

## APPENDIX 1 METHODOLOGY

### IMPETUS

In 1998, Catalyst began producing a biennial census to assess the status of women on boards of the largest companies in Canada. This report marks the sixth census of women board directors in Canada and provides a snapshot—comparable over time—of both corporate accomplishment and of work yet to be done.

### SAMPLE<sup>1</sup>

The sample comprised companies on the *Financial Post* 500 (FP500) list published in the June 2009 issue of the *National Post* Business Magazine. Catalyst excluded the following 28 companies from analysis that either (a) verified having no Canadian board of directors, or (b) did not make information about their board of directors publicly available and did not participate in Catalyst's verification process.

### FP500 Companies Excluded from Analysis

FP500 Rank	Company <sup>2</sup>	Province/Territory	NAICS Industry
32	Ultramar Ltd.	Quebec	Retail Trade
37	Costco Wholesale Canada Ltd.	Ontario	Retail Trade
64	Home Depot Canada	Ontario	Retail Trade
125	STAPLES Business Depot	Ontario	Retail Trade
126	British Columbia Liquor Distribution Branch	British Columbia	Retail Trade
141	Winners Merchants International L.P.	Ontario	Retail Trade
169	Boeing Canada Inc.	Manitoba	Manufacturing—Durable Goods
178	State Farm Group	Ontario	Finance and Insurance
181	The David Azrieli Group of Companies*	Quebec	Real Estate and Rental and Leasing
227	Apple Canada Inc.	Ontario	Wholesale Trade
236	CHC Helicopter Corporation	British Columbia	Transportation and Warehousing
258	Weatherford Canada Ltd.	Alberta	Management of Companies and Enterprises
330	Schering-Plough Canada Inc.	Quebec	Manufacturing—Nondurable Goods
339	Acklands-Grainger Inc.	Ontario	Wholesale Trade
352	Oracle Corporation Canada Inc.	Ontario	Information and Cultural Industries
363	General Mills Canada Corporation	Ontario	Manufacturing—Nondurable Goods
367	Time Warner (Canada)	Ontario	Information and Cultural Industries
377	Rothmans Inc.	Ontario	Manufacturing—Nondurable Goods
410	ITC Construction Group*	British Columbia	Construction
413	BMO Life Assurance Company	Ontario	Finance and Insurance

1. See Addendum Notes of *2007 Catalyst Census of Women Board Directors of the FP500: Voices From the Boardroom* for more information about the 2007 sample.

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

## APPENDIX 1 METHODOLOGY

### FP500 Companies Excluded from Analysis (Continued)

FP500 Rank	Company	Province/Territory	NAICS Industry
416	Johnson Controls LP*	Ontario	Construction
422	Clark Builders*	Alberta	Construction
427	Nabors Canada	Alberta	Mining, Quarrying, and Oil and Gas Extraction
429	The Oppenheimer Group	British Columbia	Wholesale Trade
437	Mosaic Canada	Saskatchewan	Mining, Quarrying, and Oil and Gas Extraction
462	Textron Canada Limited	Quebec	Manufacturing—Durable Goods
484	Super Save Group of Companies	British Columbia	Administrative and Support, Waste Management and Remediation Services
498	Lockerbie & Hole Inc.	Alberta	Construction

\*These companies did not make board information publicly available and did not participate in Catalyst's verification process.

### VERIFICATION PROCESS

Catalyst uses a rigorous verification process to authenticate data gathered from public sources, allowing us to compare data over time and across industries and geographies.

In early summer of 2009, Catalyst sent a letter to contacts at each of the FP500 companies. The letter requested that each company verify its total number of board directors and women board directors as well as the name, profession, and gender of each board director as of June 2, 2009. Public companies were also asked to confirm the name and gender of the board chair and each chair of the following committees: Audit, Human Resources/Compensation, and Nominating/Corporate Governance.

In 2009, 478 of FP500 companies (95.6 percent) participated in the verification process.

If companies did not respond to the initial letter, Catalyst staff followed up with calls, emails, and faxed letters. Catalyst ensured that multiple opportunities were provided for contacts to verify the data over a period of three months. Even after repeated attempts to acquire verification, a small percentage of companies did not verify their information. For these companies, Catalyst published the data that had been collected from public sources, including annual reports and management proxy statements.

### DEFINITIONS

#### Board Leadership Positions

Catalyst counts the number of board leadership positions at publicly traded FP500 companies. Board leadership positions include board chairs and the chairs of Audit, Human Resources/Compensation, and Nominating/Corporate Governance committees.

#### Company Type

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