
**THE ANNUAL ROSENZWEIG REPORT
ON WOMEN AT THE TOP LEVELS
OF CORPORATE CANADA**

Background Research

JANUARY 2008

ROSENZWEIG & COMPANY INC.

EXECUTIVE SUMMARY:

The number of women executives at the highest levels of corporate Canada dropped from one year ago with a year-over-year decrease of 16 per cent. There are only 31 women in the top offices in Canada's largest public companies, compared to 37 a year earlier. The numbers were calculated based on the Top 100 Publicly-traded Canadian Companies, ranked by revenue. This is the third consecutive year of the annual Rosenzweig Ranking.

*Among the findings of the **Annual Rosenzweig Report**:*

- 74 per cent of Canada's biggest companies are run at the highest levels by men and men only; 94.2 per cent of the highest-paid executives are men; and
- 97 of the Top 100 Publicly-traded Companies have male Chief Executive Officers.

Since the launch of the **Annual Rosenzweig Report** in 2006, its numbers suggest that women at the top echelons of corporate Canada face a glass ceiling. Last year's results, showing a 50-per-cent increase in the number of women executives between 2006 and 2007, provided some hope that the glass ceiling may be cracking. However, a decrease this year reinforces the belief that women in Canada are having a difficult time advancing to the highest ranks of the corporate world.

Given this decrease from last year, we wonder if there will be any significant change in the number of women holding key executive positions over the next 10 years. To achieve gender equality at the highest levels of corporate Canada, we believe a lot more must be done.

Gender diversity is good for business and good for corporate Canada. The more we know about and understand the barriers to the corporate advancement of women, the sooner we will eliminate the glass ceiling.

FINDINGS:

- 5.8 per cent of the executive officers listed in the Top 100 Publicly-traded Canadian Companies are women; this represents a 16-per-cent decrease over last year when we reported 6.9 per cent of the executive officers from these companies were women.
- 26 per cent of the companies in the Top 100 Publicly-traded Companies list have at least one woman represented on the list, down from 30 per cent last year.
- 74 per cent of the companies on the list have exclusively male corporate officers.
- 94.2 per cent of the most highly paid corporate officers from the Top 100 Publicly-traded Companies are men.
- Of the 31 women on this year's list of the Top 100 Publicly-traded Companies, 24 were also on last year's list.
- There were three women CEOs on this year's list: Nancy Southern of ATCO/Canadian Utilities, Linda Hasenfratz of Linamar, and Kathy Bardswick of Co-operators General Insurance. All three were also on the list last year.
- Four companies had more than one woman listed: ATCO, Linamar, RBC and Russel Metals. Last year there were six companies with more than one woman listed, including these four women.
- Three of the four companies with multiple women holding high-level positions rank among the smallest of the Top 100 Publicly-traded Companies. As was the case last year, amid the giants, only RBC Financial Group has multiple women in the top ranks, with COO Barbara Szymiest and CFO Janice Fukakusa.
- Only 10 women, or one-third of the total number of women on the list, represent the Top 50 Publicly-traded Companies, while the remaining 21, or two-thirds of the total number of women on the list, came from the 50 companies in the bottom half of the list, or, in other words, the companies with smaller revenue.

ROSENZWEIG & COMPANY INC.

WOMEN EXECUTIVE OFFICERS FROM THE TOP 100 PUBLICLY-TRADED CANADIAN CORPORATIONS (RANKED BY REVENUE):

Note – The numbering on the table below reflects the ranking of the company on the list of the Top 100 Publicly-traded Canadian Corporations (ranked by revenue).

| Rank: | Company: | Name: | Title: |
|-------|-------------------------------|---------------------|--|
| 1 | RBC | Janice Fukakusa | CFO |
| 1 | RBC | Barbara Stymiest | COO |
| 6 | Alcan | Cristel Bories | CEO, Engineered Products Group |
| 10 | Toronto Dominion Bank | Colleen M. Johnston | CFO |
| 11 | CIBC | Sonia Baxendale | Senior EVP, Retail Markets |
| 15 | BMO | Karen Maidment | Senior EVP & CFO |
| 25 | Novelis | Martha Brooks | President & COO |
| 28 | Enbridge | Bonnie Dupont | Group VP Corporate Resources |
| 34 | Talisman | Jacqueline Sheppard | EVP, Legal |
| 45 | Sears Canada | Ethel Taylor | SVP, Corporate Store Sales |
| 53 | Agrium | Leslie O'Donoghue | General Counsel |
| 54 | Canadian Pacific Railway | Marcella M. Szel | SVP Marketing & Sales |
| 57 | Ipsco | Vicki Avril | SVP, Tubular |
| 61 | CGI | Donna Morea | President U.S. Operations & India |
| 63 | Cascades | Suzanne Blanchet | President & CEO Cascades Tissue |
| 67 | CanWest Global Communications | Kathleen Dore | President, Canadian Television, CanWest MediaWorks |
| 68 | Atco | Nancy Southern | CEO |

