



THE FACE OF LEADERSHIP™

2018 BC Scorecard

MINER  A





presenting partner



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research partner

Corporate Knights

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above: participant from Minerva BC's Women Leading the Way™ program

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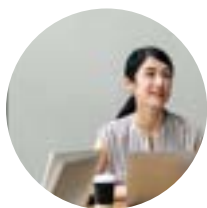
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LEAD THE CHANGE

This year marks the fourth instalment of the Face of Leadership™ BC Scorecard, an annual report that gives an updated snapshot on the representation of women and Indigenous women on corporate boards and in senior executive leadership in BC's leading companies.

Through this Scorecard, Minerva BC is encouraging business leaders to direct their focus on the gender gap in corporate leadership. It is an annual check-up on our progress, holding us accountable for advancing diversity within our organizations.

Measuring progress on gender equality can be frustratingly slow – a percentage point here, a percentage point there. But in our fourth year of reporting on data collected from BC's top employers, we have seen increased employer focus on gender equality. The number of companies with a formal policy in place has doubled over the last three years. Almost half the companies publically report their gender ratios. And 26% have made a commitment to advancing women through Minerva BC's Face of Leadership™ Diversity Pledge.

Although slow, we believe that change will continue to be made by the insights contained in this report.

There is still a lot of work to be done. While it is reassuring to see the growing traction by companies recognizing the importance of empowering women as leaders, it is still a long road ahead to achieve gender equality in the corporate world.

Diversity and inclusion are critical for business. You can't innovate if everyone around the table looks like you, talks like you, and thinks like you. Without inclusivity, there is no innovation. And without innovation... the future is bleak.

Our goal of raising awareness is done. Now, we move into action.

Help us *lead the change*.



KIRSTEN SUTTON

Board Chair

MINERVA BC

COUNT YOURSELF IN

As we mark the fourth year of Vancity's support of Minerva BC's Face of Leadership™ Scorecard, it's tempting to open this message with a heartwarming tale of a woman who started with nothing, only to reach the highest rung of a corporate ladder.

But I'd be doing you no favours.

In business, the power of storytelling is real; we are social animals and we relate to others' goals and dreams. But the same success stories have been shared for years, leading us to believe that gender diversity in corporate leadership has been achieved. Sadly, nothing could be further from the truth.

In business we have an old cliché, *what gets measured is what gets done*. The Face of Leadership™ Scorecard reminds us that while stories can connect us, it's important that we count ourselves in. Leaders must set goals for women's progress, measure our progress, audit and compare our achievements with one another, and speak in the language of numbers.

I want to underscore, for better or worse, that Minerva BC's initiatives are pioneering in terms of measuring gender diversity within the business community. When it comes to examining women's progress, why haven't leaders always pursued that same approach? Why don't we measure?

We don't measure because we are nervous about counting. I can't tell you the number of women I meet who say they don't like quotas and targets. *I'm not a number*, we are quick to say. Of course we're not. As a woman I don't want to be seen as a number either. So we resist.

Yet, we can't use that resistance as a reason not to pursue measurement. When we resist being counted, we have to understand what then comes off the table: we are taking ourselves out of the game. We're letting ourselves down.

It puts us at risk of repeating those one or two anecdotes that may be very powerful, that are inspiring, but may convince us that we are making progress when we aren't.

The Face of Leadership™ Scorecard reminds us how far we have to go. It invites us to pursue measurement with the confidence it will yield results. It invites leaders to be transparent, set firm goals and benchmark progress.

In short, it invites us to be bolder.



TAMARA VROOMAN
President and Chief Executive Officer

Vancity



INTRODUCTION

IN THE CORPORATE WORLD, WOMEN FACE MULTIPLE INEQUALITY ISSUES SUCH AS THE WAGE GAP AND LOW FEMALE REPRESENTATION IN LEADERSHIP.

This is not an issue isolated to Canada; it is a consistent problem transcending cultures and regions all around the world. Timing is everything. In the wake of the #MeToo and Time's Up movements, and the widely-reported harassment and discrimination problems at companies from Google to Starbucks, the time is ripe for organizations to take action and accelerate gender equality in the workplace. Uplifting women in the professional world benefits not only the individual in question, but all of society. As the theme of Canada's first National Gender Equality Week notes, "everyone benefits" when we shatter gender stereotypes and help women reach their economic and leadership potential.

