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2002 Catalyst Census of Women Corporate
Officers and Top Earners of Canada

DISPLAY

“What gets measured
gets done.”

catalyst

ABOUT CATALYST

Catalyst is the premier nonprofit research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. The leading source of information on women in business for the past four decades, Catalyst has the knowledge and tools that help companies recruit, retain, and advance top talent and enable women to reach their potential. Our solutions-oriented approach—through Research, Advisory Services, Corporate Board Placement, and the Catalyst Award—has earned the confidence of global business leaders. The American Institute of Philanthropy consistently ranks Catalyst number one among U.S. nonprofits focused on women’s issues.

**2002 Catalyst Census of
Women Corporate Officers and Top Earners
of Canada**

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FOREWORD



A census is a snapshot in time. Catalyst has been tracking the representation of women corporate officers in Canada since 1999. Each census is a marker of accomplishment and of work yet to be done.

The 2002 findings show that women are making slow but steady progress in corporate leadership in Canada. Despite market uncertainty, more women are in line officer positions and "clout" title roles in 2002 than in 1999. A greater proportion of top Canadian companies have at least one woman corporate officer as well.

However, there is much work to be done before women represent a critical mass in the senior leadership ranks of corporate Canada.

At Catalyst, we know that in business, "what gets measured gets done." We will continue to measure progress and provide the information and tools companies need to recruit, retain, and advance women employees. Catalyst will also continue to present counts of publicly available corporate officer and top earner data. But we urge companies to delve deeper by tracking and analyzing women's representation in their own ranks. Understanding these metrics is the first step in creating inclusive work environments, where all employees have the opportunity to advance.

A handwritten signature in cursive script that reads "Sheila W. Wellington".

Sheila W. Wellington
President
Catalyst

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INTRODUCTION AND KEY FINDINGS

2002 KEY FINDINGS

- ◆ Women hold 14.0 percent of corporate officer positions in the FP500, up from 12.0 percent in 1999.
- ◆ 62.2 percent of FP500 companies have at least one woman corporate officer, up from 56.4 percent in 1999.
- ◆ 87 FP500 companies have 25 percent or more women corporate officers, up from 67 companies in 1999.
- ◆ Women hold 9.0 percent of line officer positions, up from 6.4 percent in 1999.
- ◆ Women hold 6.7 percent of the highest corporate officer titles, up from 3.4 percent in 1999.
- ◆ Women lead 14 FP500 companies.
- ◆ 44 of 1,128 (3.9 percent) top earners are women.
- ◆ Women hold 18.1 percent of corporate officer positions in the top subsidiaries.¹

Introduction

Catalyst has been tracking the progress of women in corporate leadership in Canada since 1999. The 2002 *Catalyst Census of Women Corporate Officers and Top Earners in Canada* is our second census of women corporate officers in Canada. In the spirit of the principle "what gets measured gets done," we count the number of women corporate officers in order to establish accurate statistics on women's advancement in the corporate community. Each census serves as a marker of accomplishment for corporations and of work yet to be done.

Like the 1999 *Catalyst Census of Women Corporate Officers of Canada*, this year's census reports findings based on companies ranked in the *National Post's* Financial Post 500 list (the "FP500"). Catalyst uses this list because it is comprised of the largest Canadian companies, and it is widely recognized in Canada as the standard measure of corporate performance and market clout.

In 2002, the story of women's advancement in corporate leadership in Canada is one of slow, incremental growth. Despite market uncertainty, women have made gains in several areas in addition to the overall percentage gain—namely, line officer positions and the highest corporate officer "clout" titles.

Certain industries continue to make strides in the representation of women in their corporate officer ranks. Banks lead the way with the highest proportion of women corporate officers among industries, including a comparatively higher percentage of "clout" titles held by women. However, the number of FP500 companies led by women has increased by only two since 1999—from 12 to 14 companies, demonstrating that in the largest companies in Canada, the overwhelming majority of CEOs, Chairs, and Presidents continue to be men. In short, there is much work yet to be done before women represent a critical mass in the senior leadership ranks of corporate Canada.

¹ The top subsidiaries are derived from the *National Post's* FP500 Top Subsidiaries list, which ranks the top Canadian subsidiaries by revenue.

Why Focus on Corporate Officers?

Corporate officers² have day-to-day responsibility for corporate operations and the power to legally bind their companies. They represent their companies on major decisions, are the most visible executives, and are defined as ipso facto "insiders" for certain financial and regulatory purposes. Corporate officers are usually selected from among a company's senior-most managers and embody the experiences, competencies, and contributions recognized as valuable by their companies. Many executives aspire to be officers because these positions are generally recognized as the highest level in corporations.

After extensive consideration, Catalyst decided to focus on corporate officers as a measure of women's progress because information on corporate officers is often publicly available, while information on any other senior- or executive-level group is not. Also, a focus on corporate officers provides the only consistent basis for comparisons over time, across companies and industry sectors.

Additions to the 2002 Catalyst Census of Women Corporate Officers and Top Earners of Canada

In an effort to build our understanding of Canadian corporate officers, this report includes several additions not present in the 1999 report.

The Top Subsidiaries

In this report, we count the number of corporate officers in the *National Post's* FP500 Top Subsidiaries, which ranks the top 100 subsidiaries in Canada by revenue.³ Largely Canadian-owned companies, subsidiaries are significant entities within the Canadian economy. In order to accurately reflect the range and scope of corporate officer positions within Canada, this report includes a separate look at subsidiaries for the first time.

Top Earners

As the title of this year's report indicates, this census includes a count of top earners in the FP500. While a first in Canada this year, counting top earners—the most highly compensated individuals of public companies—has long been a component of our census reports in the U.S., most recently in the *2002 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500*.

Why count top earners? Simply put, because "money matters." Companies reward what they value, and financial compensation is a bottom-line indicator of executive status in corporations. This report includes a look at top earners of the 237 FP500 companies that provide this information publicly through company proxy statements. These data are not publicly available for the remaining 263 FP500 companies.

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

³ The *National Post's* 2002 FP500 Top Subsidiaries list ranks the top 100 subsidiaries in Canada by revenue. These subsidiaries are not included in the larger FP500 list. Fifteen of the subsidiaries on the Top Subsidiaries list were not included in this report for methodological reasons. For details, please refer to the Methodology section, page 25.

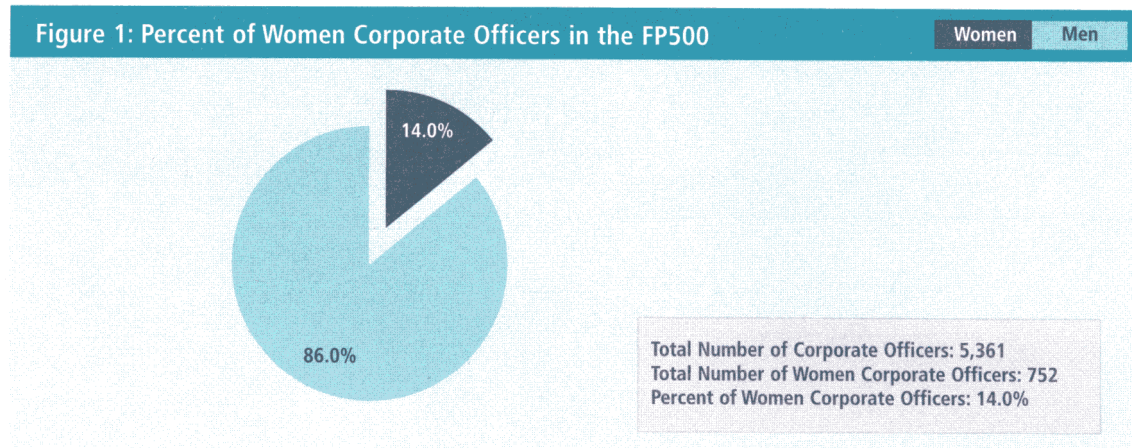
Canadian and Foreign-owned Companies

Foreign investment has long been a significant feature of the Canadian corporate sector. Approximately one-third of the 2002 FP500 list is comprised of foreign-owned companies operating in Canada. Given the role of foreign-owned companies in the Canadian economy, this year's census provides a comparison of corporate officer representation in both foreign-owned and Canadian-owned companies of the FP500.

WOMEN CORPORATE OFFICERS—THE FP500 PERSPECTIVE

What Proportion of Corporate Officers in the FP500 Are Women?

In 2002, women hold 752 of the 5,361 corporate officer positions in the FP500. In other words, women comprise 14.0 percent of corporate officers, while men occupy the remaining 86.0 percent. This means that approximately one out of every seven corporate officers is a woman.



Has the Proportion of Women Corporate Officers Changed from 1999 to 2002?

Between 1999 and 2002, the absolute number of women corporate officers increased from 690 to 752.⁴ The proportion of women corporate officers has increased 2.0 percentage points in 3 years, from 12.0 percent in 1999 to 14.0 percent in 2002.

Table 1: Number and Percent of Women Corporate Officers: 1999-2002

Year	Total Number of Corporate Officers	Total Number of Women Corporate Officers	Total Number of Men Corporate Officers	Percent of Women Corporate Officers
2002 (FP500)	5,361	752	4,609	14.0%
1999 (FP560) ⁵	5,746	690	5,056	12.0

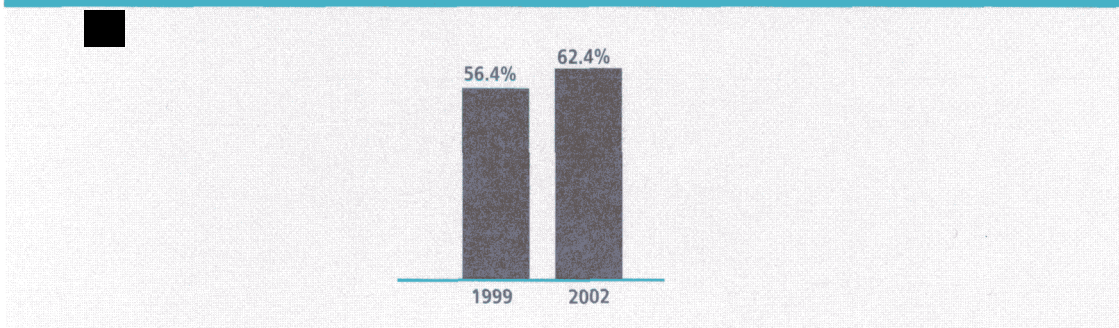
⁴ In 1999, the *National Post* ranked crown corporations, financial institutions, and insurance companies separately. To capture these important sectors of the Canadian economy, the 1999 *Catalyst Census of Women Corporate Officers of Canada* counted the officers of 560 companies—the FP500 plus the top 60 crown corporations, financial institutions, and insurance companies. For more details on this methodological change, please see the Methodology section, page 25, at the end of this report. For a full breakdown of how these three sectors performed, please consult Appendix 4: Crown Corporations, Financial Institutions, and Insurance Companies.

⁵ Unless otherwise noted, comparisons between 1999 and 2002 are based on the 1999 FP560 and 2002 FP500.

How Many Companies Have Women Corporate Officers?

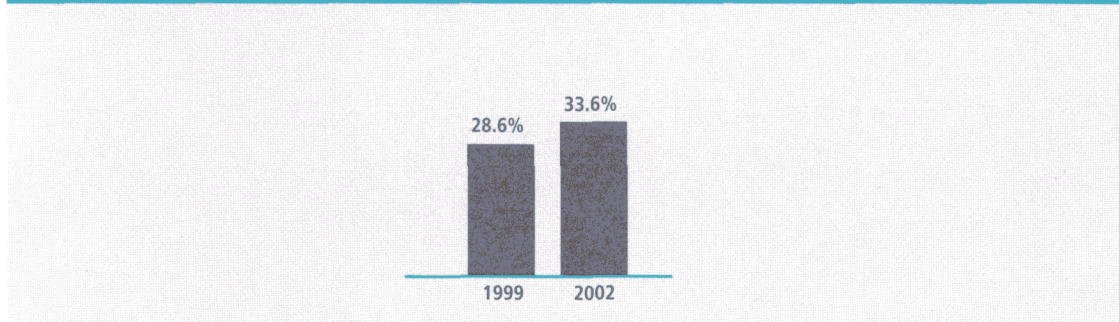
During the last 3 years, there has been an increase in the percentage of FP500 companies with at least 1 woman corporate officer—from 56.4 percent in 1999 to 62.4 percent in 2002.

Figure 2: Percent of Companies with at Least One Woman Corporate Officer: 1999-2002



Furthermore, the percentage of companies with two or more women corporate officers has increased 5.0 percentage points, from 28.6 percent in 1999 to 33.6 percent in 2002.

Figure 3: Percent of Companies with Multiple Women Corporate Officers: 1999-2002



How Many Companies Have 25 Percent or More Women Corporate Officers?

A select number of companies are leading the way with comparatively larger proportions of women in their leadership ranks. In 2002, 17.4 percent of companies (87 companies) have one-quarter or more women corporate officers, up from 13.4 percent (67 companies) in 1999.

Table 2: Companies with 25 Percent or More Women Corporate Officers, 2002: 87 Companies

Company	FP Rank	Number of Women Officers	Total Number of Corporate Officers	Percent of Women Officers
Honeywell Ltd.	184	3	4	75.0 %
Toronto Transit Commission	321	2	3	66.7
Indigo Books & Music Inc.	306	4	7	57.1
Alberta Gaming and Liquor Commission	347	3	6	50.0
AstraZeneca Canada Inc.	487	5	10	50.0
Baxter Corp.	435	4	8	50.0
CE Franklin Ltd.	269	2	4	50.0
Dundee Bancorp Inc.	447	4	8	50.0
Fahnestock Viner Holdings Inc.	178	1	2	50.0
General Motors Acceptance Corp. of Canada	262	2	4	50.0
Schlumberger Canada Ltd.	143	1	2	50.0
Superior Propane Income Fund	98	1	2	50.0
Torstar Corp.	416	3	6	50.0
Chubb Insurance Co. of Canada	456	6	13	46.2
Vancouver City Savings Credit Union	362	7	16	43.8
Manitoba Liquor Control Commission	418	3	7	42.9
British Columbia Liquor Distribution	156	6	15	40.0
Co-operators General Insurance Co.	147	4	10	40.0
Hollinger Inc.	135	4	11	36.4
Royal & SunAlliance Canada †	172	5	14	35.7
Zurich Canada †	235	7	20	35.0
Amex Bank of Canada Inc.	312	3	9	33.3
Brookfield Properties Corp.	349	4	12	33.3
Canada Mortgage and Housing Corp.	415	5	15	33.3
Canadian Commercial Corp.	154	2	6	33.3
Canadian Wheat Board	111	2	6	33.3
Co-operators Life Insurance Co.	338	3	9	33.3
Hydro One Inc.	240	3	9	33.3
La Senza Corp.	228	2	6	33.3
Nestlé Canada Inc.	358	4	12	33.3
Pengrowth Energy Trust	225	2	6	33.3
Pharmasave Drugs (National) Ltd.	77	1	3	33.3
PPG Canada Inc.	286	3	9	33.3
Reitmans (Canada) ltd.	443	6	18	33.3

† See addendum notes on page 52

Table 2 (continued): Companies with 25 Percent or More Women Corporate Officers, 2002: 87 Companies

Company	FP Rank	Number of Women Officers	Total Number of Corporate Officers	Percent of Women Officers
Russel Metals Inc.	145	2	6	33.3%
State Farm Group Insurance Co.	76	1	3	33.3
Transamerica Life Insurance Co. of Canada	181	2	6	33.3
Xerox Canada Inc.	62	1	3	33.3
Royal Bank of Canada	3	27	83	32.5
Merck Frosst Canada & Co.	251	6	19	31.6
AXA Canada Inc.	231	4	13	30.8
Ikon Office Solutions, Inc.	423	4	13	30.8
AltaGas Services Inc.	383	3	10	30.0
Citibank Canada	244	3	10	30.0
Eli Lilly Canada Inc.	449	3	10	30.0
Toronto Hydro Corp.	124	3	10	30.0
Enmax Corp.	278	2	7	28.6
GSI Lumonics Inc.	429	2	7	28.6
John Deere Ltd.	137	2	7	28.6
Paramount Resources Ltd.	363	2	7	28.6
Saskatchewan Auto Fund	370	2	7	28.6
SSQ, Société d'assurance-vie Inc.	292	2	7	28.6
The Goldfarb Corp.	462	2	7	28.6
Bank of Montreal	15	12	43	27.9
Enerplus Resources Fund	373	3	11	27.3
Ford Credit Canada Ltd.	119	3	11	27.3
Four Seasons Hotels Inc.	489	3	11	27.3
ING Canada Inc.	109	3	11	27.3
Microsoft Canada Inc.	201	3	11	27.3
Transat A.T. Inc.	117	3	11	27.3
Unilever Canada Ltd.	163	3	11	27.3
George Weston Ltd.	4	7	26	26.9
Medis Health & Pharmaceutical Serv. Inc.	64	6	23	26.1
Atlantic Lottery Corp.	326	3	12	25.0
Bank of America Canada	485	1	4	25.0
Canadian Oil Sands Trust	309	1	4	25.0
Canadian Tire Corp	47	4	16	25.0
Conoco Canada Resources Ltd. †	146	2	8	25.0

† See addendum notes on page 52

Table 2 (continued): Companies with 25 Percent or More Women Corporate Officers, 2002: 87 Companies

Company	FP Rank	Number of Women Officers	Total Number of Corporate Officers	Percent of Women Officers
Ericsson Canada Inc.	303	1	4	25.0%
General Dynamics Canada	480	2	8	25.0
General Motors of Canada Ltd.	1	3	12	25.0
Graham Group Ltd.	453	1	4	25.0
Hewitt Equipment Ltd.	393	1	4	25.0
Imperial Tobacco Canada Ltd.	129	3	12	25.0
Kingsway Financial Services Inc.	233	2	8	25.0
Liquor Control Board of Ontario	97	4	16	25.0
Mitchell's Gourmet Foods Inc.	490	1	4	25.0
Nexfor Inc.	123	3	12	25.0
RioCan Real Estate Investment Trust	461	2	8	25.0
Rothmans Inc. †	360	3	12	25.0
Société des alcools du Québec	168	4	16	25.0
Société générale (Canada)	492	2	8	25.0
The Quaker Oats Co. of Canada Ltd.	409	1	4	25.0
Thrifty Foods	417	1	4	25.0
Toshiba of Canada Ltd.	334	1	4	25.0
Weyerhaeuser Co. Ltd.	149	6	24	25.0
Workers' Compensation Board of Alberta	421	2	8	25.0

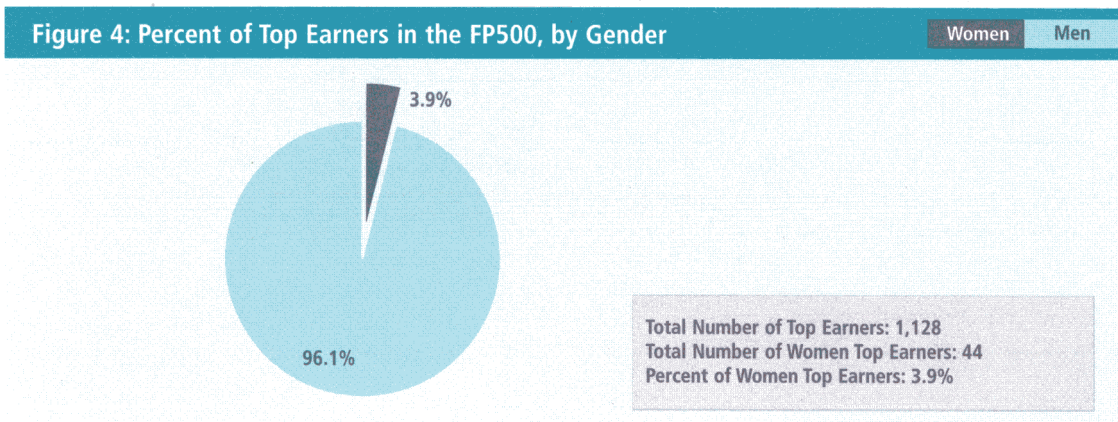
† See addendum notes on page 52

WOMEN TOP EARNERS

Catalyst gathered top earner information for the 237 FP500 companies with publicly available data. Under the *Securities Act* (Ontario), public companies are obligated to declare their most highly compensated individuals through publicly available management proxy statements. Please note that "top earners" can be individuals other than corporate officers.⁶ Of all of the top earners for whom we obtained data, 9.7 percent are not corporate officers.

What Proportion of Top Earners Are Women?

In 2002, 44 of the 1,128 top earners (3.9 percent) at the 237 companies for which we obtained data are women.



How Many of the 237 Companies Have Women Top Earners?

In 2002, 16.9 percent (40) of the 237 FP500 companies for which we obtained data have at least 1 woman top earner. Only 1.7 percent (4) have multiple women top earners.⁷

Table 3: FP500 Companies with at Least One Woman Top Earner, 2002: 40 Companies

FP Rank	Company Name
17	Magna International Inc.
40	Alberta Energy Co. Ltd. †
52	TransCanada Pipelines Ltd.
57	TransAlta Corp.
65	Talisman Energy Inc.
69	ATCO Ltd.
85	Cascades Inc.
116	HSBC Bank Canada
117	Transat A.T. Inc.

† See addendum notes on page 52

⁶ The *Securities Act* (Ontario), in its statement of executive compensation, defines top earners as the CEO, executive officers, chair, vice-chair, president, vice-president, officer of the issuer or any of its subsidiaries, and any other person who performed a policy-making function. Source: The *Securities Act* (R.R.O. 1990, Reg. 1015).

⁷ The four companies with multiple women top earners are Indigo Books and Music; General Motors Acceptance Corp.; Nexfor Inc.; and Torstar Corp.

Table 3 (continued): FP500 Companies with at Least One Woman Top Earner, 2002: 40 Companies

FP Rank	Company Name
119	Ford Credit Canada Ltd.
122	Gaz Métropolitain and Co., L.P.
123	Nexfor Inc.
125	Canfor Corp.
143	General Motors Acceptance Corp. of Canada
145	Xerox Canada Inc.
162	CGI Group Inc.
164	Shaw Communications Inc.
178	Torstar Corp.
196	Linamar Corp.
233	Kingsway Financial Services Inc.
274	Telesystem International Wireless Inc.
291	Samuel Manu-Tech Inc.
306	Indigo Books & Music Inc.
323	Sherritt International Corp.
333	Magellan Aerospace Corp.
349	Reitmans (Canada) Ltd.
354	Corus Entertainment Inc.
363	Paramount Resources Ltd.
369	Co-op Atlantic
383	AltaGas Services Inc.
388	MAAX Inc.
390	TimberWest Forest Corp.
407	Greater Toronto Airports Authority
444	Echo Bay Mines Ltd.
452	Household Financial Corp. Ltd.
461	RioCan Real Estate Investment Trust
464	ADF Group Inc.
478	Ainsworth Lumber Co. Ltd.
487	Dundee Bancorp Inc.
489	Four Seasons Hotels Inc.

† See addendum notes on page 52

Are Top Earners Usually Corporate Officers?

The percentage of top earners who are also corporate officers is very similar for women and men: 93.2 percent of women top earners (41) are also corporate officers and 90.2 percent of men top earners (978) are corporate officers.

WOMEN CORPORATE OFFICERS, BY LINE AND STAFF POSITIONS

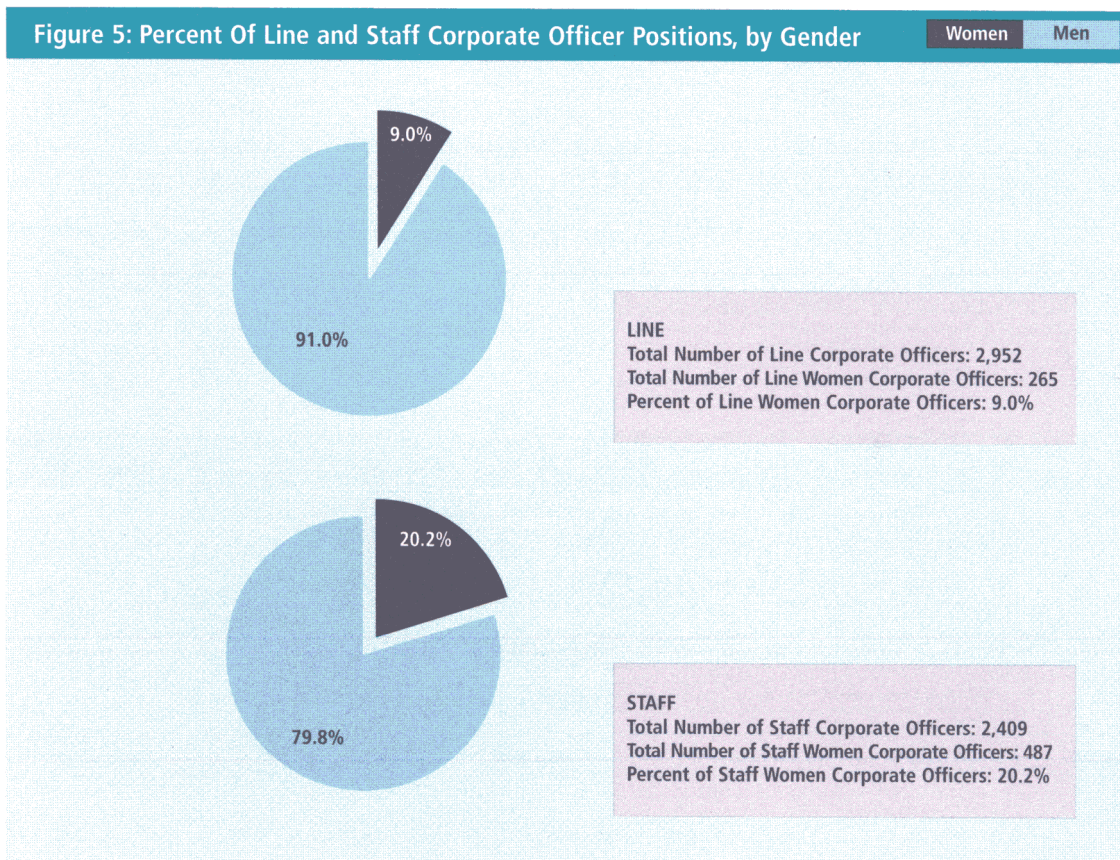
Since line experience is widely considered essential for rising to the rank of CEO, Catalyst tracks the line and staff status of women and men corporate officers. People in line positions have responsibility for profit-and-loss or direct client service. Staff positions, such as those in human resources,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

What Proportion of Line and Staff Positions Are Held by Women Corporate Officers?