ROSENZWEIG & COMPANY INC.

| | | | |
|----|--|-------------------|---|
| 68 | Atco | Karen Watson | CFO |
| 68 | Atco | Susan Werth | SVP & Chief Administration Officer |
| 69 | Transalta | Linda Chambers | EVP, Generation Technology |
| 70 | Russel Metals | Marion Britton | Chief Accounting Officer |
| 70 | Russel Metals | Maureen Kelly | VP Information Systems |
| 71 | Transat A.T. | Lina De Cesare | President, World Tour Operators |
| 72 | Stelco | Karen Smith | VP Human Resources |
| 76 | Linamar | Linda Hasenfratz | CEO |
| 76 | Linamar | Margaret Mulligan | CFO |
| 78 | Canadian Oil Sands | Trudy Curran | General Counsel |
| 82 | Kingsway Financial Services | Shelly Gobin | VP, Treasurer |
| 83 | Co-operators General Insurance Company | Kathy Bardswick | President & CEO |
| 85 | Cott | Tina Dell'Aquila | CFO, VP Controller |
| 99 | Extendicare | Debbie Howe | Senior Area VP, Extendicare Health Services |

METHODOLOGY:

The aforementioned data were taken from a detailed survey of the Top 100 Publicly-traded Canadian Companies, ranked by revenue, and listed in various Canadian media and regulatory sources. The study included several steps:

- Reviewing the Top 100 Publicly-traded Companies according to revenue, ranging between \$1.7B and \$36B, according to 2007 regulatory filings.
- Researching the highest-paid executive officers, based on annual salary and bonus, from each of the companies on the Top 100 Publicly-traded Companies list. The data was taken from Management Information Circulars, provided directly by the company and available from the System for Electronic Document Analysis and Retrieval (Sedar) website.

Note – Ontario Securities Commission rules require the Chief Executive Officer, Chief Financial Officer, and at least three other (if three others exist) most highly compensated executive officers of public companies to disclose their compensation on an individual basis. For the purpose of these filings, compensations are based strictly on the annual base and bonus components allocated to these executives. Although additional compensation, such as equity through stock options and/or pension benefits, was provided by some companies, this data does not include any of those components.

Note – The survey does not include highly-paid executives working on a contractual basis or individuals not designated as officers of a company.

- Reviewing each compensation table from Management Information Circulars with the intention of highlighting all female executives.

Note – At the end of the project it was determined that 31 out of 535 executives representing the Top 100 Publicly-traded Companies were women. Last year we counted the same number of executives – 535, and there were 37 women among them.

- Conducting additional research, using public and proprietary databases.
- Correlating the findings within the context of other statistics obtained from sources such as Strategis, Census Canada, and Catalyst.
- Analyzing other relevant global trends related to gender equity issues.

RELATED FINDINGS:

We conducted additional research and came up with a number of points that relate to our core study:

- U.S. statistics reveal a similar situation south of the border. According to a survey by Catalyst in the United States (using the Fortune 500 list of largest U.S. companies), women held 6.7 per cent of the top earner positions (compared to 6.4 per cent the prior year).
- According to a report by the Conference Board of Canada titled “Creating High Performance Organizations: Leveraging Women’s Leadership”, organizations with diverse teams (variation in gender, age, and ethnicity) achieve superior corporate performance.
- We believe that continued education and awareness are key to advancing this cause. Business and academia continue to work together to help bring this issue to the forefront. “The Judy Project: An Enlightened Leadership Forum for Executive Women”, for example, was launched in 2002 by the Joseph L. Rotman School of Management at the University of Toronto and has been sponsored by various corporations, including Bell Canada, Maple Leaf Sports and Entertainment, and KPMG. The goal of the annual conference is to advance women in leadership positions all in an effort to improve Canadian corporate performance.
- The banking sector is noteworthy for the progress it has made. Of the five largest Canadian banks, four are included on our list, including: RBC (Janice Fukakusa, COO; and Barbara Stymiest, COO); TD (Colleen Johnston, CFO); CIBC (Sonia Baxendale, Senior EVP, Retail Markets); and BMO (Karen Maidment, CFO). In addition, Barbara Stymiest was ranked as the eighth most powerful female banker in the world, according to the leading industry publication American Banker.
- In our inaugural Rosenzweig Report in 2006, we cited a Norwegian case study. Gender equality legislation passed in Norway in 2003, requiring public companies to have at least 40 per cent female board directors. The law has been effective in raising the number of women board members in Norway to the point where they are now a world leader in this regard. There are still, on the other hand, a significant number of non-compliant Norwegian companies. The government is adamant about holding non-compliant companies accountable in 2008.