTERACTIVE CORP. (459)[†] None	Anne Dutil
GRAHAM GROUP LTD. (398) None	HOME DEPOT CANADA (62)[†] N/A	Lise Lachapelle
THE GREAT ATLANTIC & PACIFIC CO. OF CANADA LTD. (68) None	HOME HARDWARE STORES LTD. (82) Christine Hand	ING BANK OF CANADA (334) Johanne Brossard
GREAT LAKES CARBON INCOME FUND (433) None	Ada Kelly	Eileen A. Mercier
GREATER TORONTO AIRPORTS AUTHORITY (283) Marilynne E. Day-Linton	Brigitte Michel-Finlay	ING CANADA INC. (83) Eileen Mercier
Christine E. Hart	HOME CARE BUILDING CENTRES LIMITED (481)[†] None	Louise Roy
Catherine J. Knipe	HONDA CANADA INC. (21) None	Carol Stephenson
GROUPE B.M.R. INC. (421) Micheline Monette	HONEYWELL LIMITED (409) Charlene R. Arje	INLAND KENWORTH (408) None
GROUPE BROCHU (278) None	Deborah Van Damme	INMET MINING CORPORATION (383) None
GROUPE LAPERRIÈRE & VERREAULT INC. (382) Denyse Chicoyne	HSBC BANK CANADA (152) Nancy Hughes Anthony	INSURANCE CORPORATION OF BRITISH COLUMBIA (93) Alice Downing
Sylvie Lalande	HSBC FINANCIAL CORPORATION LIMITED (444)[†] None	Diane Fulton
GROUPE PROMUTUEL FÉDÉRATION DE SOCIÉTÉS MUTUELLES (438) Liane Levac	HUB INTERNATIONAL LIMITED (430) None	Susan I. Paish
GSI LUMONICS INC. (457)[†] Marina Hatsopoulos	HUDSON BAY MINING AND SMELTING CO., LIMITED (392) None	Lisa Pankratz
	HUDSON'S BAY COMPANY (38) Barbara R. Hislop	INTER PIPELINE FUND (423) None
	Donna Soble Kaufman	INTERNATIONAL FOREST PRODUCTS LIMITED (282) None
	HUSKY ENERGY INC. (31) Poh Chan Koh	INTERNATIONAL TRUCK AND ENGINE CORPORATION CANADA (148) None
	Eva Lee Kwok	INTERTAN INC. (356) None
	HUSKY INJECTION MOLDING SYSTEMS LTD. (243) Elizabeth Schad	INTERTAPE POLYMER GROUP INC. (267) None
	HYDRO ONE INC. (72) Rita Burak	
	Eileen A. Mercier	

[†] See addendum notes on page 50.
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APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS, BY COMPANY WITH FP500 RANK

INTRAWEST CORPORATION (149)	LEON'S FURNITURE LIMITED (406)	MANULIFE FINANCIAL CORPORATION (4)
Marti Morfitt	Mary Ann Leon	Gail C.A. Cook-Bennett
IPSCO INC. (100)	LILYDALE CO-OPERATIVE LTD. (403)	Lorna R. Marsden
Juanita H. Hinshaw	None	MAPLE LEAF FOODS INC. (46)
IRON ORE CO. OF CANADA (377)	LINAMAR CORPORATION (168)	Chaviva M. Hosek
Manon Beauchemin	Linda S. Hasenfratz	MARTINREA INTERNATIONAL INC. (365)
JACOBS CANADA INC. (330)	LIONORE MINING INTERNATIONAL LTD. (393)	None
None	None	MARUBENI CANADA LTD. (415)
JAMES RICHARDSON & SONS, LIMITED (178)	LIONS GATE ENTERTAINMENT CORP. (396)	None
Carolyn A. Hursh	None	MASONITE INTERNATIONAL CORPORATION (109)†
JDS UNIPHASE CANADA LIMITED (276)	LIQUOR CONTROL BOARD OF ONTARIO (96)	None
None	Linda Bramble	MAZDA CANADA INC. (180)
THE JEAN COUTU GROUP (PJC) INC. (74)	Beverley A.K. Hammond	None
Lise Bastarache	Jean Simpson	MBNA CANADA BANK (384)
Sylvie Coutu	LLOYD'S UNDERWRITERS (CANADA) (201)†	None
Marie-Josée Coutu	None	MCCAIN FOODS LIMITED (50)
Nicolle Forget	LOCKERBIE & HOLE INC. (461)	None
Claire Léger	None	MCDONALD'S RESTAURANTS OF CANADA LIMITED (118)
Roeseann Rumke	L'ORÉAL CANADA INC. (304)	None
THE JIM PATTISON GROUP (53)	None	MCKESSON CANADA (40)
None	LOTO-QUÉBEC (111)	Kristina Veaco
JOHN DEERE LIMITED (147)	Nancy Arbour	MDC PARTNERS INC. (466)
Laurie S. Simpson	Solange Dugas	None
JOHNSON CONTROLS LTD. (174)	Lynne Roiter	MDS INC. (173)
None	MACDONALD, DETTWILER AND ASSOCIATES LTD. (308)	Mary Mogford
KAL TIRE (440)	None	Kathleen M. O'Neill
None	MAGELLAN AEROSPACE CORPORATION (370)	MEGA GROUP INC. (427)
THE KATZ GROUP (45)	None	JoAnne Boisvert
None	MAGNA INTERNATIONAL INC. (5)	MENU FOODS INCOME FUND (493)
KEYERA FACILITIES INCOME FUND (311)	None	None
Nancy M. Laird	THE MANITOBA HYDRO-ELECTRIC BOARD (172)	MERCEDES-BENZ CANADA INC. (215)
KIMBERLY-CLARK OF CANADA LTD. (214)	Carol Bellringer	None
None	Leslie Turnbull	MERCK FROSST CANADA & CO. (297)†
KINGSWAY FINANCIAL SERVICES INC. (127)	MANITOBA LIQUOR CONTROL COMMISSION (435)	Lyne Fortin
None	Fran Frederickson	Diana McDougall
KINROSS GOLD CORPORATION (293)	Maria Moore	Kathleen Metters
None	Carmen Neufeld	MERIDIAN TECHNOLOGIES INC. (439)
KPMG LLP (298)	Myrna Phillips	None
Deborah Taylor	Janine Ballingall Scotten	METHANEX CORPORATION (136)
V. Ann Davis	MANITOBA LOTTERIES CORPORATION (486)	Monica Sloan
KRUGER INC. (123)	Nicole Campbell	Anne Wexler
None	Karen Botting	METRO INC. (48)
LA SENZA CORPORATION (500)	Bev Romanik	Paule Gauthier
Johanne Lépine	Lisa Settee	Maryse Labonté
LAFARGE CANADA INC. (143)	Carolyn Wray	Marie-José Nadeau
None	THE MANITOBA PUBLIC INSURANCE CORPORATION (349)	MFC BANCORP LTD. (266)
LAURENTIAN BANK OF CANADA (258)	Shari Decter Hirst	Silke Brossmann
Ève-Lyne Biron	Annette Maloney	MI DEVELOPMENTS INC. (226)
Veronica S. Maidman	Marilyn McLaren	None
LEAR CANADA LTD. (163)	Manisha Pandya	MICROSOFT CANADA CO. (244)
None	MANITOBA TELECOM SERVICES INC. (189)	None
LEDCOR GROUP OF COMPANIES (262)†	N. Ashleigh Everett	MITSUI & CO. (CANADA) LTD. (155)
None	Jocelyne M. Côté-O'Hara	None
LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (305)		MITTAL CANADA INC. (251)†
None		None

APPENDIX 2: NAMES OF WOMEN BOARD DIRECTORS, BY COMPANY WITH FP500 RANK

MOLSON INC. (120)†	NORTH WEST COMPANY FUND (300)	PÉTROMONT AND COMPANY, LIMITED PARTNERSHIP (412)
None	None	None
MORGUARD CORPORATION (487)	NOVA CHEMICALS CORPORATION (39)	PHARMASAVE DRUGS (NATIONAL) LTD. (260)
None	Joanne V. Creighton	None
MOTOROLA CANADA LIMITED (310)	NOVA SCOTIA LIQUOR CORPORATION (449)	PHILIPS CANADA LTD. (434)
None	Vickie Harnish	None
MOUVEMENT DES CAISSES DESJARDINS (30)	Paula Minnikin	PLACER DOME INC. (119)
Sylvie St-Pierre Babin	NOVAMERICAN STEEL INC. (250)	Edythe A. Parkinson-Marcoux
Louise Charbonneau	None	PMC - SIERRA INC. (488)
Andrée Lafortune	OLCO PETROLEUM GROUP INC. (381)	None
MULLEN TRANSPORTATION INC. (429)†	None	POMERLEAU (346)
None	ONEX CORPORATION (16)	None
MUNICH REINSURANCE COMPANY OF CANADA (482)	Heather M. Reisman	POTASH CORPORATION OF SASKATCHEWAN INC. (84)
None	ONTARIO LOTTERY AND GAMING CORP. (52)	Alice D. Laberge
MURPHY OIL COMPANY LTD. (219)	Michelle Samson-Doel	Mary Mogford
None	Beverly Topping	Elena Viyella de Paliza
NABORS CANADA LP (379)†	ONTARIO POWER GENERATION INC. (64)	POWER CORPORATION OF CANADA (7)
None	Marie C. Rounding	Emóke J.E. Szathmáry
NATIONAL BANK OF CANADA (66)	OPEN TEXT CORPORATION (484)	PPG CANADA INC. (270)
Shirley A. Dawe	Carol Coghlan Gavin	None
Nicole Diamond-Gélinas	THE OPPENHEIMER GROUP (413)	PRATT & WHITNEY CANADA CORP. (138)
Roseann Runte	None	None
NAV CANADA (253)	OPPENHEIMER HOLDINGS INC. (277)	PRECISION DRILLING CORPORATION (135)
Katherine A. Cotton	E. K. Roberts	None
Charlotte A. Robb	OPTIMUM GROUP INC. (472)	PREMETALCO INC. (454)
Nathalie Tousignant	Nathalie Blondeau	None
NESTLÉ CANADA INC. (131)	PALLISER FURNITURE LTD. (478)	PRÉVOST CAR INC. (448)
Petraca Heynike	Leona DeFehr	None
Marilyn H. Knox	Irene Loewen	PRICEWATERHOUSECOOPERS LLP (321)
NEW BRUNSWICK POWER CORPORATION (202)	PARAMOUNT RESOURCES LTD. (432)	Diana Chant
Lise Bastarache	Susan L. Riddell Rose	PRIMEWEST ENERGY TRUST (483)
Susan Hicks	Violet S.A. Riddell	None
Shirley Mears	PARKLAND INCOME FUND (328)	PRISZM CANADIAN INCOME FUND (428)
NEWFOUNDLAND AND LABRADOR HYDRO (451)	Kris Matthews	Lilly Di Massimo
Linda Sheppard	PARMALAT CANADA LTD. (132)	PROCTER & GAMBLE CANADA INC. (139)
Edna Turpin	Manuela Mangiagalli	None
NEXEN INC. (77)	PATERSON GLOBALFOODS INC. (407)†	PROVIDENT ENERGY TRUST (227)
None	None	None
NEXINNOVATIONS INC. (326)	PATHEON INC. (352)	QIT-FER ET TITANE INC. (294)
None	None	None
NISSAN CANADA INC. (134)	PCL CONSTRUCTION GROUP INC. (107)	QUEBECOR INC. (26)
None	None	Françoise Bertrand
NORANDA INC. (29)†	PENGROWTH ENERGY TRUST (331)	REITMANS (CANADA) LIMITED (264)
Maureen Kempston Darkes	None	None
NORANDA INCOME FUND (446)	PENN WEST PETROLEUM LTD. (209)†	RESEARCH IN MOTION LIMITED (176)
Lisa de Wilde	None	None
NORBORD INC. (159)†	PETRO-CANADA (19)	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST (248)
Dian Cohen	Gail Cook-Bennett	None
Margot Northey	Maureen McCaw	REXEL CANADA ELECTRICAL INC. (229)
NORSKE SKOG CANADA LIMITED (167)	Guylaine Saucier	None
None	PETROFUND ENERGY TRUST (497)	RIDLEY INC. (355)
NORTEL NETWORKS CORPORATION (20)	Sandra Cowan	None
Jalynn H. Bennett	PETROKAZAKHSTAN INC. (156)	None
	None	

† See addendum notes on page 50.
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RIOCAN REAL ESTATE INVESTMENT TRUST (369) Sharon Sallows	SHATO HOLDINGS LIMITED (464) Elizabeth Toigo	STANTEC INC. (394) Susan E. Hartman
RIVERSIDE FOREST PRODUCTS LIMITED (289)[†] None	SHAW COMMUNICATIONS INC. (150) Adrian Burns	STATE FARM GROUP (187)[†] Judith A. Muhlberg
ROGERS COMMUNICATIONS INC. (55) Loretta A. Rogers Melinda M. Rogers	SHAWCOR LTD. (273) Virginia L. Shaw E. Charlene Valiquette	Susan M. Phillips Pamela B. Strobel
ROGERS SUGAR INCOME FUND (458) None	SHELL CANADA LIMITED (25) Ida J. Goodreau Nancy C. Southern	STELCO INC. (89) Barbara J. McDougall
ROLLS-ROYCE CANADA LTD. (318) None	SHERRITT INTERNATIONAL CORPORATION (233) None	STRATOS GLOBAL CORPORATION (378) Janice I. Obuchowski
RONA INC. (87) Louise Caya	SHOPPERS DRUG MART CORPORATION (67) Eva Kwok Leslee Thompson	SUBARU CANADA, INC. (402) None
ROTHMANS INC. (353) Paule Gauthier	SIEMENS CANADA LIMITED (146) None	SUMITOMO CANADA LIMITED (424) None
ROYAL & SUNALLIANCE CANADA (200) Shelley Miller	SINO-FOREST CORPORATION (455) None	SUN LIFE FINANCIAL INC. (9) Germaine Gibara Krystyna T. Hoeg Idalene F. Kesner
ROYAL BANK OF CANADA (6) Paule Gauthier Kathleen P. Taylor	SMUCKER FOODS OF CANADA (463)[†] None	SUN MICROSYSTEMS OF CANADA INC. (475) Mabel Y. Aguilar Geraldine M. Rice
ROYAL GROUP TECHNOLOGIES LIMITED (133) Carol Hansell	SNC-LAVALIN GROUP INC. (90) Edythe A. Marcoux	SUNCOR ENERGY INC. (32) M. Ann McCaig
RUSSEL METALS INC. (128) Lise Lachapelle	SOCIÉTÉ DE TRANSPORT DE MONTRÉAL (307) Yvette Bissonnet Brenda Paris Marie Turcotte	SUNOPTA INC. (479) Katrina Houde
SAMUEL MANU-TECH INC. (281) Elizabeth J. Samuel	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (153) Chantal Bélanger Michèle Thivierge	SUPERIOR PLUS INCOME FUND (185) None
SAPUTO INC. (88) Caterina Monticciolo Patricia Saputo	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (255) Diane Lanctôt	TAIGA FOREST PRODUCTS LTD. (234) None
SASKATCHEWAN AUTO FUND (362) Joan F.D. Baldwin Joan D. Bellegarde Kendra Chesney Merin Coutts Nancy E. Hopkins Arleen Hynd	SOCIÉTÉ IMMOBILIÈRE DU QUÉBEC (357) Claire Beaulieu Claire Boulanger	TALISMAN ENERGY INC. (58) Stella M. Thompson
SASKATCHEWAN POWER CORPORATION (206) Sarah Gauthier Cheryl Bauer Hyde Lyn L. Kristoff Deb Schmidt Patricia Quaroni	SODEXHO MS CANADA, LTD. (498) Lee Williams	THE TDL GROUP CORP. (204) None
SASKATCHEWAN TELECOMMUNICATIONS (268) Joan Greyeyes Karen Leir Alison Renny Pam Skotnitsky	SOFTCHOICE CORPORATION (345) None	TECK COMINCO LIMITED (91) Jalynn H. Bennett
SASKATCHEWAN WHEAT POOL INC. (193) None	SONEPAR DISTRIBUTION INC. (373)[†] Marie-Christine Coisne	TEKNION CORPORATION (416) Christi L. Strauss
SCHLUMBERGER CANADA LIMITED (325) Catherine Hughes	SONY OF CANADA LTD. (218) None	TELESYSTEM INTERNATIONAL WIRELESS INC. (182) None
SEARS CANADA INC. (47) Mary Mogford Carol M. Stephenson Andrea L. Zopp	SPECIALTY FOODS GROUP INCOME FUND (470) None	TELUS CORPORATION (34) Micheline Bouchard
	SSQ, LIFE INSURANCE CO. INC. (247) Chantal Doré Denise Paradis	TEMBEC INC. (102) Mary Theresa McLeod
	ST. LAWRENCE CEMENT GROUP INC. (205) Germaine Gibara Joan M. McEntee	TERASEN INC. (157) Ida J. Goodreau
	STANDARD AERO HOLDINGS INC. (245)[†] N/A	THOMPSONS LIMITED (445) Margaret Thompson Patricia Thompson
		THE THOMSON CORPORATION (28) Mary A. Cirillo V. Maureen Kempston Darkes
		THRIFTY FOODS (410) Blaise Reich