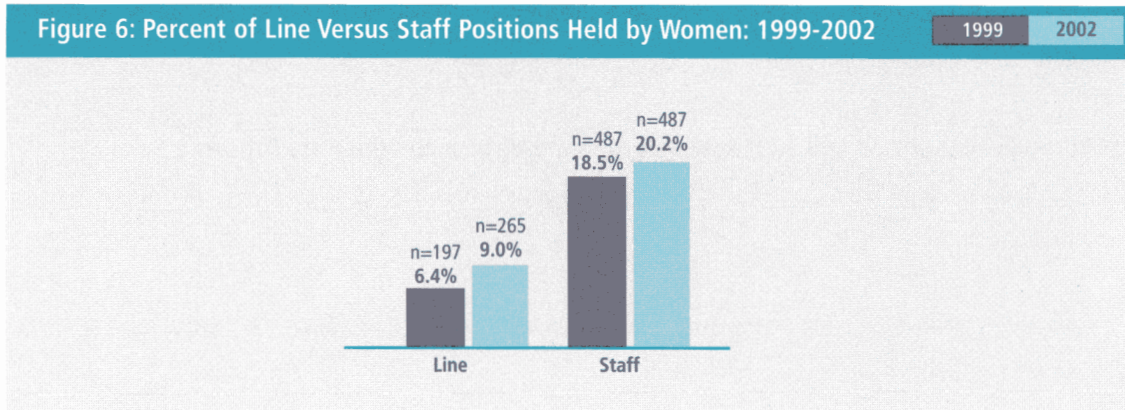
Of the 2,952 line corporate officer positions in the FP500, men hold 91.0 percent (2687) and women hold 9.0 percent (265) in 2002.

Of the 2,409 staff corporate officer positions in the FP500, men hold 79.8 percent (1922) and women hold 20.2 percent (487) in 2002.

Figure 5: Percent Of Line and Staff Corporate Officer Positions, by Gender

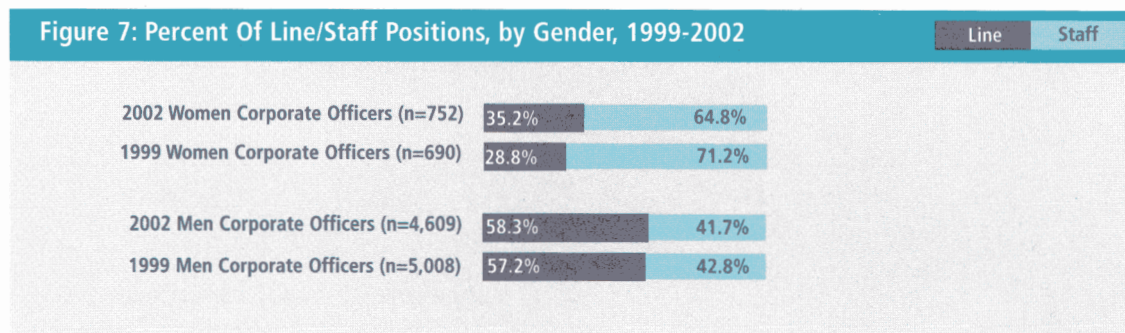


There has been a greater increase in the percentage of women corporate officers in line roles than in that of women corporate officers in staff roles. From 1999 to 2002, the percentage of line positions held by women corporate officers increased 2.6 percentage points, from 6.4 percent in 1999 to 9.0 percent in 2002, compared to an increase of 1.7 percentage points in staff positions held by women.



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

Looking at the data another way, in 2002 over one-half of men corporate officers are in line positions, compared to approximately one-third of women corporate officers. However, the percentage point increase in corporate officers in line positions from 1999 to 2002 is greater for women. The percentage of women in line positions is up from 28.8 percent in 1999 to 35.2 percent in 2002—an increase of 6.4 percentage points. The percentage of men in line positions has increased slightly (by 1.1 percentage points), from 57.2 percent in 1999 to 58.3 percent in 2002.

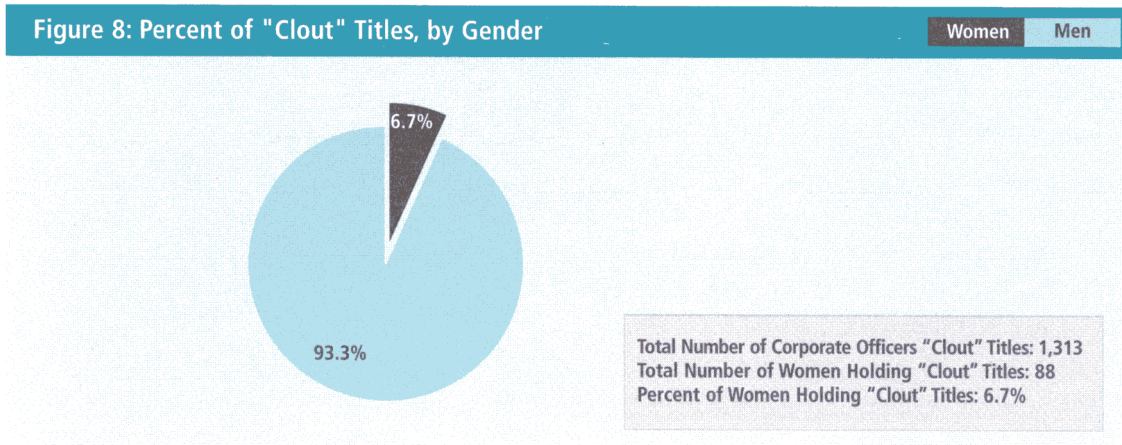


WOMEN CORPORATE OFFICERS, BY TITLE AND FUNCTION

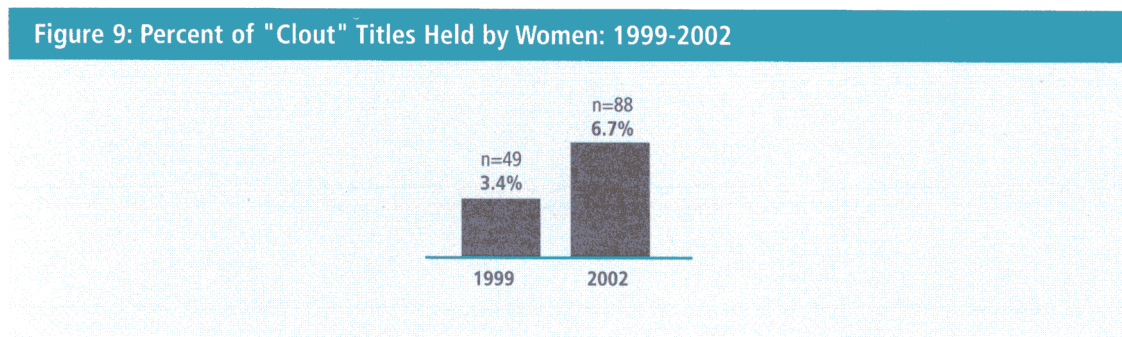
Looking further up the corporate ladder, Catalyst examines the representation of women with the highest "clout" titles: chief executive officer, chairman, vice chairman, president, chief operating officer, senior executive vice president, and executive vice president.

What Proportion of "Clout" Titles Do Women Corporate Officers Hold?

In 2002, women corporate officers hold 6.7 percent (88) of the FP500's 1,313 corporate officer "clout" titles.



This is an increase of 3.3 percentage points, up from 3.4 percent in 1999. In absolute terms, the number of women corporate officers with "clout" titles has increased from 49 in 1999 to 88 in 2002—a substantial rise, particularly given the decrease in the total number of existing "clout" titles from 1,423 in 1999 to 1,313 in 2002.



What "Clout" Titles Do Women Corporate Officers Hold?

Of the 88 women "clout" titleholders, the majority—54 women—are executive vice presidents (EVPs). Nearly one-half (25) of these 54 women EVPs work in banks. In addition to a sizeable increase in the proportion of women corporate officers with this title, from 6.3 percent in 1999 to 11.6 percent in 2002, there has been an increase in the number of women COOs as well, from 1.8 percent (1) in 1999 to 9.3 percent (5) in 2002.

Table 4: Type of "Clout" Titles Held by Women: 1999-2002

"Clout" Title	Total Number of Officers by "Clout" Title		Number of Women "Clout" Title Holders		Women as a Percent of "Clout" Titles	
	1999	2002	1999	2002	1999	2002
CEO*	421	389	7	8	1.7%	2.1%
Chairman Only	201	164	3	6	1.5	3.7
Vice Chairman	99	71	6	6	6.1	8.5
President**	208	153	5	7	2.4	4.6
COO	55	54	1	5	1.8	9.3
SEVP	11	16	0	2	0.0	12.5
EVP	428	466	27	54	6.3	11.6
Total	1,423	1,313	49	88	3.4	6.7

*Not all FP500 companies use the title "CEO" to designate the head of the company.
 **Title includes general manager and, in 2002, additional titles such as managing director, governor, and regional vice president.
 Note: For the purpose of this report, each individual is counted only once; when individuals hold multiple titles, the highest title is counted.

What Companies Do Women Corporate Officers Lead?

Thirteen women lead fourteen companies in 2002, up from twelve women in 1999.⁸ Only half of these companies are in the top 250 companies on the FP500 list in 2002, compared to two-thirds of women-led companies on the FP560 list in 1999.

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

Table 5: FP500 Companies Led by Women, by Rank, 2002

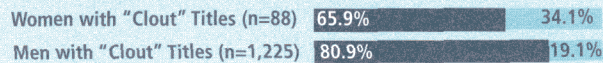
FP Rank	Company*	Name	Title
17	Magna International Inc.	Belinda Stronach	CEO & President
34	Costco Wholesale Canada Ltd.	Louise Wendling	SVP & General Manager
69	ATCO Ltd.	Nancy C. Southern	Co-CEO & Co-Chairman
76	Hydro One Inc.	Eleanor R. Clitheroe**	CEO & President
120	Kraft Canada Inc.	Irene Rosenfeld	President & Group VP, Kraft Foods, North America
156	Co-Operators General Insurance Co.	Kathy Bardswick	CEO & President
196	Linamar Corp.	Linda Hasenfratz	CEO & President
306	Indigo Books & Music Inc.	Heather Reisman	CEO & Chair
326	Atlantic Lottery Corp.	Michelle Carinici	CEO & President
338	Amex Bank of Canada Inc.	Beth Horowitz	President & General Manager
347	Schlumberger Canada Ltd.	Catherine Hughes	President
358	Co-Operators Life Insurance Co.	Kathy Bardswick	CEO & President
447	Baxter Corp.	Barb Leavitt	President
456	Chubb Insurance Co. of Canada	Janice M. Tomlinson	Chair

*Seven of the companies on this list were also ranked in the 1999 FP560. They are Magna International, Costco Wholesale Canada Ltd., ATCO Ltd., Kraft Canada Inc., Linamar Corp., Co-Operators Life Insurance Co., Baxter Corp.
 **Eleanor Clitheroe is no longer CEO of Hydro One Inc. (Source: *National Post*, July 20 2002, p. FP1).

How Many Women Corporate Officers with "Clout" Titles Are in Line Positions?

At the "clout" title level, men are still more likely to hold line positions than women. While two-thirds (65.9 percent) of women with "clout" titles are in line positions, 80.9 percent of men with "clout" titles are in line positions. At this level, however, the percentage of women in line positions is higher than the percentage of women corporate officers in line positions generally (65.9 percent compared to 35.2 percent, respectively).

Figure 10: Clout Titles Held by Men and Women, by Line/Staff



CANADIAN AND FOREIGN-OWNED FP500 COMPANIES

The percentage of women corporate officers in foreign-owned companies⁹, 14.2 percent, is very similar to the percentage of women corporate officers in Canadian-owned companies—14.0 percent.

Table 6: Percent of Women Corporate Officers, Canadian- versus Foreign-Owned

Ownership	Total Number of Companies	Total Number of Corporate Officers	Percent of Women Corporate Officers
Canadian	339	3,877	14.0%
Foreign	161	1,484	14.2

Women hold a higher percentage of “clout” titles in Canadian companies compared to foreign-owned companies. Women hold 7.2 percent of “clout” titles in Canadian companies, compared to 4.9 percent in foreign-owned companies.

Conversely, the percentage of line positions held by women is substantially higher in foreign-owned companies, 40.3 percent, than in Canadian-owned companies, 33.3 percent.¹⁰

Table 7: Percent of Women with “Clout” and Line Positions, Canadian- versus Foreign-Owned

Ownership	Percent of “Clout” Titles Held by Women	Percent of “Clout” Titles Held by Men	Percent of Women Corporate Officers in Line Positions	Percent of Men Corporate Officers in Line Positions
Canadian	7.2	92.8	33.3	58.2
Foreign	4.9	95.1	40.3	58.5

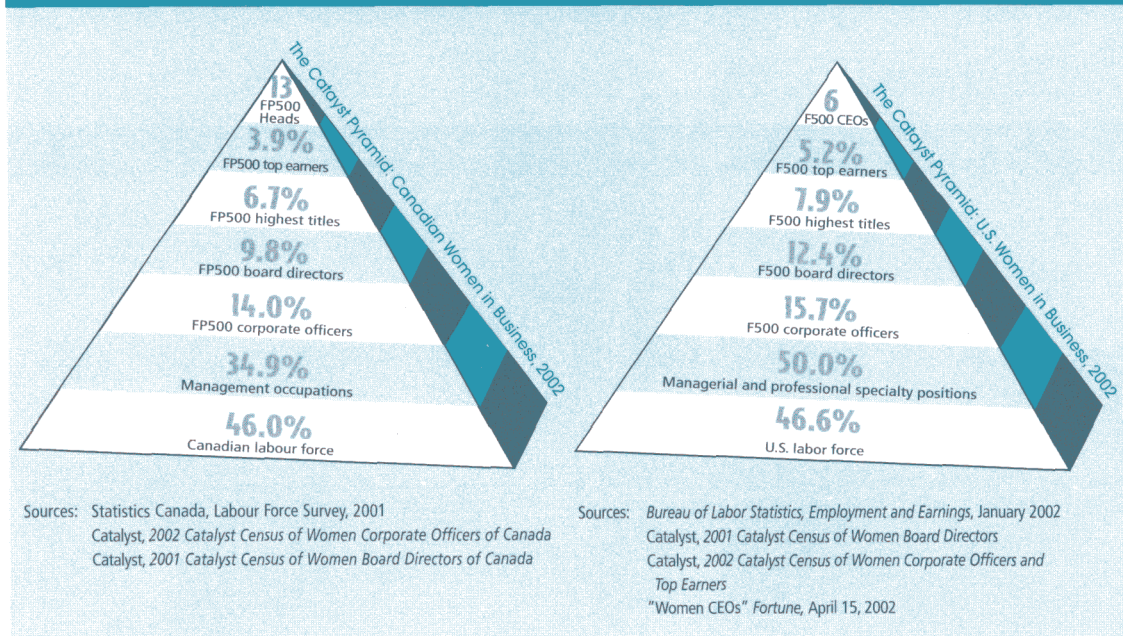
⁹ For a definition of foreign-owned companies, please see the Methodology section, page 25.

¹⁰ The percentage of total line positions is very similar between Canadian- and foreign-owned companies, at 54.8 percent and 56.0 percent, respectively.

CANADA AND UNITED STATES COMPARISON

In 2002, Catalyst published the *2002 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500*, a census of women corporate officers in the United States based on *Fortune* magazine's list of the top 500 companies. A comparison of Catalyst's U.S. F500 and Canadian FP500 findings indicates that women represent a higher proportion of corporate officers in the U.S. F500, at 15.7 percent, compared to their Canadian FP500 counterparts, at 14.0 percent.

Figure 11: The Catalyst Pyramid—Canadian and U.S. Women in Business, 2002^{11, 12}



The percentage of U.S. F500 companies with multiple women corporate officers is nearly double that of FP500 companies. Two-thirds (66.4 percent) of U.S. F500 companies have multiple women corporate officers, compared to 33.6 percent of FP500 companies. This may be partially explained by the fact that compared to the US, Canada has a smaller percent of women in their management ranks (50.0 percent and 34.9 percent, respectively).

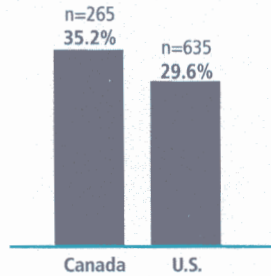
¹¹ The title "CEO" is not universal in Canada.

¹² Top earner information in Canada and the U.S. is gathered using different methodologies. The *2002 Catalyst Census of Women Corporate Officers and Top Earners of the Fortune 500* reports those top earners of the F500 who are corporate officers only. In Canada, top earners include individuals who are not corporate officers. However, after checking, the finding is so close that the comparison is valid.

Table 8: Percent of Women Corporate Officers, Canada/U.S. Comparison			
	FP500 (n=500)	Canadian-owned FP500 (n=339)	F500 U.S. (n=500)
Percent of Companies with Women Corporate Officers	62.4	66.4	85.8
Percent of Companies with Multiple Women Officers	33.6	35.1	66.6
Percent of Companies with 25% or More Women Officers	17.4	15.9	12.0

A higher percentage of women corporate officers in Canada hold line positions than in the U.S. In Canada, more than one-third (35.2 percent) of women corporate officers are in line positions compared to 29.6 percent in the U.S.

Figure 12: Percent of Women Corporate Officers with Line Positions, Canada/U.S. Comparison



INDUSTRY COMPARISONS

Looking at the representation of women corporate officers in each FP500 industry listing, banks, property and casualty insurance, and credit unions have the highest representation of women corporate officers. As noted earlier, banks also have a large proportion of "clout" titles held by women. Thirty of the 88 women (34.1 percent) with "clout" titles in the FP500 are women corporate officers in banks.

Table 9: Industries with a High Representation of Women Corporate Officers

Industry	Number of FP500 Companies*	Total Number of Corporate Officers	Percent of Women Corporate Officers	Total Number of "Clout" Titles	Percent of Women "Clout" Titles
Banks	13	492	22.6%	129	23.3%
Property & Casualty Insurance	17	205	22.4	32	12.5
Credit Unions	3	49	20.4	6	0.0
Specialty Retailers	19	195	19.5	40	5.0
Biotechnology/Pharmaceuticals	11	115	19.1	21	4.8
Entertainment	9	87	18.4	21	14.3
Publishing & Printing	4	40	17.5	13	0.0
Diversified Financial Services	20	204	16.7	53	5.7
Multimedia	11	174	16.7	41	2.4
Life & Health Insurance	11	193	16.6	36	5.6
High-tech Manufacturing	20	230	16.1	33	0.0
Gas/Electrical Utilities, Pipelines	20	194	16.0	54	9.3
Real Estate	10	143	15.4	34	0.0
Conglomerates	13	150	15.3	44	11.4
Health Care	3	20	15.0	9	0.0

* Industries with less than three FP500 companies have not been included.

Based on the FP500 industry listing, engineering/construction; motor vehicles and parts; mining, metals and materials; and steel production are those industries with the lowest representation of women corporate officers.

Table 10: Industries with a Low Representation of Women Corporate Officers

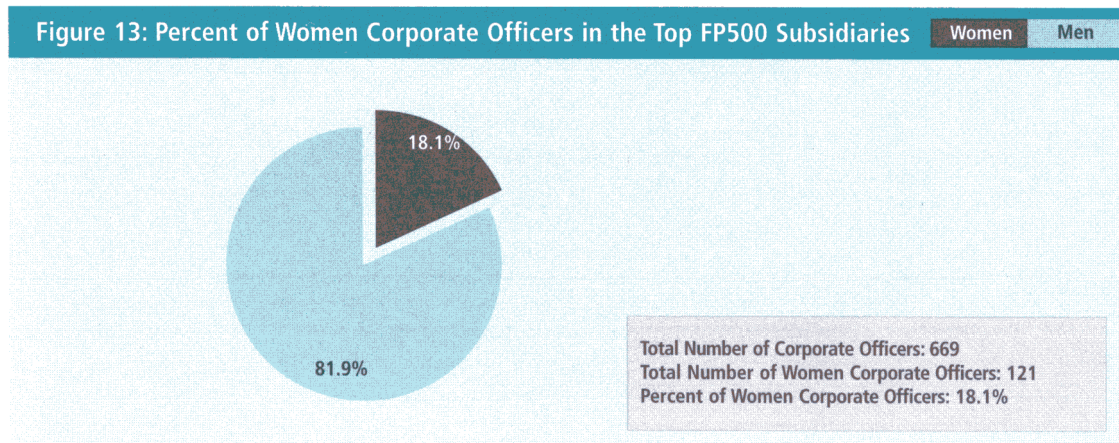
Industry	Number of FP500 Companies*	Total Number of Corporate Officers	Percent of Women Corporate Officers	Total Number of "Clout" Titles	Percent of Women "Clout" Titles
Paper & Forest Products	18	217	9.7%	40	2.5%
Breweries, Beverages, Distillers	4	42	9.5	15	0.0
Accounting	4	45	8.9	6	0.0
Import/Export	4	23	8.7	7	0.0
Mining, Metals & Minerals	17	221	6.8	54	1.9
Steel Production	11	73	6.8	25	0.0
Motor Vehicles & Parts	19	141	6.4	39	2.6
Engineering/Construction	19	141	4.3	45	2.2

* Industries with less than three FP500 companies have not been included.

THE SUBSIDIARY PERSPECTIVE

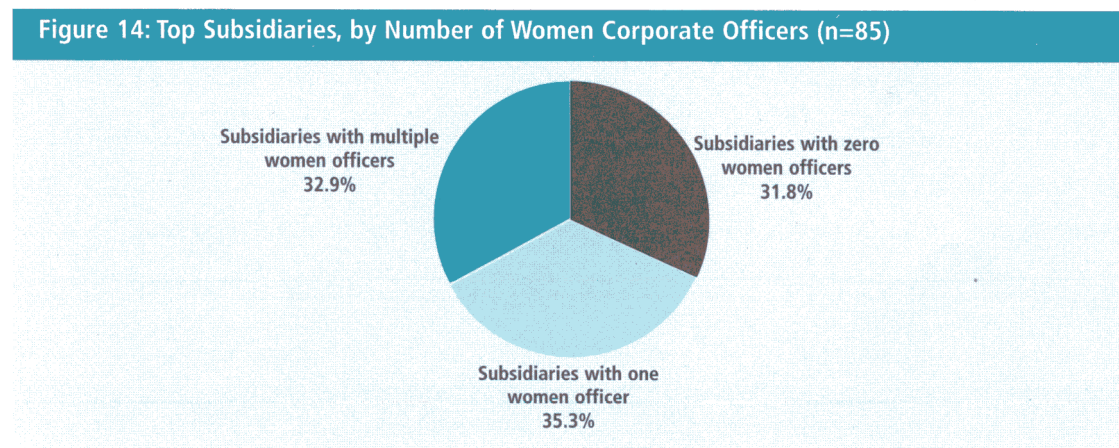
What Proportion of Corporate Officers in the Top Subsidiaries Are Women?

In 2002, 18.1 percent of corporate officers are women at the 85 subsidiaries for which we obtained data.¹³ In other words, approximately one out of every six corporate officers is a woman.



How Many Subsidiaries Have Women Corporate Officers?

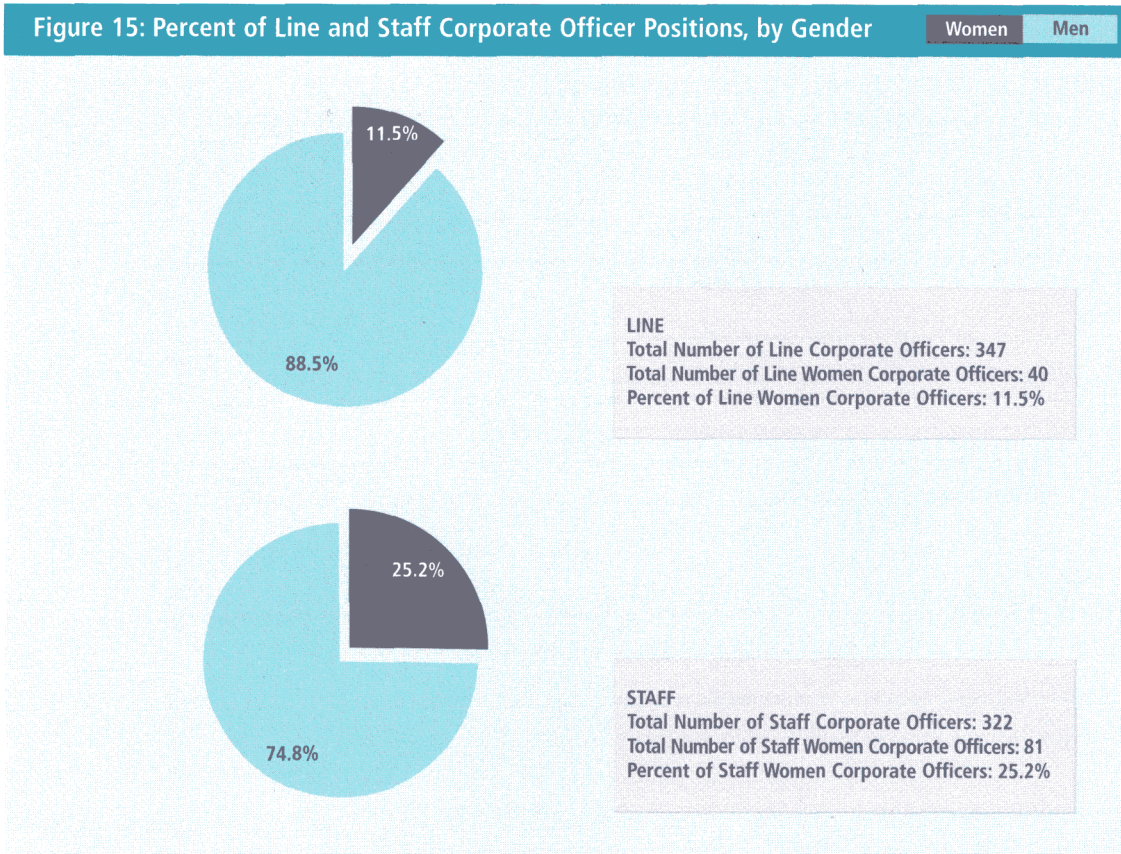
Of the 85 subsidiaries, 35.3 percent (30 subsidiaries) have one woman corporate officer and 32.9 percent (28 subsidiaries) have multiple women corporate officers. Nearly one-third (31.8 percent) of the 85 subsidiaries have zero women corporate officers.



¹³ As noted earlier, the *National Post's* 2002 FP500 Top Subsidiaries list ranks the top 100 subsidiaries in Canada by revenue. These subsidiaries are not included in the larger FP500 list. Fifteen of the subsidiaries on the Top Subsidiaries list were not included in this report for methodological reasons. For details, please refer to the Methodology section, page 25.