GENDER WAGE GAP

Even though Canada is globally regarded as progressive in gender issues, Canada had the 7th largest gender wage gap in the world in 2016 in a comparison of 42 countries. According to the OECD, the

INTRODUCTION (CONT'D)

wage gap in Canada amounted to 18.2% of male median wages.¹ In 2015, the UN International Covenant on Civil and Political Rights raised concerns about gender inequality in Canada. With the concerns including issues such as the “high level of the pay gap,” the Covenant called for governmental action from Canada to resolve these issues.² The wage gap exists in every Canadian province and in every industry, and it is especially prevalent when examining the wages of racialized and Indigenous women.³ The 2018 Vancity Financial Health Report noted that women working in BC are paid less per hour than the national average for women, and their average employment income per year is 35% less than men in BC.⁴ From an economic and social standpoint, reducing the wage gap has benefits beyond gender equality; for example, an increase in women’s salaries can lower poverty rates and pension gender gaps.⁵ And, according to the United Nations, reducing corporate gender disparities by 25% by the year 2025 could boost the global economy by \$5.8 trillion.⁶

WOMEN ON BOARDS

Correspondingly to the wage gap issue, the UN International Covenant on Civil and Political Rights criticized Canada for “the underrepresentation of women in leadership positions in the public and private sectors.”² In Canada, 13% of corporate board seats were held by women⁷ compared to the OECD average of 20%.⁸ Even though the gender leadership gap has been decreasing over time on a global scale, still over one fifth of the companies in the global Morgan Stanley Capital International (MSCI) ACWI index had all-male boards.⁹

The significance of female board members in terms of the financial performance of the company is still debated in academia and the business world. While numerous studies have demonstrated a possible correlation between a gender-diverse board and a company’s financial performance^{10 11}, some researchers find that there is neither a negative correlation nor a strong positive correlation linking financial performance and the presence of females on the board together.^{12 13 14} It is widely accepted, however, that diversity on boards enables more balanced decision-making due to more diverse viewpoints. Several studies do coincide that board diversity is positively associated with improved CSR performance.^{15 16}

WOMEN IN EXECUTIVE LEADERSHIP

The New York Times reported in 2018 that there are fewer women than men named James as CEOs of Fortune 500 companies.¹⁷ This anecdotal evidence shows that women are significantly underrepresented in corporate leadership roles. The percentage of female CEOs in companies in the 2017 MSCI ACWI index is only 3.9%.⁹ A significant step forward is the current high percentage of female CFOs, which reached 9.5% in 2017.⁹ Moreover, having a female CEO may be an accelerator for other women striving for leadership positions; companies with a female CEO are statistically more than twice as likely to have at least three women on the company board compared to companies with male CEOs.⁹

There is a staggering difference, especially in Canada, between the percentage of women in high-level positions in the public sector and in the private sector. The public sector has progressed rapidly in the last few decades; in 2015, 54% of legislators and senior governmental managers were women, compared to 14% in 1987. However, in the private sector, only 26% of senior managers are women compared to 14% in 1987, representing an increase of only 11.3 percentage points in nearly 30 years compared to that of over 40 percentage points in the public sector.¹⁸

LEGISLATION, QUOTAS AND OTHER SOLUTIONS

The lack of women in leadership positions in the corporate world has many causes and numerous recommended solutions. A token recommendation is the legislative quotas of women on corporate boards and in leadership. Different types of legislative quotas have been implemented in European countries such as Norway, France, the UK, and Sweden. Some countries that have implemented strict quotas have seen an increase of female board members even above the required

INTRODUCTION (CONT'D)

level.¹⁹ In Canada, Bill C-25 was introduced in 2016, requiring public companies to release information about the gender composition of their board and executive leadership. The Government of Canada also announced that it will introduce “proactive pay equity” for employees in sectors that are federally regulated.²⁰

Outside of legislation, other actions recommended by the Canadian Women’s Foundation²¹ and the Conference Board of Canada⁴ include helping women enter high-wage occupations in fields such as STEM, advocating for improved workplace policies such as flexible hours and family leave, and addressing gender stereotypes of “appropriate” work for women. Good corporate management is also required to attract and retain highly skilled women.

Paving the way for women to access top corporate roles brings the company a more diverse skill set to leverage and diversifies the viewpoints among the leadership, which in turn enables more reflective decision-making and improves the company’s image as an inclusive workplace. We know that change rarely happens overnight; empowering women in the workplace and enabling them to reach leadership roles is vital to start the process.