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THYSSENKRUPP BUDD CANADA INC. (405)	UNIPRIX INC. (207)	WHEATON RIVER MINERALS LTD. (387)[†]
None	Mona Fortin	None
TIMBERWEST FOREST CORP. (425)	UNI-SÉLECT INC.(296)	WINPAK LTD. (400)
None	Jeanne Wojas	Anneli E. Lindroos
TOLKO INDUSTRIES LTD. (269)	UNITED FARMERS OF ALBERTA CO-OPERATIVE LIMITED (231)	Eileen A. Mercier
None	Debbie Adolphson	WOLSELEY HOLDINGS CANADA INC. (242)
TOROMONT INDUSTRIES LTD. (192)	UNIVAR CANADA LTD. (235)	None
None	None	WOODBINE ENTERTAINMENT GROUP (480)
THE TORONTO-DOMINION BANK (17)	VANCOUVER CITY SAVINGS CREDIT UNION (388)	Tammy Samuel-Balaz
Wendy K. Dobson	Doreen Braverman	WORKERS' COMPENSATION BOARD, ALBERTA (230)
Donna M. Hayes	Elain Duvall	Fauzia Lalani
Helen K. Sinclair	Reva Dexter	Gerrie Rajotte
TORONTO HYDRO CORPORATION (137)	Cheeying Ho	WORKERS' COMPENSATION BOARD OF BRITISH COLUMBIA (184)
Trish Callon	Catherine McCreary	Roslyn Kunin
Janet Beed	Patrice Pratt	Arlene Ward
TORONTO TRANSIT COMMISSION (319)	Shauna Sylvester	WORKPLACE SAFETY & INSURANCE BOARD (121)
Olivia Chow	VIA RAIL CANADA INC. (450)	Loretta Henderson
Sandra Bussin	Angela Ferrante	Jill Hutcheon
TORSTAR CORPORATION (188)	Wendy Kelly	Marlene McGrath
Christina A. Gold	Margaret MacInnis	XEROX CANADA INC. (211)
TOSHIBA OF CANADA LIMITED (302)	VINCOR INTERNATIONAL INC. (426)	Jocelyne M. Côté-O'Hara
None	None	YELLOW PAGES INCOME FUND (342)[†]
TOYOTA MOTOR MANUFACTURING CANADA INC. (63)	VITRAN CORPORATION INC. (422)	None
None	None	ZURICH NORTH AMERICA CANADA (366)[†]
TRANSALTA CORPORATION (110)	VOLKSWAGEN CANADA INC. (191)	None
Donna Soble Kaufman	None	
TRANSAMERICA LIFE CANADA (284)	WAJAX LIMITED (261)	
None	Valerie A. A. Nielsen	
TRANSAT A.T. INC. (140)	WAL-MART CANADA CORP. (23)	
Lina De Cesare	None	
TRANSCANADA CORPORATION (61)	WASHINGTON MARINE GROUP (456)[†]	
Wendy K. Dobson	N/A	
Paule Gauthier	WASTE MANAGEMENT OF CANADA CORPORATION (309)[†]	
TRANSCONTINENTAL INC. (154)	None	
Monique Lefebvre	THE WAWANESA MUTUAL INSURANCE COMPANY (179)	
Isabelle Marcoux	Margot E. Northey	
TRANSFORCE INCOME FUND (224)	Susan M. Van De Velde	
Katherine A. Rethy	WESCAST INDUSTRIES INC. (390)	
TREE ISLAND WIRE INCOME FUND (490)	Mary Theresa (Terry) McLeod	
Jacqueline Hurlbutt	WEST FRASER TIMBER CO. LTD. (129)	
TRICAN WELL SERVICE LTD. (468)	Janice G. Rennie	
None	WESTCOAST ENERGY INC. (105)[†]	
TRILLIUM HEALTH CARE PRODUCTS INC. (419)	Martha B. Wyrsh	
None	WESTERN FOREST PRODUCTS INC. (303)[†]	
TRIMAC HOLDINGS LIMITED (341)	None	
None	WESTERN OIL SANDS INC. (343)	
ULTRAMAR LTD. (37)	None	
None	WESTJET AIRLINES LTD. (240)	
UNIBOARD CANADA INC. (350)	None	
None	WEYERHAEUSER CANADA LTD. (151)	
UNILEVER CANADA INC. (198)	None	
None	None	

[†] See addendum notes on page 50.
2005 Catalyst Census of Women Board Directors of the FP500

APPENDIX 3: THE FP500—NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, RANKED BY COMPANY REVENUE

FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors	FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors
1	GENERAL MOTORS OF CANADA LTD.	0	7	0.0	51	ABITIBI-CONSOLIDATED INC.	2	10	20.0
2	ALCAN INC.	1	13	7.7	52	ONTARIO LOTTERY AND GAMING CORP.	2	7	28.6
3	GEORGE WESTON LTD.	2	13	15.4	53	THE JIM PATTISON GROUP	0	7	0.0
4	MANULIFE FINANCIAL CORP.	2	16	12.5	54	CANADA SAFEWAY LTD.	0	3	0.0
5	MAGNA INTERNATIONAL INC.	0	10	0.0	55	ROGERS COMMUNICATIONS INC.	2	18	11.1
6	ROYAL BANK OF CANADA	2	14	14.3	56	INCO LTD.	2	12	16.7
7	POWER CORP. OF CANADA	1	17	5.9	57	IBM CANADA LTD.	0	1	0.0
8	IMPERIAL OIL LTD.	1	9	11.1	58	TALISMAN ENERGY INC.	1	9	11.1
9	SUN LIFE FINANCIAL INC.	3	13	23.1	59	BRASCAN CORP.	0	14	0.0
10	BOMBARDIER INC.	1	15	6.7	60	DOMTAR INC.	1	13	7.7
11	BCE INC.	2	15	13.3	61	TRANSCANADA CORP.	2	11	18.2
12	DAIMLERCHRYSLER CANADA INC.	0	3	0.0	62	HOME DEPOT CANADA†	0	0	N/A
13	FORD MOTOR CO. OF CANADA LTD.	1	5	20.0	63	TOYOTA MOTOR MANUFACTURING CANADA INC.	0	8	0.0
14	CANADIAN IMPERIAL BANK OF COMMERCE	5	18	27.8	64	ONTARIO POWER GENERATION INC.	1	11	9.1
15	THE BANK OF NOVA SCOTIA	4	15	26.7	65	CP SHIPS LTD.	0	8	0.0
16	ONEX CORP.	1	10	10.0	66	NATIONAL BANK OF CANADA	3	13	23.1
17	THE TORONTO-DOMINION BANK	3	17	17.6	67	SHOPPERS DRUG MART CORP.	2	9	22.2
18	ENCANA CORP.	2	15	13.3	68	THE GREAT ATLANTIC & PAC. CO. OF CDA. LTD.	0	7	0.0
19	PETRO-CANADA	3	12	25.0	69	DOFASCO INC.	1	11	9.1
20	NORTEL NETWORKS CORP.	1	12	8.3	70	FEDERATED CO-OPERATIVES LTD.	6	19	31.6
21	HONDA CANADA INC.	0	7	0.0	71	FINNING INTERNATIONAL INC.	0	10	0.0
22	BANK OF MONTREAL	3	15	20.0	72	HYDRO ONE INC.	2	12	16.7
23	WAL-MART CANADA CORP.	0	3	0.0	73	CANADIAN WHEAT BOARD	2	15	13.3
24	EMPIRE CO. LTD.	1	14	7.1	74	THE JEAN COUTU GROUP (PJC) INC.	6	16	37.5
25	SHELL CANADA LTD.	2	10	20.0	75	H.Y. LOUIE CO. LTD.	0	1	0.0
26	QUEBECOR INC.	1	11	9.1	76	GERDAU AMERISTEEL CORP.	0	9	0.0
27	HYDRO-QUÉBEC	3	17	17.6	77	NEXEN INC.	0	11	0.0
28	THE THOMSON CORP.	2	16	12.5	78	CANADIAN PACIFIC RAILWAY LTD.	1	10	10.0
29	NORANDA INC.†	1	14	7.1	79	DOW CHEMICAL CANADA INC.	0	4	0.0
30	MOUVEMENT DES CAISSES DESJARDINS	3	24	12.5	80	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC	3	15	20.0
31	HUSKY ENERGY INC.	2	14	14.3	81	CARGILL LTD.	0	4	0.0
32	SUNCOR ENERGY INC.	1	12	8.3	82	HOME HARDWARE STORES LTD.	3	26	11.5
33	COSTCO WHOLESALE CANADA LTD.	1	8	12.5	83	ING CANADA INC.	3	12	25.0
34	TELUS CORP.	1	11	9.1	84	POTASH CORP. OF SASKATCHEWAN INC.	3	12	25.0
35	FAIRFAX FINANCIAL HOLDINGS LTD.	0	6	0.0	85	INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL SERVICES INC.	3	14	21.4
36	CANADIAN TIRE CORP. LTD.	3	16	18.8	86	AGRIUM INC.	2	11	18.2
37	ULTRAMAR LTD.	0	3	0.0	87	RONA INC.	1	12	8.3
38	HUDSON'S BAY CO.	2	12	16.7	88	SAPUTO INC.	2	10	20.0
39	NOVA CHEMICALS CORP.	1	11	9.1	89	STELCO INC.	1	9	11.1
40	MCKESSON CANADA	1	6	16.7	90	SNC-LAVALIN GROUP INC.	1	11	9.1
41	CANADA POST CORP.	4	9	44.4	91	TECK COMINCO LTD.	1	14	7.1
42	CANADIAN NATIONAL RAILWAY CO.	2	15	13.3	92	BRITISH COLUMBIA HYDRO AND POWER AUTHORITY	4	11	36.4
43	ENBRIDGE INC.	1	11	9.1	93	INSURANCE CORP. OF BRITISH COLUMBIA	4	9	44.4
44	CANADIAN NATURAL RESOURCES LTD.	1	9	11.1	94	CANFOR CORP.	0	11	0.0
45	THE KATZ GROUP INC.	0	1	0.0	95	ATCO LTD.	1	10	10.0
46	MAPLE LEAF FOODS INC.	1	12	8.3	96	LIQUOR CONTROL BOARD OF ONTARIO	3	5	60.0
47	SEARS CANADA INC.	3	10	30.0	97	CASCADES INC.	1	13	7.7
48	METRO INC.	3	13	23.1	98	CGI GROUP INC.	2	14	14.3
49	ALIMENTATION COUCHE-TARD INC.	1	11	9.1	99	HEWLETT-PACKARD (CANADA) CO.	1	2	50.0
50	MCCAIN FOODS LTD.	0	10	0.0	100	IPSCO INC.	1	13	7.7

APPENDIX 3: THE FP500—NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, RANKED BY COMPANY REVENUE

FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors	FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors
101	BEST BUY CANADA LTD.	0	4	0.0	151	WEYERHAEUSER CANADA LTD.	0	4	0.0
102	TEMBEC INC.	1	14	7.1	152	HSBC BANK CANADA	1	9	11.1
103	AVIVA CANADA INC.	1	11	9.1	153	SOCIÉTÉ DES ALCOOLS DU QUÉBEC	2	9	22.2
104	ALBERTA GAMING AND LIQUOR COMMISSION	2	7	28.6	154	TRANSCONTINENTAL INC.	2	13	15.4
105	WESTCOAST ENERGY INC.†	1	5	20.0	155	mitsui & co. (canada) ltd.	0	4	0.0
106	AGRICORE UNITED	1	15	6.7	156	PETROKAZAKHSTAN INC.	0	6	0.0
107	PCL CONSTRUCTION GROUP INC.	0	11	0.0	157	TERASEN INC.	1	10	10.0
108	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC†	1	15	6.7	158	COMMISSION DE LA SANTÉ & DE LA SÉCURITÉ DU TRAVAIL	1	16	6.3
109	MASONITE INTERNATIONAL CORP.†	0	9	0.0	159	NORBORD INC.†	2	10	20.0
110	TRANSALTA CORP.	1	10	10.0	160	AGROPUR COOPÉRATIVE	1	15	6.7
111	LOTO-QUÉBEC	3	8	37.5	161	BANK OF CANADA	4	14	28.6
112	BURLINGTON RESOURCES CANADA LTD.	1	7	14.3	162	BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH†	0	0	N/A
113	ATI TECHNOLOGIES INC.	0	7	0.0	163	LEAR CANADA LTD.	0	5	0.0
114	EPCOR UTILITIES INC.	2	13	15.4	164	BAYER INC.	0	3	0.0
115	CINRAM INTERNATIONAL INC.	0	8	0.0	165	E-L FINANCIAL CORP. LTD.	0	8	0.0
116	CANADA MORTGAGE AND HOUSING CORP.	4	10	40.0	166	FORD CREDIT CANADA LTD.	0	8	0.0
117	GENERAL ELECTRIC CANADA INC.	1	3	33.3	167	NORSKE SKOG CANADA LTD.	0	9	0.0
118	MCDONALD'S RESTAURANTS OF CANADA LTD.	0	2	0.0	168	LINAMAR CORP.	1	6	16.7
119	PLACER DOME INC.	1	12	8.3	169	CO-OPERATORS GENERAL INSURANCE CO.	7	21	33.3
120	MOLSON INC.†	0	3	0.0	170	ALGOMA STEEL INC.	1	11	9.1
121	WORKPLACE SAFETY & INSURANCE BOARD	3	8	37.5	171	GAZ MÉTRO INC.	1	14	7.1
122	BARRICK GOLD CORP.	0	13	0.0	172	THE MANITOBA HYDRO-ELECTRIC BOARD	2	11	18.2
123	KRUGER INC.	0	12	0.0	173	MDS INC.	2	13	15.4
124	ALCOA CANADA LTD.	0	3	0.0	174	JOHNSON CONTROLS LTD.	0	2	0.0
125	BOMBARDIER RECREATIONAL PRODUCTS INC.	0	13	0.0	175	EXTENDICARE INC.	1	14	7.1
126	DEVON CANADA CORP.	0	6	0.0	176	RESEARCH IN MOTION LTD.	0	7	0.0
127	KINGSWAY FINANCIAL SERVICES INC.	0	7	0.0	177	CONOCOPHILLIPS CANADA RESOURCES CORP.	1	3	33.3
128	RUSSEL METALS INC.	1	8	12.5	178	JAMES RICHARDSON & SONS LTD.	1	7	14.3
129	WEST FRASER TIMBER CO. LTD.	1	9	11.1	179	THE WAWANESA MUTUAL INSURANCE CO.	2	11	18.2
130	CHARLWOOD PACIFIC GROUP	0	3	0.0	180	MAZDA CANADA INC.	0	3	0.0
131	NESTLÉ CANADA INC.	2	3	66.7	181	THE ECONOMICAL INSURANCE GROUP	1	9	11.1
132	PARMALAT CANADA LTD.	1	5	20.0	182	TELESYSTEM INTERNATIONAL WIRELESS INC.	0	7	0.0
133	ROYAL GROUP TECHNOLOGIES LTD.	1	10	10.0	183	BRUCE POWER LP†	0	11	0.0
134	NISSAN CANADA INC.	0	6	0.0	184	WORKERS' COMPENSATION BOARD OF BRITISH COLUMBIA	2	7	28.6
135	PRECISION DRILLING CORP.	0	7	0.0	185	SUPERIOR PLUS INCOME FUND	0	9	0.0
136	METHANEX CORP.	2	10	20.0	186	IMPERIAL TOBACCO CANADA LTD.	1	8	12.5
137	TORONTO HYDRO CORP.	2	11	18.2	187	STATE FARM GROUP†	3	13	23.1
138	PRATT & WHITNEY CANADA CORP.	0	3	0.0	188	TORSTAR CORP.	1	16	6.3
139	PROCTER & GAMBLE CANADA INC.	0	3	0.0	189	MANITOBA TELECOM SERVICES INC.	2	12	16.7
140	TRANSAT A.T. INC.	1	11	9.1	190	CCL INDUSTRIES INC.	1	9	11.1
141	DOREL INDUSTRIES INC.	1	10	10.0	191	VOLKSWAGEN CANADA INC.	0	3	0.0
142	GENERAL MOTORS ACCEPTANCE CORP. OF CDA. LTD.	1	6	16.7	192	TOROMONT INDUSTRIES LTD.	0	8	0.0
143	LAFARGE CANADA INC.	0	8	0.0	193	SASKATCHEWAN WHEAT POOL INC.	0	12	0.0
144	COTT CORP.	2	11	18.2	194	CANPOTEX LTD.	0	7	0.0
145	CANWEST GLOBAL COMMUNICATIONS CORP.	2	10	20.0	195	CANADIAN OIL SANDS TRUST	1	8	12.5
146	SIEMENS CANADA LTD.	0	4	0.0	196	EXPORT DEVELOPMENT CANADA	5	14	35.7
147	JOHN DEERE LTD.	1	8	12.5	197	GLAXOSMITHKLINE INC.	0	4	0.0
148	INTERNATIONAL TRUCK AND ENGINE CORP. CDA.	0	5	0.0	198	UNILEVER CANADA INC.	0	3	0.0
149	INTRAWEST CORP.	1	10	10.0	199	DESJARDINS GENERAL INSURANCE GROUP	2	13	15.4
150	SHAW COMMUNICATIONS INC.	1	15	6.7	200	ROYAL & SUNALLIANCE CANADA	1	10	10.0

† See addendum notes on page 50.