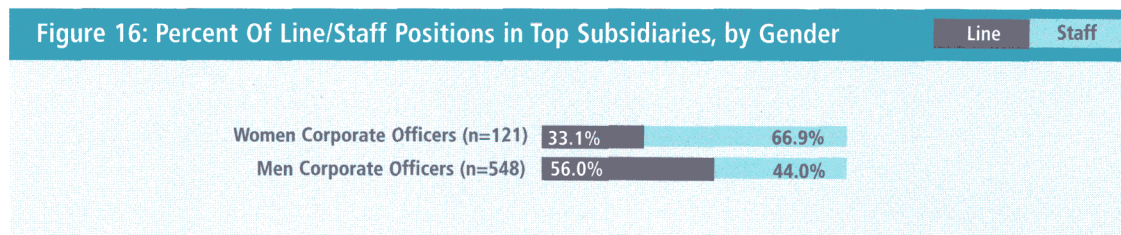
What Proportion of Line and Staff Positions Are Held by Women Corporate Officers in the Top Subsidiaries?

Women hold 11.5 percent of the 347 line positions and 25.2 percent of the 322 staff positions in the top subsidiaries.



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

Looking at the data another way, over one-half of men corporate officers in the top subsidiaries are in line positions, while one-third of the women (40) hold line positions in the subsidiaries.



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

In 2002, women corporate officers hold 5.7 percent (8) of the 140 "clout" titles in the top subsidiaries.¹⁴

Table 11: Percent of Subsidiary "Clout" Titles Held by Women

"Clout" Title	Total Number of Officers by "Clout" Title in Subsidiaries	Number of Women "Clout" Title Holders in Subsidiaries	Women as a Percent of "Clout" Titles in Subsidiaries	Women as a Percent of "Clout" Titles, FP500
CEO*	39	2	5.1%	2.1%
Chairman Only	19	1	5.3	3.7
Vice Chairman	8	0	0.0	8.5
President	16	2	12.5	4.6
COO	7	0	0.0	9.3
SEVP	0	0	N/A	12.5
EVP	51	3	5.9	11.6
Total	140	8	5.7	6.7

* Not all companies use the title "CEO" to designate the head of the company.

¹⁴ There is a similar proportion of "clout" titles in FP500 companies and in the top 85 subsidiaries: 24.0 percent of FP500 corporate officer positions are "clout" titles, and 21.0 percent of corporate officer positions in the top subsidiaries are "clout" titles.

CONCLUSION

With this year's census, Catalyst made further strides in analyzing the corporate leadership ranks in Canada by including a count of top earners and a count of corporate officers in the top subsidiaries. In 2002, all the key indices for women corporate officers are up. Compared to 1999, more women are in line officer positions and "clout" title roles in 2002. A greater proportion of companies in the FP500 have at least one woman corporate officer. Also, there are more companies in which women constitute 25 percent or more of the corporate officer ranks.

In summary, women are making steady, albeit slow, progress in corporate leadership in Canada. However, there is much work yet to be done before women represent a critical mass in the senior leadership ranks of corporate Canada.

METHODOLOGY

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

In July 2002, Catalyst sent a letter to our contacts in each of the FP500 companies and top subsidiaries (as published in the June 2002 issue of the *National Post Business Magazine*). The letter requested the companies to:

1. Certify the company's total number of corporate officers and number of women corporate officers as of the cut-off date of June 1, 2002.
2. Verify the name, title, and gender for each of the company's corporate officers as of June 1, 2002.
3. Determine the line or staff status of both men and women corporate officers.
4. Confirm the name, title, and gender for each of the most highly compensated individuals listed in the management proxies of FP500 public companies.

If companies did not respond to the initial letter, Catalyst staff made follow-up phone calls. In total, 1,783 such calls were made. If companies still did not verify, Catalyst's president sent letters to the company's chief executive officer. The purpose of the letter was to inform the company that we had not received their company-verified data, and that we would publish publicly available data even if the company did not provide verification. Catalyst sent a total of 560 follow-up letters to CEOs of FP500 companies and top subsidiaries by mail or fax. For those companies that, despite repeated attempts, did not verify their data, Catalyst obtained the data from public sources, including annual reports and management proxy statements. In 2002, 408 FP500 companies (81.6 percent) and 62 top subsidiaries (72.9 percent) verified their data.

Compositional Change of the FP500: 1999 to 2002

In 1999, Catalyst counted the corporate officers of 560 companies—the FP500 plus the top 60 crown corporations, financial institutions, and insurance companies. At this time, the *National Post* excluded these three groups from the FP500 list and ranked them separately. The *National Post* now includes and ranks these three groups in the FP500 based on their revenues. In 2002, 98 companies of the 500 companies listed in the FP500 are crown corporations, financial institutions, and insurance companies.

This report includes several comparisons between the 1999 FP560 and the 2002 FP500. For a full breakdown of how these three sectors performed, please consult Appendix 4: Crown Corporations, Financial Institutions, and Insurance Companies.

Foreign-owned Companies

Many large FP500 companies operating in Canada are not majority Canadian-owned entities. In this report, Catalyst defines company-ownership based on the definition used by Statistics Canada. According to Statistics Canada, in the "Corporate Returns Act, 1999," there are two types of foreign control: direct and effective control.¹⁵ Direct control is ownership of at least 50 percent of a firm's shares; effective control is ownership of at least 33 percent of a firm's shares, provided the sum of the shares owned by the next two largest shareholders is less than that of the shares owned by the shareholder in question. For the purposes of the report, we determined ownership based on data provided in the FP500 list.

The Top Subsidiaries

This report includes subsidiary companies that operate independently with distinct corporate officer pools and does not count individuals more than once. Using these criteria, the list of top subsidiaries was reduced to 85 companies. Companies removed include: RBC Dominion Securities Ltd.; TD Securities; Scotia Capital Inc.; Royal Trust Corp. of Canada; BMO Nesbitt Burns Corp. Ltd.; National Bank Financial & Co. Inc.; Desjardins Sécurité financière co. d'assurance vie; Rothmans, Benson & Hedges Inc.; The Royal Trust Co.; Canada Trustco Mortgage Co.; RBC Life Insurance Co.; Telus Communications Inc.; Sears Acceptance Co. Inc.; Hudson's Bay Co. Acceptance Ltd.; and Centra Gas Manitoba Inc. Appendix 6 contains a list of the 85 subsidiaries.

¹⁵ Source: Statistics Canada, *Corporate Returns Act, 1999*

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
1	GENERAL MOTORS OF CANADA LTD.	3	12	25.0	51	IBM CANADA LTD.	11	59	18.6
2	NORTEL NETWORKS CORP.	3	23	13.0	52	TRANSCANADA PIPELINES LTD.	1	7	14.3
3	ROYAL BANK OF CANADA	27	83	32.5	53	THE JIM PATTISON GROUP	0	7	0.0
4	GEORGE WESTON LTD.	7	26	26.9	54	NATIONAL BANK OF CANADA	16	83	19.3
5	ONEX CORP.	0	11	0.0	55	THE KATZ GROUP	0	4	0.0
6	BCE INC.	1	14	7.1	56	NOVA CHEMICALS CORP.	1	8	12.5
7	BOMBARDIER INC.	2	14	14.3	57	TRANSALTA CORP.	3	23	13.0
8	FORD MOTOR CO. OF CANADA LTD.	1	9	11.1	58	JDS UNIPHASE CANADA LTD. †	0	0	N/A
9	CANADIAN IMPERIAL BANK OF COMMERCE	8	41	19.5	59	METRO INC.	0	10	0.0
10	THE BANK OF NOVA SCOTIA	17	87	19.5	60	MAPLE LEAF FOODS INC.	3	26	11.5
11	THE TORONTO-DOMINION BANK	20	101	19.8	61	DOMTAR INC.	1	10	10.0
12	DAIMLERCHRYSLER CANADA INC.	2	12	16.7	62	CANADIAN WHEAT BOARD	2	6	33.3
13	ALCAN INC.	2	18	11.1	63	CP SHIPS LTD.	0	5	0.0
14	POWER CORP. OF CANADA	1	13	7.7	64	MEDIS HEALTH & PHARMACEUTICAL SERV. INC.	6	23	26.1
15	BANK OF MONTREAL	12	43	27.9	65	TALISMAN ENERGY INC.	1	8	12.5
16	IMPERIAL OIL LTD.	0	7	0.0	66	ENBRIDGE INC.	1	8	12.5
17	MAGNA INTERNATIONAL INC.	1	19	5.3	67	SUNCOR ENERGY INC.	2	11	18.2
18	SUN LIFE FINANCIAL SERVICES OF CANADA INC.	12	58	20.7	68	ROGERS COMMUNICATIONS INC.	6	32	18.8
19	MANULIFE FINANCIAL CORP.	2	28	7.1	69	ATCO LTD.	4	25	16.0
20	HYDRO-QUÉBEC	1	5	20.0	70	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC	3	20	15.0
21	WESTCOAST ENERGY INC. †	1	11	9.1	71	EPCOR UTILITIES INC.	0	6	0.0
22	QUEBECOR INC.	1	11	9.1	72	CANADIAN PACIFIC RAILWAY LTD.	1	11	9.1
23	EMPIRE CO. LTD.	1	6	16.7	73	CARGILL LTD.	0	2	0.0
24	THE THOMPSON CORP.	3	16	18.8	74	SHOPPERS DRUG MART CORP.	1	8	12.5
25	HONDA CANADA INC.	0	9	0.0	75	GREAT ATLANTIC & PACIFIC CO. OF CANADA LTD.	2	25	8.0
26	PANCANADIAN ENERGY CORP. †	3	14	21.4	76	HYDRO ONE INC.	3	9	33.3
27	AIR CANADA	4	24	16.7	77	BROOKFIELD PROPERTIES CORP.	4	12	33.3
28	PETRO-CANADA	2	18	11.1	78	MOORE CORP. LTD.	1	15	6.7
29	CANADA LIFE FINANCIAL CORP.	1	15	6.7	79	SASKATCHEWAN WHEAT POOL	3	15	20.0
30	BRITISH COLUMBIA HYDRO & POWER	2	18	11.1	80	SIEMENS CANADA LTD.	0	7	0.0
31	SHELL CANADA LTD.	0	9	0.0	81	GENERAL ELECTRIC CANADA INC.	0	8	0.0
32	HUDSON'S BAY CO.	0	20	0.0	82	FINNING INTERNATIONAL INC.	1	12	8.3
33	TELUS CORP.	1	18	5.6	83	FEDERATED CO-OPERATIVES LTD.	1	11	9.1
34	COSTCO WHOLESALE CANADA LTD.	1	9	11.1	84	TOYOTA CANADA INC.	1	8	12.5
35	SEARS CANADA INC.	1	8	12.5	85	CASCADES INC.	2	14	14.3
36	HUSKY ENERGY INC.	0	14	0.0	86	POTASH CORP. OF SASKATCHEWAN INC.	3	14	21.4
37	LE MOUVEMENT DES CAISSES DESJARDINS	2	17	11.8	87	INCO LTD.	0	17	0.0
38	CANADIAN ULTRAMAR CO.	1	6	16.7	88	PCL CONSTRUCTION GROUP INC.	0	4	0.0
39	CLARICA LIFE INSURANCE CO. †	7	30	23.3	89	AGRIUM INC.	2	14	14.3
40	ALBERTA ENERGY CO. LTD.†	1	9	11.1	90	MITSUI & CO. (CANADA) LTD.	0	5	0.0
41	ONTARIO POWER GENERATION INC.	2	18	11.1	91	BARRICK GOLD CORP.	1	21	4.8
42	NORANDA INC.	2	27	7.4	92	TEMBEC INC.	0	18	0.0
43	FAIRFAX FINANCIAL HOLDINGS LTD.	1	11	9.1	93	CANADIAN NATURAL RESOURCES LTD.	0	10	0.0
44	ABITIBI-CONSOLIDATED INC.	2	14	14.3	94	DOFASCO INC.	1	10	10.0
45	CANADA POST CORP.	4	21	19.0	95	THE JEAN COUTU GROUP (PJC) INC.	4	18	22.2
46	CANADIAN NATIONAL RAILWAY CO.	0	12	0.0	96	WORKPLACE SAFETY & INSURANCE BOARD	0	2	0.0
47	CANADIAN TIRE CORP., LTD.	4	16	25.0	97	LIQUOR CONTROL BOARD OF ONTARIO	4	16	25.0
48	ONTARIO LOTTERY AND GAMING CORP.	1	14	7.1	98	ALBERTA GAMING AND LIQUOR COMMISSION	3	6	50.0
49	CANADA SAFEWAY LTD.	1	12	8.3	99	INDUSTRIAL-ALLIANCE LIFE INSURANCE CO.	0	22	0.0
50	MCCAIN FOODS LTD.	1	13	7.7	100	LOTO-QUÉBEC	1	5	20.0

† See addendum notes on page 52

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
101	NEXEN INC.	3	14	21.4	151	COTT CORP.	2	13	15.4
102	STELCO INC.	0	6	0.0	152	ALIMENTATION COUCHE-TARD INC.	0	11	0.0
103	INSURANCE CORP. OF BRITISH COLUMBIA	2	9	22.2	153	ROYAL GROUP TECHNOLOGIES LTD.	0	5	0.0
104	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC	0	8	0.0	154	NESTLE CANADA INC.	4	12	33.3
105	PRATT & WHITNEY CANADA CORP.	3	23	13.0	155	MDS INC.	1	13	7.7
106	TECK COMINCO LTD.	1	21	4.8	156	CO-OPERATORS GENERAL INSURANCE CO.	4	10	40.0
107	SNC-LAVALIN GROUP INC.	0	11	0.0	157	PFIZER CANADA INC.	1	12	8.3
108	MCDONALD'S RESTAURANTS OF CANADA LTD.	1	14	7.1	158	BC GAS INC.	1	9	11.1
109	ING CANADA INC.	3	11	27.3	159	CCL INDUSTRIES INC.	2	12	16.7
110	CGU GROUP CANADA LTD.	4	22	18.2	160	NISSAN CANADA INC.	0	14	0.0
111	CANADA MORTGAGE AND HOUSING CORP.	5	15	33.3	161	ATI TECHNOLOGIES INC.	1	17	5.9
112	MASONITE INTERNATIONAL CORP.	0	8	0.0	162	CGI GROUP INC.	1	8	12.5
113	DUPONT CANADA INC.	0	9	0.0	163	UNILEVER CANADA LTD.	3	11	27.3
114	SAPUTO INC.	0	7	0.0	164	SHAW COMMUNICATIONS INC.	2	12	16.7
115	BANK OF CANADA	1	10	10.0	165	CHEVRON CANADA LTD.	0	2	0.0
116	HSBC BANK CANADA	1	7	14.3	166	WEST FRASER TIMBER CO. LTD.	0	11	0.0
117	TRANSAT A.T. INC.	3	11	27.3	167	BAYER INC.	2	11	18.2
118	LEAR CANADA LTD.	0	11	0.0	168	SOCIÉTÉ DES ALCOOLS DU QUÉBEC	4	16	25.0
119	FORD CREDIT CANADA LTD.	3	11	27.3	169	AT & T CANADA INC.	2	14	14.3
120	KRAFT CANADA INC.	2	13	15.4	170	AGROPUR COOPÉRATIVE	0	10	0.0
121	CHARLWOOD PACIFIC GROUP	0	4	0.0	171	MAZDA CANADA INC.	0	3	0.0
122	GAZ MÉTROPOLITAIN AND CO., L.P.	1	9	11.1	172	ROYAL & SUNALLIANCE CANADA†	5	14	35.7
123	NEXFOR INC.	3	12	25.0	173	VOLKSWAGEN CANADA INC.	0	3	0.0
124	TORONTO HYDRO CORP.	3	10	30.0	174	BRITISH COLUMBIA LOTTERY CORP.	0	5	0.0
125	CANFOR CORP.	3	14	21.4	175	PEPSI-COLA CANADA LTD.	1	6	16.7
126	FUTURE SHOP LTD. †	1	23	4.3	176	EDS CANADA INC.	3	18	16.7
127	PRECISION DRILLING CORP.	1	9	11.1	177	CISCO SYSTEMS CANADA CO.	0	6	0.0
128	CANWEST GLOBAL COMMUNICATIONS CORP.	1	14	7.1	178	TORSTAR CORP.	3	6	50.0
129	IMPERIAL TOBACCO CANADA LTD.	3	12	25.0	179	DOW CHEMICAL CANADA INC.	0	3	0.0
130	PLACER DOME INC.	1	13	7.7	180	DOREL INDUSTRIES INC.	0	6	0.0
131	THE MARITIME LIFE ASSURANCE CO.	1	8	12.5	181	RUSSEL METALS INC.	2	6	33.3
132	MOLSON INC.	1	14	7.1	182	INTRAWEST CORP.	0	9	0.0
133	UNITED GRAIN GROWERS LTD.	0	4	0.0	183	IPSCO INC.	1	8	12.5
134	RONA INC.	0	6	0.0	184	HONEYWELL LTD.	3	4	75.0
135	HOLLINGER INC.	4	11	36.4	185	NORSKE SKOG CANADA LTD.	1	12	8.3
136	JAMES RICHARDSON & SONS, LTD.	1	7	14.3	186	LAURENTIAN BANK OF CANADA	1	11	9.1
137	JOHN DEERE LTD.	2	7	28.6	187	LAFARGE CANADA INC.	0	13	0.0
138	HEWLETT-PACKARD (CANADA) LTD.	3	14	21.4	188	NEW BRUNSWICK POWER CORP.	2	11	18.2
139	PROCTER & GAMBLE CANADA INC.	0	2	0.0	189	E-L FINANCIAL CORP. LTD.	0	5	0.0
140	G.T.C. TRANSCONTINENTAL GROUP LTD.	2	11	18.2	190	COMPAQ CANADA INC. †	1	11	9.1
141	METHANEX CORP.	0	8	0.0	191	CANPOTEX LTD.	0	5	0.0
142	THE MANITOBA HYDRO-ELECTRIC BOARD	0	6	0.0	192	SCHNEIDER CORP.	1	5	20.0
143	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA	2	4	50.0	193	EMCO LTD.	0	9	0.0
144	EXPORT DEVELOPMENT CANADA	1	7	14.3	194	THE ECONOMICAL INSURANCE GROUP	1	11	9.1
145	XEROX CANADA INC.	1	3	33.3	195	BRASCAN CORP.	4	18	22.2
146	CONOCO CANADA RESOURCES LTD. †	2	8	25.0	196	LINAMAR CORP.	1	11	9.1
147	BRITISH COLUMBIA LIQUOR DISTRIBUTION	6	15	40.0	197	CAE INC.	0	10	0.0
148	EXTENDICARE INC.	1	9	11.1	198	RIO ALTO EXPLORATION LTD.	0	7	0.0
149	WEYERHAEUSER CO. LTD.	6	24	25.0	199	ST. LAWRENCE CEMENT GROUP INC.	0	15	0.0
150	TRIZECHAHN CORP.	2	19	10.5	200	DAIMLERCHRYSLER FINANCIAL SERVICES	0	12	0.0

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
201	MICROSOFT CANADA INC.	3	11	27.3	251	MERCK FROSST CANADA & CO.	6	19	31.6
202	BECHTEL CANADA CO.	1	10	10.0	252	GROUPE UNIPRIX	0	5	0.0
203	JOHNSON CONTROLS LTD.	0	2	0.0	253	QIT-FER ET TITANE INC.	0	9	0.0
204	AECON GROUP INC.	1	11	9.1	254	VOPAK CANADA LTD.	0	7	0.0
205	REXEL CANADA INC. †	0	6	0.0	255	GEAC COMPUTER CORP. LTD.	1	10	10.0
206	CARA OPERATIONS LTD.	3	22	13.6	256	UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD.	1	7	14.3
207	SASKATCHEWAN POWER CORP.	2	11	18.2	257	CINRAM INTERNATIONAL INC.	0	8	0.0
208	GLAXO SMITHKLINE INC.	2	11	18.2	258	GROUPE BROCHU	0	4	0.0
209	MDC CORP. INC.	1	5	20.0	259	FLUOR CANADA LTD.	0	9	0.0
210	THE WAWANESA MUTUAL INSURANCE CO.	0	21	0.0	260	SLATER STEEL INC.	0	6	0.0
211	SONY OF CANADA LTD.	2	11	18.2	261	ELLIS-DON INC.	0	4	0.0
212	PENN WEST PETROLEUM LTD.	0	8	0.0	262	ASTRAZENECA CANADA INC.	5	10	50.0
213	MOTOROLA CANADA LTD.	0	4	0.0	263	FAIRMONT HOTELS & RESORTS INC.	0	8	0.0
214	CO-STEEL INC. †	0	4	0.0	264	ALLIANCE ATLANTIS COMMUNICATIONS INC.	2	10	20.0
215	WAJAX LTD.	1	8	12.5	265	HALLIBURTON GROUP CANADA INC.	0	3	0.0
216	THE CANAM MANAC GROUP INC.	0	17	0.0	266	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC ¹		15	6.7
217	WELDWOOD OF CANADA LTD.	0	10	0.0	267	TAIGA FOREST PRODUCTS LTD.	0	5	0.0
218	HYUNDAI AUTO CANADA	0	4	0.0	268	CROWN CORK & SEAL CANADA INC.	0	5	0.0
219	BASF CANADA	1	7	14.3	269	SUPERIOR PROPANE INCOME FUND	1	2	50.0
220	PRICEWATERHOUSECOOPERS LLP	2	13	15.4	270	SASKATCHEWAN TELECOMMUNICATIONS	1	12	8.3
221	CREO INC.	3	22	13.6	271	TEKNION CORP.	0	7	0.0
222	EMERA INC.	1	8	12.5	272	DOMAN INDUSTRIES LTD.	0	4	0.0
223	MANITOBA TELECOM SERVICES INC.	2	10	20.0	273	ENSIGN RESOURCE SERVICE GROUP INC.	0	6	0.0
224	FORDING INC.	0	18	0.0	274	TELESYSTEM INTERNATIONAL WIRELESS INC.	2	11	18.2
225	CANADIAN COMMERCIAL CORP.	2	6	33.3	275	MOSAIC GROUP INC.	1	10	10.0
226	MERCEDES-BENZ CANADA INC.	0	2	0.0	276	COGNOS INC.	8	36	22.2
227	HUSKY INJECTION MOLDING SYSTEMS LTD.	0	14	0.0	277	THE FORZANI GROUP LTD.	2	18	11.1
228	STATE FARM GROUP INSURANCE CO.	1	3	33.3	278	ENMAX CORP.	2	7	28.6
229	CANADA 3000 INC. †	0	0	N/A	279	THE INDEPENDENT ORDER OF FORESTERS	2	9	22.2
230	ISPAT SIDBEC INC.	1	8	12.5	280	LEDCOR INDUSTRIES LTD.	0	7	0.0
231	AXA CANADA INC.	4	13	30.8	281	ALLIANZ CANADA	4	28	14.3
232	APACHE CANADA LTD.	0	1	N/A	282	EXPORT PACKERS CO. LTD.	0	7	0.0
233	KINGSWAY FINANCIAL SERVICES INC.	2	8	25.0	283	RÉNO-DÉPÔT INC.	3	13	23.1
234	HURRICANE HYDROCARBONS LTD.	0	6	0.0	284	CANADIAN WASTE SERVICES INC.	0	3	0.0
235	ZURICH CANADA†	7	20	35.0	285	SUN MICROSYSTEMS OF CANADA INC.	0	10	0.0
236	CALL-NET ENTERPRISES INC.	1	10	10.0	286	PHARMASAVE DRUGS (NATIONAL) LTD.	1	3	33.3
237	INTERTAPE POLYMER GROUP INC.	0	9	0.0	287	KPMG LLP	1	19	5.3
238	LLOYD'S UNDERWRITERS	0	1	0.0	288	ABBOTT LABORATORIES LTD.	2	11	18.2
239	THE TDL GROUP LTD.	5	29	17.2	289	LIBERTY MUTUAL GROUP	1	6	16.7
240	PPG CANADA INC.	3	9	33.3	290	RIDLEY INC.	0	1	0.0
241	NAV CANADA	2	9	22.2	291	SAMUEL MANU-TECH INC.	1	6	16.7
242	ALGOMA STEEL INC.	0	6	0.0	292	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC.	2	7	28.6
243	TOROMONT INDUSTRIES LTD.	0	3	0.0	293	MURPHY OIL CO. LTD.	0	6	0.0
244	CITIBANK CANADA	3	10	30.0	294	INTERNATIONAL FOREST PRODUCTS LTD.	0	11	0.0
245	BIOVAIL CORP.	0	8	0.0	295	INTERTAN, INC.	0	6	0.0
246	ALBERTA TREASURY BRANCHES	2	11	18.2	296	RIO ALGOM LTD.	1	11	9.1
247	DELOITTE & TOUCHE LLP	1	6	16.7	297	CALGARY CO-OPERATIVE ASSOCIATION LTD.	2	9	22.2
248	IVACO INC.	0	8	0.0	298	NORTH WEST CO. FUND	1	11	9.1
249	IVANHOE CAMBRIDGE INC.	6	37	16.2	299	FPI LTD.	1	10	10.0
250	SLOCAN FOREST PRODUCTS LTD.	0	24	0.0	300	CAMECO CORP.	1	5	20.0

† See addendum notes on page 52

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
301	MITSUBISHI CANADA LTD.	0	7	0.0	351	ALSTOM CANADA INC.	3	19	15.8
302	CANON CANADA INC.	1	5	20.0	352	MICROCELL TELECOMMUNICATIONS INC.	0	9	0.0
303	ERICSSON CANADA INC.	1	4	25.0	353	L'ORÉAL CANADA INC.	0	5	0.0
304	NEXINNOVATIONS INC.	2	13	15.4	354	CORUS ENTERTAINMENT INC.	2	10	20.0
305	SHAWCOR LTD.	1	9	11.1	355	ERNST & YOUNG LLP	0	7	0.0
306	INDIGO BOOKS & MUSIC INC.	4	7	57.1	356	AMCOR TWINPAK AMERICAS INC.	0	2	0.0
307	ATS AUTOMATION TOOLING SYSTEMS INC.	0	3	0.0	357	ROBIN HOOD MULTIFOODS INC.	1	10	10.0
308	ZARLINK SEMICONDUCTOR INC.	1	8	12.5	358	CO-OPERATORS LIFE INSURANCE CO.	3	9	33.3
309	CANADIAN OIL SANDS TRUST	1	4	25.0	359	CPL LONG TERM CARE REAL ESTATE INVEST.TRUST	0	7	0.0
310	GRAND & TOY LTD.	1	7	14.3	360	ROTHMANS INC. †	3	12	25.0
311	BELL HELICOPTER TEXTRON CANADA LTD.	0	2	0.0	361	SONEPAR DISTRIBUTION INC.	0	4	0.0
312	TRANSAMERICA LIFE INSURANCE CO. OF CANADA	2	6	33.3	362	VANCOUVER CITY SAVINGS CREDIT UNION	7	16	43.8
313	OXFORD PROPERTIES GROUP INC.	7	30	23.3	363	PARAMOUNT RESOURCES LTD.	2	7	28.6
314	APOTEX INC.	0	5	0.0	364	LILYDALE CO-OPERATIVE LTD.	2	9	22.2
315	DOMCO TARKETT INC.	1	9	11.1	365	CAISSE CENTRALE DESJARDINS	1	16	6.3
316	KOMATSU CANADA LTD.	0	3	0.0	366	CANADIAN BROADCASTING CORP.	2	11	18.2
317	NOVAMERICAN STEEL INC.	0	7	0.0	367	IRON ORE CO. OF CANADA	1	9	11.1
318	GROUPE BMTC INC.	0	5	0.0	368	ARC ENERGY TRUST	1	7	14.3
319	AGF MANAGEMENT LTD.	2	11	18.2	369	CO-OP ATLANTIC	1	10	10.0
320	FIRSTSERVICE CORP.	1	7	14.3	370	SASKATCHEWAN AUTO FUND	2	7	28.6
321	TORONTO TRANSIT COMMISSION	2	3	66.7	371	NISSHO IWAI CANADA LTD.	0	5	0.0
322	FLINT ENERGY SERVICES LTD.	0	10	0.0	372	ENERSOURCE CORP.	1	6	16.7
323	SHERRITT INTERNATIONAL CORP.	1	7	14.3	373	ENERPLUS RESOURCES FUND	3	11	27.3
324	BUSINESS DEVELOPMENT BANK OF CANADA	2	12	16.7	374	ALLSTATE INSURANCE CO. OF CANADA	0	8	0.0
325	FORTIS INC.	1	5	20.0	375	GILDAN ACTIVEWEAR INC.	2	18	11.1
326	ATLANTIC LOTTERY CORP.	3	12	25.0	376	PREMIUM BRANDS INC.	0	13	0.0
327	HARTCO CORP.	0	7	0.0	377	PMC - SIERRA INC.	1	5	20.0
328	DYNACARE INC.	0	3	0.0	378	BRITISH COLUMBIA RAILWAY CO.	0	4	0.0
329	UNIVERSAL STUDIOS CANADA LTD.	0	6	0.0	379	MARUBENI CANADA LTD.	0	7	0.0
330	FEDNAV LTD.	1	10	10.0	380	PARKLAND INDUSTRIES LTD.	0	8	0.0
331	CAMPBELL SOUP CO. LTD.	1	9	11.1	381	PALLISER FURNITURE LTD.	1	7	14.3
332	C.I. FUND MANAGEMENT INC.	1	8	12.5	382	UNIBOARD CANADA INC.	0	14	0.0
333	MAGELLAN AEROSPACE CORP.	1	6	16.7	383	ALTAGAS SERVICES INC.	3	10	30.0
334	TOSHIBA OF CANADA LTD.	1	4	25.0	384	VITRAN CORP. INC.	0	4	0.0
335	PRÉVOST CAR INC.	0	6	0.0	385	MACDONALD, DETTWILER AND ASSOCIATES LTD.	0	10	0.0
336	UNI-SÉLECT INC.	0	14	0.0	386	SUBARU CANADA, INC.	0	5	0.0
337	LEGACY HOTELS REAL ESTATE INVESTMENT TRUST	1	12	8.3	387	COGECO INC.	2	13	15.4
338	AMEX BANK OF CANADA INC.	3	9	33.3	388	MAAX INC.	1	5	20.0
339	HARRIS STEEL GROUP INC.	0	4	0.0	389	BRITISH COLUMBIA BUILDINGS CORP.	0	4	0.0
340	ATOMIC ENERGY OF CANADA LTD.	1	7	14.3	390	TIMBERWEST FOREST CORP.	1	6	16.7
341	INTERNATIONAL TRUCK & ENGINE CORP. CDA.	0	4	0.0	391	RIVERSIDE FOREST PRODUCTS LTD.	0	5	0.0
342	ACKLANDS GRAINGER INC.	1	7	14.3	392	RESEARCH IN MOTION LTD.	0	9	0.0
343	CHC HELICOPTER CORP.	3	15	20.0	393	HEWITT EQUIPMENT LTD.	1	4	25.0
344	ACIER LEROUX INC./LEROUX STEEL INC.	1	6	16.7	394	WINPAK LTD.	0	9	0.0
345	FARM CREDIT CORP. †	2	14	14.3	395	GOODFELLOW INC.	2	15	13.3
346	ROLLS-ROYCE CANADA LTD.	3	19	15.8	396	WESTJET AIRLINES LTD.	0	6	0.0
347	SCHLUMBERGER CANADA LTD.	1	2	50.0	397	TRANSFORCE INC.	2	18	11.1
348	OLCO PETROLEUM GROUP INC.	0	5	0.0	398	CIRQUE DU SOLEIL	4	19	21.1
349	REITMANS (CANADA) LTD.	6	18	33.3	399	PÉTROMONT AND CO., L.P.	1	8	12.5
350	UNUMPROVIDENT CORP.	0	1	0.0	400	N.M. PATERSON & SONS LTD.	0	4	0.0

APPENDIX 1: THE FP500—NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS RANKED BY COMPANY REVENUE

Rank	Company	Total Women Officers	Total Officers	Percent Women Officers	Rank	Company	Total Women Officers	Total Officers	Percent Women Officers
401	A & W FOOD SERVICES OF CANADA INC.	0	5	0.0	451	STANTEC INC.	0	4	0.0
402	AVENTIS PHARMA INC.	1	7	14.3	452	HOUSEHOLD FINANCIAL CORP. LTD.	2	10	20.0
403	LEON'S FURNITURE LTD.	0	6	0.0	453	GRAHAM GROUP LTD.	1	4	25.0
404	ORACLE CORP. CANADA INC.	0	2	0.0	454	HATCH ASSOCIATES LTD.	0	8	0.0
405	COMMONWEALTH PLYWOOD CO. LTD.	1	8	12.5	455	MFP FINANCIAL SERVICES LTD.	2	10	20.0
406	KINROSS GOLD CORP.	1	11	9.1	456	CHUBB INSURANCE CO. OF CANADA	6	13	46.2
407	GREATER TORONTO AIRPORTS AUTHORITY	1	9	11.1	457	MULLEN TRANSPORTATION INC.	1	6	16.7
408	CFM CORP.	2	12	16.7	458	VECTOR AEROSPACE CORP.	1	5	20.0
409	THE QUAKER OATS CO. OF CANADA LTD.	1	4	25.0	459	ASTRAL MEDIA INC.	8	38	21.1
410	CHUM LTD.	0	8	0.0	460	ACETEX CORP.	0	7	0.0
411	VIA RAIL CANADA INC.	2	9	22.2	461	RIOCAN REAL ESTATE INVESTMENT TRUST	2	8	25.0
412	SODISCO-HOWDEN GROUP INC.	1	7	14.3	462	THE GOLDFARB CORP.	2	7	28.6
413	GROUPE LAPERRIÈRE & VERREault INC.	0	8	0.0	463	GENDIS INC.	0	5	0.0
414	COGNICASE INC.	2	14	14.3	464	ADF GROUP INC.	2	12	16.7
415	PENGROWTH ENERGY TRUST	2	6	33.3	465	AUR RESOURCES INC.	1	7	14.3
416	FAHNESTOCK VINER HOLDINGS INC.	1	2	50.0	466	SAP CANADA INC.	0	3	0.0
417	THRIFTY FOODS	1	4	25.0	467	BAYTEX ENERGY LTD.	1	9	11.1
418	MANITOBA LIQUOR CONTROL COMMISSION	3	7	42.9	468	HIGH LINER FOODS INC.	2	11	18.2
419	OPTIMUM GROUP INC.	0	5	0.0	469	DEUTSCHE BANK CANADA	0	2	0.0
420	MERIDIAN TECHNOLOGIES INC.	0	7	0.0	470	VELAN INC.	0	22	0.0
421	WORKERS' COMPENSATION BOARD OF ALBERTA	2	8	25.0	471	ACKTION CORP.	0	5	0.0
422	POMERLEAU	0	12	0.0	472	PATHEON INC.	0	11	0.0
423	IKON OFFICE SOLUTIONS, INC.	4	13	30.8	473	PHILIPS CANADA LTD.	0	3	0.0
424	BIRD CONSTRUCTION CO. LTD.	0	5	0.0	474	HUMMINGBIRD LTD.	1	21	4.8
425	BALL PACKAGING PRODUCTS CANADA INC.	0	1	0.0	475	ROHM & HAAS CANADA INC.	0	4	0.0
426	SUMITOMO CANADA LTD.	0	3	0.0	476	PITNEY BOWES OF CANADA LTD.	3	14	21.4
427	BUDD CANADA INC.	1	5	20.0	477	GREYHOUND CANADA TRANSPORTATION CORP.	1	5	20.0
428	BRITISH COLUMBIA FERRY CORP.	0	8	0.0	478	AINSWORTH LUMBER CO. LTD.	1	6	16.7
429	GSI LUMONICS INC.	2	7	28.6	479	NCR CANADA LTD.	0	6	0.0
430	WESCAST INDUSTRIES INC.	0	6	0.0	480	GENERAL DYNAMICS CANADA	2	8	25.0
431	STRONGCO INC.	0	6	0.0	481	POLYONE CANADA INC. †	0	0	N/A
432	HUDSON BAY MINING AND SMELTING CO., LTD.	1	9	11.1	482	BABCOCK & WILCOX CANADA LTD.	0	2	0.0
433	XWAVE SOLUTIONS INC.	0	3	0.0	483	CLARKE INC.	0	9	0.0
434	NEWFOUNDLAND AND LABRADOR HYDRO	1	10	10.0	484	CAMBIOR INC.	0	10	0.0
435	CE FRANKLIN LTD.	2	4	50.0	485	BANK OF AMERICA CANADA	1	4	25.0
436	NOVA SCOTIA LIQUOR COMMISSION	1	6	16.7	486	PRIMWEST ENERGY TRUST	0	8	0.0
437	ENERFLEX SYSTEMS LTD.	1	9	11.1	487	DUNDEE BANCORP INC.	4	8	50.0
438	THYSSEN CANADA LTD.	0	2	0.0	488	ACCENTURE INC.	0	2	0.0
439	PRUDENTIAL STEEL LTD.	0	6	0.0	489	FOUR SEASONS HOTELS INC.	3	11	27.3
440	W.G. THOMPSON & SONS LTD.	0	3	0.0	490	MITCHELL'S GOURMET FOODS INC.	1	4	25.0
441	ALIMENTS BRETON (CANADA) INC.	0	3	0.0	491	BREAKWATER RESOURCES LTD.	1	10	10.0
442	ASSANTE CORP.	0	8	0.0	492	SOCIÉTÉ GÉNÉRALE (CANADA)	2	8	25.0
443	LA SENZA CORP.	2	6	33.3	493	ST. JOSEPH CORP.	1	8	12.5
444	ECHO BAY MINES LTD.	1	5	20.0	494	ALGOMA CENTRAL CORP.	0	6	0.0
445	RAND A TECHNOLOGY CORP.	0	7	0.0	495	MAYNE NICKLESS CANADA INC.	0	4	0.0
446	PREMETALCO INC.	0	6	0.0	496	VINCOR INTERNATIONAL INC.	0	9	0.0
447	BAXTER CORP.	4	8	50.0	497	THE CHURCHILL CORP.	0	6	0.0
448	OWENS CORNING CANADA	0	3	0.0	498	ENSERCO ENERGY SERVICES CO. INC.	0	6	0.0
449	ELI LILLY CANADA INC.	3	10	30.0	499	COLLIERS INTERNATIONAL	1	7	14.3
450	GOLDER ASSOCIATES LTD.	0	2	0.0	500	I.M.P. GROUP INTERNATIONAL INC.	1	8	12.5

† See addendum notes on page 52

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

A&W FOOD SERVICES OF CANADA INC. (401) None	ALIMENTATION COUCHE-TARD INC. (152) None	ATI TECHNOLOGIES INC. (161) VP, Information Technology
ABBOTT LABORATORIES LTD. (288) Director, Operational Systems Director, Quality Assurance	ALIMENTS BRETON (CANADA) INC. (441) None	ATLANTIC LOTTERY CORP. (326) CEO & President
ABITIBI-CONSOLIDATED INC. (44) Asst. Corporate Secretary VP & Corporate Controller	ALLIANCE ATLANTIS COMMUNICATIONS INC. (264) CEO, Broadcast Group EVP, Corporate Communications	VP, Corporate Marketing & Communications VP, Organizational Development & Human Resources
ACCENTURE INC. (488) None	ALLIANZ CANADA (281) Asst. VP, Information Technology Asst. VP, Northern Alberta	ATOMIC ENERGY OF CANADA LTD. (340) VP, Human Resources
ACETEX CORP. (460) None	SVP & CFO VP, Marketing	ATS AUTOMATION TOOLING SYSTEMS INC. (307) None
ACIER LEROUX INC./LEROUX STEEL INC. (344) VP & General Counsel	ALLSTATE INSURANCE CO. OF CANADA (374) None	AUR RESOURCES INC. (465) Asst. Secretary
ACKLANDS GRAINGER INC. (342) VP, Human Resources	ALSTOM CANADA INC. (351) Asst. Secretary (2) Chief Legal Officer & Asst. Secretary	AVENTIS PHARMA INC. (402) VP, Finance & Information Solutions
ACKTION CORP. (471) None	ALTAGAS SERVICES INC. (383) SVP, Finance & CFO Treasurer	AXA CANADA INC. (231) EVP, Operations Western Canada SVP, Planning-Budgets-Results & PMO
ADF GROUP INC. (464) EVP & Treasurer and Corporate Secretary VP, Engineering	AMCOR TWINPAK AMERICAS INC. (356) None	VP, Communications VP, Human Resources
AECON GROUP INC. (204) VP, Human Resources	AMEX BANK OF CANADA INC. (338) President & General Manager VP, Marketing (2)	BABCOCK & WILCOX CANADA LTD. (482) None
AGF MANAGEMENT LTD. (319) SVP & General Counsel SVP, Corporate Services & Corporate Secretary	APACHE CANADA LTD. (232) None	BALL PACKAGING PRODUCTS CANADA INC. (425) None
AGRIUM INC. (89) VP & General Counsel and Corporate Secretary VP, Strategic Development & Planning	APOTEX INC. (314) None	BANK OF AMERICA CANADA (485) SVP
AGROPUR COOPÉRATIVE (170) None	ARC ENERGY TRUST (368) VP, Land	BANK OF CANADA (115) Deputy Governors
AINSWORTH LUMBER CO. LTD. (478) COO & Corporate Secretary	ASSANTE CORP. (442) None	BANK OF MONTREAL (15) EVP & CFO EVP & Global Economic Strategist and Chief Economist, BMO Nesbitt Burns
AIR CANADA (27) CEO & President, destina.ca Chief Information Officer & VP, Information Technology	ASTRAL MEDIA INC. (459) General Manager, Astral Media Mix SVP, Finance, Operations & Business Affairs SVP, Programming, Les Chaînes Telestral (2) VP, Corporate Affairs, Astral Radio VP, Human Resources, Astral Radio VP, Legal Affairs & Secretary VP, Regulatory & Governmental Affairs	EVP & Treasurer EVP, Consumer Lending EVP, E-Business EVP, Human Resources & Head, Office of Strategic Management EVP, Ontario Division EVP, Performance Enhancement Executive Managing Director, Securitization & Credit Investment Management, Investment Banking Group
ALBERTA ENERGY CO. LTD. (40) † VP, Corporate Services	ASTRAZENECA CANADA INC. (262) VP, Human Resources VP, Finance & Corporate Services VP, Public Affairs VP, Operations VP, Regulatory Affairs	SVP, Corporate Communication VP & Chief Accountant VP & Corporate Secretary
ALBERTA GAMING AND LIQUOR COMMISSION (98) Director, Human Resources Executive Director, Gaming Products & Services Executive Director, Information Systems	AT & T CANADA INC. (169) SVP & CIO SVP, Human Resources	BARRICK GOLD CORP. (91) Associate General Counsel & Secretary
ALBERTA TREASURY BRANCHES (246) VP, Human Resources VP, Legal & Corporate Secretary	ATCO LTD. (69) Co-CEO & Co-Chairman VP, President, ATCO I-Tek SVP & Chief Administrative Officer Finance & Controller	BASF CANADA (219) Corporate Secretary & General Counsel
ALCAN INC. (13) SVP & President, Primary Metal SVP & President, Rolled Products Americas and Asia		BAXTER CORP. (447) President VP, Finance & CFO VP, Human Resources & Communications VP, Quality & Regulatory Management
ALGOMA CENTRAL CORP. (494) None		BAYER INC. (167) EVP & General Manager, Health Care and VP and General Manager, Consumer Care VP, Human Resources
ALGOMA STEEL INC. (242) None		

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

BAYTEX ENERGY LTD. (467) Secretary	CAE INC. (197) None	CANADIAN NATIONAL RAILWAY CO. (46) None
BC GAS INC. (158) SVP, Human Resources	CAISSE CENTRALE DESJARDINS (365) VP, Finance & Control	CANADIAN NATURAL RESOURCES LTD. (93) None
BCE INC. (6) Chief Legal Officer	CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (70) Auditing	CANADIAN OIL SANDS TRUST (309) Corporate Secretary & General Counsel
BECHTEL CANADA CO. (202) Controller	CALGARY CO-OPERATIVE ASSOCIATION LTD. (297) Board Vice Chair	CANADIAN PACIFIC RAILWAY LTD. (72) VP, Strategy & Law and Corporate Secretary
BELL HELICOPTER TEXTRON CANADA LTD. (311) None	CAMBIOR INC. (484) None	CANADIAN TIRE CORP., LTD. (47) Asst. General Counsel & Asst. Secretary
BIOVAIL CORP. (245) None	CAMECO CORP. (300) SVP, Human Resources & Corporate Relations	CANADIAN ULTRAMAR CO. (38) Secretary & Director, Legal Services and Risk Management
BIRD CONSTRUCTION CO. LTD. (424) None	CAMPBELL SOUP CO. LTD. (331) VP	CANADIAN WASTE SERVICES INC. (284) None
BOMBARDIER INC. (7) Executive Asst. VP, Corporate Audit & Risk Assessment	CANADA 3000 INC. (229) † Not Applicable	CANADIAN WHEAT BOARD (62) EVP, Corporate Affairs VP, Human Resources
BRASCAN CORP. (195) Asst. Controller Controller Director, Investor Relations SVP, Investor Relations & Communications	CANADA LIFE FINANCIAL CORP. (29) VP & Director, Human Resources	CANFOR CORP. (125) Group VP & Chief Technology Officer VP & Treasurer VP, Corporate Affairs
BREAKWATER RESOURCES LTD. (491) Corporate Secretary	CANADA MORTGAGE AND HOUSING CORP. (111) Corporate Secretary & Asst. General Counsel Director, Audit & Evaluation General Manager, Ontario Region General Manager, Prairies, Nunavut & Northwest Territories Region VP, Insurance & Securitization	CANON CANADA INC. (302) Secretary
BRITISH COLUMBIA BUILDINGS CORP. (389) None	CANADA POST CORP. (45) Corporate Auditor EVP, Business Operations VP, eLearning VP, Human Resources	CANPOTEX LTD. (191) None
BRITISH COLUMBIA FERRY CORP. (428) None	CANADA SAFEWAY LTD. (49) VP, Public Affairs	CANWEST GLOBAL COMMUNICATIONS CORP. (128) Corporate Secretary
BRITISH COLUMBIA HYDRO & POWER (30) VP, Customer Services VP, Power Smart	CANADIAN BROADCASTING CORP. (366) CFO & VP EVP, French Television	CARA OPERATIONS LTD. (206) SVP, Human Resources SVP, Marketing & Branding VP, Controller
BRITISH COLUMBIA LIQUOR DISTRIBUTION (147) Chief Auditor Director, Loss Prevention Executive Director, Human Resources Executive Director, Retail Services Legal Counsel Manager, Communications	CANADIAN COMMERCIAL CORP. (225) Corporate Counsel & Secretary to the Board VP, Human Resources & Administration	CARGILL LTD. (73) None
BRITISH COLUMBIA LOTTERY CORP. (174) None	CANADIAN IMPERIAL BANK OF COMMERCE (9) EVP EVP, Card Products, Collections, Retail & Small Business Lending, Electronic Commerce EVP, Human Resources, Administration EVP, RSBB Projects, Retail & Small Business Banking EVP, Small Business Banking, Retail & Small Business Banking SEVP, Retail & Small Business Banking SVP, Administration & Chief Accountant SVP, Investor Relations, Administration	CASCADES INC. (85) CEO & President, Tissue Goup VP, Corporate Culture & Public Relations
BRITISH COLUMBIA RAILWAY CO. (378) None		CCL INDUSTRIES INC. (159) SVP, Human Resources & Corporate Communications VP, Environmental & Regulatory Services
BROOKFIELD PROPERTIES CORP. (77) Corporate Secretary & Director, Investor Relations SVP, Investor Relations VP, Finance VP, Investor Relations		CE FRANKLIN LTD. (435) Controller Treasurer
BUDD CANADA INC. (427) Asst. Secretary		CFM CORP. (408) Director, Legal Affairs & Director, Investor Relations and Corporate Secretary VP, Human Resources
BUSINESS DEVELOPMENT BANK OF CANADA (324) Corporate Secretary & General Counsel SVP, Strategic Planning & Resources Management		CGI GROUP INC. (162) EVP & Chief Corporate Officer
C.I. FUND MANAGEMENT INC. (332) VP, Human Resources		CGU GROUP CANADA LTD. (110) SVP, Atlantic Canada SVP, Corporate Planning

† See addendum notes on page 52
Catalyst Census of Women Corporate Officers and Top Earners of Canada as of June 1, 2002

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

SVP, Human Resources & Communications SVP, Surety	VP, Corporate Human Resources VP, Marketing Communications VP, Portfolio Management	DOFASCO INC. (94) VP, Corporate Administration & General Counsel
CHARLWOOD PACIFIC GROUP (121) None	COLLIERS INTERNATIONAL (499) VP & Controller	DOMAN INDUSTRIES LTD. (272) None
CHC HELICOPTER CORP. (343) Corporate Controller & Asst. Secretary President, CHC Helicopters International VP, Corporate Affairs	COMMONWEALTH PLYWOOD CO. LTD. (405) VP, Business Development	DOMCO TARKETT INC. (315) VP & General Counsel and Secretary
CHEVRON CANADA LTD. (165) None	COMPAQ CANADA INC. (190) † VP, Administration & Finance	DOMTAR INC. (61) SVP, Wood Products Group
CHUBB INSURANCE CO. OF CANADA (456) Chair & President SVP & Manager, Canadian Service Branch SVP & Manager, Claims SVP & Manager, Personal Lines Insurance VP & Manager, Calgary Branch VP & Manager, I.T. Services	CONOCO CANADA RESOURCES LTD. (146) † General Counsel VP, Human Resources	DOREL INDUSTRIES INC. (180) None
CHUM LTD. (410) None	CO-OP ATLANTIC (369) VP, Marketing	DOW CHEMICAL CANADA INC. (179) None
CINRAM INTERNATIONAL INC. (257) None	COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (104) None	DUNDEE BANCORP INC. (487) Asst. Secretary VP & CFO VP & Controller VP & Secretary
CIRQUE DU SOLEIL (398) President & COO, Creative Content Secretary & VP, Legal VP, Human Resources VP, Information Technology	CO-OPERATORS GENERAL INSURANCE CO. (156) CEO & President VP, Claims VP, Human Resources & Facilities Management VP, Reinsurance & Risk Management	DUPONT CANADA INC. (113) None
CISCO SYSTEMS CANADA CO. (177) None	CO-OPERATORS LIFE INSURANCE CO. (358) CEO & President VP, Finance VP, Information Systems	DYNACARE INC. (328) None
CITIBANK CANADA (244) Business Head, Retail Banking Director & Country Compliance Officer and Ombudsman SVP & Country Human Resources Officer	CORUS ENTERTAINMENT INC. (354) VP & Controller VP, Regulatory Affairs	ECHO BAY MINES LTD. (444) VP & Corporate Secretary
CLARICA LIFE INSURANCE CO. (39) † SVP & General Counsel and Corporate Secretary VP, Business Development VP, Canadian Tax VP, e-Business VP, Investment Financial Management VP, Investment Marketing VP, Investor Relations	COSTCO WHOLESALE CANADA LTD. (34) SVP & General Manager	EDS CANADA INC. (176) CFO EVP, Financial Services EVP, General Motors
CLARKE INC. (483) None	CO-STEEL INC. (214) † None	E-L FINANCIAL CORP. LTD. (189) None
COGECO INC. (387) Treasurer VP, Information Technology & Chief Information Officer	COTT CORP. (151) VP & Controller VP & Treasurer	ELI LILLY CANADA INC. (449) VP, Finance & Asst. Treasurer VP, Human Resources VP, Specialty Business Unit
COGNICASE INC. (414) EVP EVP, Communications	CP SHIPS LTD. (63) None	ELLIS-DON INC. (261) None
COGNOS INC. (276) Product Marketing Senior Counsel, Corporate Operations & Asst. Corporate Secretary Corporate Secretary VP, Analyst Relations VP, Bi Development VP, Business Intelligence	CPL LONG TERM CARE REAL ESTATE INVEST. TRUST (359) None	EMCO LTD. (193) None
	CREO INC. (221) Corporate VP, Information Technology Strategy Corporate VP, Leaf Products President, Graphic Arts	EMERA INC. (222) VP, Human Resources
	CROWN CORK & SEAL CANADA INC. (268) None	EMPIRE CO. LTD. (23) VP, Risk Management
	DAIMLERCHRYSLER CANADA INC. (12) Controller, Accounting & Tax Director, External Affairs & Public Policy & Asst. Secretary	ENBRIDGE INC. (66) Group VP, Corporate Resources
	DAIMLERCHRYSLER FINANCIAL SERVICES (200) None	ENERFLEX SYSTEMS LTD. (437) VP, Corporate Development
	DELOITTE & TOUCHE LLP (247) Chief Human Resources Officer	ENERPLUS RESOURCES FUND (373) Corporate Secretary SVP, Corporate Services VP, Investor Relations
	DEUTSCHE BANK CANADA (469) None	ENERSOURCE CORP. (372) VP, Human Resources
		ENMAX CORP. (278) COO, Enmax Encompass & VP, Customer Service VP, Legal & Corporate Affairs and Corporate Secretariat
		ENSERCO ENERGY SERVICES CO. INC. (498) None