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FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors	FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors
201	LLOYD'S UNDERWRITERS (CANADA) [†]	0	1	0.0	251	MITTAL CANADA INC. [†]	0	8	0.0
202	NEW BRUNSWICK POWER CORP.	3	12	25.0	252	AECON GROUP INC.	0	10	0.0
203	APACHE CANADA LTD.	0	6	0.0	253	NAV CANADA	3	14	21.4
204	THE TDL GROUP CORP.	0	3	0.0	254	FAIRMONT HOTELS & RESORTS INC.	2	10	20.0
205	ST. LAWRENCE CEMENT GROUP INC.	2	11	18.2	255	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC	1	10	10.0
206	SASKATCHEWAN POWER CORP.	5	12	41.7	256	THE FORZANI GROUP LTD.	0	8	0.0
207	UNIPRIX INC.	1	8	12.5	257	ELLISDON CORP.	0	9	0.0
208	BRITISH COLUMBIA LOTTERY CORP.	3	9	33.3	258	LAURENTIAN BANK OF CANADA	2	13	15.4
209	PENN WEST PETROLEUM LTD. [†]	0	5	0.0	259	CI FUND MANAGEMENT INC.	0	8	0.0
210	EMERA INC.	3	12	25.0	260	PHARMASAVE DRUGS (NATIONAL) LTD.	0	10	0.0
211	XEROX CANADA INC.	1	4	25.0	261	WAJAX LTD.	1	9	11.1
212	AXA CANADA INC.	0	6	0.0	262	LEDCOR GROUP OF COS. [†]	0	4	0.0
213	CARA OPERATIONS LTD.	2	8	25.0	263	CISCO SYSTEMS CANADA CO.	0	3	0.0
214	KIMBERLY-CLARK OF CANADA LTD.	0	3	0.0	264	REITMANS (CANADA) LTD.	0	9	0.0
215	MERCEDES-BENZ CANADA INC.	0	6	0.0	265	AINSWORTH LUMBER CO. LTD.	2	9	22.2
216	ENMAX CORP.	1	10	10.0	266	MFC BANCORP LTD.	1	5	20.0
217	FORDING CANADIAN COAL TRUST	1	13	7.7	267	INTERTAPE POLYMER GROUP INC.	0	8	0.0
218	SONY OF CANADA LTD.	0	6	0.0	268	SASKATCHEWAN TELECOMMUNICATIONS	4	12	33.3
219	MURPHY OIL CO. LTD.	0	6	0.0	269	TOLKO INDUSTRIES LTD.	0	3	0.0
220	BIOVAIL CORP.	0	7	0.0	270	PPG CANADA INC.	0	1	0.0
221	THE FUTURA CORP.	0	4	0.0	271	CANON CANADA INC.	1	5	20.0
222	FORTIS INC.	1	10	10.0	272	FLUOR CANADA LTD.	0	1	0.0
223	CANADIAN COMMERCIAL CORP.	1	10	10.0	273	SHAWCOR LTD.	2	12	16.7
224	TRANSFORCE INCOME FUND	1	9	11.1	274	ALTAGAS INCOME TRUST [†]	0	8	0.0
225	ASTRAZENECA CANADA INC.	0	3	0.0	275	ABBOTT LABORATORIES LTD.	0	3	0.0
226	MI DEVELOPMENTS INC.	0	9	0.0	276	JDS UNIPHASE CANADA LTD.	0	7	0.0
227	PROVIDENT ENERGY TRUST	0	11	0.0	277	OPPENHEIMER HOLDINGS INC.	1	7	14.3
228	BASF CANADA	2	6	33.3	278	GROUPE BROCHU	0	2	0.0
229	REXEL CANADA ELECTRICAL INC.	0	3	0.0	279	EDS CANADA INC.	1	5	20.0
230	WORKERS' COMPENSATION BOARD, ALBERTA	2	10	20.0	280	CREO INC. [†]	0	10	0.0
231	UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD.	1	9	11.1	281	SAMUEL MANU-TECH INC.	1	7	14.3
232	CAE INC.	0	13	0.0	282	INTERNATIONAL FOREST PRODUCTS LTD.	0	11	0.0
233	SHERRITT INTERNATIONAL CORP.	0	7	0.0	283	GREATER TORONTO AIRPORTS AUTHORITY	3	15	20.0
234	TAIGA FOREST PRODUCTS LTD.	0	10	0.0	284	TRANSAMERICA LIFE CANADA	0	11	0.0
235	UNIVAR CANADA LTD.	0	5	0.0	285	FIRSTSERVICE CORP.	0	6	0.0
236	HYUNDAI AUTO CANADA	0	6	0.0	286	DUNDEE CORP. [†]	0	9	0.0
237	BOWATER CANADIAN FOREST PRODUCTS INC.	0	3	0.0	287	CALL-NET ENTERPRISES INC. [†]	1	9	11.1
238	COGNOS INC.	0	9	0.0	288	AMEX BANK OF CANADA	2	8	25.0
239	ENSIGN RESOURCE SERVICE GROUP INC.	0	8	0.0	289	RIVERSIDE FOREST PRODUCTS LTD. [†]	0	6	0.0
240	WESTJET AIRLINES LTD.	0	9	0.0	290	INDIGO BOOKS & MUSIC INC.	1	9	11.1
241	CAMECO CORP.	1	12	8.3	291	BMTC GROUP INC.	1	9	11.1
242	WOLSELEY HOLDINGS CANADA INC.	0	3	0.0	292	FPI LTD.	0	9	0.0
243	HUSKY INJECTION MOLDING SYSTEMS LTD.	1	10	10.0	293	KINROSS GOLD CORP.	0	10	0.0
244	MICROSOFT CANADA CO.	0	3	0.0	294	QIT-FER ET TITANE INC.	0	3	0.0
245	STANDARD AERO HOLDINGS INC. [†]	0	0	N/A	295	AGRICULTURE FINANCIAL SERVICES CORP.	1	11	9.1
246	DELOITTE & TOUCHE LLP	3	24	12.5	296	UNI-SÉLECT INC.	1	10	10.0
247	SSQ, LIFE INSURANCE CO. INC.	2	15	13.3	297	MERCK FROSST CANADA & CO. [†]	3	18	16.7
248	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST	0	11	0.0	298	KPMG LLP	2	16	12.5
249	ALLIANCE ATLANTIS COMMUNICATIONS INC.	1	11	9.1	299	ENERPLUS RESOURCES FUND	0	8	0.0
250	NOVAMERICAN STEEL INC.	0	6	0.0	300	NORTH WEST CO. FUND	0	11	0.0

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FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors	FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors
301	FORT CHICAGO ENERGY PARTNERS LP	0	7	0.0	351	BUSINESS DEVELOPMENT BANK OF CANADA	5	15	33.3
302	TOSHIBA OF CANADA LTD.	0	4	0.0	352	PATHEON INC.	0	9	0.0
303	WESTERN FOREST PRODUCTS INC.†	0	7	0.0	353	ROTHMANS INC.	1	9	11.1
304	L'ORÉAL CANADA INC.	0	5	0.0	354	ACCENTURE INC.	0	2	0.0
305	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST	0	9	0.0	355	RIDLEY INC.	0	5	0.0
306	CALGARY CO-OPERATIVE ASSOCIATION LTD.	4	9	44.4	356	INTERTAN INC.	0	3	0.0
307	SOCIÉTÉ DE TRANSPORT DE MONTRÉAL	3	9	33.3	357	SOCIÉTÉ IMMOBILIÈRE DU QUÉBEC	2	8	25.0
308	MACDONALD, DETTWILER AND ASSOCIATES LTD.	0	8	0.0	358	CAMPBELL CO. OF CANADA	1	9	11.1
309	WASTE MANAGEMENT OF CANADA CORP.†	0	2	0.0	359	CONNORS BROS. INCOME FUND	0	7	0.0
310	MOTOROLA CANADA LTD.	0	3	0.0	360	GEAC COMPUTER CORP. LTD.	0	8	0.0
311	KEYERA FACILITIES INCOME FUND	1	8	12.5	361	CANWEL BUILDING MATERIALS LTD.	0	6	0.0
312	FLINT ENERGY SERVICES LTD.	0	7	0.0	362	SASKATCHEWAN AUTO FUND	6	13	46.2
313	ALBERTA TREASURY BRANCHES†	2	12	16.7	363	ERICSSON CANADA INC.	0	3	0.0
314	CHC HELICOPTER CORP.	1	10	10.0	364	HARTCO CORP.	1	7	14.3
315	ENERGY SAVINGS INCOME FUND	1	8	12.5	365	MARTINREA INTERNATIONAL INC.	0	6	0.0
316	ARC ENERGY TRUST	0	7	0.0	366	ZURICH NORTH AMERICA CANADA†	0	1	0.0
317	ATLANTIC LOTTERY CORP.	1	8	12.5	367	GSW INC.	1	9	11.1
318	ROLLS-ROYCE CANADA LTD.	0	1	0.0	368	HATCH ASSOCIATES LTD.	0	15	0.0
319	TORONTO TRANSIT COMMISSION	2	9	22.2	369	RIOCAN REAL ESTATE INVESTMENT TRUST	1	9	11.1
320	GILDAN ACTIVEWEAR INC.	0	7	0.0	370	MAGELLAN AEROSPACE CORP.	0	9	0.0
321	PRICEWATERHOUSECOOPERS LLP	1	12	8.3	371	ACKLANDS GRAINGER INC.	0	1	0.0
322	EXPORT PACKERS CO. LTD.	0	3	0.0	372	CHUBB INSURANCE CO. OF CANADA	3	8	37.5
323	APOTEX INC.	0	2	0.0	373	SONEPAR CANADA INC.†	1	5	20.0
324	ACETEX CORP.†	0	6	0.0	374	CHUM LTD.	2	11	18.2
325	SCHLUMBERGER CANADA LTD.	1	4	25.0	375	CO-OPERATORS LIFE INSURANCE CO.	7	21	33.3
326	NEXINNOVATIONS INC.	0	3	0.0	376	ENERFLEX SYSTEMS LTD.	1	9	11.1
327	THE INDEPENDENT ORDER OF FORESTERS	4	15	26.7	377	IRON ORE CO. OF CANADA	1	11	9.1
328	PARKLAND INCOME FUND	1	7	14.3	378	STRATOS GLOBAL CORP.	1	10	10.0
329	CANAM GROUP INC.	2	11	18.2	379	NABORS CANADA LP†	0	3	0.0
330	JACOBS CANADA INC.	0	4	0.0	380	AVENTIS PHARMA INC.	0	3	0.0
331	PENGROWTH ENERGY TRUST	0	6	0.0	381	OLCO PETROLEUM GROUP INC.	0	5	0.0
332	CORUS ENTERTAINMENT INC.	5	10	50.0	382	GROUPE LAPERRIÈRE & VERREAULT INC.	2	11	18.2
333	ATS AUTOMATION TOOLING SYSTEMS INC.	0	7	0.0	383	INMET MINING CORP.	0	9	0.0
334	ING BANK OF CANADA	2	9	22.2	384	MBNA CANADA BANK	0	7	0.0
335	CFM CORP.†	0	10	0.0	385	CASTLE BUILDING CENTRES GROUP LTD.	0	9	0.0
336	COGECO INC.	1	11	9.1	386	GOODFELLOW INC.	0	7	0.0
337	HEWITT EQUIPMENT LTD.	0	2	0.0	387	WHEATON RIVER MINERALS LTD.†	0	7	0.0
338	ENERSOURCE CORP.	2	10	20.0	388	VANCOUVER CITY SAVINGS CREDIT UNION	7	9	77.8
339	COOLBRANDS INTERNATIONAL INC.	1	9	11.1	389	BRITISH COLUMBIA FERRY SERVICES INC.	3	12	25.0
340	AGF MANAGEMENT LTD.	0	9	0.0	390	WESCAST INDUSTRIES INC.	1	9	11.1
341	TRIMAC HOLDINGS LTD.	0	7	0.0	391	BRANDT INDUSTRIES LTD.	1	6	16.7
342	YELLOW PAGES INCOME FUND†	0	11	0.0	392	HUDSON BAY MINING AND SMELTING CO. LTD.	0	4	0.0
343	WESTERN OIL SANDS INC.	0	10	0.0	393	LIONORE MINING INTERNATIONAL LTD.	0	8	0.0
344	ERNST & YOUNG LLP	4	11	36.4	394	STANTEC INC.	1	8	12.5
345	SOFTCHOICE CORP.	0	6	0.0	395	GOLDER ASSOCIATES CORP.	1	5	20.0
346	POMERLEAU	0	6	0.0	396	LIONS GATE ENTERTAINMENT CORP.	0	12	0.0
347	FARM CREDIT CANADA	5	12	41.7	397	ASTRAL MEDIA INC.	2	13	15.4
348	ALLSTATE INSURANCE CO. OF CANADA	2	10	20.0	398	GRAHAM GROUP LTD.	0	7	0.0
349	THE MANITOBA PUBLIC INSURANCE CORP.	4	9	44.4	399	HARRIS STEEL GROUP INC.	0	10	0.0
350	UNIBOARD CANADA INC.	0	5	0.0	400	WINPAK LTD.	2	6	33.3

† See addendum notes on page 50.