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

ENSIGN RESOURCE SERVICE GROUP INC. (273) None	VP, Human Resources	GROUPE LAPERRIÈRE & VERREAUULT INC. (413) None
EPCOR UTILITIES INC. (71) None	GAZ MÉTROPOLITAIN AND CO., L.P. (122) VP, Business Development & Gas Supply	GROUPE UNIPRIX (252) None
ERICSSON CANADA INC. (303) VP	GEAC COMPUTER CORP. LTD. (255) VP & General Counsel and Corporate Secretary	GSI LUMONICS INC. (429) VP & General Counsel and Secretary
ERNST & YOUNG LLP (355) None	GENDIS INC. (463) None	VP, Human Resources & Corporate Communications
EXPORT DEVELOPMENT CANADA (144) SVP, Human Resources	GENERAL DYNAMICS CANADA (480) VP, Organizational Development	HALLIBURTON GROUP CANADA INC. (265) None
EXPORT PACKERS CO. LTD. (282) None	VP, Vetrronics Systems	HARRIS STEEL GROUP INC. (339) None
EXTENDICARE INC. (148) Corporate Secretary	GENERAL ELECTRIC CANADA INC. (81) None	HARTCO CORP. (327) None
FAHNESTOCK VINER HOLDINGS INC. (416) President & Treasurer	GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (143) Corporate Secretary & Legal Counsel	HATCH ASSOCIATES LTD. (454) None
FAIRFAX FINANCIAL HOLDINGS LTD. (43) VP	Director, Borrowings	HEWITT EQUIPMENT LTD. (393) VP, Personnel & Employee Development
FAIRMONT HOTELS & RESORTS INC. (263) None	GENERAL MOTORS OF CANADA LTD. (1) Acting Chief Information Officer	HEWLETT-PACKARD (CANADA) LTD. (138) VP, Enterprise Marketing
FARM CREDIT CORP. (345) † COO & EVP	General Director, Engineering	VP, Finance & Administration and CFO
VP, Strategy, Communications & Knowledge	VP, Corporate & Environmental Affairs	VP, Law & Corporate Relations and Secretary
FEDERATED CO-OPERATIVES LTD. (83) Regina Region Chair	GEORGE WESTON LTD. (4) Asst. Secretary	HIGH LINER FOODS INC. (468) Corporate Secretary & General Counsel and Treasurer
FEDNAV LTD. (330) VP, Finance	Asst. Treasurer	Director, Human Resources & Public Relations and Communications
FINNING INTERNATIONAL INC. (82) VP, Business Systems & Processes	Controller, Planning & Analysis	HOLLINGER INC. (135) Asst. Controller
FIRSTSERVICE CORP. (320) Asst. Corporate Secretary	VP & Treasurer	Asst. Treasurer
FLINT ENERGY SERVICES LTD. (322) None	VP, Chairman, Chairman's Office	Treasurer
FLUOR CANADA LTD. (259) None	VP, Pension & Benefits	VP, Editorial
FORD CREDIT CANADA LTD. (119) EVP & CFO and Treasurer	VP, Systems Audit & Information Technology	HONDA CANADA INC. (25) None
Secretary & VP, Legal	GILDAN ACTIVEWEAR INC. (375) EVP, Corporate Affairs	HONEYWELL LTD. (184) Director, Canadian Business Services
VP, Funding & Asst. Treasurer	VP, Human Resources	Director, Finance
FORD MOTOR CO. OF CANADA LTD. (8) Counsel & Secretary	GLAXO SMITHKLINE INC. (208) VP, Research & Development and Chief Medical Officer	General Counsel
FORDING INC. (224) None	GOLDER ASSOCIATES LTD. (450) None	HOUSEHOLD FINANCIAL CORP. LTD. (452) Director, Human Resources
FORTIS INC. (325) Asst. Secretary & Manager, Investor and Public Relations	GOODFELLOW INC. (395) VP, Building Material Sales, Ontario	Director, Processing Services
FOUR SEASONS HOTELS INC. (489) EVP, Marketing	VP, Pine	HSBC BANK CANADA (116) EVP
President, Worldwide Business Operations	GRAHAM GROUP LTD. (453) Secretary	HUDSON BAY MINING AND SMELTING CO., LTD. (432) Corporate Controller
VP, Corporate Counsel & Asst. Secretary	GRAND & TOY LTD. (310) VP, Logistics	HUDSON'S BAY CO. (32) None
FPI LTD. (299) Corporate Controller	GREAT ATLANTIC & PACIFIC CO. OF CANADA LTD. (75) VP, Information Systems	HUMMINGBIRD LTD. (474) VP, Research & Development
FUTURE SHOP LTD. (126) † Treasurer	VP, People Resources & Services	HURRICANE HYDROCARBONS LTD. (234) None
G.T.C. TRANSCONTINENTAL GROUP LTD. (140) VP, Business Development	GREATER TORONTO AIRPORTS AUTHORITY (407) VP & CFO	HUSKY ENERGY INC. (36) None
	GREYHOUND CANADA TRANSPORTATION CORP. (477) Asst. Secretary	HUSKY INJECTION MOLDING SYSTEMS LTD. (227) None
	GROUPE BMTC INC. (318) None	HYDRO ONE INC. (76) CEO & President
	GROUPE BROCHU (258) None	

† See addendum notes on page 52

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

Chief Information Officer		
EVP & General Counsel and Secretary		
HYDRO-QUÉBEC (20)		
EVP, Corporate Affairs & Secretary General		
HYUNDAI AUTO CANADA (218)		
None		
I.M.P. GROUP INTERNATIONAL INC. (500)		
EVP & COO, CanJet Airlines		
IBM CANADA LTD. (51)		
<not disclosed>		
IKON OFFICE SOLUTIONS, INC. (423)		
SVP, Human Resources		
SVP, Marketing		
SVP, Operations		
VP & Treasurer		
IMPERIAL OIL LTD. (16)		
None		
IMPERIAL TOBACCO CANADA LTD. (129)		
Asst. Secretary		
VP, Corporate Strategy		
VP, Human Resources		
INCO LTD. (87)		
None		
INDIGO BOOKS & MUSIC INC. (306)		
CEO & Chair		
EVP, Procurement		
SVP, Marketing		
VP, Human Resources & Organizational Development		
INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (99)		
None		
ING CANADA INC. (109)		
SVP & CFO		
SVP, Corporate & Legal Services and Secretary		
SVP, Human Resources & Communications		
INSURANCE CORP. OF BRITISH COLUMBIA (103)		
CFO & VP, Finance		
VP & General Counsel		
INTERNATIONAL FOREST PRODUCTS LTD. (294)		
None		
INTERNATIONAL TRUCK & ENGINE CORP. CDA. (341)		
None		
INTERTAN, INC. (295)		
None		
INTERTAPE POLYMER GROUP INC. (237)		
None		
INTRAWEST CORP. (182)		
None		
IPSCO INC. (183)		
VP, Trade Policy & Communications		
IRON ORE CO. OF CANADA (367)		
VP, Legal Services & Company Secretary		
ISPAT SIDBEC INC. (230)		
Secretary & General Counsel		
IVACO INC. (248)		
None		
IVANHOE CAMBRIDGE INC. (249)		
Asst. Secretary & Legal Counsel		
Corporate Controller		
Controller, Eastern Region		
Director, Legal Affairs & Asst. Secretary		
Secretary		
VP, Development		
JAMES RICHARDSON & SONS, LTD. (136)		
Chairman		
JDS UNIPHASE CANADA LTD. (58) †		
Not Applicable		
JOHN DEERE LTD. (137)		
General Counsel & Secretary		
VP		
JOHNSON CONTROLS LTD. (203)		
None		
KINGSWAY FINANCIAL SERVICES INC. (233)		
Asst. VP & Treasurer		
EVP & Asst. Secretary and General Manager, York Fire and Casualty		
KINROSS GOLD CORP. (406)		
Corporate Secretary		
KOMATSU CANADA LTD. (316)		
None		
KPMG LLP (287)		
Chief Officer, Human Resources & Management Committee Member		
KRAFT CANADA INC. (120)		
President & Group VP, Kraft Foods, North America		
VP & Business Leader, Nabisco Biscuit and Snacks Group Canada		
LA SENZA CORP. (443)		
CFO		
General Counsel		
LAFARGE CANADA INC. (187)		
None		
LAURENTIAN BANK OF CANADA (186)		
EVP, Human Resources, Corporate Affairs & Secretary		
LE MOUVEMENT DES CAISSES DESJARDINS (37)		
General Secretary		
President, DLFC & CEO, Subsidiaries		
LEAR CANADA LTD. (118)		
None		
LEDCOR INDUSTRIES LTD. (280)		
None		
LEGACY HOTELS REAL ESTATE INVESTMENT TRUST (337)		
VP, Human Resources		
LEON'S FURNITURE LTD. (403)		
None		
LIBERTY MUTUAL GROUP (289)		
VP, Human Resources		
LILYDALE CO-OPERATIVE LTD. (364)		
Corporate Secretary & VP, Member Services		
Manager, Strategic Planning & Communications		
LINAMAR CORP. (196)		
CEO & President		
LIQUOR CONTROL BOARD OF ONTARIO (97)		
Director, Strategic Planning		
SVP & General Counsel and Corporate Secretary		
VP, Marketing Communications		
VP, Store Development & Real Estate		
LLOYD'S UNDERWRITERS (238)		
None		
L'ORÉAL CANADA INC. (353)		
None		
LOTO-QUÉBEC (100)		
VP, Legal Affairs & Corporate Secretary		
MAAX INC. (388)		
EVP, Sales		
MACDONALD, DETTWILER AND ASSOCIATES LTD. (385)		
None		
MAGELLAN AEROSPACE CORP. (333)		
VP, Human Resources		
MAGNA INTERNATIONAL INC. (17)		
CEO & President		
MANITOBA LIQUOR CONTROL COMMISSION (418)		
CFO		
Director, Audit		
Director, Inspection & Services		
MANITOBA TELECOM SERVICES INC. (223)		
President & COO, MTS Communications Inc.		
Treasurer		
MANULIFE FINANCIAL CORP. (19)		
SVP & Chief Risk Officer		
SVP, Corporate Human Resources		
MAPLE LEAF FOODS INC. (60)		
Asst. Corporate Secretary		
VP & Treasurer		
VP, Public & Investor Relations		
MARUBENI CANADA LTD. (379)		
None		
MASONITE INTERNATIONALS CORP. (112)		
None		
MAYNE NICKLESS CANADA INC. (495)		
None		
MAZDA CANADA INC. (171)		
None		
MCCAIN FOODS LTD. (50)		
Deputy Chairman		
MCDONALD'S RESTAURANTS OF CANADA LTD. (108)		
VP, People Resources		
MDC CORP. INC. (209)		
Asst. Secretary		
MDS INC. (155)		
VP, Talent Development		
MEDIS HEALTH & PHARMACEUTICAL SERV. INC. (64)		
Asst. Secretary (2)		

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Asst. Treasurer	VP, Business Development, Electronic Payment Solutions	NOVA CHEMICALS CORP. (56)
VP & General Manager, MOL	VP, Human Resources Interventions	SVP, Human Resources, Public Affairs, Government & Investor Relations
VP & Secretary	VP, Legal Affairs, Compliance	NOVA SCOTIA LIQUOR COMMISSION (436)
VP, Eastern Canada	VP, Loan Structuring & Syndication	VP, Finance & Systems
MERCEDES-BENZ CANADA INC. (226)	VP, Marketing & Public Affairs	NOVAMERICAN STEEL INC. (317)
None	VP, Market Risk	None
MERCK FROSST CANADA & CO. (251)	VP, Project Officer	OLCO PETROLEUM GROUP INC. (348)
Executive Director, Corporate Affairs	VP, Retail Credit	None
Executive Director, Merck – Shering	VP, Special Loans	ONEX CORP. (5)
Executive Director, Pharmaceutical Research & Development	VP, Treasury Operations	None
Executive Director, Specialty/Hospital Products	VP, Wealth Management Development	ONTARIO LOTTERY AND GAMING CORP. (48)
Senior Director, Vaccine Sales & Operations (Canada)	NAV CANADA (241)	VP, Legal & General Counsel
VP, Merck Frosst Centre for Therapeutic Research	Asst. VP, Air Traffic Services	ONTARIO POWER GENERATION INC. (41)
MERIDIAN TECHNOLOGIES INC. (420)	VP & Human Resources Officer	VP & Treasurer
None	NCR CANADA LTD. (479)	VP, Law & General Counsel
METHANEX CORP. (141)	None	OPTIMUM GROUP INC. (419)
None	NESTLE CANADA INC. (154)	None
METRO INC. (59)	President, Ice Cream	ORACLE CORP. OF CANADA INC. (404)
None	President, Nutrition	None
MFP FINANCIAL SERVICES LTD. (455)	SVP, Beverage	OWENS CORNING CANADA (448)
VP	SVP, Meals	None
VP & General Counsel and Corporate Secretary	NEW BRUNSWICK POWER CORP. (188)	OXFORD PROPERTIES GROUP INC. (313)
MICROCELL TELECOMMUNICATIONS INC. (352)	Corporate Secretary & General Counsel	SVP & Controller
None	VP, Finance & Information Systems	SVP, Human Resources
MICROSOFT CANADA INC. (201)	NEWFOUNDLAND AND LABRADOR HYDRO (434)	VP, Corporate Accounting
Director, Enterprise Partners	VP, Human Resources & General Counsel and Corporate Secretary	VP, Legal & Asst. Secretary (2)
Director, Strategic Planning	NEXEN INC. (101)	VP, Legal, Oxford Quebec & Asst. Secretary
Manager, Human Resources	Asst. Secretary	VP, Property Portfolio Accounting
MITCHELL'S GOURMET FOODS INC. (490)	Controller & Director, Corporate Insurance	PALLISER FURNITURE LTD. (381)
Chair	VP, Human Resources & Corporate Services	VP
MITSUBISHI CANADA LTD. (301)	NEXFOR INC. (123)	PANCANADIAN ENERGY CORP. (26) †
None	Asst. Secretary	Corporate Secretary & General Counsel
MITSUI & CO. (CANADA) LTD. (90)	President, Norbord Industries & SVP, Nexfor Inc.	SVP, Marketing & Midstream and Chief Environmental Officer
None	Treasurer	VP, Investor Relations
MOLSON INC. (132)	NEXINNOVATIONS INC. (304)	PARAMOUNT RESOURCES LTD. (363)
SVP & Chief Legal Officer and Secretary	VP, Marketing Communications	Asst. Corporate Secretary
MOORE CORP. LTD. (78)	VP, Solutions & Business Development	COO
SVP & General Counsel and Secretary	NISSAN CANADA INC. (160)	PARKLAND INDUSTRIES LTD. (380)
MOSAIC GROUP INC. (275)	None	None
VP, Legal & Corporate Secretary	NISSHO IWAI CANADA LTD. (371)	PATHEON INC. (472)
MOTOROLA CANADA LTD. (213)	None	None
None	NORANDA INC. (42)	PCL CONSTRUCTION GROUP INC. (88)
MULLEN TRANSPORTATION INC. (457)	EVP, Business Excellence	None
Corporate Secretary	SVP, Shared Business Services	PENGROWTH ENERGY TRUST (415)
MURPHY OIL CO. LTD. (293)	NORSKE SKOG CANADA LTD. (185)	Controller
None	Corporate Secretary & Legal Counsel	VP, Engineering
N.M. PATERSON & SONS LTD. (400)	NORTEL NETWORKS CORP. (2)	PENN WEST PETROLEUM LTD. (212)
None	Asst. Controller	None
NATIONAL BANK OF CANADA (54)	Corporate Secretary	PEPSI-COLA CANADA LTD. (175)
Corporate Secretary	Treasurer	VP, Environmental & Government Affairs
Customer Relationship Centres	NORTH WEST CO. FUND (298)	PETRO-CANADA (28)
Network Support	VP, Human Resources	SVP, Western Canada
SVP, Human Resources & Operations		VP, Human Resources & Environment
SVP, Risk Management & Chair, Credit Committee		

† See addendum notes on page 52

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PÉTRMONT AND CO., L.P. (399) Chair	REITMANS (CANADA) LTD. (349) President, Penningtons President, Smart Set / Dalmys President, RW & Co. VP, RW & Co. VP, Reitmans (2)	EVP, Insurance EVP, Ontario EVP, Sales & Marketing EVP, Special Services SEVP, Human Resources & Public Affairs SVP & Chief Auditor SVP & Corporate Secretary SVP & Information Secretary SVP, BC/Yukon SVP, Brand Management SVP, Corporate Compliance SVP, Corporate Human Resources SVP, Corporate Services, IT SVP, Customer Management SVP, Deposits SVP, Elec Channels SVP, Investor Relations SVP, Law SVP, P&CB SVP, Quebec SVP, Sales & Effectiveness SVP, Strategy & Leadership Development SVP, Technology Vice Chairman & Chief Risk Officer
PFIZER CANADA INC. (157) VP, Government & Public Affairs	RÉNO-DÉPÔT INC. (283) Director, Legal Affairs & Corporate Secretary VP, Information Technology VP, Real Estate, Development & Construction	ROYAL GROUP TECHNOLOGIES LTD. (153) None
PHARMASAVE DRUGS (NATIONAL) LTD. (286) VP, Professional Services	RESEARCH IN MOTION LTD. (392) None	RUSSEL METALS INC. (181) Asst. Secretary VP & Controller and Asst. Secretary
PHILIPS CANADA LTD. (473) None	REXEL CANADA INC. (205) † None	SAMUEL MANU-TECH INC. (291) Chairman
PITNEY BOWES OF CANADA LTD. (476) Director, Customer Contact Centre VP & General Manager, Pitney Bowes Leasing VP, Human Resources	RIDLEY INC. (290) None	SAP CANADA INC. (466) None
PLACER DOME INC. (130) SVP, Human Resources	RIO ALGOM LTD. (296) VP, Environment	SAPUTO INC. (114) None
PMC - SIERRA INC. (377) VP, Human Resources	RIO ALTO EXPLORATION LTD. (198) None	SASKATCHEWAN AUTO FUND (370) VP, Human Resources VP, Systems
POLYONE CANADA INC. (481) † Not Applicable	RIOCAN REAL ESTATE INVESTMENT TRUST (461) VP, Financial Reporting VP, Investments	SASKATCHEWAN POWER CORP. (207) CEO, NorthPoint Energy Solutions & VP, Customer Services Executive Director, Communications & Public Affairs
POMERLEAU (422) None	RIVERSIDE FOREST PRODUCTS LTD. (391) None	SASKATCHEWAN TELECOMMUNICATIONS (270) SVP, Customer Service Operations & Mobility
POTASH CORP. OF SASKATCHEWAN INC. (86) SVP, Administration SVP, Corporate Relations VP, Procurement	ROBIN HOOD MULTIFOODS INC. (357) VP, Sales	SASKATCHEWAN WHEAT POOL (79) VP VP & General Counsel and Corporate Secretary VP, Finance & Corporate Controller
POWER CORP. OF CANADA (14) Asst. Secretary	ROGERS COMMUNICATIONS INC. (68) Corporate Secretary VP & Associate General Counsel VP & Treasurer VP, Communications VP, RCI, Information Technology VP, Venture Investments	SCHLUMBERGER CANADA LTD. (347) President
PPG CANADA INC. (240) Asst. Secretary Manager, Environment, Health & Safety Treasurer	ROHM & HAAS CANADA INC. (475) None	SCHNEIDER CORP. (192) VP, Finance
PRATT & WHITNEY CANADA CORP. (105) Chief Information Officer VP, Communications VP, Customer Support	ROLLS-ROYCE CANADA LTD. (346) General Manager, Human Resources Secretary (2)	SEARS CANADA INC. (35) SVP, Human Resources
PRECISION DRILLING CORP. (127) Corporate Secretary	RONA INC. (134) None	SHAW COMMUNICATIONS INC. (164) SVP, Law & General Counsel
PREMETALCO INC. (446) None	ROTHMANS INC. (360) † Asst. Secretary VP & General Counsel VP, Corporate Affairs	
PREMIUM BRANDS INC. (376) None	ROYAL & SUNALLIANCE CANADA (172) † VP & General Counsel and Secretary VP, Business Solutions VP, Claims VP, CRM, South Ontario Commercial Region, Broker Call Centre VP, Personal Insurance	
PRÉVOST CAR INC. (335) None	ROYAL BANK OF CANADA (3) CEO, RBC Ventures & President, RBC Ventures Chief Strategy Officer Director, Risk Management	
PRICEWATERHOUSECOOPERS LLP (220) Partner & Partnership Board Member (2)		
PRIMEWEST ENERGY TRUST (486) None		
PROCTOR & GAMBLE CANADA INC. (139) None		
PRUDENTIAL STEEL LTD. (439) None		
QIT-FER ET TITANE INC. (253) None		
QUEBECOR INC. (22) VP, Human Resources		
RAND A TECHNOLOGY CORP. (445) None		

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

VP, Finance	SUN LIFE FINANCIAL SERVICES OF CANADA INC. (18)	SVP, Technology Application Group, ISS
SHAWCOR LTD. (305)	VP & Corporate Secretary	THE CANAM MANAC GROUP INC. (216)
Vice Chair	VP & Internal Auditor	None
SHELL CANADA LTD. (31)	VP, Central Region, Group Benefits	THE CHURCHILL CORP. (497)
None	VP, Executive Office	None
SHERRITT INTERNATIONAL CORP. (323)	VP, Financial & Actuarial	THE ECONOMICAL INSURANCE GROUP (194)
COO & EVP	VP, Group Benefits	VP, Actuarial Services
SHOPPERS DRUG MART CORP. (74)	VP, Human Resources	THE FORZANI GROUP LTD. (277)
EVP, Legal Affairs & General Counsel and Secretary	VP, Human Resources & Communications	VP & Chief Information Officer
SIEMENS CANADA LTD. (80)	VP, Information Security	VP, Human Resources
None	VP, Law & Chief Compliance Officer	THE GOLDFARB CORP. (462)
SLATER STEEL INC. (260)	VP, Public Bonds	CFO
None	VP, Sales & Marketing, GRS	COO, Goldfarb Intelligence Marketing Corp. & General Counsel and Secretary
SLOCAN FOREST PRODUCTS LTD. (250)	SUN MICROSYSTEMS OF CANADA INC. (285)	THE INDEPENDENT ORDER OF FORESTERS (279)
None	None	SVP & CFO
SNC-LAVALIN GROUP INC. (107)	SUNCOR ENERGY INC. (67)	SVP, Human Resources & Communications
None	SVP, Human Resources & Communications	THE JEAN COUTU GROUP (PJC) INC. (95)
SOCIÉTÉ DES ALCOOLS DU QUÉBEC (168)	VP & Associate General Counsel and Corporate Secretary	Controller
VP, Human Resources	SUPERIOR PROPANE INCOME FUND (269)	Director, Legal Affairs & Corporate Secretary
VP, Legal Services & Executive Secretary	Manager, Investor Relations & Secretary	VP, Cosmetics, Exclusive Brands & Beauty Programs
VP, Marketing	TAIGA FOREST PRODUCTS LTD. (267)	VP, Finance
VP, Strategic Development & Communications	None	THE JIM PATTISON GROUP (53)
SOCIÉTÉ GÉNÉRALE (CANADA) (492)	TALISMAN ENERGY INC. (65)	None
COO	VP, Legal & Corporate Projects and Corporate Secretary	THE KATZ GROUP (55)
Managing Director, Toronto Office	TECK COMINCO LTD. (106)	None
SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (266)	Corporate Secretary	THE MANITOBA HYDRO-ELECTRIC BOARD (142)
CEO & President, SGF Chimie Inc.	TEKNION CORP. (271)	None
SODISCO-HOWDEN GROUP INC. (412)	None	THE MARITIME LIFE ASSURANCE CO. (131)
VP, Marketing & Development	TELESYSTEM INTERNATIONAL WIRELESS INC. (274)	SVP, Pensions & Group Investments
SONEPAR DISTRIBUTION INC. (361)	COO, Cesky Mobil	THE QUAKER OATS CO. OF CANADA LTD. (409)
None	Secretary & General Counsel	VP, Marketing
SONY OF CANADA LTD. (211)	TELUS CORP. (33)	THE TDL GROUP LTD. (239)
Secretary & General Counsel	EVP, Human Resources	EVP & CFO
VP, Human Resources	TEMBEC INC. (92)	VP (3)
SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (292)	None	VP & Chief Information Officer
Corporate Secretary	THE BANK OF NOVA SCOTIA (10)	THE THOMPSON CORP. (24)
SVP, Investment & Retirement	EVP & General Counsel and Secretary	SVP & Treasurer
ST. JOSEPH CORP. (493)	EVP, Human Resources	VP & Controller
VP, Human Resources	EVP, Scotia intek	VP, Communications
ST. LAWRENCE CEMENT GROUP INC. (199)	SVP	THE TORONTO-DOMINION BANK (11)
None	SVP, BC & Yukon Region	EVP & SVP, TD Bank Financial Group and Chief Marketing Officer, TD Waterhouse, Investor Services (USA) Inc., TD Waterhouse Group Inc.
STANTEC INC. (451)	SVP, Business Products & Services	EVP, TD Bank Financial Group & Vice Chair, TD Waterhouse Group Inc. and Chief Administrative Officer, TD Waterhouse Group Inc.
None	SVP, Corporate Credit	SVP, Commercial Banking
STATE FARM GROUP INSURANCE CO. (228)	SVP, Electronic Banking Business Services	SVP, Core Banking & Small Business, Retail Product, TD Canada Trust, TD Bank Financial Group
VP, Operations	SVP, Group Compliance	SVP, Corporate & Public Affairs, Group Office, TD Bank Financial Group
STELCO INC. (102)	SVP, Human Resources	SVP, Corporate Credit, Group Risk Management & Vice Chair, Fixed Income, TD Asset Management
None	SVP, Ontario Region	SVP, Development Services, Group Operations, Group Office, TD Bank Financial Group
STRONGCO INC. (431)	SVP, Pensions, Group Treasury	
None	EVP, Retail Lending Services	
SUBARU CANADA, INC. (386)	SVP, Retail Marketing	
None	SVP, Retail Systems Development	
SUMITOMO CANADA LTD. (426)	SVP, Shared Services, Human Resources	
None		