APPENDIX 3: THE FP500—NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, RANKED BY COMPANY REVENUE

FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors	FP Rank	Company	Total Women Directors	Total Directors	Percentage of Women Directors
401	A & W FOOD SERVICES OF CANADA INC.	0	3	0.0	451	NEWFOUNDLAND AND LABRADOR HYDRO	2	10	20.0
402	SUBARU CANADA, INC.	0	3	0.0	452	CAISSE CENTRALE DESJARDINS	3	24	12.5
403	LILYDALE CO-OPERATIVE LTD.	0	8	0.0	453	BOSTON PIZZA INTERNATIONAL INC.	0	3	0.0
404	CANADIAN BROADCASTING CORP.	5	11	45.5	454	PREMETALCO INC.	0	6	0.0
405	THYSSENKRUPP BUDD CANADA INC.	0	10	0.0	455	SINO-FOREST CORP.	0	8	0.0
406	LEON'S FURNITURE LTD.	1	8	12.5	456	WASHINGTON MARINE GROUP†	0	0	N/A
407	PATERSON GLOBALFOODS INC.†	0	8	0.0	457	GSI LUMONICS INC.†	1	7	14.3
408	INLAND KENWORTH	0	4	0.0	458	ROGERS SUGAR INCOME FUND	0	6	0.0
409	HONEYWELL LTD.	2	4	50.0	459	HIP INTERACTIVE CORP.†	0	7	0.0
410	THRIFTY FOODS	1	5	20.0	460	ADP CANADA CO.	1	3	33.3
411	CIRQUE DU SOLEIL	0	1	0.0	461	LOCKERBIE & HOLE INC.	0	4	0.0
412	PÉTROMONT AND CO. LP	0	6	0.0	462	ACCLAIM ENERGY TRUST	1	8	12.5
413	THE OPPENHEIMER GROUP	0	1	0.0	463	SMUCKER FOODS OF CANADA†	0	5	0.0
414	ABER DIAMOND CORP.	1	9	11.1	464	SHATO HOLDINGS LTD.	1	4	25.0
415	MARUBENI CANADA LTD.	0	5	0.0	465	H & R REAL ESTATE INVESTMENT TRUST	0	6	0.0
416	TEKNION CORP.	1	8	12.5	466	MDC PARTNERS INC.	0	8	0.0
417	ATOMIC ENERGY OF CANADA LTD.	3	13	23.1	467	CITIBANK CANADA	0	8	0.0
418	CENTRA GAS MANITOBA INC.	2	11	18.2	468	TRICAN WELL SERVICE LTD.	0	6	0.0
419	TRILLIUM HEALTH CARE PRODUCTS INC.	0	2	0.0	469	CLARKE INC.	0	7	0.0
420	ATLAS COLD STORAGE INCOME TRUST	0	7	0.0	470	SPECIALTY FOODS GROUP INCOME FUND	0	7	0.0
421	GROUPE B.M.R. INC.	1	5	20.0	471	BURGER KING RESTAURANTS OF CANADA INC.†	0	0	N/A
422	VITRAN CORP. INC.	0	6	0.0	472	OPTIMUM GROUP INC.	1	11	9.1
423	INTER PIPELINE FUND	0	7	0.0	473	ALIMENTS BRETON (CANADA) INC.	4	8	50.0
424	SUMITOMO CANADA LTD.	0	3	0.0	474	COAST CAPITAL SAVINGS CREDIT UNION	4	11	36.4
425	TIMBERWEST FOREST CORP.	0	7	0.0	475	SUN MICROSYSTEMS OF CANADA INC.	2	3	66.7
426	VINCOR INTERNATIONAL INC.	0	9	0.0	476	AIG LIFE INSURANCE CO. OF CANADA	0	8	0.0
427	MEGA GROUP INC.	1	10	10.0	477	CANACCORD CAPITAL INC.	0	8	0.0
428	PRISZM CANADIAN INCOME FUND	1	5	20.0	478	PALLISER FURNITURE LTD.	2	9	22.2
429	MULLEN TRANSPORTATION INC.†	0	6	0.0	479	SUNOPTA INC.	1	9	11.1
430	HUB INTERNATIONAL LTD.	0	10	0.0	480	WOODBINE ENTERTAINMENT GROUP	1	12	8.3
431	BRITISH COLUMBIA BUILDINGS CORP.	3	8	37.5	481	HEMOCARE BUILDING CENTRES LTD.†	0	9	0.0
432	PARAMOUNT RESOURCES LTD.	2	11	18.2	482	MUNICH REINSURANCE CO. OF CANADA	0	7	0.0
433	GREAT LAKES CARBON INCOME FUND	0	7	0.0	483	PRIMEWEST ENERGY TRUST	0	8	0.0
434	PHILIPS CANADA LTD.	0	3	0.0	484	OPEN TEXT CORP.	1	9	11.1
435	MANITOBA LIQUOR CONTROL COMMISSION	5	9	55.6	485	CAMBIOR INC.	0	8	0.0
436	HEATING OIL PARTNERS INCOME FUND	0	6	0.0	486	MANITOBA LOTTERIES CORP.	5	9	55.6
437	BONAVISTA ENERGY TRUST	0	6	0.0	487	MORGUARD CORP.	0	6	0.0
438	GROUPE PROMUTUEL FÉDÉRATION DE SOCIÉTÉS MUTUELLES	1	10	10.0	488	PMC - SIERRA INC.	0	6	0.0
439	MERIDIAN TECHNOLOGIES INC.	0	6	0.0	489	COMMONWEALTH PLYWOOD CO. LTD.	0	2	0.0
440	KAL TIRE	0	1	0.0	490	TREE ISLAND WIRE INCOME FUND	1	7	14.3
441	BABCOCK & WILCOX CANADA LTD.	0	2	0.0	491	407 INTERNATIONAL INC.	1	11	9.1
442	BIRD CONSTRUCTION CO. LTD.	0	7	0.0	492	CAPGEMINI CANADA INC.	0	4	0.0
443	THE AZRIELI GROUP OF COS.	4	5	80.0	493	MENU FOODS INCOME FUND	0	5	0.0
444	HSBC FINANCIAL CORP. LTD.†	0	7	0.0	494	DOMINION CONSTRUCTION CO. INC.	0	2	0.0
445	THOMPSONS LTD.	2	3	66.7	495	CONTRANS INCOME FUND	0	5	0.0
446	NORANDA INCOME FUND	1	7	14.3	496	BARRY CALLEBAUT CANADA INC.	1	5	20.0
447	AUR RESOURCES INC.	0	8	0.0	497	PETFUND ENERGY TRUST	1	9	11.1
448	PRÉVOST CAR INC.	0	3	0.0	498	SODEXHO MS CANADA LTD.	1	9	11.1
449	NOVA SCOTIA LIQUOR CORP.	2	8	25.0	499	COMPUTER SCIENCES CORP.	0	3	0.0
450	VIA RAIL CANADA INC.	3	14	21.4	500	LA SENZA CORP.	1	9	11.1

APPENDIX 4: INDUSTRIES RANKED BY PERCENTAGE OF BOARD SEATS HELD BY WOMEN

Industry*	Number of Companies	Number of Board Seats Held by Women	Number of Board Seats	Percentage of Board Seats Held by Women
INSURANCE SERVICES	3	8	26	30.8
CREDIT UNIONS	4	17	68	25.0
REAL ESTATE	5	9	36	25.0
PROPERTY & CASUALTY INSURANCE	16	32	155	20.6
ENTERTAINMENT	9	15	74	20.3
MULTIMEDIA	9	21	110	19.1
LIFE & HEALTH INSURANCE	8	21	113	18.6
BANKS	13	29	158	18.4
GENERAL MERCHANDISERS	6	10	58	17.2
FOOD & DRUGSTORES	13	20	125	16.0
ACCOUNTING	4	10	63	15.9
GAS/ELECTRICAL UTILITIES, PIPELINES	25	41	264	15.5
SERVICES (GENERAL)	22	21	140	15.0
CHEMICALS & FERTILIZERS	8	10	67	14.9
DIVERSIFIED FINANCIALS	23	33	234	14.1
SPECIALTY RETAILING	21	21	149	14.1
TRANSPORTATION/COURIERS	21	27	193	14.0
TELECOMMUNICATIONS	8	11	79	13.9
CONGLOMERATES	3	2	18	11.1
HEALTH-CARE PRODUCTS & SERVICES	4	4	36	11.1
FOOD MANUFACTURING & PROCESSING	21	16	152	10.5
BREWERIES, DISTILLERS, BEVERAGE MAKERS	3	2	23	8.7
GENERAL MANUFACTURING	34	20	238	8.4
OIL & GAS COMPANIES	37	25	304	8.2
WHOLESALE/DISTRIBUTORS	22	12	147	8.2
AGRICULTURAL PRODUCTS	9	7	86	8.1
PRINTING & PUBLISHING	6	6	75	8.0
STEEL	11	8	102	7.8
OIL & GAS FIELD SERVICES	9	5	66	7.6
HIGH-TECH MANUFACTURING	23	10	136	7.4
METALS & MINING	16	10	147	6.8
PHARMACEUTICALS & BIOTECHNOLOGY	7	3	46	6.5
PAPER & FOREST PRODUCTS	21	10	169	5.9
INFORMATION TECHNOLOGY	10	4	71	5.6
CONSTRUCTION & ENGINEERING	14	3	95	3.2
REAL ESTATE INVESTMENT TRUSTS	4	1	35	2.9
MOTOR VEHICLES & PARTS	20	3	113	2.7
GOLD MINING	5	1	50	2.0
ENVIRONMENTAL SERVICES	1	0	2	0.0
FOOD DISTRIBUTORS	2	0	2	0.0
ADVERTISING	0	0	0	N/A
BENEFIT/HUMAN RESOURCES	0	0	0	N/A
MULTI-SECTOR HOLDING COMPANIES	0	0	0	N/A
TRUST COMPANY	0	0	0	N/A

* Based on FP500 industry listings

APPENDIX 5: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY INDUSTRY WITH COMPANY

ACCOUNTING (10/63) 15.9%

DELOITTE & TOUCHE LLP (3/24) 12.5%
 ERNST & YOUNG LLP (4/11) 36.4%
 KPMG LLP (2/16) 12.5%
 PRICEWATERHOUSECOOPERS LLP (1/12) 8.3%

ADVERTISING

NONE

AGRICULTURAL PRODUCTS (7/86) 8.1%

AGRICORE UNITED (1/15) 6.7%
 CANADIAN WHEAT BOARD (2/15) 13.3%
 CARGILL LTD. (0/4) 0.0%
 COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (1/15) 6.7%[†]
 PATERSON GLOBALFOODS INC. (0/8) 0.0%[†]
 RIDLEY INC. (0/5) 0.0%
 SASKATCHEWAN WHEAT POOL INC. (0/12) 0.0%
 THOMPSONS LTD. (2/3) 66.7%
 UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD.
 (1/9) 11.1%

BANKS (29/158) 18.4%

ALBERTA TREASURY BRANCHES (2/12) 16.7%[†]
 AMEX BANK OF CANADA (2/8) 25.0%
 BANK OF MONTREAL (3/15) 20.0%
 THE BANK OF NOVA SCOTIA (4/15) 26.7%
 CANADIAN IMPERIAL BANK OF COMMERCE
 (5/18) 27.8%
 CITIBANK CANADA (0/8) 0.0%
 HSBC BANK CANADA (1/9) 11.1%
 ING BANK OF CANADA (2/9) 22.2%
 LAURENTIAN BANK OF CANADA (2/13) 15.4%
 MBNA CANADA BANK (0/7) 0.0%
 NATIONAL BANK OF CANADA (3/13) 23.1%
 ROYAL BANK OF CANADA (2/14) 14.3%
 THE TORONTO-DOMINION BANK (3/17) 17.6%

BENEFIT/HUMAN RESOURCES

NONE

BREWERIES, DISTILLERS, BEVERAGE MAKERS

(2/23) 8.7%

COTT CORP. (2/11) 18.2%
 MOLSON INC. (0/3) 0.0%[†]
 VINCOR INTERNATIONAL INC. (0/9) 0.0%

CHEMICALS & FERTILIZERS (10/67) 14.9%

ACETEX CORP. (0/6) 0.0%[†]
 AGRIUM INC. (2/11) 18.2%
 BASF CANADA (2/6) 33.3%

CANPOTEX LTD. (0/7) 0.0%

DOW CHEMICAL CANADA INC. (0/4) 0.0%
 METHANEX CORP. (2/10) 20.0%
 NOVA CHEMICALS CORP. (1/11) 9.1%
 POTASH CORP. OF SASKATCHEWAN INC.
 (3/12) 25.0%

CONGLOMERATES (2/18) 11.1%

JAMES RICHARDSON & SONS LTD. (1/7) 14.3%
 THE JIM PATTISON GROUP (0/7) 0.0%
 SHATO HOLDINGS LTD. (1/4) 25.0%

CONSTRUCTION & ENGINEERING (3/95) 3.2%

AECON GROUP INC. (0/10) 0.0%
 BIRD CONSTRUCTION CO. LTD. (0/7) 0.0%
 DOMINION CONSTRUCTION CO. INC. (0/2) 0.0%
 FLUOR CANADA LTD. (0/1) 0.0%
 GOLDER ASSOCIATES CORP. (1/5) 20.0%
 GRAHAM GROUP LTD. (0/7) 0.0%
 HATCH ASSOCIATES LTD. (0/15) 0.0%
 JACOBS CANADA INC. (0/4) 0.0%
 LEDCOR GROUP OF COS. (0/4) 0.0%[†]
 LOCKERBIE & HOLE INC. (0/4) 0.0%
 PCL CONSTRUCTION GROUP INC. (0/11) 0.0%
 POMERLEAU (0/6) 0.0%
 SNC-LAVALIN GROUP INC. (1/11) 9.1%
 STANTEC INC. (1/8) 12.5%

CREDIT UNIONS (17/68) 25.0%

CAISSE CENTRALE DESJARDINS (3/24) 12.5%
 COAST CAPITAL SAVINGS CREDIT UNION
 (4/11) 36.4%
 MOUVEMENT DES CAISSES DESJARDINS (3/24) 12.5%
 VANCOUVER CITY SAVINGS CREDIT UNION (7/9) 77.8%

DIVERSIFIED FINANCIALS (33/234) 14.1%

AGF MANAGEMENT LTD. (0/9) 0.0%
 AGRICULTURE FINANCIAL SERVICES CORP.
 (1/11) 9.1%
 BANK OF CANADA (4/14) 28.6%
 BRASCAN CORP. (0/14) 0.0%
 BUSINESS DEVELOPMENT BANK OF CANADA
 (5/15) 33.3%
 CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC
 (3/15) 20.0%
 CANACCORD CAPITAL INC. (0/8) 0.0%
 CANADA MORTGAGE AND HOUSING CORP.
 (4/10) 40.0%
 CI FUND MANAGEMENT INC. (0/8) 0.0%
 DUNDEE CORP. (0/9) 0.0%[†]

E-L FINANCIAL CORP. LTD. (0/8) 0.0%

EXPORT DEVELOPMENT CANADA (5/14) 35.7%
 FAIRFAX FINANCIAL HOLDINGS LTD. (0/6) 0.0%
 FARM CREDIT CANADA (5/12) 41.7%
 FORD CREDIT CANADA LTD. (0/8) 0.0%
 GENERAL MOTORS ACCEPTANCE CORP. OF CDA. LTD.
 (1/6) 16.7%

HSBC FINANCIAL CORP. LTD. (0/7) 0.0%[†]

HUB INTERNATIONAL LTD. (0/10) 0.0%
 MFC BANCORP LTD. (1/5) 20.0%
 OPPENHEIMER HOLDINGS INC. (1/7) 14.3%
 OPTIMUM GROUP INC. (1/11) 9.1%
 POWER CORP. OF CANADA (1/17) 5.9%
 SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC
 (1/10) 10.0%

ENTERTAINMENT (15/74) 20.3%

ATLANTIC LOTTERY CORP. (1/8) 12.5%
 BRITISH COLUMBIA LOTTERY CORP. (3/9) 33.3%
 CINRAM INTERNATIONAL INC. (0/8) 0.0%
 CIRQUE DU SOLEIL (0/1) 0.0%
 LIONS GATE ENTERTAINMENT CORP. (0/12) 0.0%
 LOTO-QUÉBEC (3/8) 37.5%
 MANITOBA LOTTERIES CORP. (5/9) 55.6%
 ONTARIO LOTTERY AND GAMING CORP. (2/7) 28.6%
 WOODBINE ENTERTAINMENT GROUP (1/12) 8.3%

ENVIRONMENTAL SERVICES (0/2) 0.0%

WASTE MANAGEMENT OF CANADA CORP.
 (0/2) 0.0%[†]

FOOD DISTRIBUTORS (0/2) 0.0%

H.Y. LOUIE CO. LTD. (0/1) 0.0%
 THE OPPENHEIMER GROUP (0/1) 0.0%

FOOD & DRUGSTORES (20/125) 16.0%

ALIMENTATION COUCHE-TARD INC. (1/11) 9.1%
 CALGARY CO-OPERATIVE ASSOCIATION LTD.
 (4/9) 44.4%
 CANADA SAFEWAY LTD. (0/3) 0.0%
 EMPIRE CO. LTD. (1/14) 7.1%
 GEORGE WESTON LTD. (2/13) 15.4%
 METRO INC. (3/13) 23.1%
 NORTH WEST CO. FUND (0/11) 0.0%
 PHARMASAVE DRUGS (NATIONAL) LTD. (0/10) 0.0%
 SHOPPERS DRUG MART CORP. (2/9) 22.2%
 THE GREAT ATLANTIC & PAC. CO. OF CDA. LTD.
 (0/7) 0.0%

APPENDIX 5: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY INDUSTRY WITH COMPANY

THE JEAN COUTU GROUP (PJC) INC. (6/16) 37.5%
 THE KATZ GROUP INC. (0/1) 0.0%
 UNIPRIX INC. (1/8) 12.5%

FOOD MANUFACTURING & PROCESSING (16/152) 10.5%

AGROPUR COOPÉRATIVE (1/15) 6.7%
 ALIMENTS BRETON (CANADA) INC. (4/8) 50.0%
 BARRY CALLEBAUT CANADA INC. (1/5) 20.0%
 CAMPBELL CO. OF CANADA (1/9) 11.1%
 CONNORS BROS. INCOME FUND (0/7) 0.0%
 COOLBRANDS INTERNATIONAL INC. (1/9) 11.1%
 EXPORT PACKERS CO. LTD. (0/3) 0.0%
 FPI LTD. (0/9) 0.0%
 GROUPE BROCHU (0/2) 0.0%
 LILYDALE CO-OPERATIVE LTD. (0/8) 0.0%
 MAPLE LEAF FOODS INC. (1/12) 8.3%
 MCCAIN FOODS LTD. (0/10) 0.0%
 MENU FOODS INCOME FUND (0/5) 0.0%
 NESTLÉ CANADA INC. (2/3) 66.7%
 PARMALAT CANADA LTD. (1/5) 20.0%
 ROGERS SUGAR INCOME FUND (0/6) 0.0%
 SAPUTO INC. (2/10) 20.0%
 SMUCKER FOODS OF CANADA (0/5) 0.0%†
 SPECIALTY FOODS GROUP INCOME FUND (0/7) 0.0%
 SUNOPTA INC. (1/9) 11.1%
 THRIFTY FOODS (1/5) 20.0%

GAS/ELECTRICAL UTILITIES, PIPELINES (41/264) 15.5%

ALTAGAS INCOME TRUST (0/8) 0.0%†
 ATCO LTD. (1/10) 10.0%
 BRITISH COLUMBIA HYDRO AND POWER AUTHORITY
 (4/11) 36.4%
 BRUCE POWER LP (0/11) 0.0%†
 CENTRA GAS MANITOBA INC. (2/11) 18.2%
 EMERA INC. (3/12) 25.0%
 ENERGY SAVINGS INCOME FUND (1/8) 12.5%
 ENERSOURCE CORP. (2/10) 20.0%
 ENMAX CORP. (1/10) 10.0%
 EPCOR UTILITIES INC. (2/13) 15.4%
 FORTIS INC. (1/10) 10.0%
 GAZ MÉTRO INC. (1/14) 7.1%
 HEATING OIL PARTNERS INCOME FUND (0/6) 0.0%
 HYDRO ONE INC. (2/12) 16.7%
 HYDRO-QUÉBEC (3/17) 17.6%
 NEW BRUNSWICK POWER CORP. (3/12) 25.0%

NEWFOUNDLAND AND LABRADOR HYDRO
 (2/10) 20.0%
 ONTARIO POWER GENERATION INC. (1/11) 9.1%
 SASKATCHEWAN POWER CORP. (5/12) 41.7%
 SUPERIOR PLUS INCOME FUND (0/9) 0.0%
 TERASEN INC. (1/10) 10.0%
 THE MANITOBA HYDRO-ELECTRIC BOARD
 (2/11) 18.2%
 TORONTO HYDRO CORP. (2/11) 18.2%
 TRANSALTA CORP. (1/10) 10.0%
 WESTCOAST ENERGY INC. (1/5) 20.0%†

GENERAL MANUFACTURING (20/238) 8.4%

ATOMIC ENERGY OF CANADA LTD. (3/13) 23.1%
 ATS AUTOMATION TOOLING SYSTEMS INC. (0/7) 0.0%
 BABCOCK & WILCOX CANADA LTD. (0/2) 0.0%
 BAYER INC. (0/3) 0.0%
 BOMBARDIER RECREATIONAL PRODUCTS INC.
 (0/13) 0.0%
 BRANDT INDUSTRIES LTD. (1/6) 16.7%
 CCL INDUSTRIES INC. (1/9) 11.1%
 CFM CORP. (0/10) 0.0%†
 DOREL INDUSTRIES INC. (1/10) 10.0%
 ELLISDON CORP. (0/9) 0.0%
 GENERAL ELECTRIC CANADA INC. (1/3) 33.3%
 GILDAN ACTIVEWEAR INC. (0/7) 0.0%
 GROUPE LAPERRIÈRE & VERREAU LT. (2/11) 18.2%
 GSW INC. (1/9) 11.1%
 HUSKY INJECTION MOLDING SYSTEMS LTD.
 (1/10) 10.0%
 IMPERIAL TOBACCO CANADA LTD. (1/8) 12.5%
 INTERTAPE POLYMER GROUP INC. (0/8) 0.0%
 LAFARGE CANADA INC. (0/8) 0.0%
 L'ORÉAL CANADA INC. (0/5) 0.0%
 MARTINREA INTERNATIONAL INC. (0/6) 0.0%
 MASONITE INTERNATIONAL CORP. (0/9) 0.0%†
 PALLISER FURNITURE LTD. (2/9) 22.2%
 PPG CANADA INC. (0/1) 0.0%
 PROCTER & GAMBLE CANADA INC. (0/3) 0.0%
 ROTHMANS INC. (1/9) 11.1%
 ROYAL GROUP TECHNOLOGIES LTD. (1/10) 10.0%
 SIEMENS CANADA LTD. (0/4) 0.0%
 SONY OF CANADA LTD. (0/6) 0.0%
 ST. LAWRENCE CEMENT GROUP INC. (2/11) 18.2%
 STANDARD AERO HOLDINGS INC. (0/0) N/A†
 TOROMONT INDUSTRIES LTD. (0/8) 0.0%
 TRILLIUM HEALTH CARE PRODUCTS INC. (0/2) 0.0%
 UNILEVER CANADA INC. (0/3) 0.0%
 WINPAK LTD. (2/6) 33.3%

GENERAL MERCHANDISERS (10/58) 17.2%

BMTC GROUP INC. (1/9) 11.1%
 CANADIAN TIRE CORP. LTD. (3/16) 18.8%
 COSTCO WHOLESALE CANADA LTD. (1/8) 12.5%
 HUDSON'S BAY CO. (2/12) 16.7%
 SEARS CANADA INC. (3/10) 30.0%
 WAL-MART CANADA CORP. (0/3) 0.0%

GOLD MINING (1/50) 2.0%

BARRICK GOLD CORP. (0/13) 0.0%
 CAMBIOR INC. (0/8) 0.0%
 KINROSS GOLD CORP. (0/10) 0.0%
 PLACER DOME INC. (1/12) 8.3%
 WHEATON RIVER MINERALS LTD. (0/7) 0.0%†

HEALTH-CARE PRODUCTS & SERVICES (4/36) 11.1%

ABBOTT LABORATORIES LTD. (0/3) 0.0%
 EXTENDICARE INC. (1/14) 7.1%
 MCKESSON CANADA (1/6) 16.7%
 MDS INC. (2/13) 15.4%

HIGH-TECH MANUFACTURING (10/136) 7.4%

ATI TECHNOLOGIES INC. (0/7) 0.0%
 BOMBARDIER INC. (1/15) 6.7%
 CAE INC. (0/13) 0.0%
 CISCO SYSTEMS CANADA CO. (0/3) 0.0%
 GSI LUMONICS INC. (1/7) 14.3%†
 HEWLETT-PACKARD (CANADA) CO. (1/2) 50.0%
 HIP INTERACTIVE CORP. (0/7) 0.0%†
 HONEYWELL LTD. (2/4) 50.0%
 IBM CANADA LTD. (0/1) 0.0%
 JDS UNIPHASE CANADA LTD. (0/7) 0.0%
 MAGELLAN AEROSPACE CORP. (0/9) 0.0%
 MOTOROLA CANADA LTD. (0/3) 0.0%
 NEXINNOVATIONS INC. (0/3) 0.0%
 NORTEL NETWORKS CORP. (1/12) 8.3%
 ONEX CORP. (1/10) 10.0%
 PHILIPS CANADA LTD. (0/3) 0.0%
 PMC - SIERRA INC. (0/6) 0.0%
 PRATT & WHITNEY CANADA CORP. (0/3) 0.0%
 RESEARCH IN MOTION LTD. (0/7) 0.0%
 ROLLS-ROYCE CANADA LTD. (0/1) 0.0%
 SOFTCHOICE CORP. (0/6) 0.0%
 SUN MICROSYSTEMS OF CANADA INC. (2/3) 66.7%
 XEROX CANADA INC. (1/4) 25.0%

† See addendum notes on page 50.
 2005 Catalyst Census of Women Board Directors of the FP500

APPENDIX 5: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY INDUSTRY WITH COMPANY

INFORMATION TECHNOLOGY (4/71) 5.6%

ACCENTURE INC. (0/2) 0.0%
 CGI GROUP INC. (2/14) 14.3%
 COGNOS INC. (0/9) 0.0%
 COMPUTER SCIENCES CORP. (0/3) 0.0%
 CREO INC. (0/10) 0.0%[†]
 EDS CANADA INC. (1/5) 20.0%
 GEAC COMPUTER CORP. LTD. (0/8) 0.0%
 MACDONALD, DETTWILER AND ASSOCIATES LTD.
 (0/8) 0.0%
 MICROSOFT CANADA CO. (0/3) 0.0%
 OPEN TEXT CORP. (1/9) 11.1%

INSURANCE SERVICES (8/26) 30.8%

CHUBB INSURANCE CO. OF CANADA (3/8) 37.5%
 THE ECONOMICAL INSURANCE GROUP (1/9) 11.1%
 THE MANITOBA PUBLIC INSURANCE CORP. (4/9) 44.4%

LIFE & HEALTH INSURANCE (21/113) 18.6%

AIG LIFE INSURANCE CO. OF CANADA (0/8) 0.0%
 CO-OPERATORS LIFE INSURANCE CO. (7/21) 33.3%
 THE INDEPENDENT ORDER OF FORESTERS (4/15) 26.7%
 INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL
 SERVICES INC. (3/14) 21.4%
 MANULIFE FINANCIAL CORP. (2/16) 12.5%
 SSQ, LIFE INSURANCE CO. INC. (2/15) 13.3%
 SUN LIFE FINANCIAL INC. (3/13) 23.1%
 TRANSAMERICA LIFE CANADA (0/11) 0.0%

METALS & MINING (10/147) 6.8%

ABER DIAMOND CORP. (1/9) 11.1%
 ALCAN INC. (1/13) 7.7%
 ALCOA CANADA LTD. (0/3) 0.0%
 AUR RESOURCES INC. (0/8) 0.0%
 CAMECO CORP. (1/12) 8.3%
 FORDING CANADIAN COAL TRUST (1/13) 7.7%
 HUDSON BAY MINING AND SMELTING CO. LTD.
 (0/4) 0.0%
 INCO LTD. (2/12) 16.7%
 INMET MINING CORP. (0/9) 0.0%
 IRON ORE CO. OF CANADA (1/11) 9.1%
 LIONORE MINING INTERNATIONAL LTD. (0/8) 0.0%
 NORANDA INC. (1/14) 7.1%[†]
 NORANDA INCOME FUND (1/7) 14.3%
 QIT-FER ET TITANE INC. (0/3) 0.0%
 SHERRITT INTERNATIONAL CORP. (0/7) 0.0%
 TECK COMINCO LTD. (1/14) 7.1%

MOTOR VEHICLES & PARTS (3/113) 2.7%

DAIMLERCHRYSLER CANADA INC. (0/3) 0.0%
 FORD MOTOR CO. OF CANADA LTD. (1/5) 20.0%
 GENERAL MOTORS OF CANADA LTD. (0/7) 0.0%
 HONDA CANADA INC. (0/7) 0.0%
 HYUNDAI AUTO CANADA (0/6) 0.0%
 INTERNATIONAL TRUCK AND ENGINE CORP. CDA.
 (0/5) 0.0%
 JOHNSON CONTROLS LTD. (0/2) 0.0%
 LEAR CANADA LTD. (0/5) 0.0%
 LINAMAR CORP. (1/6) 16.7%
 MAGNA INTERNATIONAL INC. (0/10) 0.0%
 MAZDA CANADA INC. (0/3) 0.0%
 MERCEDES-BENZ CANADA INC. (0/6) 0.0%
 MERIDIAN TECHNOLOGIES INC. (0/6) 0.0%
 NISSAN CANADA INC. (0/6) 0.0%
 PRÉVOST CAR INC. (0/3) 0.0%
 SUBARU CANADA, INC. (0/3) 0.0%
 THYSSENKRUPP BUDD CANADA INC. (0/10) 0.0%
 TOYOTA MOTOR MANUFACTURING CANADA INC.
 (0/8) 0.0%
 VOLKSWAGEN CANADA INC. (0/3) 0.0%
 WESCAST INDUSTRIES INC. (1/9) 11.1%

MULTIMEDIA (21/110) 19.1%

ALLIANCE ATLANTIS COMMUNICATIONS INC.
 (1/11) 9.1%
 ASTRAL MEDIA INC. (2/13) 15.4%
 CANADIAN BROADCASTING CORP. (5/11) 45.5%
 CANWEST GLOBAL COMMUNICATIONS CORP.
 (2/10) 20.0%
 CHUM LTD. (2/11) 18.2%
 COGECO INC. (1/11) 9.1%
 CORUS ENTERTAINMENT INC. (5/10) 50.0%
 ROGERS COMMUNICATIONS INC. (2/18) 11.1%
 SHAW COMMUNICATIONS INC. (1/15) 6.7%

MULTI-SECTOR HOLDING COMPANIES

NONE

OIL & GAS COMPANIES (25/304) 8.2%

ACCLAIM ENERGY TRUST (1/8) 12.5%
 APACHE CANADA LTD. (0/6) 0.0%
 ARC ENERGY TRUST (0/7) 0.0%
 BONAVISTA ENERGY TRUST (0/6) 0.0%
 BURLINGTON RESOURCES CANADA LTD. (1/7) 14.3%
 CANADIAN NATURAL RESOURCES LTD. (1/9) 11.1%
 CANADIAN OIL SANDS TRUST (1/8) 12.5%
 CONOCOPHILLIPS CANADA RESOURCES CORP.
 (1/3) 33.3%

DEVON CANADA CORP. (0/6) 0.0%

ENBRIDGE INC. (1/11) 9.1%
 ENCANA CORP. (2/15) 13.3%
 ENERPLUS RESOURCES FUND (0/8) 0.0%
 FORT CHICAGO ENERGY PARTNERS LP (0/7) 0.0%
 GREAT LAKES CARBON INCOME FUND (0/7) 0.0%
 HUSKY ENERGY INC. (2/14) 14.3%
 IMPERIAL OIL LTD. (1/9) 11.1%
 INTER PIPELINE FUND (0/7) 0.0%
 KEYERA FACILITIES INCOME FUND (1/8) 12.5%
 MURPHY OIL CO. LTD. (0/6) 0.0%
 NEXEN INC. (0/11) 0.0%
 OLCO PETROLEUM GROUP INC. (0/5) 0.0%
 PARAMOUNT RESOURCES LTD. (2/11) 18.2%
 PARKLAND INCOME FUND (1/7) 14.3%
 PENGROWTH ENERGY TRUST (0/6) 0.0%
 PENN WEST PETROLEUM LTD. (0/5) 0.0%[†]
 PETRO-CANADA (3/12) 25.0%
 PETROFUND ENERGY TRUST (1/9) 11.1%
 PETROKAZAKHSTAN INC. (0/6) 0.0%
 PÉTROMONT AND CO. LP (0/6) 0.0%
 PRIMEWEST ENERGY TRUST (0/8) 0.0%
 PROVIDENT ENERGY TRUST (0/11) 0.0%
 SHELL CANADA LTD. (2/10) 20.0%
 SUNCOR ENERGY INC. (1/12) 8.3%
 TALISMAN ENERGY INC. (1/9) 11.1%
 TRANSCANADA CORP. (2/11) 18.2%
 ULTRAMAR LTD. (0/3) 0.0%
 WESTERN OIL SANDS INC. (0/10) 0.0%

OIL & GAS FIELD SERVICES (5/66) 7.6%

CHC HELICOPTER CORP. (1/10) 10.0%
 ENERFLEX SYSTEMS LTD. (1/9) 11.1%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/8) 0.0%
 FLINT ENERGY SERVICES LTD. (0/7) 0.0%
 NABORS CANADA LP (0/3) 0.0%[†]
 PRECISION DRILLING CORP. (0/7) 0.0%
 SCHLUMBERGER CANADA LTD. (1/4) 25.0%
 SHAWCOR LTD. (2/12) 16.7%
 TRICAN WELL SERVICE LTD. (0/6) 0.0%

PAPER & FOREST PRODUCTS (10/169) 5.9%

ABITIBI-CONSOLIDATED INC. (2/10) 20.0%
 AINSWORTH LUMBER CO. LTD. (2/9) 22.2%
 BOWATER CANADIAN FOREST PRODUCTS INC.
 (0/3) 0.0%
 CANFOR CORP. (0/11) 0.0%
 CASCADES INC. (1/13) 7.7%
 COMMONWEALTH PLYWOOD CO. LTD. (0/2) 0.0%

APPENDIX 5: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY INDUSTRY WITH COMPANY