† See addendum notes on page 52

APPENDIX 2: COMPANY LISTING (WITH RANK), TITLES OF WOMEN CORPORATE OFFICERS

SVP, e.Bank, TD Canada Trust, TD Bank Financial Group	TRANSAMERICA LIFE INSURANCE CO. OF CANADA (312)	VOPAK CANADA LTD. (254)
SVP, Government & Financial Institutions, Risk Management	EVP, Corporate & CFO	None
SVP, GTA Central Region, Retail Distribution, TD Canada Trust, TD Bank Financial Group	VP, Human Resources	W.G. THOMPSON & SONS LTD. (440)
SVP, GTA Suburban Region, Retail Distribution, TD Canada Trust, TD Bank Financial Group	TRANSAT A.T. INC. (117)	None
SVP, Marketing Planning, Marketing, Group Office, TD Bank Financial Group	EVP, Tour Operators	WAJAX LTD. (215)
SVP, Ontario Southwest Region, Retail Distribution, TD Canada Trust, TD Bank Financial Group	VP, Finance & Administration, Transat Tours Canada Inc.	Treasurer
SVP, Pacific Region, Retail Distribution, TD Canada Trust, TD Bank Financial Group	VP, Human Resources & CFO, Transat A.T. Inc.	WELDWOOD OF CANADA LTD. (217)
SVP, Retail Sales and Services, Retail Distribution, TD Canada Trust, TD Bank Financial Group	TRANSCANADA PIPELINES LTD. (52)	None
SVP, TD Bank Financial Group & Vice Chair, Credit Portfolio Management, TD Securities	EVP, Corporate Services	WESCAST INDUSTRIES INC. (430)
SVP, TD Bank Financial Group & Vice Chair, Global Foreign Exchange and Money Markets, TD Securities	TRANSFORCE INC. (397)	None
SVP, TD Bank Financial Group & Vice Chair, Private Equity, TD Securities	Manager, Sales & Operations	WEST FRASER TIMBER CO. LTD. (166)
SVP, TD Bank Financial Group & President, TD Asset Management	VP, Sales & Marketing	None
Vice Chair, TD Bank Financial Group & President, TD Canada Trust	TRIZECHAHN CORP. (150)	WESTCOAST ENERGY INC. (21) †
THE WAWANESA MUTUAL INSURANCE CO. (210)	SVP & General Counsel and Corporate Secretary	SVP, Finance & Administration
None	VP & Asst. Controller	WESTJET AIRLINES LTD. (396)
THRIFTY FOODS (417)	UNIBOARD CANADA INC. (382)	None
VP	None	WEYERHAEUSER CO. LTD. (149)
THYSSEN CANADA LTD. (438)	UNILEVER CANADA LTD. (163)	Asst. Treasurer (2)
None	VP & General Manager, Unilever Cosmetics International Canada	Asst. Secretary & Asst. General Counsel
TIMBERWEST FOREST CORP. (390)	VP, Finance & Logistics and CFO	Asst. Secretary
VP, Finance & CFO and Secretary	VP, Human Resources	Secretary
TOROMONT INDUSTRIES LTD. (243)	UNI-SÉLECT INC. (336)	VP, Alberta
None	None	WINPAK LTD. (394)
TORONTO HYDRO CORP. (124)	UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD. (256)	None
SVP & CFO	VP, Human Resources	WORKERS' COMPENSATION BOARD OF ALBERTA (421)
VP & Chief Information Officer, Information Technology	UNITED GRAIN GROWERS LTD. (133)	VP, Customer Service & Disability Management
VP, Finance	None	VP, Employee & Corporate Services
TORONTO TRANSIT COMMISSION (321)	UNIVERSAL STUDIOS CANADA LTD. (329)	WORKPLACE SAFETY & INSURANCE BOARD (96)
Chair	None	None
Vice Chair	UNUMPROVIDENT CORP. (350)	XEROX CANADA INC. (145)
TORSTAR CORP. (178)	None	VP & General Counsel and Secretary
Director, Finance	VANCOUVER CITY SAVINGS CREDIT UNION (362)	XWAVE SOLUTIONS INC. (433)
Director, Legal Services & Corporate Secretary	CEO, Inventure Solutions & Chief Information Officer, VanCity	None
VP, Human Resource Strategy	Manager, Corporate Affairs & Corporate Secretary	ZARLINK SEMICONDUCTOR INC. (308)
TOSHIBA OF CANADA LTD. (334)	VP, Branch Sales & Services	VP & Treasurer
VP, Marketing, ISG	VP, Human Resources	ZURICH CANADA (235) †
TOYOTA CANADA INC. (84)	VP, Marketing	Corporate Secretary
National Manager, Human Resources	VP, Public Affairs & Corporate Communications	SVP & Chief Underwriting Officer
TRANSALTA CORP. (57)	VP, Wealth Management	SVP, Claims
Corporate Secretary	VECTOR AEROSPACE CORP. (458)	SVP, Commercial Mid Market
EVP, Renewables & Distributed Generation	Asst. Secretary	SVP, Commercial Programs SBU
VP, Operations	VELAN INC. (470)	VP, Corporate SBU
	None	VP, Reinsurance
	VIA RAIL CANADA INC. (411)	
	Chief Strategy Officer	
	Corporate Secretary & General Counsel	
	VINCOR INTERNATIONAL INC. (496)	
	None	
	VITRAN CORP. INC. (384)	
	None	
	VOLKSWAGEN CANADA INC. (173)	
	None	

APPENDIX 3A: INDUSTRY LISTING, BY PERCENT OF WOMEN CORPORATE OFFICERS

Industry	Total Officers	Total Women Officers	%	Industry	Total Officers	Total Women Officers	%
INVESTMENT DEALERS	2	1	50.0	AGRICULTURE	43	5	11.6
HOLDING COMPANY	7	2	28.6	FOOD & DRUGSTORES	115	13	11.3
BANKS	492	111	22.6	TELECOMMUNICATION	106	11	10.4
PROPERTY & CASUALTY INSURANCE	205	46	22.4	CHEMICALS & FERTILIZERS	78	8	10.3
CREDIT UNIONS	49	10	20.4	OIL & GAS FIELD SERVICES	58	6	10.3
SPECIALTY RETAILERS	195	38	19.5	WHOLESALE/DISTRIBUTORS	207	21	10.1
BIOTECHNOLOGY/PHARMACEUTICALS	115	22	19.1	GENERAL MERCHANDISERS	69	7	10.1
ENTERTAINMENT	87	16	18.4	GENERAL MANUFACTURING	349	35	10.0
PUBLISHING & PRINTING	40	7	17.5	PAPER & FOREST PRODUCTS	217	21	9.7
DIVERSIFIED FINANCIAL SERVICES	204	34	16.7	BREWERIES, BEVERAGES, DISTILLERS	42	4	9.5
MULTIMEDIA	174	29	16.7	ACCOUNTING	45	4	8.9
LIFE & HEALTH INSURANCE	193	32	16.6	IMPORT/EXPORT	23	2	8.7
HIGH-TECH MANUFACTURING	230	37	16.1	MINING, METALS & MINERALS	221	15	6.8
GAS/ELECTRICAL UTILITIES, PIPELINES	194	31	16.0	STEEL PRODUCTION	73	5	6.8
REAL ESTATE	143	22	15.4	MOTOR VEHICLES & PARTS	141	9	6.4
CONGLOMERATES	150	23	15.3	FOOD DISTRIBUTORS	17	1	5.9
HEALTH CARE	20	3	15.0	ENGINEERING/CONSTRUCTION	141	6	4.3
INFORMATION TECHNOLOGY	174	23	13.2	ENVIRONMENTAL SERVICES	3	0	0.0
TRANSPORTATION/COURIERS	209	27	12.9	BENEFITS/HUMAN RESOURCES	0	0	N/A
SERVICES (GENERAL)	157	20	12.7	INTERNET COMPANY	0	0	N/A
FOOD MANUFACTURING/PROCESSING	163	20	12.3	MARKETING/COMMUNICATIONS	0	0	N/A
OIL & GAS PRODUCTION	210	25	11.9	TRUST COMPANY	0	0	N/A

† See addendum notes on page 52
Catalyst Census of Women Corporate Officers and Top Earners of Canada as of June 1, 2002

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

ACCOUNTING (4/45) 8.9%

DELOITTE & TOUCHE LLP (1/6) 16.7%
 ERNST & YOUNG LLP (0/7) 0.0%
 KPMG LLP (1/19) 5.3%
 PRICEWATERHOUSECOOPERS LLP (2/13) 15.4%

AGRICULTURE (5/43) 11.6%

CANADIAN WHEAT BOARD (2/6) 33.3%
 CARGILL LTD. (0/2) 0.0%
 COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (0/8) 0.0%
 N.M. PATERSON & SONS LTD. (0/4) 0.0%
 RIDLEY INC. (0/1) 0.0%
 SASKATCHEWAN WHEAT POOL (3/15) 20.0%
 UNITED GRAIN GROWERS LTD. (0/4) 0.0%
 W.G. THOMPSON & SONS LTD. (0/3) 0.0%

BANKS (111/492) 22.6%

ALBERTA TREASURY BRANCHES (2/11) 18.2%
 AMEX BANK OF CANADA INC. (3/9) 33.3%
 BANK OF AMERICA CANADA (1/4) 25.0%
 BANK OF MONTREAL (12/43) 27.9%
 CANADIAN IMPERIAL BANK OF COMMERCE (8/41) 19.5%
 CITIBANK CANADA (3/10) 30.0%
 DEUTSCHE BANK CANADA (0/2) 0.0%
 HSBC BANK CANADA (1/7) 14.3%
 LAURENTIAN BANK OF CANADA (1/11) 9.1%
 NATIONAL BANK OF CANADA (16/83) 19.3%
 ROYAL BANK OF CANADA (27/83) 32.5%
 THE BANK OF NOVA SCOTIA (17/87) 19.5%
 THE TORONTO-DOMINION BANK (20/101) 19.8%

BENEFITS/HUMAN RESOURCES N/A

NONE

BIOTECHNOLOGY/PHARMACEUTICALS (22/115) 19.1%

ABBOTT LABORATORIES LTD. (2/11) 18.2%
 APOTEX INC. (0/5) 0.0%
 ASTRAZENCA CANADA INC. (5/10) 50.0%
 AVENTIS PHARMA INC. (1/7) 14.3%
 BAXTER CORP. (4/8) 50.0%
 BIOVAIL CORP. (0/8) 0.0%
 GLAXO SMITHKLINE INC. (2/11) 18.2%
 MDS INC. (1/13) 7.7%
 MERCK FROSST CANADA & CO. (6/19) 31.6%
 PATHEON INC. (0/11) 0.0%
 PFIZER CANADA INC. (1/12) 8.3%

BREWERIES, BEVERAGES, DISTILLERS (4/42) 9.5%

COTT CORP. (2/13) 15.4%
 MOLSON INC. (1/14) 7.1%
 PEPSI-COLA CANADA LTD. (1/6) 16.7%
 VINCOR INTERNATIONAL INC. (0/9) 0.0%

CHEMICALS & FERTILIZERS (8/78) 10.3%

ACETEX CORP. (0/7) 0.0%
 AGRIMUM INC. (2/14) 14.3%
 BASF CANADA (1/7) 14.3%
 CANPOTEX LTD. (0/5) 0.0%
 DOW CHEMICAL CANADA INC. (0/3) 0.0%
 METHANEX CORP. (0/8) 0.0%
 NOVA CHEMICALS CORP. (1/8) 12.5%
 PÉTRMONT AND CO., L.P. (1/8) 12.5%
 POLYONE CANADA INC. (0/0) 0.0% N/A †
 POTASH CORP. OF SASKATCHEWAN INC. (3/14) 21.4%
 ROHM & HAAS CANADA INC. (0/4) 0.0%

CONGLOMERATES (23/150) 15.3%

ATCO LTD. (4/25) 16.0%
 BAYER INC. (2/11) 18.2%
 BRASCAN CORP. (4/18) 22.2%
 FORTIS INC. (1/5) 20.0%
 GEORGE WESTON LTD. (7/26) 26.9%
 I.M.P. GROUP INTERNATIONAL INC. (1/8) 12.5%
 JAMES RICHARDSON & SONS, LTD. (1/7) 14.2%
 MDC CORP. INC. (1/5) 20.0%
 ONEX CORP. (0/11) 0.0%
 POWER CORP. OF CANADA (1/13) 7.7%
 SHERRITT INTERNATIONAL CORP. (1/7) 14.2%
 SIEMENS CANADA LTD. (0/7) 0.0%
 THE JIM PATTISON GROUP (0/7) 0.0%

CREDIT UNIONS (10/49) 20.4%

CAISSE CENTRALE DESJARDINS (1/16) 6.3%
 LE MOUVEMENT DES CAISSES DESJARDINS (2/17) 11.8%
 VANCOUVER CITY SAVINGS CREDIT UNION (7/16) 43.8%

DIVERSIFIED FINANCIAL SERVICES (34/204) 16.7%

AGF MANAGEMENT LTD. (2/11) 18.2%
 ASSANTE CORP. (0/8) 0.0%
 BANK OF CANADA (1/10) 10.0%
 BUSINESS DEVELOPMENT BANK OF CANADA (2/12) 16.7%
 C.I. FUND MANAGEMENT INC. (1/8) 12.5%
 CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (3/20) 15.0%
 CANADA MORTGAGE AND HOUSING CORP. (5/15) 33.3%
 DAIMLERCHRYSLER FINANCIAL SERVICES (0/12) 0.0%
 DUNDEE BANCORP INC. (4/8) 50.0%
 E-L FINANCIAL CORP. LTD. (0/5) 0.0%
 EXPORT DEVELOPMENT CANADA (1/7) 14.3%
 FAIRFAX FINANCIAL HOLDINGS LTD. (1/11) 9.1%
 FARM CREDIT CORP. (2/14) 14.3% †
 FORD CREDIT CANADA LTD. (3/11) 27.3%
 GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (2/4) 50.0%
 HOUSEHOLD FINANCIAL CORP. LTD. (2/10) 20.0%
 MFP FINANCIAL SERVICES LTD. (2/10) 20.0%

OPTIMUM GROUP INC. (0/5) 0.0%

SOCIÉTÉ GÉNÉRALE (CANADA) (2/8) 25.0%
 SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (1/15) 6.7%

ENGINEERING/CONSTRUCTION (6/141) 4.3%

ADF GROUP INC. (2/12) 16.7%
 AECON GROUP INC. (1/11) 9.1%
 ATOMIC ENERGY OF CANADA LTD. (1/7) 14.3%
 BABCOCK & WILCOX CANADA LTD. (0/2) 0.0%
 BECHTEL CANADA CO. (1/10) 10.0%
 BIRD CONSTRUCTION CO. LTD. (0/5) 0.0%
 ELLIS-DON INC. (0/4) 0.0%
 FLUOR CANADA LTD. (0/9) 0.0%
 GOLDER ASSOCIATES LTD. (0/2) 0.0%
 GRAHAM GROUP LTD. (1/4) 25.0%
 GROUPE LAPERRIÈRE & VERREAU LT. (0/8) 0.0%
 HATCH ASSOCIATES LTD. (0/8) 0.0%
 LEDCOR INDUSTRIES LTD. (0/7) 0.0%
 PCL CONSTRUCTION GROUP INC. (0/4) 0.0%
 POMERLEAU (0/12) 0.0%
 SNC-LAVALIN GROUP INC. (0/11) 0.0%
 ST. LAWRENCE CEMENT GROUP INC. (0/15) 0.0%
 STANTEC INC. (0/4) 0.0%
 THE CHURCHILL CORP. (0/6) 0.0%

ENTERTAINMENT (16/87) 18.4%

ALBERTA GAMING AND LIQUOR COMMISSION (3/6) 50.0%
 ALLIANCE ATLANTIS COMMUNICATIONS INC. (2/10) 20.0%
 ATLANTIC LOTTERY CORP. (3/12) 25.0%
 BRITISH COLUMBIA LOTTERY CORP. (0/5) 0.0%
 CIRQUE DU SOLEIL (4/19) 21.1%
 CORUS ENTERTAINMENT INC. (2/10) 20.0%
 LOTO-QUÉBEC (1/5) 20.0%
 ONTARIO LOTTERY AND GAMING CORP. (1/14) 7.1%
 UNIVERSAL STUDIOS CANADA LTD. (0/6) 0.0%

ENVIRONMENTAL SERVICES (0/3) 0.0%

CANADIAN WASTE SERVICES INC. (0/3) 0.0%

FOOD & DRUGSTORES (13/115) 11.3%

ALIMENTATION COUCHE-TARD INC. (0/11) 0.0%
 CALGARY CO-OPERATIVE ASSOCIATION LTD. (2/9) 22.2%
 CANADA SAFEWAY LTD. (1/12) 8.3%
 EMPIRE CO. LTD. (1/6) 16.7%
 GREAT ATLANTIC & PACIFIC CO. OF CANADA LTD. (2/25) 8.0%
 GROUPE UNIPRIX (0/5) 0.0%
 METRO INC. (0/10) 0.0%
 PHARMASAVE DRUGS (NATIONAL) LTD. (1/3) 33.3%
 SHOPPERS DRUG MART CORP. (1/8) 12.5%

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

THE JEAN COUTU GROUP (PJC) INC. (4/18) 22.2%
 THE KATZ GROUP (0/4) 0.0%
 THRIFTY FOODS (1/4) 25.0%

FOOD DISTRIBUTORS (1/17) 5.9%

CO-OP ATLANTIC (1/10) 10.0%
 EXPORT PACKERS CO. LTD. (0/7) 0.0%

FOOD MANUFACTURING/PROCESSING (20/163) 12.3%

AGROPUR COOPÉRATIVE (0/10) 0.0%
 ALIMENTS BRETON (CANADA) INC. (0/3) 0.0%
 CAMPBELL SOUP CO. LTD. (1/9) 11.1%
 FPI LTD. (1/10) 10.0%
 GROUPE BROCHU (0/4) 0.0%
 HIGH LINER FOODS INC. (2/11) 18.2%
 KRAFT CANADA INC. (2/13) 15.4%
 LILYDALE CO-OPERATIVE LTD. (2/9) 22.2%
 MAPLE LEAF FOODS INC. (3/26) 11.5%
 MCCAIN FOODS LTD. (1/13) 7.7%
 MITCHELL'S GOURMET FOODS INC. (1/4) 25.0%
 NESTLE CANADA INC. (4/12) 33.3%
 PREMIUM BRANDS INC. (0/13) 0.0%
 ROBIN HOOD MULTIFOODS INC. (1/10) 10.0%
 SAPUTO INC. (0/7) 0.0%
 SCHNEIDER CORP. (1/5) 20.0%
 THE QUAKER OATS CO. OF CANADA LTD. (1/4) 25.0%

GAS/ELECTRICAL UTILITIES, PIPELINES (31/194) 16.0%

ALTAGAS SERVICES INC. (3/10) 30.0%
 BC GAS INC. (1/9) 11.1%
 BRITISH COLUMBIA HYDRO & POWER (2/18) 11.1%
 EMERA INC. (1/8) 12.5%
 ENBRIDGE INC. (1/8) 12.5%
 ENERSOURCE CORP. (1/6) 16.7%
 ENMAX CORP. (2/7) 28.6%
 EPCOR UTILITIES INC. (0/6) 0.0%
 GAZ MÉTROPOLITAIN AND CO., L.P. (1/9) 11.1%
 HYDRO ONE INC. (3/9) 33.3%
 HYDRO-QUÉBEC (1/5) 20.0%
 NEW BRUNSWICK POWER CORP. (2/11) 18.2%
 ONTARIO POWER GENERATION INC. (2/18) 11.1%
 SASKATCHEWAN POWER CORP. (2/11) 18.2%
 SUPERIOR PROPANE INCOME FUND (1/2) 50.0%
 THE MANITOBA HYDRO-ELECTRIC BOARD (0/6) 0.0%
 TORONTO HYDRO CORP. (3/10) 30.0%
 TRANSALTA CORP. (3/23) 13.0%
 TRANSCANADA PIPELINES LTD. (1/7) 14.3%
 WESTCOAST ENERGY INC. (1/11) 9.1% †

GENERAL MANUFACTURING (35/349) 10.0%

ALSTOM CANADA INC. (3/19) 15.8%
 AMCOR TWINPAK AMERICAS INC. (0/2) 0.0%
 ATS AUTOMATION TOOLING SYSTEMS INC. (0/3) 0.0%

BALL PACKAGING PRODUCTS CANADA INC. (0/1) 0.0%
 BELL HELICOPTER TEXTRON CANADA LTD. (0/2) 0.0%
 CCL INDUSTRIES INC. (2/12) 16.7%
 CFM CORP. (2/12) 16.7%
 CROWN CORK & SEAL CANADA INC. (0/5) 0.0%
 DOMCO TARKETT INC. (1/9) 11.1%
 DOREL INDUSTRIES INC. (0/6) 0.0%
 DUPONT CANADA INC. (0/9) 0.0%
 ELI LILLY CANADA INC. (3/10) 30.0%
 GENERAL ELECTRIC CANADA INC. (0/8) 0.0%
 GILDAN ACTIVEWEAR INC. (2/18) 11.1%
 HUSKY INJECTION MOLDING SYSTEMS LTD. (0/14) 0.0%
 IMPERIAL TOBACCO CANADA LTD. (3/12) 25.0%
 INTERTAPE POLYMER GROUP INC. (0/9) 0.0%
 LAFARGE CANADA INC. (0/13) 0.0%
 LINAMAR CORP. (1/11) 9.1%
 MAAX INC. (1/5) 20.0%
 MASONITE INTERNATIONAL CORP. (0/8) 0.0%
 OWENS CORNING CANADA (0/3) 0.0%
 PALLISER FURNITURE LTD. (1/7) 14.3%
 PHILIPS CANADA LTD. (0/3) 0.0%
 PPG CANADA INC. (3/9) 33.3%
 PRATT & WHITNEY CANADA CORP. (3/23) 13.0%
 PROCTER & GAMBLE CANADA INC. (0/2) 0.0%
 PRUDENTIAL STEEL LTD. (0/6) 0.0%
 ROLLS-ROYCE CANADA LTD. (3/19) 15.8%
 ROTHMANS INC. (3/12) 25.0% †
 ROYAL GROUP TECHNOLOGIES LTD. (0/5) 0.0%
 SAMUEL MANU-TECH INC. (1/6) 16.7%
 TEKNION CORP. (0/7) 0.0%
 THE CANAM MANAC GROUP INC. (0/17) 0.0%
 UNILEVER CANADA LTD. (3/11) 27.3%
 VELAN INC. (0/22) 0.0%
 WINPAK LTD. (0/9) 0.0%

GENERAL MERCHANDISERS (7/69) 10.1%

CANADIAN TIRE CORP., LTD. (4/16) 25.0%
 COSTCO WHOLESALE CANADA LTD. (1/9) 11.1%
 GENDIS INC. (0/5) 0.0%
 HUDSON'S BAY CO. (0/20) 0.0%
 NORTH WEST CO. FUND (1/11) 9.1%
 SEARS CANADA INC. (1/8) 12.5%

HEALTH CARE (3/20) 15.0%

DYNACARE INC. (0/3) 0.0%
 EXTENDICARE INC. (1/9) 11.1%
 WORKERS' COMPENSATION BOARD OF ALBERTA (2/8) 25.0%

HIGH-TECH MANUFACTURING (37/230) 16.1%

BOMBARDIER INC. (2/14) 14.3%
 CAE INC. (0/10) 0.0%
 CISCO SYSTEMS CANADA CO. (0/6) 0.0%

CREO INC. (3/22) 16.3%
 GENERAL DYNAMICS CANADA (2/8) 25.0%
 GSI LUMONICS INC. (2/7) 28.6%
 HEWLETT-PACKARD (CANADA) LTD. (3/14) 21.4%
 HONEYWELL LTD. (3/4) 75.0%
 IBM CANADA LTD. (11/59) 18.6%
 IKON OFFICE SOLUTIONS, INC. (4/13) 30.8%
 JDS UNIPHASE CANADA LTD. (0/0) N/A †
 MAGELLAN AEROSPACE CORP. (1/6) 16.7%
 NCR CANADA LTD. (0/6) 0.0%
 NORTEL NETWORKS CORP. (3/23) 13.0%
 PMC - SIERRA INC. (1/5) 20.0%
 RESEARCH IN MOTION LTD. (0/9) 0.0%
 SAP CANADA INC. (0/3) 0.0%
 SUN MICROSYSTEMS OF CANADA INC. (0/10) 0.0%
 XEROX CANADA INC. (1/3) 33.3%
 ZARLINK SEMICONDUCTOR INC. (1/8) 12.5%

HOLDING COMPANY (2/7) 28.6%

THE GOLDFARB CORP. (2/7)

IMPORT/EXPORT (2/23) 8.7%

CANADIAN COMMERCIAL CORP. (2/6) 33.3%
 MARUBENI CANADA LTD. (0/7) 0.0%
 MITSUBISHI CANADA LTD. (0/7) 0.0%
 SUMITOMO CANADA LTD. (0/3) 0.0%

INFORMATION TECHNOLOGY (23/174) 13.2%

ATI TECHNOLOGIES INC. (1/17) 5.9%
 CGI GROUP INC. (1/8) 12.5%
 COGNICASE INC. (2/14) 14.3%
 COGNOS INC. (8/36) 22.2%
 COMPAQ CANADA INC. (1/11) 9.1% †
 EDS CANADA INC. (3/18) 16.7%
 GEAC COMPUTER CORP. LTD. (1/10) 10.0%
 HUMMINGBIRD LTD. (1/21) 4.8%
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/10) 0.0%
 MICROSOFT CANADA INC. (3/11) 27.3%
 NEXINNOVATIONS INC. (2/13) 15.4%
 ORACLE CORP. CANADA INC. (0/2) 0.0%
 XWAVE SOLUTIONS INC. (0/3) 0.0%

INTERNET COMPANY N/A

NONE

INVESTMENT DEALERS (1/2) 50.0%

FAHNESTOCK VINER HOLDINGS INC. (1/2) 50.0%

LIFE & HEALTH INSURANCE (32/193) 16.6%

CANADA LIFE FINANCIAL CORP. (1/15) 6.7%
 CLARICA LIFE INSURANCE CO. (7/30) 23.3% †
 CO-OPERATORS LIFE INSURANCE CO. (3/9) 33.3%

† See addendum notes on page 52

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (0/22) 0.0%
 MANULIFE FINANCIAL CORP. (2/28) 7.1%
 SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (2/7) 28.6%
 SUN LIFE FINANCIAL SERVICES OF CANADA INC.
 (12/58) 20.7%
 THE INDEPENDENT ORDER OF FORESTERS (2/9) 22.2%
 THE MARITIME LIFE ASSURANCE CO. (1/8) 12.5%
 TRANSAMERICA LIFE INSURANCE CO. OF CANADA
 (2/6) 33.3%
 UNUMPROVIDENT CORP. (0/1) 0.0%