DOMTAR INC. (1/13) 7.7%	MUNICH REINSURANCE CO. OF CANADA (0/7) 0.0%	WORKERS' COMPENSATION BOARD, ALBERTA (2/10) 20.0%
INTERNATIONAL FOREST PRODUCTS LTD. (0/11) 0.0%	ROYAL & SUNALLIANCE CANADA (1/10) 10.0%	WORKPLACE SAFETY & INSURANCE BOARD (3/8) 37.5%
KIMBERLY-CLARK OF CANADA LTD. (0/3) 0.0%	SASKATCHEWAN AUTO FUND (6/13) 46.2%	
KRUGER INC. (0/12) 0.0%	STATE FARM GROUP (3/13) 23.1% [†]	
NORBORD INC. (2/10) 20.0% [†]	THE WAWANESA MUTUAL INSURANCE CO. (2/11) 18.2%	
NORSKE SKOG CANADA LTD. (0/9) 0.0%	ZURICH NORTH AMERICA CANADA (0/1) 0.0% [†]	
RIVERSIDE FOREST PRODUCTS LTD. (0/6) 0.0% [†]		SPECIALTY RETAILING (21/149) 14.1%
SINO-FOREST CORP. (0/8) 0.0%		ACKLANDS GRAINGER INC. (0/1) 0.0%
TEMBEC INC. (1/14) 7.1%	REAL ESTATE (9/36) 25.0%	BEST BUY CANADA LTD. (0/4) 0.0%
TIMBERWEST FOREST CORP. (0/7) 0.0%	THE AZRIELI GROUP OF COS. (4/5) 80.0%	BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH (0/0) N/A [†]
TOLKO INDUSTRIES LTD. (0/3) 0.0%	BRITISH COLUMBIA BUILDINGS CORP. (3/8) 37.5%	CASTLE BUILDING CENTRES GROUP LTD. (0/9) 0.0%
UNIBOARD CANADA INC. (0/5) 0.0%	MI DEVELOPMENTS INC. (0/9) 0.0%	THE FORZANI GROUP LTD. (0/8) 0.0%
WEST FRASER TIMBER CO. LTD. (1/9) 11.1%	MORGUARD CORP. (0/6) 0.0%	HARTCO CORP. (1/7) 14.3%
WESTERN FOREST PRODUCTS INC. (0/7) 0.0% [†]	SOCIÉTÉ IMMOBILIÈRE DU QUÉBEC (2/8) 25.0%	HOME DEPOT CANADA (0/0) N/A [†]
WEYERHAEUSER CANADA LTD. (0/4) 0.0%		HOME HARDWARE STORES LTD. (3/26) 11.5%
	REAL ESTATE INVESTMENT TRUSTS (1/35) 2.9%	HOMECARE BUILDING CENTRES LTD. (0/9) 0.0% [†]
PHARMACEUTICALS & BIOTECHNOLOGY (3/46) 6.5%	H & R REAL ESTATE INVESTMENT TRUST (0/6) 0.0%	INDIGO BOOKS & MUSIC INC. (1/9) 11.1%
APOTEX INC. (0/2) 0.0%	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (0/9) 0.0%	INTERTAN INC. (0/3) 0.0%
ASTRAZENECA CANADA INC. (0/3) 0.0%	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST (0/11) 0.0%	KAL TIRE (0/1) 0.0%
AVENTIS PHARMA INC. (0/3) 0.0%	RIOCAN REAL ESTATE INVESTMENT TRUST (1/9) 11.1%	LA SENZA CORP. (1/9) 11.1%
BIOVAIL CORP. (0/7) 0.0%		LEON'S FURNITURE LTD. (1/8) 12.5%
GLAXOSMITHKLINE INC. (0/4) 0.0%	SERVICES (GENERAL) (21/140) 15.0%	LIQUOR CONTROL BOARD OF ONTARIO (3/5) 60.0%
MERCK FROSST CANADA & CO. (3/18) 16.7% [†]	A & W FOOD SERVICES OF CANADA INC. (0/3) 0.0%	MANITOBA LIQUOR CONTROL COMMISSION (5/9) 55.6%
PATHEON INC. (0/9) 0.0%	ADP CANADA CO. (1/3) 33.3%	MEGA GROUP INC. (1/10) 10.0%
	ALBERTA GAMING AND LIQUOR COMMISSION (2/7) 28.6%	NOVA SCOTIA LIQUOR CORP. (2/8) 25.0%
PRINTING & PUBLISHING (6/75) 8.0%	BOSTON PIZZA INTERNATIONAL INC. (0/3) 0.0%	REITMANS (CANADA) LTD. (0/9) 0.0%
MDC PARTNERS INC. (0/8) 0.0%	BURGER KING RESTAURANTS OF CANADA INC. (0/0) N/A [†]	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (2/9) 22.2%
QUEBECOR INC. (1/11) 9.1%	CANADIAN COMMERCIAL CORP. (1/10) 10.0%	SONEPAR CANADA INC. (1/5) 20.0% [†]
THE THOMSON CORP. (2/16) 12.5%	CANON CANADA INC. (1/5) 20.0%	
TORSTAR CORP. (1/16) 6.3%	CAPGEMINI CANADA INC. (0/4) 0.0%	STEEL (8/102) 7.8%
TRANSCONTINENTAL INC. (2/13) 15.4%	CARA OPERATIONS LTD. (2/8) 25.0%	ALGOMA STEEL INC. (1/11) 9.1%
YELLOW PAGES INCOME FUND (0/11) 0.0% [†]	CHARLWOOD PACIFIC GROUP (0/3) 0.0%	CANAM GROUP INC. (2/11) 18.2%
	COMMISSION DE LA SANTÉ & DE LA SÉCURITÉ DU TRAVAIL (1/16) 6.3%	DOFASCO INC. (1/11) 9.1%
PROPERTY & CASUALTY INSURANCE (32/155) 20.6%	FAIRMONT HOTELS & RESORTS INC. (2/10) 20.0%	GERDAU AMERISTEEL CORP. (0/9) 0.0%
ALLSTATE INSURANCE CO. OF CANADA (2/10) 20.0%	FIRSTSERVICE CORP. (0/6) 0.0%	HARRIS STEEL GROUP INC. (0/10) 0.0%
AVIVA CANADA INC. (1/11) 9.1%	INTRAWEST CORP. (1/10) 10.0%	IPSCO INC. (1/13) 7.7%
AXA CANADA INC. (0/6) 0.0%	MCDONALD'S RESTAURANTS OF CANADA LTD. (0/2) 0.0%	MITTAL CANADA INC. (0/8) 0.0% [†]
CO-OPERATORS GENERAL INSURANCE CO. (7/21) 33.3%	PRISZM CANADIAN INCOME FUND (1/5) 20.0%	NOVAMERICAN STEEL INC. (0/6) 0.0%
DESIJARDINS GENERAL INSURANCE GROUP (2/13) 15.4%	SODEXHO MS CANADA LTD. (1/9) 11.1%	SAMUEL MANU-TECH INC. (1/7) 14.3%
GROUPE PROMUTUEL FÉDÉRATION DE SOCIÉTÉS MUTUELLES (1/10) 10.0%	TEKNION CORP. (1/8) 12.5%	STELCO INC. (1/9) 11.1%
ING CANADA INC. (3/12) 25.0%	THE TDL GROUP CORP. (0/3) 0.0%	TREE ISLAND WIRE INCOME FUND (1/7) 14.3%
INSURANCE CORP. OF BRITISH COLUMBIA (4/9) 44.4%	WORKERS' COMPENSATION BOARD OF BRITISH COLUMBIA (2/7) 28.6%	
KINGSWAY FINANCIAL SERVICES INC. (0/7) 0.0%		TELECOMMUNICATIONS (11/79) 13.9%
LLOYD'S UNDERWRITERS (CANADA) (0/1) 0.0% [†]		BCE INC. (2/15) 13.3%
		CALL-NET ENTERPRISES INC. (1/9) 11.1% [†]
		ERICSSON CANADA INC. (0/3) 0.0%
		MANITOBA TELECOM SERVICES INC. (2/12) 16.7%
		TELESYSTEM INTERNATIONAL WIRELESS INC. (0/7) 0.0%

[†] See addendum notes on page 50.
2005 Catalyst Census of Women Board Directors of the FP500

APPENDIX 5: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY INDUSTRY WITH COMPANY

TELUS CORP. (1/11) 9.1%

SASKATCHEWAN TELECOMMUNICATIONS
(4/12) 33.3%

STRATOS GLOBAL CORP. (1/10) 10.0%

TRANSPORTATION/COURIERS (27/193) 14.0%

407 INTERNATIONAL INC. (1/11) 9.1%

ATLAS COLD STORAGE INCOME TRUST (0/7) 0.0%

BRITISH COLUMBIA FERRY SERVICES INC.
(3/12) 25.0%

CANADA POST CORP. (4/9) 44.4%

CANADIAN NATIONAL RAILWAY CO. (2/15) 13.3%

CANADIAN PACIFIC RAILWAY LTD. (1/10) 10.0%

CLARKE INC. (0/7) 0.0%

CONTRANS INCOME FUND (0/5) 0.0%

CP SHIPS LTD. (0/8) 0.0%

GREATER TORONTO AIRPORTS AUTHORITY
(3/15) 20.0%

MULLEN TRANSPORTATION INC. (0/6) 0.0%[†]

NAV CANADA (3/14) 21.4%

SOCIÉTÉ DE TRANSPORT DE MONTRÉAL (3/9) 33.3%

TORONTO TRANSIT COMMISSION (2/9) 22.2%

TRANSAT A.T. INC. (1/11) 9.1%

TRANSFORCE INCOME FUND (1/9) 11.1%

TRIMAC HOLDINGS LTD. (0/7) 0.0%

VIA RAIL CANADA INC. (3/14) 21.4%

VITRAN CORP. INC. (0/6) 0.0%

WASHINGTON MARINE GROUP (0/0) N/A[†]

WESTJET AIRLINES LTD. (0/9) 0.0%

TRUST COMPANY

NONE

WHOLESALE/DISTRIBUTORS (12/147) 8.2%

CANWEL BUILDING MATERIALS LTD. (0/6) 0.0%

FEDERATED CO-OPERATIVES LTD. (6/19) 31.6%

FINNING INTERNATIONAL INC. (0/10) 0.0%

GOODFELLOW INC. (0/7) 0.0%

GROUPE B.M.R. INC. (1/5) 20.0%

HEWITT EQUIPMENT LTD. (0/2) 0.0%

INLAND KENWORTH (0/4) 0.0%

JOHN DEERE LTD. (1/8) 12.5%

MARUBENI CANADA LTD. (0/5) 0.0%

MITSUI & CO. (CANADA) LTD. (0/4) 0.0%

PREMETALCO INC. (0/6) 0.0%

REXEL CANADA ELECTRICAL INC. (0/3) 0.0%

RONA INC. (1/12) 8.3%

RUSSEL METALS INC. (1/8) 12.5%

SUMITOMO CANADA LTD. (0/3) 0.0%

TAIGA FOREST PRODUCTS LTD. (0/10) 0.0%

THE FUTURA CORP. (0/4) 0.0%

TOSHIBA OF CANADA LTD. (0/4) 0.0%

UNI-SÉLECT INC. (1/10) 10.0%

UNIVAR CANADA LTD. (0/5) 0.0%

WAJAX LTD. (1/9) 11.1%

WOLSELEY HOLDINGS CANADA INC. (0/3) 0.0%

APPENDIX 6: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY PROVINCE/TERRITORY WITH COMPANY

ALBERTA (79/678) 11.7%

ACCLAIM ENERGY TRUST (1/8) 12.5%
 AGRICULTURE FINANCIAL SERVICES CORP. (1/11) 9.1%
 AGRIMUM INC. (2/11) 18.2%
 ALBERTA GAMING AND LIQUOR COMMISSION
 (2/7) 28.6%
 ALBERTA TREASURY BRANCHES (2/12) 16.7%†
 ALTAGAS INCOME TRUST (0/8) 0.0%†
 APACHE CANADA LTD. (0/6) 0.0%
 ARC ENERGY TRUST (0/7) 0.0%
 ATCO LTD. (1/10) 10.0%
 BONAVISTA ENERGY TRUST (0/6) 0.0%
 BRANDT INDUSTRIES LTD. (1/6) 16.7%
 BURLINGTON RESOURCES CANADA LTD. (1/7) 14.3%
 CALGARY CO-OPERATIVE ASSOCIATION LTD.
 (4/9) 44.4%
 CANADA SAFEWAY LTD. (0/3) 0.0%
 CANADIAN NATURAL RESOURCES LTD. (1/9) 11.1%
 CANADIAN OIL SANDS TRUST (1/8) 12.5%
 CANADIAN PACIFIC RAILWAY LTD. (1/10) 10.0%
 CONOCOPHILLIPS CANADA RESOURCES CORP.
 (1/3) 33.3%
 CO-OPERATORS LIFE INSURANCE CO. (7/21) 33.3%
 DEVON CANADA CORP. (0/6) 0.0%
 DOW CHEMICAL CANADA INC. (0/4) 0.0%
 ENBRIDGE INC. (1/11) 9.1%
 ENCAN CORP. (2/15) 13.3%
 ENERFLEX SYSTEMS LTD. (1/9) 11.1%
 ENERPLUS RESOURCES FUND (0/8) 0.0%
 ENMAX CORP. (1/10) 10.0%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/8) 0.0%
 EPCOR UTILITIES INC. (2/13) 15.4%
 FARM CREDIT CANADA (5/12) 41.7%
 FLINT ENERGY SERVICES LTD. (0/7) 0.0%
 FLUOR CANADA LTD. (0/1) 0.0%
 FORDING CANADIAN COAL TRUST (1/13) 7.7%
 FORT CHICAGO ENERGY PARTNERS LP (0/7) 0.0%
 GRAHAM GROUP LTD. (0/7) 0.0%
 HUSKY ENERGY INC. (2/14) 14.3%
 INTER PIPELINE FUND (0/7) 0.0%
 IPSCO INC. (1/13) 7.7%
 JACOBS CANADA INC. (0/4) 0.0%
 KEYERA FACILITIES INCOME FUND (1/8) 12.5%
 LILYDALE CO-OPERATIVE LTD. (0/8) 0.0%
 LOCKERBIE & HOLE INC. (0/4) 0.0%
 MULLEN TRANSPORTATION INC. (0/6) 0.0%†
 MURPHY OIL CO. LTD. (0/6) 0.0%
 NABORS CANADA LP (0/3) 0.0%†
 NEXEN INC. (0/11) 0.0%

NOVA CHEMICALS CORP. (1/11) 9.1%
 PARAMOUNT RESOURCES LTD. (2/11) 18.2%
 PARKLAND INCOME FUND (1/7) 14.3%
 PCL CONSTRUCTION GROUP INC. (0/11) 0.0%
 PENGROWTH ENERGY TRUST (0/6) 0.0%
 PENN WEST PETROLEUM LTD. (0/5) 0.0%†
 PETRO-CANADA (3/12) 25.0%
 PETROFUND ENERGY TRUST (1/9) 11.1%
 PETROKAZAKHSTAN INC. (0/6) 0.0%
 PRECISION DRILLING CORP. (0/7) 0.0%
 PRIMEWEST ENERGY TRUST (0/8) 0.0%
 PROVIDENT ENERGY TRUST (0/11) 0.0%
 SASKATCHEWAN AUTO FUND (6/13) 46.2%
 SASKATCHEWAN POWER CORP. (5/12) 41.7%
 SASKATCHEWAN TELECOMMUNICATIONS
 (4/12) 33.3%
 SASKATCHEWAN WHEAT POOL INC. (0/12) 0.0%
 SCHLUMBERGER CANADA LTD. (1/4) 25.0%
 SHAW COMMUNICATIONS INC. (1/15) 6.7%
 SHELL CANADA LTD. (2/10) 20.0%
 STANTEC INC. (1/8) 12.5%
 SUNCOR ENERGY INC. (1/12) 8.3%
 SUPERIOR PLUS INCOME FUND (0/9) 0.0%
 TALISMAN ENERGY INC. (1/9) 11.1%
 THE FORZANI GROUP LTD. (0/8) 0.0%
 THE KATZ GROUP INC. (0/1) 0.0%
 TRANSALTA CORP. (1/10) 10.0%
 TRANSCANADA CORP. (2/11) 18.2%
 TRICAN WELL SERVICE LTD. (0/6) 0.0%
 TRIMAC HOLDINGS LTD. (0/7) 0.0%
 UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD.
 (1/9) 11.1%
 WESTERN OIL SANDS INC. (0/10) 0.0%
 WESTJET AIRLINES LTD. (0/9) 0.0%
 WORKERS' COMPENSATION BOARD, ALBERTA
 (2/10) 20.0%

BRITISH COLUMBIA (46/399) 11.5%

A & W FOOD SERVICES OF CANADA INC. (0/3) 0.0%
 ACETEX CORP. (0/6) 0.0%†
 AINSWORTH LUMBER CO. LTD. (2/9) 22.2%
 BEST BUY CANADA LTD. (0/4) 0.0%
 BOSTON PIZZA INTERNATIONAL INC. (0/3) 0.0%
 BRITISH COLUMBIA BUILDINGS CORP. (3/8) 37.5%
 BRITISH COLUMBIA FERRY SERVICES INC.
 (3/12) 25.0%
 BRITISH COLUMBIA HYDRO AND POWER AUTHORITY
 (4/11) 36.4%