MARKETING/COMMUNICATIONS N/A

NONE

MINING, METALS & MINERALS (15/221) 6.8%

ALCAN INC. (2/18) 11.1%
 AUR RESOURCES INC. (1/7) 14.3%
 BARRICK GOLD CORP. (1/21) 4.8%
 BREAKWATER RESOURCES LTD. (1/10) 10.0%
 CAMBIOR INC. (0/10) 0.0%
 CAMECO CORP. (1/5) 20.0%
 ECHO BAY MINES LTD. (1/5) 20.0%
 FORDING INC. (0/18) 0.0%
 HUDSON BAY MINING AND SMELTING CO., LTD.
 (1/9) 11.1%
 INCO LTD. (0/17) 0.0%
 IRON ORE CO. OF CANADA (1/9) 11.1%
 KINROSS GOLD CORP. (1/11) 9.1%
 NORANDA INC. (2/27) 7.4%
 PLACER DOME INC. (1/13) 7.7%
 QIT-FER ET TITANE INC. (0/9) 0.0%
 RIO ALGOM LTD. (1/11) 9.1%
 TECK COMINCO LTD. (1/21) 4.8%

MOTOR VEHICLES & PARTS (9/141) 6.4%

BUDD CANADA INC. (1/5) 20.0%
 DAIMLERCHRYSLER CANADA INC. (2/12) 16.7%
 FORD MOTOR CO. OF CANADA LTD. (1/9) 11.1%
 GENERAL MOTORS OF CANADA LTD. (3/12) 25.0%
 HONDA CANADA INC. (0/9) 0.0%
 HYUNDAI AUTO CANADA (0/4) 0.0%
 INTERNATIONAL TRUCK & ENGINE CORP. CDA.
 (0/4) 0.0%
 JOHNSON CONTROLS LTD. (0/2) 0.0%
 LEAR CANADA LTD. (0/11) 0.0%
 MAGNA INTERNATIONAL INC. (1/19) 5.3%
 MAZDA CANADA INC. (0/3) 0.0%
 MERCEDES-BENZ CANADA INC. (0/2) 0.0%
 MERIDIAN TECHNOLOGIES INC. (0/7) 0.0%
 NISSAN CANADA INC. (0/14) 0.0%
 PRÉVOST CAR INC. (0/6) 0.0%
 SUBARU CANADA, INC. (0/5) 0.0%
 TOYOTA CANADA INC. (1/8) 12.5%

VOLKSWAGEN CANADA INC. (0/3) 0.0%
 WESCOST INDUSTRIES INC. (0/6) 0.0%

MULTIMEDIA (29/174) 16.7%

ASTRAL MEDIA INC. (8/38) 21.1%
 CANADIAN BROADCASTING CORP. (2/11) 18.2%
 CANWEST GLOBAL COMMUNICATIONS CORP.
 (1/14) 7.1%
 CHUM LTD. (0/8) 0.0%
 CINRAM INTERNATIONAL INC. (0/8) 0.0%
 COGECO INC. (2/13) 15.4%
 HOLLINGER INC. (4/11) 36.4%
 QUEBECOR INC. (1/11) 9.1%
 ROGERS COMMUNICATIONS INC. (6/32) 18.8%
 SHAW COMMUNICATIONS INC. (2/12) 16.7%
 THE THOMPSON CORP. (3/16) 18.8%

OIL & GAS FIELD SERVICES (6/58) 10.3%

CE FRANKLIN LTD. (2/4) 50.0%
 ENERFLEX SYSTEMS LTD. (1/9) 11.1%
 ENSERCO ENERGY SERVICES CO. INC. (0/6) 0.0%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/6) 0.0%
 FLINT ENERGY SERVICES LTD. (0/10) 0.0%
 HALLIBURTON GROUP CANADA INC. (0/3) 0.0%
 PRECISION DRILLING CORP. (1/9) 11.1%
 SCHLUMBERGER CANADA LTD. (1/2) 50.0%
 SHAWCOR LTD. (1/9) 11.1%

OIL & GAS PRODUCTION (25/210) 11.9%

ALBERTA ENERGY CO. LTD. (1/9) 11.1% †
 APACHE CANADA LTD. (0/1) 0.0%
 ARC ENERGY TRUST (1/7) 14.3%
 BAYTEX ENERGY LTD. (1/9) 11.1%
 CANADIAN NATURAL RESOURCES LTD. (0/10) 0.0%
 CANADIAN OIL SANDS TRUST (1/4) 25.0%
 CANADIAN ULTRAMAR CO. (1/6) 16.7%
 CHEVRON CANADA LTD. (0/2) 0.0%
 CONOCO CANADA RESOURCES LTD. (2/8) 25.0% †
 ENERPLUS RESOURCES FUND (3/11) 27.3%
 HURRICANE HYDROCARBONS LTD. (0/6) 0.0%
 HUSKY ENERGY INC. (0/14) 0.0%
 IMPERIAL OIL LTD. (0/7) 0.0%
 MURPHY OIL CO. LTD. (0/6) 0.0%
 NEXEN INC. (3/14) 21.4%
 PANCANADIAN ENERGY CORP. (3/14) 21.4% †
 PARAMOUNT RESOURCES LTD. (2/7) 28.6%
 PENGROWTH ENERGY TRUST (2/6) 33.3%
 PENN WEST PETROLEUM LTD. (0/8) 0.0%
 PETRO-CANADA (2/18) 11.1%
 PRIMEWEST ENERGY TRUST (0/8) 0.0%
 RIO ALTO EXPLORATION LTD. (0/7) 0.0%
 SHELL CANADA LTD. (0/9) 0.0%
 SUNCOR ENERGY INC. (2/11) 18.2%

TALISMAN ENERGY INC. (1/8) 12.5%

PAPER & FOREST PRODUCTS (21/217) 9.7%

ABITIBI-CONSOLIDATED INC. (2/14) 14.3%
 AINSWORTH LUMBER CO. LTD. (1/6) 16.7%
 CANFOR CORP. (3/14) 21.4%
 CASCADES INC. (2/14) 14.3%
 COMMONWEALTH PLYWOOD CO. LTD. (1/8) 12.5%
 DOMAN INDUSTRIES LTD. (0/4) 0.0%
 DOMTAR INC. (1/10) 10.0%
 INTERNATIONAL FOREST PRODUCTS LTD. (0/11) 0.0%
 NEXFOR INC. (3/12) 25.0%
 NORSKE SKOG CANADA LTD. (1/12) 12.5%
 RIVERSIDE FOREST PRODUCTS LTD. (0/5) 0.0%
 SLOCAN FOREST PRODUCTS LTD. (0/24) 0.0%
 TEMBEC INC. (0/18) 0.0%
 TIMBERWEST FOREST CORP. (1/6) 16.7%
 UNIBOARD CANADA INC. (0/14) 0.0%
 WELDWOOD OF CANADA LTD. (0/10) 0.0%
 WEST FRASER TIMBER CO. LTD. (0/11) 0.0%
 WEYERHAEUSER CO. LTD. (6/24) 25.0%

PROPERTY & CASUALTY INSURANCE (46/205) 22.4%

ALLIANZ CANADA (4/28) 14.3%
 ALLSTATE INSURANCE CO. OF CANADA (0/8) 0.0%
 AXA CANADA INC. (4/13) 30.8%
 CGU GROUP CANADA LTD. (4/22) 18.2%
 CHUBB INSURANCE CO. OF CANADA (6/13) 46.2%
 CO-OPERATORS GENERAL INSURANCE CO. (4/10) 40.0%
 ING CANADA INC. (3/11) 27.3%
 INSURANCE CORP. OF BRITISH COLUMBIA (2/9) 22.2%
 KINGSWAY FINANCIAL SERVICES INC. (2/8) 25.0%
 LIBERTY MUTUAL GROUP (1/6) 16.7%
 LLOYD'S UNDERWRITERS (0/1) 0.0%
 ROYAL & SUNALLIANCE CANADA (5/14) 35.7% †
 SASKATCHEWAN AUTO FUND (2/7) 28.6%
 STATE FARM GROUP INSURANCE CO. (1/3) 33.3%
 THE ECONOMICAL INSURANCE GROUP (1/11) 9.1%
 THE WAWANESA MUTUAL INSURANCE CO.
 (0/21) 0.0%
 ZURICH CANADA (7/20) 35.0% †

PUBLISHING & PRINTING (7/40) 17.5%

G.T.C. TRANSCONTINENTAL GROUP LTD. (2/11) 18.2%
 MOORE CORP. LTD. (1/15) 6.7%
 ST. JOSEPH CORP. (1/8) 12.5%
 TORSTAR CORP. (3/6) 50.0%

REAL ESTATE (22/143) 15.4%

ACKTION CORP. (0/5) 0.0%
 BRITISH COLUMBIA BUILDINGS CORP. (0/4) 0.0%
 BROOKFIELD PROPERTIES CORP. (4/12) 33.3%

APPENDIX 3B: INDUSTRY LISTING, NUMBER AND PERCENT OF WOMEN CORPORATE OFFICERS, BY INDUSTRY AND COMPANY

CPL LONG TERM CARE REAL ESTATE INVEST. TRUST
(0/7) 0.0%

INTRAWEST CORP. (0/9) 0.0%

IVANHOE CAMBRIDGE INC. (6/37) 16.2%

LEGACY HOTELS REAL ESTATE INVESTMENT TRUST
(1/12) 8.3%

OXFORD PROPERTIES GROUP INC. (7/30) 23.3%

RIOCAN REAL ESTATE INVESTMENT TRUST
(2/8) 25.0%

TRIZECHAHN CORP. (2/19) 10.5%

SERVICES (GENERAL) (20/157) 12.7%

A & W FOOD SERVICES OF CANADA INC. (0/5) 0.0%

ACCENTURE INC. (0/2) 0.0%

CARA OPERATIONS LTD. (3/22) 13.6%

CHARLWOOD PACIFIC GROUP (0/4) 0.0%

COLLIERS INTERNATIONAL (1/7) 14.3%

FAIRMONT HOTELS & RESORTS INC. (0/8) 0.0%

FIRSTSERVICE CORP. (1/7) 14.3%

FOUR SEASONS HOTELS INC. (3/11) 27.3%

HARTCO CORP. (0/7) 0.0%

MCDONALD'S RESTAURANTS OF CANADA LTD.
(1/14) 7.1%

MOSAIC GROUP INC. (1/10) 10.0%

NEWFOUNDLAND AND LABRADOR HYDRO
(1/10) 10.0%

PITNEY BOWES OF CANADA LTD. (3/14) 21.4%

THE TDL GROUP LTD. (5/29) 17.2%

VECTOR AEROSPACE CORP. (1/5) 20.0%

WORKPLACE SAFETY & INSURANCE BOARD
(0/2) 0.0%

SPECIALTY RETAILERS (38/195) 19.5%

BRITISH COLUMBIA LIQUOR DISTRIBUTION (6/15) 40.0%

FUTURE SHOP LTD. (1/23) 4.3% †

GRAND & TOY LTD. (1/7) 14.3%

GROUPE BMTC INC. (0/5) 0.0%

INDIGO BOOKS & MUSIC INC. (4/7) 57.1%

INTERTAN, INC. (0/6) 0.0%

LA SENZA CORP. (2/6) 33.3%

LEON'S FURNITURE LTD. (0/6) 0.0%

LIQUOR CONTROL BOARD OF ONTARIO (4/16) 25.0%

MANITOBA LIQUOR CONTROL COMMISSION (3/7) 42.9%

NOVA SCOTIA LIQUOR COMMISSION (1/6) 16.7%

OLCO PETROLEUM GROUP INC. (0/5) 0.0%

PARKLAND INDUSTRIES LTD. (0/8) 0.0%

REITMANS (CANADA) LTD. (6/18) 33.3%

RÉNO-DÉPÔT INC. (3/13) 23.1%

RONA INC. (0/6) 0.0%

SOCIÉTÉ DES ALCOOLS DU QUÉBEC (4/16) 25.0%

THE FORZANI GROUP LTD. (2/18) 11.1%

UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD.
(1/7) 14.2%

STEEL PRODUCTION (5/73) 6.8%

ALGOMA STEEL INC. (0/6) 0.0%

CO-STEEL INC. (0/4) 0.0% †

DOFASCO INC. (1/10) 10.0%

HARRIS STEEL GROUP INC. (0/4) 0.0%

IPSCO INC. (1/8) 12.5%

ISPAT SIDBEC INC. (1/8) 12.5%

IVACO INC. (0/8) 0.0%

NOVAMERICAN STEEL INC. (0/7) 0.0%

RUSSEL METALS INC. (2/6) 33.3%

SLATER STEEL INC. (0/6) 0.0%

STELCO INC. (0/6) 0.0%

TELECOMMUNICATION (11/106) 10.4%

AT & T CANADA INC. (2/14) 14.3%

BCE INC. (1/14) 7.1%

CALL-NET ENTERPRISES INC. (1/10) 10.0%

ERICSSON CANADA INC. (1/4) 25.0%

MANITOBA TELECOM SERVICES INC. (2/10) 20.0%

MICROCELL TELECOMMUNICATIONS INC. (0/9) 0.0%

MOTOROLA CANADA LTD. (0/4) 0.0%

SASKATCHEWAN TELECOMMUNICATIONS (1/12) 8.3%
(2/11) 18.2%

TELUS CORP. (1/18) 5.6%

TRANSPORTATION/COURIERS (27/209) 12.9%

AIR CANADA (4/24) 16.7%

ALGOMA CENTRAL CORP. (0/6) 0.0%

BRITISH COLUMBIA FERRY CORP. (0/8) 0.0%

BRITISH COLUMBIA RAILWAY CO. (0/4) 0.0%

CANADA 3000 INC. (0/0) N/A †

CANADA POST CORP. (4/21) 19.0%

CANADIAN NATIONAL RAILWAY CO. (0/12) 0.0%

CANADIAN PACIFIC RAILWAY LTD. (1/11) 9.1%

CHC HELICOPTER CORP. (3/15) 20.0%

CLARKE INC. (0/9) 0.0%

CP SHIPS LTD. (0/5) 0.0%

FEDNAV LTD. (1/10) 10.0%

GREATER TORONTO AIRPORTS AUTHORITY (1/9) 11.1%

GREYHOUND CANADA TRANSPORTATION CORP.
(1/5) 20.0%

MAYNE NICKLESS CANADA INC. (0/4) 0.0%

MULLEN TRANSPORTATION INC. (1/6) 16.7%

NAV CANADA (2/9) 22.2%

TORONTO TRANSIT COMMISSION (2/3) 66.7%

TRANSAT A.T. INC. (3/11) 27.3%

TRANSFORCE INC. (2/18) 11.1%

VIA RAIL CANADA INC. (2/9) 22.2%

VITRAN CORP. INC. (0/4) 0.0%

WESTJET AIRLINES LTD. (0/6) 0.0%

TRUST COMPANY N/A

NONE

WHOLESALE/DISTRIBUTORS (21/207) 10.1%

ACIER LEROUX INC./LEROUX STEEL INC. (1/6) 16.7%

ACKLANDS GRAINGER INC. (1/7) 14.3%

CANON CANADA INC. (1/5) 20.0%

EMCO LTD. (0/9) 0.0%

FEDERATED CO-OPERATIVES LTD. (1/11) 9.1%

FINNING INTERNATIONAL INC. (1/12) 8.3%

GOODFELLOW INC. (2/15) 13.3%

HEWITT EQUIPMENT LTD. (1/4) 25.0%

JOHN DEERE LTD. (2/7) 28.6%

KOMATSU CANADA LTD. (0/3) 0.0%

L'ORÉAL CANADA INC. (0/5) 0.0%

MEDIS HEALTH & PHARMACEUTICAL SERV. INC.
(6/23) 26.1%

MITSUI & CO. (CANADA) LTD. (0/5) 0.0%

NISSHO IWAI CANADA LTD. (0/5) 0.0%

PREMETALCO INC. (0/6) 0.0%

RAND A TECHNOLOGY CORP. (0/7) 0.0%

REXEL CANADA INC. (0/6) 0.0% †

SODISCO-HOWDEN GROUP INC. (1/7) 14.3%

SONEPAR DISTRIBUTION INC. (0/4) 0.0%

SONY OF CANADA LTD. (2/11) 18.2%

STRONGCO INC. (0/6) 0.0%

TAIGA FOREST PRODUCTS LTD. (0/5) 0.0%

THYSSEN CANADA LTD. (0/2) 0.0%

TOROMONT INDUSTRIES LTD. (0/3) 0.0%

TOSHIBA OF CANADA LTD. (1/4) 25.0%

UNI-SÉLECT INC. (0/14) 0.0%

VOPAK CANADA LTD. (0/7) 0.0%

WAJAX LTD. (1/8) 12.5%

† See addendum notes on page 52

APPENDIX 4: CROWN CORPORATIONS, FINANCIAL INSTITUTIONS, AND INSURANCE COMPANIES

As noted earlier in the report, in 1999 the *National Post* ranked crown corporations, financial institutions, and insurance companies separately. In order to capture these important sectors of the Canadian economy,¹⁶ the 1999 *Catalyst Census of Women Corporate Officers of Canada* counted the corporate officers of the "FP560," the FP500 plus the top 60 crown corporations, financial institutions, and insurance companies. In 2002, as a result of a change in the *National Post's* methodology, the FP500 now includes the three sectors in its ranking. 98 crown corporations, financial institutions, and insurance companies were among the top 500 companies in Canada in 2002.

A key finding of the 1999 *Catalyst Census of Corporate Officers of Canada* was that crown corporations, financial institutions, and insurance companies have a higher representation of women in their corporate officer ranks compared to other sectors. Consequently, the increase in the number of crown corporations, financial institutions, and insurance companies in this report (i.e. from 60 in the 1999 FP560 to 98 in the 2002 FP500) does contribute to the overall rise in representation of women corporate officers. However, an examination of how each of these sectors has performed from 1999 to 2002 indicates that the increase in representation has not been significant, i.e. greater than the rest of the FP500. Specifically, crown corporations have seen no demonstrable increase in representation, insurance companies have increased by 2.6 percentage points (from 17.0 percent to 19.6 percent), and financial institutions have increased 2.9 percentage points (from 17.9 percent to 20.8 percent). Banks have largely driven the increase in financial institutions. If banks are removed from the 2002 numbers, overall representation of women corporate officers is reduced to 13.2 percent.

Percent of Women Corporate Officers in Crown Corporations, Financial Institutions, and Insurance Companies¹⁷

	1999		2002	
	Number of Corporate Officers	Percent Women	Number of Corporate Officers	Percent Women
Crown	213	19.7%	428	19.4%
Financial	663	17.9	745	20.8
Insurance	283	17.0	398	19.6
C, F, I,	1,159	18.0	1,451	20.3
FP500	5,746	12.0	5,361	14.0

¹⁶ **Crown corporations** (government business enterprises) are prominent in the corporate sector, accounting for 8.3 percent of corporate assets in 1999. Crown corporations are spread across almost all industries, but are concentrated in the financial sector (53.7 percent of all government business enterprises) and utilities (36.4 percent of government business enterprises). **Financial institutions** are a major component of the Canadian economy at 43.5 percent of all corporate assets. Government regulations which restrict the operations of foreign-controlled banking subsidiaries also serve to limit the level of foreign ownership of the deposit credit intermediation industry, the largest industry in the financial sector, making this primarily a Canadian-owned industry. Another major sector at 6.9 percent of corporate assets, **insurance companies**, while having significant assets under foreign control (41.2 percent of insurance carriers), are also subject to Canadian regulations which have consequences for this report; as mentioned previously, the requirement that corporations must be separate entities if they offer life and property insurance. Source: Statistics Canada, *Corporate Returns Act*, 1999.

¹⁷ Categories are not mutually exclusive. Some crown corporations also happen to be financial institutions or insurance companies.

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

ALBERTA (69/531) 13.0%

AGRIUM INC. (2/14) 14.3%
 ALBERTA ENERGY CO. LTD. (1/9) 11.1% †
 ALBERTA GAMING AND LIQUOR COMMISSION (3/6) 50.0%
 ALBERTA TREASURY BRANCHES (2/11) 18.2%
 ALTAGAS SERVICES INC. (3/10) 30.0%
 APACHE CANADA LTD. (0/1) 0.0%
 ARC ENERGY TRUST (1/7) 14.3%
 ATCO LTD. (4/25) 16.0%
 BAYTEX ENERGY LTD. (1/9) 11.1%
 CALGARY CO-OPERATIVE ASSOCIATION LTD. (2/9) 22.2%
 CANADA SAFEWAY LTD. (1/12) 8.3%
 CANADIAN NATURAL RESOURCES LTD. (0/10) 0.0%
 CANADIAN OIL SANDS TRUST (1/4) 25.0%
 CANADIAN PACIFIC RAILWAY LTD. (1/11) 9.1%
 CE FRANKLIN LTD. (2/4) 50.0%
 CONOCO CANADA RESOURCES LTD. (2/8) 25.0% †
 DOW CHEMICAL CANADA INC. (0/3) 0.0%
 ECHO BAY MINES LTD. (1/5) 20.0%
 ENBRIDGE INC. (1/8) 12.5%
 ENERFLEX SYSTEMS LTD. (1/9) 11.1%
 ENERPLUS RESOURCES FUND (3/11) 27.3%
 ENMAX CORP. (2/7) 28.6%
 ENSERCO ENERGY SERVICES CO. INC. (0/6) 0.0%
 ENSIGN RESOURCE SERVICE GROUP INC. (0/6) 0.0%
 EPCOR UTILITIES INC. (0/6) 0.0%
 FLINT ENERGY SERVICES LTD. (0/10) 0.0%
 FLUOR CANADA LTD. (0/9) 0.0%
 FORDING INC. (0/18) 0.0%
 GRAHAM GROUP LTD. (1/4) 25.0%
 GREYHOUND CANADA TRANSPORTATION CORP. (1/5) 20.0%
 HALLIBURTON GROUP CANADA INC. (0/3) 0.0%
 HUSKY ENERGY INC. (0/14) 0.0%
 LILYDALE CO-OPERATIVE LTD. (2/9) 22.2%
 MAGELLAN AEROSPACE CORP. (1/6) 16.7%
 MULLEN TRANSPORTATION INC. (1/6) 16.7%
 MURPHY OIL CO. LTD. (0/6) 0.0%
 NEXEN INC. (3/14) 21.4%
 PANCANADIAN ENERGY CORP. (3/14) 21.4% †
 PARAMOUNT RESOURCES LTD. (2/7) 28.6%
 PARKLAND INDUSTRIES LTD. (0/8) 0.0%
 PCL CONSTRUCTION GROUP INC. (0/4) 0.0%
 PENGROWTH ENERGY TRUST (2/6) 33.3%
 PENN WEST PETROLEUM LTD. (0/8) 0.0%
 PETRO-CANADA (2/18) 11.1%

PRECISION DRILLING CORP. (1/9) 11.1%
 PRIMEWEST ENERGY TRUST (0/8) 0.0%
 RIO ALTO EXPLORATION LTD. (0/7) 0.0%
 SCHLUMBERGER CANADA LTD. (1/2) 50.0%
 SHAW COMMUNICATIONS INC. (2/12) 16.7%
 SHELL CANADA LTD. (0/9) 0.0%
 STANTEC INC. (0/4) 0.0%
 SUNCOR ENERGY INC. (2/11) 18.2%
 SUPERIOR PROPANE INCOME FUND (1/2) 50.0%
 TALISMAN ENERGY INC. (1/8) 12.5%
 THE CHURCHILL CORP. (0/6) 0.0%
 THE FORZANI GROUP LTD. (2/18) 11.1%
 THE KATZ GROUP (0/4) 0.0%
 TRANSALTA CORP. (3/23) 13.0%
 TRANSCANADA PIPELINES LTD. (1/7) 14.3%
 UNITED FARMERS OF ALBERTA CO-OPERATIVE LTD. (1/7) 14.3%
 WESTJET AIRLINES LTD. (0/6) 0.0%
 WORKERS' COMPENSATION BOARD OF ALBERTA (2/8) 25.0%

BRITISH COLUMBIA (43/434) 9.9%

A & W FOOD SERVICES OF CANADA INC. (0/5) 0.0%
 ACETEX CORP. (0/7) 0.0%
 AINSWORTH LUMBER CO. LTD. (1/6) 16.7%
 BC GAS INC. (1/9) 11.1%
 BRITISH COLUMBIA BUILDINGS CORP. (0/4) 0.0%
 BRITISH COLUMBIA FERRY CORP. (0/8) 0.0%
 BRITISH COLUMBIA HYDRO & POWER (2/18) 11.1%
 BRITISH COLUMBIA LIQUOR DISTRIBUTION (6/15) 40.0%
 BRITISH COLUMBIA LOTTERY CORP. (0/5) 0.0%
 BRITISH COLUMBIA RAILWAY CO. (0/4) 0.0%
 CANFOR CORP. (3/14) 21.4%
 CHARLWOOD PACIFIC GROUP (0/4) 0.0%
 CHEVRON CANADA LTD. (0/2) 0.0%
 COLLIERS INTERNATIONAL (1/7) 14.3%
 CREO INC. (3/22) 13.6%
 DOMAN INDUSTRIES LTD. (0/4) 0.0%
 FINNING INTERNATIONAL INC. (1/12) 8.3%
 GOLDR ASSOCIATES LTD. (0/2) 0.0%
 HSBC BANK CANADA (1/7) 14.3%
 INSURANCE CORP. OF BRITISH COLUMBIA (2/9) 22.2%
 INTERNATIONAL FOREST PRODUCTS LTD. (0/11) 0.0%
 INTRAWEST CORP. (0/9) 0.0%
 LEDCOR INDUSTRIES LTD. (0/7) 0.0%
 MACDONALD, DETTWILER AND ASSOCIATES LTD. (0/10) 0.0%
 METHANEX CORP. (0/8) 0.0%

MITSUBISHI CANADA LTD. (0/7) 0.0%
 NORSKE SKOG CANADA LTD. (1/12) 8.3%
 PHARMASAVE DRUGS (NATIONAL) LTD. (1/3) 33.3%
 PLACER DOME INC. (1/13) 7.7%
 PMC - SIERRA INC. (1/5) 20.0%
 PREMIUM BRANDS INC. (0/13) 0.0%
 RIVERSIDE FOREST PRODUCTS LTD. (0/5) 0.0%
 SLOCAN FOREST PRODUCTS LTD. (0/24) 0.0%
 SUMITOMO CANADA LTD. (0/3) 0.0%
 TAIGA FOREST PRODUCTS LTD. (0/5) 0.0%
 TECK COMINCO LTD. (1/21) 4.8%
 TELUS CORP. (1/18) 5.6%
 THE JIM PATTISON GROUP (0/7) 0.0%
 THRIFTY FOODS (1/4) 25.0%
 TIMBERWEST FOREST CORP. (1/6) 16.7%
 VANCOUVER CITY SAVINGS CREDIT UNION (7/16) 43.8%
 VOPAK CANADA LTD. (0/7) 0.0%
 WELDWOOD OF CANADA LTD. (0/10) 0.0%
 WEST FRASER TIMBER CO. LTD. (0/11) 0.0%
 WESTCOAST ENERGY INC. (1/11) 9.1% †
 WEYERHAEUSER CO. LTD. (6/24) 25.0%