BRITISH COLUMBIA LIQUOR DISTRIBUTION BRANCH
 (0/0) N/A†
 BRITISH COLUMBIA LOTTERY CORP. (3/9) 33.3%
 CANACCORD CAPITAL INC. (0/8) 0.0%
 CANFOR CORP. (0/11) 0.0%
 CANWEL BUILDING MATERIALS LTD. (0/6) 0.0%
 CHARLWOOD PACIFIC GROUP (0/3) 0.0%
 CHC HELICOPTER CORP. (1/10) 10.0%
 COAST CAPITAL SAVINGS CREDIT UNION
 (4/11) 36.4%
 CREO INC. (0/10) 0.0%†
 DOMINION CONSTRUCTION CO. INC. (0/2) 0.0%
 FINNING INTERNATIONAL INC. (0/10) 0.0%
 H.Y. LOUIE CO. LTD. (0/1) 0.0%
 HSBC BANK CANADA (1/9) 11.1%
 INLAND KENWORTH (0/4) 0.0%
 INSURANCE CORP. OF BRITISH COLUMBIA
 (4/9) 44.4%
 INTERNATIONAL FOREST PRODUCTS LTD.
 (0/11) 0.0%
 INTRAWEST CORP. (1/10) 10.0%
 KAL TIRE (0/1) 0.0%
 LEDCOR GROUP OF COS. (0/4) 0.0%†
 LIONS GATE ENTERTAINMENT CORP. (0/12) 0.0%
 MACDONALD, DETTWILER AND ASSOCIATES LTD.
 (0/8) 0.0%
 MARUBENI CANADA LTD. (0/5) 0.0%
 METHANEX CORP. (2/10) 20.0%
 NORSKE SKOG CANADA LTD. (0/9) 0.0%
 PHARMASAVE DRUGS (NATIONAL) LTD. (0/10) 0.0%
 PLACER DOME INC. (1/12) 8.3%
 PMC - SIERRA INC. (0/6) 0.0%
 RIVERSIDE FOREST PRODUCTS LTD. (0/6) 0.0%†
 SHATO HOLDINGS LTD. (1/4) 25.0%
 TAIGA FOREST PRODUCTS LTD. (0/10) 0.0%
 TECK COMINCO LTD. (1/14) 7.1%
 TELUS CORP. (1/11) 9.1%
 TERASEN INC. (1/10) 10.0%
 THE FUTURA CORP. (0/4) 0.0%
 THE JIM PATTISON GROUP (0/7) 0.0%
 THE OPPENHEIMER GROUP (0/1) 0.0%
 THRIFTY FOODS (1/5) 20.0%
 TIMBERWEST FOREST CORP. (0/7) 0.0%
 TOLKO INDUSTRIES LTD. (0/3) 0.0%
 TREE ISLAND WIRE INCOME FUND (1/7) 14.3%
 UNIVAR CANADA LTD. (0/5) 0.0%
 VANCOUVER CITY SAVINGS CREDIT UNION
 (7/9) 77.8%

† See addendum notes on page 50.
 2005 Catalyst Census of Women Board Directors of the FP500

APPENDIX 6: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY PROVINCE/TERRITORY WITH COMPANY

WASHINGTON MARINE GROUP (0/0) N/A†
WEST FRASER TIMBER CO. LTD. (1/9) 11.1%
WESTCOAST ENERGY INC. (1/5) 20.0%†
WESTERN FOREST PRODUCTS INC. (0/7) 0.0%†
WEYERHAEUSER CANADA LTD. (0/4) 0.0%
WHEATON RIVER MINERALS LTD. (0/7) 0.0%†
WORKERS' COMPENSATION BOARD OF BRITISH
COLUMBIA (2/7) 28.6%

MANITOBA (32/166) 19.3%

AGRICORE UNITED (1/15) 6.7%
CANADIAN WHEAT BOARD (2/15) 13.3%
CANWEST GLOBAL COMMUNICATIONS CORP.
(2/10) 20.0%
CARGILL LTD. (0/4) 0.0%
CENTRA GAS MANITOBA INC. (2/11) 18.2%
HUDSON BAY MINING AND SMELTING CO. LTD.
(0/4) 0.0%
JAMES RICHARDSON & SONS LTD. (1/7) 14.3%
MANITOBA LIQUOR CONTROL COMMISSION
(5/9) 55.6%
MANITOBA LOTTERIES CORP. (5/9) 55.6%
MANITOBA TELECOM SERVICES INC. (2/12) 16.7%
NORTH WEST CO. FUND (0/11) 0.0%
PALLISER FURNITURE LTD. (2/9) 22.2%
PATERSON GLOBALFOODS INC. (0/8) 0.0%†
RIDLEY INC. (0/5) 0.0%
STANDARD AERO HOLDINGS INC. (0/0) N/A†
THE MANITOBA HYDRO-ELECTRIC BOARD
(2/11) 18.2%
THE MANITOBA PUBLIC INSURANCE CORP.
(4/9) 44.4%
THE WAWANESA MUTUAL INSURANCE CO.
(2/11) 18.2%
WINPAK LTD. (2/6) 33.3%

NEW BRUNSWICK (4/37) 10.8%

ATLANTIC LOTTERY CORP. (1/8) 12.5%
CONNORS BROS. INCOME FUND (0/7) 0.0%
MCCAIN FOODS LTD. (0/10) 0.0%
NEW BRUNSWICK POWER CORP. (3/12) 25.0%

NEWFOUNDLAND AND LABRADOR (4/40) 10.0%

FORTIS INC. (1/10) 10.0%
FPI LTD. (0/9) 0.0%
IRON ORE CO. OF CANADA (1/11) 9.1%
NEWFOUNDLAND AND LABRADOR HYDRO
(2/10) 20.0%

NORTHWEST TERRITORIES

NONE

NOVA SCOTIA (6/34) 17.6%

EMERA INC. (3/12) 25.0%
EMPIRE CO. LTD. (1/14) 7.1%
NOVA SCOTIA LIQUOR CORP. (2/8) 25.0%

NUNAVUT

NONE

ONTARIO (207/1840) 11.3%

407 INTERNATIONAL INC. (1/11) 9.1%
ABER DIAMOND CORP. (1/9) 11.1%
ACCENTURE INC. (0/2) 0.0%
ACKLANDS GRAINGER INC. (0/1) 0.0%
ADP CANADA CO. (1/3) 33.3%
AECON GROUP INC. (0/10) 0.0%
AGF MANAGEMENT LTD. (0/9) 0.0%
AIG LIFE INSURANCE CO. OF CANADA (0/8) 0.0%
ALGOMA STEEL INC. (1/11) 9.1%
ALLIANCE ATLANTIS COMMUNICATIONS INC.
(1/11) 9.1%
ALLSTATE INSURANCE CO. OF CANADA (2/10) 20.0%
AMEX BANK OF CANADA (2/8) 25.0%
APOTEX INC. (0/2) 0.0%
ASTRAZENECA CANADA INC. (0/3) 0.0%
ATI TECHNOLOGIES INC. (0/7) 0.0%
ATLAS COLD STORAGE INCOME TRUST (0/7) 0.0%
ATOMIC ENERGY OF CANADA LTD. (3/13) 23.1%
ATS AUTOMATION TOOLING SYSTEMS INC.
(0/7) 0.0%
AUR RESOURCES INC. (0/8) 0.0%
AVIVA CANADA INC. (1/11) 9.1%
BABCOCK & WILCOX CANADA LTD. (0/2) 0.0%
BANK OF CANADA (4/14) 28.6%
BARRICK GOLD CORP. (0/13) 0.0%
BASF CANADA (2/6) 33.3%
BAYER INC. (0/3) 0.0%
BIOVAIL CORP. (0/7) 0.0%
BIRD CONSTRUCTION CO. LTD. (0/7) 0.0%
BRASCAN CORP. (0/14) 0.0%
BRUCE POWER LP (0/11) 0.0%†
BURGER KING RESTAURANTS OF CANADA INC.
(0/0) N/A†
CAE INC. (0/13) 0.0%
CALL-NET ENTERPRISES INC. (1/9) 11.1%†
CAMPBELL CO. OF CANADA (1/9) 11.1%
CANADA MORTGAGE AND HOUSING CORP.
(4/10) 40.0%

CANADA POST CORP. (4/9) 44.4%
CANADIAN BROADCASTING CORP. (5/11) 45.5%
CANADIAN COMMERCIAL CORP. (1/10) 10.0%
CANADIAN IMPERIAL BANK OF COMMERCE
(5/18) 27.8%
CANADIAN TIRE CORP. LTD. (3/16) 18.8%
CANON CANADA INC. (1/5) 20.0%
CAPGEMINI CANADA INC. (0/4) 0.0%
CARA OPERATIONS LTD. (2/8) 25.0%
CASTLE BUILDING CENTRES GROUP LTD. (0/9) 0.0%
CCL INDUSTRIES INC. (1/9) 11.1%
CFM CORP. (0/10) 0.0%†
CHUBB INSURANCE CO. OF CANADA (3/8) 37.5%
CHUM LTD. (2/11) 18.2%
CI FUND MANAGEMENT INC. (0/8) 0.0%
CINRAM INTERNATIONAL INC. (0/8) 0.0%
CISCO SYSTEMS CANADA CO. (0/3) 0.0%
CITIBANK CANADA (0/8) 0.0%
CLARKE INC. (0/7) 0.0%
COGNOS INC. (0/9) 0.0%
COMPUTER SCIENCES CORP. (0/3) 0.0%
CONTRANS INCOME FUND (0/5) 0.0%
COOLBRANDS INTERNATIONAL INC. (1/9) 11.1%
CO-OPERATORS GENERAL INSURANCE CO.
(7/21) 33.3%
CORUS ENTERTAINMENT INC. (5/10) 50.0%
COSTCO WHOLESALE CANADA LTD. (1/8) 12.5%
COTT CORP. (2/11) 18.2%
DAIMLERCHRYSLER CANADA INC. (0/3) 0.0%
DELOITTE & TOUCHE LLP (3/24) 12.5%
DOFASCO INC. (1/11) 9.1%
DUNDEE CORP. (0/9) 0.0%†
EDS CANADA INC. (1/5) 20.0%
E-L FINANCIAL CORP. LTD. (0/8) 0.0%
ELLISDON CORP. (0/9) 0.0%
ENERGY SAVINGS INCOME FUND (1/8) 12.5%
ENERSOURCE CORP. (2/10) 20.0%
ERICSSON CANADA INC. (0/3) 0.0%
ERNST & YOUNG LLP (4/11) 36.4%
EXPORT DEVELOPMENT CANADA (5/14) 35.7%
EXPORT PACKERS CO. LTD. (0/3) 0.0%
EXTENDICARE INC. (1/14) 7.1%
FAIRFAX FINANCIAL HOLDINGS LTD. (0/6) 0.0%
FAIRMONT HOTELS & RESORTS INC. (2/10) 20.0%
FIRSTSERVICE CORP. (0/6) 0.0%
FORD CREDIT CANADA LTD. (0/8) 0.0%
FORD MOTOR CO. OF CANADA LTD. (1/5) 20.0%
GEAC COMPUTER CORP. LTD. (0/8) 0.0%
GENERAL ELECTRIC CANADA INC. (1/3) 33.3%

APPENDIX 6: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY PROVINCE/TERRITORY WITH COMPANY

GENERAL MOTORS ACCEPTANCE CORP. OF CDA. LTD. (1/6) 16.7%	LIQUOR CONTROL BOARD OF ONTARIO (3/5) 60.0%	ROYAL & SUNALLIANCE CANADA (1/10) 10.0%
GENERAL MOTORS OF CANADA LTD. (0/7) 0.0%	MAGELLAN AEROSPACE CORP. (0/9) 0.0%	ROYAL BANK OF CANADA (2/14) 14.3%
GEORGE WESTON LTD. (2/13) 15.4%	MAGNA INTERNATIONAL INC. (0/10) 0.0%	ROYAL GROUP TECHNOLOGIES LTD. (1/10) 10.0%
GLAXOSMITHKLINE INC. (0/4) 0.0%	MANULIFE FINANCIAL CORP. (2/16) 12.5%	RUSSEL METALS INC. (1/8) 12.5%
GOLDER ASSOCIATES CORP. (1/5) 20.0%	MAPLE LEAF FOODS INC. (1/12) 8.3%	SAMUEL MANU-TECH INC. (1/7) 14.3%
GREATER TORONTO AIRPORTS AUTHORITY (3/15) 20.0%	MARTINREA INTERNATIONAL INC. (0/6) 0.0%	SEARS CANADA INC. (3/10) 30.0%
GSW INC. (1/9) 11.1%	MASONITE INTERNATIONAL CORP. (0/9) 0.0%†	SHAWCOR LTD. (2/12) 16.7%
H & R REAL ESTATE INVESTMENT TRUST (0/6) 0.0%	MAZDA CANADA INC. (0/3) 0.0%	SHERRITT INTERNATIONAL CORP. (0/7) 0.0%
HARRIS STEEL GROUP INC. (0/10) 0.0%	MBNA CANADA BANK (0/7) 0.0%	SHOPPERS DRUG MART CORP. (2/9) 22.2%
HATCH ASSOCIATES LTD. (0/15) 0.0%	MCDONALD'S RESTAURANTS OF CANADA LTD. (0/2) 0.0%	SIEMENS CANADA LTD. (0/4) 0.0%
HEATING OIL PARTNERS INCOME FUND (0/6) 0.0%	MDC PARTNERS INC. (0/8) 0.0%	SINO-FOREST CORP. (0/8) 0.0%
HEWLETT-PACKARD (CANADA) CO. (1/2) 50.0%	MDS INC. (2/13) 15.4%	SMUCKER FOODS OF CANADA (0/5) 0.0%†
HIP INTERACTIVE CORP. (0/7) 0.0%†	MENU FOODS INCOME FUND (0/5) 0.0%	SODEXHO MS CANADA LTD. (1/9) 11.1%
HOME DEPOT CANADA (0/0) N/A†	MERCEDES-BENZ CANADA INC. (0/6) 0.0%	SOFTCHOICE CORP. (0/6) 0.0%
HOME HARDWARE STORES LTD. (3/26) 11.5%	MERIDIAN TECHNOLOGIES INC. (0/6) 0.0%	SONY OF CANADA LTD. (0/6) 0.0%
HOMECARE BUILDING CENTRES LTD. (0/9) 0.0%†	MI DEVELOPMENTS INC. (0/9) 0.0%	SPECIALTY FOODS GROUP INCOME FUND (0/7) 0.0%
HONDA CANADA INC. (0/7) 0.0%	MICROSOFT CANADA CO. (0/3) 0.0%	STATE FARM GROUP (3/13) 23.1%†
HONEYWELL LTD. (2/4) 50.0%	mitsui & co. (canada) ltd. (0/4) 0.0%	STELCO INC. (1/9) 11.1%
HSBC FINANCIAL CORP. LTD. (0/7) 0.0%†	MORGUARD CORP. (0/6) 0.0%	SUBARU CANADA, INC. (0/3) 0.0%
HUB INTERNATIONAL LTD. (0/10) 0.0%	MOTOROLA CANADA LTD. (0/3) 0.0%	SUMITOMO CANADA LTD. (0/3) 0.0%
HUDSON'S BAY CO. (2/12) 16.7%	MUNICH REINSURANCE CO. OF CANADA (0/7) 0.0%	SUN LIFE FINANCIAL INC. (3/13) 23.1%
HUSKY INJECTION MOLDING SYSTEMS LTD. (1/10) 10.0%	NAV CANADA (3/14) 21.4%	SUN MICROSYSTEMS OF CANADA INC. (2/3) 66.7%
HYDRO ONE INC. (2/12) 16.7%	NESTLÉ CANADA INC. (2/3) 66.7%	SUNOPTA INC. (1/9) 11.1%
HYUNDAI AUTO CANADA (0/6) 0.0%	NEXINNOVATIONS INC. (0/3) 0.0%	TEKNION CORP. (1/8) 12.5%
IBM CANADA LTD. (0/1) 0.0%	NISSAN CANADA INC. (0/6) 0.0%	THE BANK OF NOVA SCOTIA (4/15) 26.7%
IMPERIAL OIL LTD. (1/9) 11.1%	NORANDA INC. (1/14) 7.1%†	THE ECONOMICAL INSURANCE GROUP (1/9) 11.1%
INCO LTD. (2/12) 16.7%	NORANDA INCOME FUND (1/7) 14.3%	THE GREAT ATLANTIC & PAC. CO. OF CDA. LTD. (0/7) 0.0%
INDIGO BOOKS & MUSIC INC. (1/9) 11.1%	NORBORD INC. (2/10) 20.0%†	THE INDEPENDENT ORDER OF FORESTERS (4/15) 26.7%
ING BANK OF CANADA (2/9) 22.2%	NORTEL NETWORKS CORP. (1/12) 8.3%	THE TD GROUP CORP. (0/3) 0.0%
ING CANADA INC. (3/12) 25.0%	ONEX CORP. (1/10) 10.0%	THE THOMSON CORP. (2/16) 12.5%
INMET MINING CORP. (0/9) 0.0%	ONTARIO LOTTERY AND GAMING CORP. (2/7) 28.6%	THE TORONTO-DOMINION BANK (3/17) 17.6%
INTERNATIONAL TRUCK AND ENGINE CORP. CDA. (0/5) 0.0%	ONTARIO POWER GENERATION INC. (1/11) 9.1%	THOMPSONS LTD. (2/3) 66.7%
INTERTAN INC. (0/3) 0.0%	OPEN TEXT CORP. (1/9) 11.1%	THYSSENKRUPP BUDD CANADA INC. (0/10) 0.0%
JDS UNIPHASE CANADA LTD. (0/7) 0.0%	OPPENHEIMER HOLDINGS INC. (1/7) 14.3%	TOROMONT INDUSTRIES LTD. (0/8) 0.0%
JOHN DEERE LTD. (1/8) 12.5%	PARMALAT CANADA LTD. (1/5) 20.0%	TORONTO HYDRO CORP. (2/11) 18.2%
JOHNSON CONTROLS LTD. (0/2) 0.0%	PATHEON INC. (0/9) 0.0%	TORONTO TRANSIT COMMISSION (2/9) 22.2%
KIMBERLY-CLARK OF CANADA LTD. (0/3) 0.0%	PHILIPS CANADA LTD. (0/3) 0.0%	TORSTAR CORP. (1/16) 6.3%
KINGSWAY FINANCIAL SERVICES INC. (0/7) 0.0%	PPG CANADA INC. (0/1) 0.0%	TOSHIBA OF CANADA LTD. (0/4) 0.0%
KINROSS GOLD CORP. (0/10) 0.0%	PREMETALCO INC. (0/6) 0.0%	TOYOTA MOTOR MANUFACTURING CANADA INC. (0/8) 0.0%
KPMG LLP (2/16) 12.5%	PRICEWATERHOUSECOOPERS LLP (1/12) 8.3%	TRANSAMERICA LIFE CANADA (0/11) 0.0%
LEAR CANADA LTD. (0/5) 0.0%	PRISZM CANADIAN INCOME FUND (1/5) 20.0%	TRILLIUM HEALTH CARE PRODUCTS INC. (0/2) 0.0%
LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (0/9) 0.0%	PROCTER & GAMBLE CANADA INC. (0/3) 0.0%	UNILEVER CANADA INC. (0/3) 0.0%
LEON'S FURNITURE LTD. (1/8) 12.5%	RESEARCH IN MOTION LTD. (0/7) 0.0%	VINCOR INTERNATIONAL INC. (0/9) 0.0%
LINAMAR CORP. (1/6) 16.7%	RETIREMENT RESIDENCES REAL ESTATE INVESTMENT TRUST (0/11) 0.0%	VITRAN CORP. INC. (0/6) 0.0%
LIONORE MINING INTERNATIONAL LTD. (0/8) 0.0%	RIOCAN REAL ESTATE INVESTMENT TRUST (1/9) 11.1%	VOLKSWAGEN CANADA INC. (0/3) 0.0%
	ROGERS COMMUNICATIONS INC. (2/18) 11.1%	WAJAX LTD. (1/9) 11.1%
	ROTHMANS INC. (1/9) 11.1%	