MANITOBA (12/130) 9.2%

ASSANTE CORP. (0/8) 0.0%
 CANADIAN WHEAT BOARD (2/6) 33.3%
 CANWEST GLOBAL COMMUNICATIONS CORP. (1/14) 7.1%
 CARGILL LTD. (0/2) 0.0%
 GENDIS INC. (0/5) 0.0%
 HUDSON BAY MINING AND SMELTING CO., LTD. (1/9) 11.1%
 JAMES RICHARDSON & SONS, LTD. (1/7) 14.3%
 MANITOBA LIQUOR CONTROL COMMISSION (3/7) 42.9%
 MANITOBA TELECOM SERVICES INC. (2/10) 20.0%
 N.M. PATERSON & SONS LTD. (0/4) 0.0%
 NORTH WEST CO. FUND (1/11) 9.1%
 PALLISER FURNITURE LTD. (1/7) 14.3%
 THE MANITOBA HYDRO-ELECTRIC BOARD (0/6) 0.0%
 THE WAWANESA MUTUAL INSURANCE CO. (0/21) 0.0%
 UNITED GRAIN GROWERS LTD. (0/4) 0.0%
 WINPAK LTD. (0/9) 0.0%
NEW BRUNSWICK (6/33) 18.2%
 ATLANTIC LOTTERY CORP. (3/12) 25.0%
 CO-OP ATLANTIC (1/10) 10.0%
 NEW BRUNSWICK POWER CORP. (2/11) 18.2%

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

NEWFOUNDLAND (7/45) 15.6%

CHC HELICOPTER CORP. (3/15) 20.0%
 FORTIS INC. (1/5) 20.0%
 FPI LTD. (1/10) 10.0%
 NEWFOUNDLAND AND LABRADOR HYDRO (1/10) 10.0%
 VECTOR AEROSPACE CORP. (1/5) 20.0%

NORTH WEST TERRITORIES N/A

NONE

NOVA SCOTIA (7/47) 14.9%

EMERA INC. (1/8) 12.5%
 EMPIRE CO. LTD. (1/6) 16.7%
 HIGH LINER FOODS INC. (2/11) 18.2%
 I.M.P. GROUP INTERNATIONAL INC. (1/8) 12.5%
 NOVA SCOTIA LIQUOR COMMISSION (1/6) 16.7%
 THE MARITIME LIFE ASSURANCE CO. (1/8) 12.5%

NUNAVUT N/A

NONE

ONTARIO (425/2649) 16.0%

ACCENTURE INC. (0/2) 0.0%
 ACKLANDS GRAINGER INC. (1/7) 14.3%
 ACKTION CORP. (0/5) 0.0%
 AECON GROUP INC. (1/11) 9.1%
 AGF MANAGEMENT LTD. (2/11) 18.2%
 ALGOMA CENTRAL CORP. (0/6) 0.0%
 ALGOMA STEEL INC. (0/6) 0.0%
 ALLIANCE ATLANTIS COMMUNICATIONS INC. (2/10) 20.0%
 ALLIANZ CANADA (4/28) 14.3%
 ALLSTATE INSURANCE CO. OF CANADA (0/8) 0.0%
 AMCOR TWINPAK AMERICAS INC. (0/2) 0.0%
 AMEX BANK OF CANADA INC. (3/9) 33.3%
 APOTEX INC. (0/5) 0.0%
 ASTRAZENECA CANADA INC. (5/10) 50.0%
 AT & T CANADA INC. (2/14) 14.3%
 ATI TECHNOLOGIES INC. (1/17) 5.9%
 ATOMIC ENERGY OF CANADA LTD. (1/7) 14.3%
 ATS AUTOMATION TOOLING SYSTEMS INC. (0/3) 0.0%
 AUR RESOURCES INC. (1/7) 14.3%
 BABCOCK & WILCOX CANADA LTD. (0/2) 0.0%
 BANK OF AMERICA CANADA (1/4) 25.0%
 BANK OF CANADA (1/10) 10.0%
 BANK OF MONTREAL (12/43) 27.9%
 BARRICK GOLD CORP. (1/21) 4.8%
 BASF CANADA (1/7) 14.3%

BAXTER CORP. (4/8) 50.0%
 BAYER INC. (2/11) 18.2%
 BECHTEL CANADA CO. (1/10) 10.0%
 BIOVAIL CORP. (0/8) 0.0%
 BIRD CONSTRUCTION CO. LTD. (0/5) 0.0%
 BRASCAN CORP. (4/18) 22.2%
 BREAKWATER RESOURCES LTD. (1/10) 10.0%
 BUDD CANADA INC. (1/5) 20.0%
 C.I. FUND MANAGEMENT INC. (1/8) 12.5%
 CAE INC. (0/10) 0.0%
 CALL-NET ENTERPRISES INC. (1/10) 10.0%
 CAMPBELL SOUP CO. LTD. (1/9) 11.1%
 CANADA 3000 INC. (0/0) N/A †
 CANADA LIFE FINANCIAL CORP. (1/15) 6.7%
 CANADA MORTGAGE AND HOUSING CORP. (5/15) 33.3%
 CANADA POST CORP. (4/21) 19.0%
 CANADIAN BROADCASTING CORP. (2/11) 18.2%
 CANADIAN COMMERCIAL CORP. (2/6) 33.3%
 CANADIAN IMPERIAL BANK OF COMMERCE (8/41) 19.5%
 CANADIAN TIRE CORP., LTD. (4/16) 25.0%
 CANADIAN WASTE SERVICES INC. (0/3) 0.0%
 CANON CANADA INC. (1/5) 20.0%
 CARA OPERATIONS LTD. (3/22) 13.6%
 CCL INDUSTRIES INC. (2/12) 16.7%
 CFM CORP. (2/12) 16.7%
 CGU GROUP CANADA LTD. (4/22) 18.2%
 CHUBB INSURANCE CO. OF CANADA (6/13) 46.2%
 CHUM LTD. (0/8) 0.0%
 CINRAM INTERNATIONAL INC. (0/8) 0.0%
 CISCO SYSTEMS CANADA CO. (0/6) 0.0%
 CITIBANK CANADA (3/10) 30.0%
 CLARICA LIFE INSURANCE CO. (7/30) 23.3% †
 CLARKE INC. (0/9) 0.0%
 COGNOS INC. (8/36) 22.2%
 COMPAQ CANADA INC. (1/11) 9.1% †
 CO-OPERATORS GENERAL INSURANCE CO. (4/10) 40.0%
 CO-OPERATORS LIFE INSURANCE CO. (3/9) 33.3%
 CORUS ENTERTAINMENT INC. (2/10) 20.0%
 COSTCO WHOLESALE CANADA LTD. (1/9) 11.1%
 CO-STEEL INC. (0/4) 0.0% †
 COTT CORP. (2/13) 15.4%
 CPL LONG TERM CARE REAL ESTATE INVEST. TRUST (0/7) 0.0%
 DAIMLERCHRYSLER CANADA INC. (2/12) 16.7%
 DAIMLERCHRYSLER FINANCIAL SERVICES (0/12) 0.0%

DELOITTE & TOUCHE LLP (1/6) 16.7%
 DEUTSCHE BANK CANADA (0/2) 0.0%
 DOFASCO INC. (1/10) 10.0%
 DUNDEE BANCORP INC. (4/8) 50.0%
 DUPONT CANADA INC. (0/9) 0.0%
 DYNACARE INC. (0/3) 0.0%
 EDS CANADA INC. (3/18) 16.7%
 E-L FINANCIAL CORP. LTD. (0/5) 0.0%
 ELI LILLY CANADA INC. (3/10) 30.0%
 ELLIS-DON INC. (0/4) 0.0%
 EMCO LTD. (0/9) 0.0%
 ENERSOURCE CORP. (1/6) 16.7%
 ERICSSON CANADA INC. (1/4) 25.0%
 ERNST & YOUNG LLP (0/7) 0.0%
 EXPORT DEVELOPMENT CANADA (1/7) 14.3%
 EXPORT PACKERS CO. LTD. (0/7) 0.0%
 EXTENDICARE INC. (1/9) 11.1%
 FAHNESTOCK VINER HOLDINGS INC. (1/2) 50.0%
 FAIRFAX FINANCIAL HOLDINGS LTD. (1/11) 9.1%
 FAIRMONT HOTELS & RESORTS INC. (0/8) 0.0%
 FIRSTSERVICE CORP. (1/7) 14.3%
 FORD CREDIT CANADA LTD. (3/11) 27.3%
 FORD MOTOR CO. OF CANADA LTD. (1/9) 11.1%
 FOUR SEASONS HOTELS INC. (3/11) 27.3%
 GEAC COMPUTER CORP. LTD. (1/10) 10.0%
 GENERAL DYNAMICS CANADA (2/8) 25.0%
 GENERAL ELECTRIC CANADA INC. (0/8) 0.0%
 GENERAL MOTORS ACCEPTANCE CORP. OF CANADA (2/4) 50.0%
 GENERAL MOTORS OF CANADA LTD. (3/12) 25.0%
 GEORGE WESTON LTD. (7/26) 26.9%
 GLAXO SMITHKLINE INC. (2/11) 18.2%
 GRAND & TOY LTD. (1/7) 14.3%
 GREAT ATLANTIC & PACIFIC CO. OF CANADA LTD. (2/25) 8.0%
 GREATER TORONTO AIRPORTS AUTHORITY (1/9) 11.1%
 HARRIS STEEL GROUP INC. (0/4) 0.0%
 HATCH ASSOCIATES LTD. (0/8) 0.0%
 HEWLETT-PACKARD (CANADA) LTD. (3/14) 21.4%
 HOLLINGER INC. (4/11) 36.4%
 HONDA CANADA INC. (0/9) 0.0%
 HONEYWELL LTD. (3/4) 75.0%
 HOUSEHOLD FINANCIAL CORP. LTD. (2/10) 20.0%
 HUDSON'S BAY CO. (0/20) 0.0%
 HUMMINGBIRD LTD. (1/21) 4.8%
 HUSKY INJECTION MOLDING SYSTEMS LTD. (0/14) 0.0%
 HYDRO ONE INC. (3/9) 33.3%
 HYUNDAI AUTO CANADA (0/4) 0.0%

† See addendum notes on page 52

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

CAISSE CENTRALE DESJARDINS (1/16) 6.3%	METRO INC. (0/10) 0.0%	IPSCO INC. (1/8) 12.5%
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC (3/20) 15.0%	MICROCELL TELECOMMUNICATIONS INC. (0/9) 0.0%	MITCHELL'S GOURMET FOODS INC. (1/4) 25.0%
CAMBIOR INC. (0/10) 0.0%	MOLSON INC. (1/14) 7.1%	POTASH CORP. OF SASKATCHEWAN INC. (3/14) 21.4%
CANADIAN NATIONAL RAILWAY CO. (0/12) 0.0%	NATIONAL BANK OF CANADA (16/83) 19.3%	SASKATCHEWAN AUTO FUND (2/7) 28.6%
CASCADES INC. (2/14) 14.3%	NOVAMERICAN STEEL INC. (0/7) 0.0%	SASKATCHEWAN POWER CORP. (2/11) 18.2%
CGI GROUP INC. (1/8) 12.5%	OLCO PETROLEUM GROUP INC. (0/5) 0.0%	SASKATCHEWAN TELECOMMUNICATIONS (1/12) 8.3%
CIRQUE DU SOLEIL (4/19) 21.1%	OPTIMUM GROUP INC. (0/5) 0.0%	SASKATCHEWAN WHEAT POOL (3/15) 20.0%
COGECO INC. (2/13) 15.4%	PÉTROMONT AND CO., L.P. (1/8) 12.5%	
COGNICASE INC. (2/14) 14.3%	PFIZER CANADA INC. (1/12) 8.3%	OTHER (NO HEAD OFFICE IN CANADA)
COMMONWEALTH PLYWOOD CO. LTD. (1/8) 12.5%	POMERLEAU (0/12) 0.0%	(18/176) 10.2%
COOPÉRATIVE FÉDÉRÉE DE QUÉBEC (0/8) 0.0%	POWER CORP. OF CANADA (1/13) 7.7%	HURRICANE HYDROCARBONS LTD. (ENGLAND) (0/6) 0.0%
CP SHIPS LTD. (0/5) 0.0%	PRATT & WHITNEY CANADA CORP. (3/23) 13.0%	GSI LUMONICS INC. (CALIFORNIA) (2/7) 28.6%
DOMCO TARKETT INC. (1/9) 11.1%	PRÉVOST CAR INC. (0/6) 0.0%	JDS UNIPHASE CANADA LTD. (CALIFORNIA) (0/0) 0.0% †
DOMTAR INC. (1/10) 10.0%	QIT-FER ET TITANE INC. (0/9) 0.0%	BALL PACKAGING PRODUCTS CANADA INC. (COLORADO) (0/1) 0.0%
DOREL INDUSTRIES INC. (0/6) 0.0%	QUEBECOR INC. (1/11) 9.1%	MOORE CORP. LTD. (CONNECTICUT) (1/15) 6.7%
FEDERATED CO-OPERATIVES LTD. (1/11) 9.1%	REITMANS (CANADA) LTD. (6/18) 33.3%	THE THOMPSON CORP. (CONNECTICUT) (3/16) 18.8%
FEDNAV LTD. (1/10) 10.0%	RÉNO-DÉPÔT INC. (3/13) 23.1%	INTERNATIONAL TRUCK & ENGINE CORP. CDA. (ILLINOIS) (0/4) 0.0%
G.T.C. TRANSCONTINENTAL GROUP LTD. (2/11) 18.2%	REXEL CANADA INC. (0/6) 0.0% †	VOLKSWAGEN CANADA INC. (MICHIGAN) (0/3) 0.0%
GAZ MÉTROPOLITAIN AND CO., L.P. (1/9) 11.1%	RONA INC. (0/6) 0.0%	RIDLEY INC. (MINNESOTA) (0/1) 0.0%
GILDAN ACTIVEWEAR INC. (2/18) 11.1%	SAPUTO INC. (0/7) 0.0%	FUTURE SHOP LTD. (MINNESOTA) (1/23) 4.3% †
GOODFELLOW INC. (2/15) 13.3%	SNC-LAVALIN GROUP INC. (0/11) 0.0%	BROOKFIELD PROPERTIES CORP. (NEW YORK) (4/12) 33.3%
GROUPE BMTC INC. (0/5) 0.0%	SOCIÉTÉ DES ALCOOLS DU QUÉBEC (4/16) 25.0%	MARUBENI CANADA LTD. (NEW YORK) (0/7) 0.0%
GROUPE BROCHU (0/4) 0.0%	SOCIÉTÉ GÉNÉRALE (CANADA) (2/8) 25.0%	TRIZECHAHN CORP. (NEW YORK) (2/19) 10.5%
GROUPE LAPERRIÈRE & VERREAULT INC. (0/8) 0.0%	SOCIÉTÉ GÉNÉRALE DE FINANCEMENT DU QUÉBEC (1/15) 6.7%	OWENS CORNING CANADA (OHIO) (0/3) 0.0%
GROUPE UNIPRIX (0/5) 0.0%	SODISCO-HOWDEN GROUP INC. (1/7) 14.3%	CROWN CORK & SEAL CANADA INC. (PENNSYLVANIA) (0/5) 0.0%
HARTCO CORP. (0/7) 0.0%	SONEPAR DISTRIBUTION INC. (0/4) 0.0%	NOVA CHEMICALS CORP. (PENNSYLVANIA) (1/8) 12.5%
HEWITT EQUIPMENT LTD. (1/4) 25.0%	SSQ, SOCIÉTÉ D'ASSURANCE-VIE INC. (2/7) 28.6%	CANADIAN ULTRAMAR CO. (TEXAS) (1/6) 16.7%
HYDRO-QUÉBEC (1/5) 20.0%	ST. LAWRENCE CEMENT GROUP INC. (0/15) 0.0%	LAFARGE CANADA INC. (VIRGINIA) (0/13) 0.0%
IMPERIAL TOBACCO CANADA LTD. (3/12) 25.0%	TELESYSTEM INTERNATIONAL WIRELESS INC. (2/11) 18.2%	ROLLS-ROYCE CANADA LTD. (VIRGINIA) (3/19) 15.8%
INDUSTRIAL-ALLIANCE LIFE INSURANCE CO. (0/22) 0.0%	TEMBEC INC. (0/18) 0.0%	PRUDENTIAL STEEL LTD. (WASHINGTON) (0/6) 0.0%
INTERTAPE POLYMER GROUP INC. (0/9) 0.0%	THE CANAM MANAC GROUP INC. (0/17) 0.0%	JOHNSON CONTROLS LTD. (WISCONSIN) (0/2) 0.0%
IRON ORE CO. OF CANADA (1/9) 11.1%	THE JEAN COUTU GROUP (PJC) INC. (4/18) 22.2%	
ISPAT SIDBEC INC. (1/8) 12.5%	TRANSAT A.T. INC. (3/11) 27.3%	
IVACO INC. (0/8) 0.0%	TRANSFORCE INC. (2/18) 11.1%	
IVANHOE CAMBRIDGE INC. (6/37) 16.2%	UNIBOARD CANADA INC. (0/14) 0.0%	
LA SENZA CORP. (2/6) 33.3%	UNI-SÉLECT INC. (0/14) 0.0%	
LAURENTIAN BANK OF CANADA (1/11) 9.1%	VELAN INC. (0/22) 0.0%	
LE MOUVEMENT DES CAISSES DESJARDINS (2/17) 11.8%	VIA RAIL CANADA INC. (2/9) 22.2%	
LLOYD'S UNDERWRITERS (0/1) 0.0%		
L'ORÉAL CANADA INC. (0/5) 0.0%	YUKON N/A	
LOTO-QUÉBEC (1/5) 20.0%	NONE	
MAAX INC. (1/5) 20.0%	SASKATCHEWAN (16/95) 16.8%	
MEDIS HEALTH & PHARMACEUTICAL SERV. INC. (6/23) 26.1%	CAMECO CORP. (1/5) 20.0%	
MERCK FROSST CANADA & CO. (6/19) 31.6%	CANPOTEX LTD. (0/5) 0.0%	
	FARM CREDIT CORP. (2/14) 14.3% †	

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

Province	Number of Companies	Total Women	Total Officers	Percent Women
New Brunswick	3	6	33	18.2%
Saskatchewan	10	16	95	16.8
Ontario	232	425	2,649	16.0
Newfoundland and Labrador	5	7	45	15.6
Nova Scotia	6	7	47	14.9
Alberta	62	69	531	13.0
Québec	99	149	1,221	12.2
Other (No Head Office in Canada)	21	18	176	10.2
British Columbia	46	43	434	9.9
Manitoba	16	12	130	9.2
North West Territories	0	N/A	N/A	N/A
Nunavut	0	N/A	N/A	N/A
Prince Edward Island	0	N/A	N/A	N/A
Yukon	0	N/A	N/A	N/A

Addendum Notes

- 1) Alberta Energy Co. merged with PanCanadian Energy Corp. to form EnCana Corporation on April 5, 2002. This report counts the officers of Alberta Energy Co. pre-merger.
- 2) Canada 3000 Inc. filed for Bankruptcy on November 8, 2001. At June 1, 2002, they had no corporate officers.
- 3) Clarica Life Insurance Company was acquired by Sun Life Financial Services of Canada Inc. on May 27, 2002. This report counts the officers of Clarica Life Insurance Company pre-acquisition.
- 4) Compaq Canada Inc. merged with Hewlett Packard (Canada) Ltd. on May 27, 2002 to form Hewlett Packard (Canada) Co. on October 1, 2002. This report counts the officers of Compaq Canada pre-merger.
- 5) Conoco Canada Resources Limited, Gulf Indonesia Resources Limited and Grissik Gas Company merged on August 9, 2002. Conoco Canada Resources Limited and 3067046 Nova Scotia Company merged to form Conoco Canada Resources Company on August 20, 2002. Phillips Petroleum Company merged with Conoco Inc. to form ConocoPhillips on August 30, 2002. Subsequently, Conoco Canada Resources Company changed its name to ConocoPhillips Canada Resources Company on September 5, 2002.
- 6) Co-Steel Inc. was acquired by Gerdau Amerlsteel on October 23, 2002. This report counts the officers of Co-Steel Inc. pre-acquisition.
- 7) Farm Credit Corporation changed its name to Farm Credit Canada in June, 2000.
- 8) Future Shop Ltd. was acquired by Best Buy Co. Inc. on November 5, 2001. This report counts the officers of Future Shop Ltd. pre-acquisition.
- 9) JDS Uniphase Canada Ltd. is a legal entity in Canada and has no corporate officers.
- 10) PanCanadian Energy Corp. merged with Alberta Energy Co. to form EnCana Corporation on April 5, 2002. This report counts the officers of PanCanadian Energy Corp. pre-merger.
- 11) Paperboard Industries International Inc. changed its name to Cascades Boxboard Group Inc. on April 24, 2002.
- 12) PolyOne Canada Inc. is a legal entity in Canada and has no corporate officers.
- 13) Rexel Canada Inc. changed its name to Rexel North America Inc. in January 2001.
- 14) Rothmans Inc. is a legal entity and the officers captured in this report are the officers of Rothmans, Benson & Hedges Inc.
- 15) Royal & SunAlliance Financial Life Insurance Company of Canada was acquired by The Maritime Life Assurance Company on January 1, 2002.
- 16) Serca Foodservice Inc. was acquired by Sysco Corp. in April/May 2002. This report counts the officers of Serca Foodservice Inc. pre-acquisition.
- 17) Teleglobe sought bankruptcy protection on May 15 2002. This report counts the officers of Teleglobe pre-bankruptcy.
- 18) Trilon Financial Corporation changed its name to Brascan Corporation on June 4, 2002.
- 19) Westcoast Energy Inc. was acquired by Duke Energy on March 14, 2002. This report counts the officers of Westcoast Energy Inc. pre-acquisition.
- 20) Zurich Canada changed its name to Zurich North America Canada on September 4, 2001.

APPENDIX 6: THE TOP SUBSIDIARIES RANKED BY COMPANY REVENUE

Rank	Company	Rank	Company
1	LOBLAW COMPANIES LIMITED	53	CAMCO INC.
2	POWER FINANCIAL CORPORATION	54	MAXXCOM INC.
3	GREAT-WEST LIFECO INC.	55	HARLEQUIN ENTERPRISES LIMITED
4	CELESTICA INC.	56	THE EMPIRE LIFE INSURANCE COMPANY
5	BELL CANADA	58	LOEB CANADA INC.
6	SOBEYS INC.	60	BELL EXPRESSVU LP
7	QUEBECOR WORLD INC.	61	PILOT INSURANCE COMPANY
9	WESTFAIR FOODS LTD.	62	CANADIAN SATELLITE COMMUNICATIONS INC.
10	INTIER AUTOMOTIVE INC.	64	STRATOS GLOBAL CORPORATION
11	ZELLERS INC.	65	TRILON FINANCIAL CORPORATION
14	CANADIAN UTILITIES LIMITED	66	LINDSEY MORDEN GROUP INC.
16	DECOMA INTERNATIONAL INC.	67	COGECO CABLE INC.
18	ALIAN T INC.	68	LUSCAR ENERGY PARTNERSHIP
19	SUNOCO INC. †	69	HIGHLAND VALLEY COPPER
20	THE CONSUMERS' GAS COMPANY LTD.	70	INDUSTRIAL-ALLIANCE PACIFIC LIFE INSURANCE COMPANY
21	SERCA FOODSERVICE INC. †	71	LOMBARD CANADA GROUP
22	FALCONBRIDGE LIMITED	72	THE DAY & ROSS TRANSPORTATION GROUP
23	TELEGLOBE INC. †	74	GREAT LAKES POWER INC.
24	UNION GAS LIMITED	75	BELL CANADA INTERNATIONAL INC.
25	QUEBECOR MEDIA INC.	76	VOLVO CARS OF CANADA LTD.
26	INVESTORS GROUP INC.	77	WESTERN CO-OPERATIVE FERTILIZERS LIMITED
27	ROGERS WIRELESS COMMUNICATIONS INC.	78	NEWFOUNDLAND POWER INC.
29	OLYMEL SOCIÉTÉ EN COMMANDITE	79	CANADIAN TIRE ACCEPTANCE LIMITED
30	ROGERS CABLE INC.	80	TVA GROUP INC.
31	BC GAS UTILITY LTD.	81	SAAN STORES LTD.
33	ENBRIDGE PIPELINES INC.	83	TELESAT CANADA
34	BELL GLOBEMEDIA INC.	85	BPO PROPERTIES LTD.
35	TESMA INTERNATIONAL INC.	86	TELUS COMMUNICATIONS (QUÉBEC) INC.
36	NORAMPAC INC.	87	LANTIC SUGAR LTD.
38	PUROLATOR HOLDING LTD.	88	DUNDEE WEALTH MANAGEMENT INCORPORATED
39	XCAN GRAIN POOL LTD.	89	STUART OLSON CONSTRUCTION LTD.
40	NORANDA ALUMINUM INC.	90	STELCO-MCMMASTER LTÉE
41	PAPERBOARD INDUSTRIES INTERNATIONAL INC. †	91	HOLLINGER CDN. NEWSPAPERS LIMITED PARTNERSHIP
42	TRANSALTA UTILITIES CORPORATION	92	OPTIMUM GENERAL INC.
43	NOVA SCOTIA POWER INCORPORATED	93	JOHN DEERE CREDIT INC.
44	SUN MEDIA CORPORATION	94	LIDLAW CARRIERS INC.
45	CANADIAN TIRE PETROLEUM	95	NORTHWESTEL INC.
47	MAGNA ENTERTAINMENT CORP.	96	SMK SPEEDY INTERNATIONAL INC.
48	ROLLAND INC.	97	MORGUARD REAL ESTATE INVESTMENT TRUST
49	DOMINION OF CANADA GENERAL INSURANCE CO.	98	TRANS MOUNTAIN PIPE LINE COMPANY LTD.
50	ROGERS MEDIA INC.	99	PACIFIC NORTHERN GAS LTD.
51	CANADA BREAD COMPANY LIMITED	100	PORTBEC FOREST PRODUCTS LTD.
52	BCE EMERGIS INC.		

† See addendum notes on page 52
Catalyst Census of Women Corporate Officers and Top Earners of Canada as of June 1, 2002

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