† See addendum notes on page 50.
2005 Catalyst Census of Women Board Directors of the FP500

APPENDIX 6: NUMBER AND PERCENTAGE OF WOMEN BOARD DIRECTORS, BY PROVINCE/TERRITORY WITH COMPANY

WAL-MART CANADA CORP. (0/3) 0.0%
WASTE MANAGEMENT OF CANADA CORP.
(0/2) 0.0%†
WESCAST INDUSTRIES INC. (1/9) 11.1%
WOLSELEY HOLDINGS CANADA INC. (0/3) 0.0%
WOODBINE ENTERTAINMENT GROUP (1/12) 8.3%
WORKPLACE SAFETY & INSURANCE BOARD
(3/8) 37.5%
XEROX CANADA INC. (1/4) 25.0%
ZURICH NORTH AMERICA CANADA (0/1) 0.0%†

PRINCE EDWARD ISLAND

NONE

QUÉBEC (116/925) 12.5%

ABBOTT LABORATORIES LTD. (0/3) 0.0%
ABITIBI-CONSOLIDATED INC. (2/10) 20.0%
AGROPUR COOPÉRATIVE (1/15) 6.7%
ALCAN INC. (1/13) 7.7%
ALCOA CANADA LTD. (0/3) 0.0%
ALIMENTATION COUCHE-TARD INC. (1/11) 9.1%
ALIMENTS BRETON (CANADA) INC. (4/8) 50.0%
ASTRAL MEDIA INC. (2/13) 15.4%
AVENTIS PHARMA INC. (0/3) 0.0%
AXA CANADA INC. (0/6) 0.0%
BANK OF MONTREAL (3/15) 20.0%
BARRY CALLEBAUT CANADA INC. (1/5) 20.0%
BCE INC. (2/15) 13.3%
BMTG GROUP INC. (1/9) 11.1%
BOMBARDIER INC. (1/15) 6.7%
BOMBARDIER RECREATIONAL PRODUCTS INC.
(0/13) 0.0%
BOWATER CANADIAN FOREST PRODUCTS INC.
(0/3) 0.0%
BUSINESS DEVELOPMENT BANK OF CANADA
(5/15) 33.3%
CAISSE CENTRALE DESJARDINS (3/24) 12.5%
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC
(3/15) 20.0%
CAMBIOR INC. (0/8) 0.0%
CANADIAN NATIONAL RAILWAY CO. (2/15) 13.3%
CANAM GROUP INC. (2/11) 18.2%
CASCADES INC. (1/13) 7.7%
CGI GROUP INC. (2/14) 14.3%
CIRQUE DU SOLEIL (0/1) 0.0%
COGECO INC. (1/11) 9.1%
COMMISSION DE LA SANTÉ & DE LA SÉCURITÉ DU
TRAVAIL (1/16) 6.3%
COMMONWEALTH PLYWOOD CO. LTD. (0/2) 0.0%

COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (1/15) 6.7%†
DESJARDINS GENERAL INSURANCE GROUP
(2/13) 15.4%
DOMTAR INC. (1/13) 7.7%
DOREL INDUSTRIES INC. (1/10) 10.0%
GAZ MÉTRO INC. (1/14) 7.1%
GILDAN ACTIVEWEAR INC. (0/7) 0.0%
GOODFELLOW INC. (0/7) 0.0%
GROUPE B.M.R. INC. (1/5) 20.0%
GROUPE BROCHU (0/2) 0.0%
GROUPE LAPERRIÈRE & VERREAU INC.
(2/11) 18.2%
GROUPE PROMUTUEL FÉDÉRATION DE SOCIÉTÉS
MUTUELLES (1/10) 10.0%
HARTCO CORP. (1/7) 14.3%
HEWITT EQUIPMENT LTD. (0/2) 0.0%
HYDRO-QUÉBEC (3/17) 17.6%
IMPERIAL TOBACCO CANADA LTD. (1/8) 12.5%
INDUSTRIAL ALLIANCE INSURANCE & FINANCIAL
SERVICES INC. (3/14) 21.4%
INTERTAPE POLYMER GROUP INC. (0/8) 0.0%
KRUGER INC. (0/12) 0.0%
LA SENZA CORP. (1/9) 11.1%
LAFARGE CANADA INC. (0/8) 0.0%
LAURENTIAN BANK OF CANADA (2/13) 15.4%
LLOYD'S UNDERWRITERS (CANADA) (0/1) 0.0%†
L'ORÉAL CANADA INC. (0/5) 0.0%
LOTO-QUÉBEC (3/8) 37.5%
MCKESSON CANADA (1/6) 16.7%
MERCCK FROSST CANADA & CO. (3/18) 16.7%†
METRO INC. (3/13) 23.1%
MITTAL CANADA INC. (0/8) 0.0%†
MOLSON INC. (0/3) 0.0%†
MOUVEMENT DES CAISSES DESJARDINS
(3/24) 12.5%
NATIONAL BANK OF CANADA (3/13) 23.1%
NOVAMERICAN STEEL INC. (0/6) 0.0%
OLCO PETROLEUM GROUP INC. (0/5) 0.0%
OPTIMUM GROUP INC. (1/11) 9.1%
PÉTROMONT AND CO. LP (0/6) 0.0%
POMERLEAU (0/6) 0.0%
POWER CORP. OF CANADA (1/7) 5.9%
PRATT & WHITNEY CANADA CORP. (0/3) 0.0%
PRÉVOST CAR INC. (0/3) 0.0%
QIT-FER ET TITANE INC. (0/3) 0.0%
QUEBECOR INC. (1/11) 9.1%
REITMANS (CANADA) LTD. (0/9) 0.0%
REXEL CANADA ELECTRICAL INC. (0/3) 0.0%
ROGERS SUGAR INCOME FUND (0/6) 0.0%

ROLLS-ROYCE CANADA LTD. (0/1) 0.0%
RONA INC. (1/12) 8.3%
SAPUTO INC. (2/10) 20.0%
SNC-LAVALIN GROUP INC. (1/11) 9.1%
SOCIÉTÉ DE TRANSPORT DE MONTRÉAL (3/9) 33.3%
SOCIÉTÉ DES ALCOOLS DU QUÉBEC (2/9) 22.2%
SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC
(1/10) 10.0%
SOCIÉTÉ IMMOBILIÈRE DU QUÉBEC (2/8) 25.0%
SONEPAR CANADA INC. (1/5) 20.0%†
SSQ, LIFE INSURANCE CO. INC. (2/15) 13.3%
ST. LAWRENCE CEMENT GROUP INC. (2/11) 18.2%
TELESYSTEM INTERNATIONAL WIRELESS INC.
(0/7) 0.0%
TEMBEC INC. (1/14) 7.1%
THE AZRIELI GROUP OF COS. (4/5) 80.0%
THE JEAN COUTU GROUP (PJC) INC. (6/16) 37.5%
TRANSAT A.T. INC. (1/11) 9.1%
TRANSCONTINENTAL INC. (2/13) 15.4%
TRANSFORCE INCOME FUND (1/9) 11.1%
ULTRAMAR LTD. (0/3) 0.0%
UNIBOARD CANADA INC. (0/5) 0.0%
UNIPRIX INC. (1/8) 12.5%
UNI-SÉLECT INC. (1/10) 10.0%
VIA RAIL CANADA INC. (3/14) 21.4%
YELLOW PAGES INCOME FUND (0/11) 0.0%†

SASKATCHEWAN (11/60) 18.3%

CAMECO CORP. (1/12) 8.3%
CANPOTEX LTD. (0/7) 0.0%
FEDERATED CO-OPERATIVES LTD. (6/19) 31.6%
MEGA GROUP INC. (1/10) 10.0%
POTASH CORP. OF SASKATCHEWAN INC.
(3/12) 25.0%

YUKON

NONE

OTHER (NO HEAD OFFICE IN CANADA)

(3/46) 6.5%
CP SHIPS LTD. (0/8) 0.0%
GERDAU AMERISTEEL CORP. (0/9) 0.0%
GREAT LAKES CARBON INCOME FUND (0/7) 0.0%
GSI LUMONICS INC. (1/7) 14.3%†
MFC BANCORP LTD. (1/5) 20.0%
STRATOS GLOBAL CORP. (1/10) 10.0%

APPENDIX 7: PROVINCES/TERRITORIES RANKED BY PERCENTAGE OF BOARD SEATS HELD BY WOMEN

Province/Territory	Number of Companies		Number of Board Seats Held by Women		Total Number of Board Seats		Percentage of Board Seats Held by Women	
	2003	2005	2003	2005	2003	2005	2003	2005
Manitoba	18	19	24	32	161	166	14.9	19.3
Saskatchewan	10	5	26	11	110	60	23.6	18.3
Nova Scotia	6	3	11	6	72	34	15.3	17.6
Quebec	101	97	121	116	1,006	925	12.0	12.5
Alberta	58	78	42	79	489	678	8.6	11.7
British Columbia	48	57	45	46	385	399	11.7	11.5
Ontario	234	227	198	207	1,858	1,840	10.7	11.3
New Brunswick	3	4	2	4	28	37	7.1	10.8
Newfoundland and Labrador	5	4	3	4	46	40	6.5	10.0
Other (No Head Office in Canada)	17	6	4	3	92	46	4.3	6.5
North West Territories	0	0	0	0	0	0	n/a	n/a
Nunavut	0	0	0	0	0	0	n/a	n/a
Prince Edward Island	0	0	0	0	0	0	n/a	n/a
Yukon	0	0	0	0	0	0	n/a	n/a

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ADDENDUM NOTES

- 1) Acetex Corp. was acquired by Celanese on July 20, 2005. This report counts the directors of Acetex Corp. pre-acquisition.
- 2) Alberta Treasury Branches is branded as ATB Financial.
- 3) AltaGas Income Trust changed its name from AltaGas Services Inc. on May 1, 2004.
- 4) The British Columbia Liquor Distribution Branch is an arm of the BC government and does not have a board of directors.
- 5) Bruce Power LP has the legal name of Bruce Power Inc.
- 6) Burger King Restaurants of Canada Inc. reported that they have no Canadian board of directors.
- 7) Call-Net Enterprises Inc. was acquired by Rogers Communications Inc. on July 1, 2005. This report counts the directors of Call-Net Enterprises Inc. pre-acquisition.
- 8) CFM Corp. was acquired by Ontario Teachers' Pension Plan in April, 2005. This report counts the directors of CFM Corp. pre-acquisition.
- 9) Coopérative fédérée de Québec changed its name to "La coop fédérée" on June 1, 2005.
- 10) Creo Inc. was acquired by Kodak on June 15, 2005. This report counts the directors of Creo Inc. pre-acquisition.
- 11) Dundee Corp. changed its name from Dundee Bancorp Inc. on December 14, 2004.
- 12) GSI Lumonics Inc. changed its name from GSI Group Inc. on June 6, 2005.
- 13) Hip Interactive Corp. appointed Ernst & Young on July 11, 2005 as an interim receiver due to solvency issues and all directors have resigned.
- 14) Homecare Building Centers Ltd. operates under the brand name Tim-BR Mart.
- 15) Home Depot Canada reported that they have no Canadian board of directors.
- 16) HSBC Financial Corp. Ltd. changed its name from Household Financial Corporation Limited on April 1, 2005.
- 17) Ledcor Group of Cos. appeared as Ledcor Ltd. last year.
- 18) Lloyd's Underwriters reported they have a Chief Agent in Canada, rather than a Canadian board of directors.
- 19) Masonite International Corp. amalgamated with Stile Acquisition Corp. on April 7, 2005 to form Masonite Canada Corporation.
- 20) Merck Frosst Canada & Co. reported they have a site coordination committee which acts as a board of directors.
- 21) Mittal Canada Inc. changed its name from IspatSidbec Inc. on December 17, 2004.
- 22) Molson Inc. merged with Adolph Coors Co. in February 2005 to become Molson Coors Brewing Co. The Canadian division operates under Molson Coors Canada Inc.
- 23) Mullen Transportation Inc. and Mullen Group Income Fund completed the reorganization of Mullen into the Trust on July 1, 2005.
- 24) Nabors Canada changed its name from Nabors Canada LP.
- 25) Noranda Inc. announced its plans to amalgamate with Falconbridge Limited on June 3, 2005 and will operate under the name of Falconbridge Limited.
- 26) Norbord Inc. changed its name from Nexfor Inc. on July 1, 2004.
- 27) Paterson GlobalFoods Inc. changed its name from N.M. Paterson & Sons Ltd. in 2004.
- 28) Penn West Petroleum Ltd. has the legal name of Penn West Energy Trust.
- 29) Riverside Forest Products Limited was acquired by Tolko Industries Ltd. on December 3, 2004. This report counts the directors of Riverside Forest Products Limited pre-acquisition.
- 30) Smucker Foods of Canada acquired Robin Hood Multifoods Corp. on June 18, 2004. This report counts the directors of Smucker Foods of Canada.
- 31) Sonepar Canada Inc. changed its name from Sonepar Distribution Inc.
- 32) Standard Aero Holdings Inc. reported that it is a holding company, and is not a Canadian company; therefore it has no Canadian board of directors. However, Standard Aero Limited is a Canadian company, which is ultimately owned by Standard Aero Holdings Inc. Standard Aero Limited's board consists of three inside directors: David Shaw, CEO, Paul Sobry, President, and Brad Bertouille, CFO.
- 33) State Farm Group has the legal name of State Farm Mutual Automobile Insurance Company.
- 34) The Washington Marine Group reported that it is not a legal entity, as it is an umbrella description for a group of entities, and therefore it does not have a board of directors as each of its member companies individually has directors.
- 35) Waste Management of Canada Corp. changed its name from Canadian Waste Services Inc. on April 1, 2004.
- 36) Westcoast Energy Inc. was purchased by US-based Duke Energy in March 2002.
- 37) Western Forest Products Inc. changed its name from Doman Industries Ltd. On July 27, 2004.
- 38) Wheaton River Minerals merged with GoldCorp Inc. on April 15, 2005. This report counts the directors of Wheaton River Minerals pre-merger.
- 39) Yellow Pages Income Fund appeared as Yellow Pages Group last year. Yellow Pages Group became a subsidiary of the fund on August 1, 2003.
- 40) Zurich North America Canada has a Chief Agent in Canada, rather than a Canadian board of directors. The operating name is Zurich Insurance Company.

ACKNOWLEDGMENTS AND CATALYST CANADA BOARD OF ADVISORS

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The staff of Catalyst conceived and executed this study under the guidance of Susan Black, Ph.D., President, Catalyst Canada. Kirsten Stanger served as project manager, and managed the data collection process, analyzed the data and authored the report. Sean Lehane and Carmen Chan were responsible for communicating with companies, gathering the data, and the account management of the companies. Carmen Chan conducted background research, prepared the appendices, and formatted the report. Mathieu Belanger, Ph.D., developed the database and application to support the project. Sonya Kunkel assisted with the writing and editing of the report. Also, Meesha Rosa, Kate Egan, and Lois Joy provided invaluable insight and expertise to the Canadian Census Team.

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