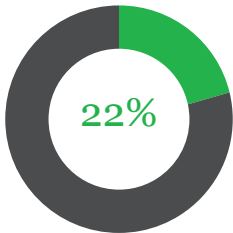
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 2. International Covenant on Civil and Political Rights, Human Rights Committee (2015) *Concluding observations on the sixth periodic report of Canada*
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KEY FINDINGS

overall representation

WOMEN ON BOARDS IN 2018



Women hold 22% of available Top 50 company board seats. Most companies have at least one woman Director.

number of women on Top 50 company board of directors

WOMEN ON BOARDS IN 2018



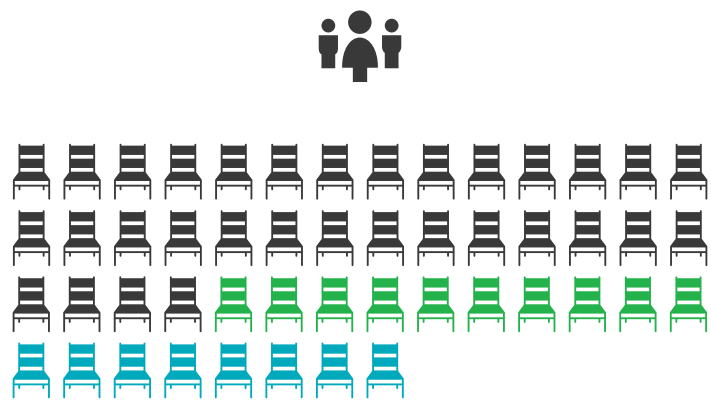
5 have no women Directors

9 have one woman Director

22 have 1+ women Directors

note: 36 of 50 companies reported board of directors data

WOMEN ON BOARDS IN 2018

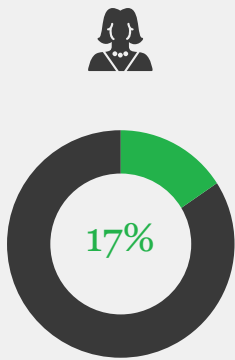


Rarely does the percentage of women on boards rise above 30%. Just 18 companies in the Top 50 have more than 20% women on their board of directors. Just 8 have more than 30%.

There is a consistent trend to have only one or two women in executive leadership. 36% of Top 50 companies have no women in senior executive leadership. Companies with three or more women in these positions are a clear exception.

overall representation

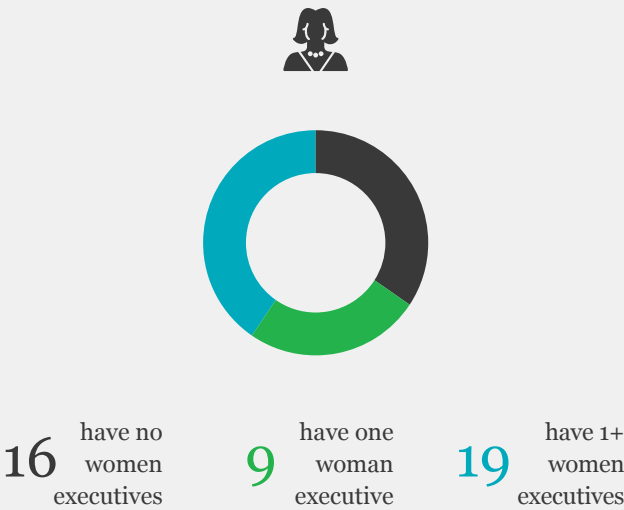
WOMEN IN SENIOR EXECUTIVE MANAGEMENT IN 2018



Women hold 17% of available Top 50 company senior executive management positions.

number of women in senior executive management

WOMEN IN SENIOR EXECUTIVE MANAGEMENT IN 2018



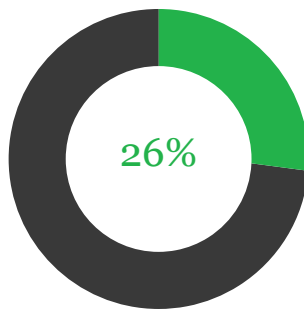
note: 44 of 50 companies reported senior executive management data



Scorecard results spotlight

MINERVA BC FACE OF LEADERSHIP™ DIVERSITY PLEDGE

TOP 50 COMPANY DIVERSITY PLEDGE SIGNATORIES



13 of the Top 50 companies have made a public commitment to advancing women by signing the Minerva BC Face of Leadership™ Diversity Pledge.

TOP 50 COMPANIES WITH DIVERSITY POLICIES

upward trend



18 of the Top 50 companies have a policy in place dedicated to advancing women in their careers. This number has doubled since 2015, the date of the first Face of Leadership™ Scorecard.

On average, Minerva BC's Diversity Pledge signatories in the Top 50 companies have a higher % of women on their board of directors and in senior executive management than non-signatories.

WOMEN ON BOARDS IN 2018



WOMEN IN SR. EXEC. MGMT IN 2018



Pledge signatories not included in the Top 50 companies, but which have higher-than-average percentages of women in executive leadership include: First West Credit Union (50%), KPMG (43%), BlueShore Financial (20%), and Vancity (60%).

46%

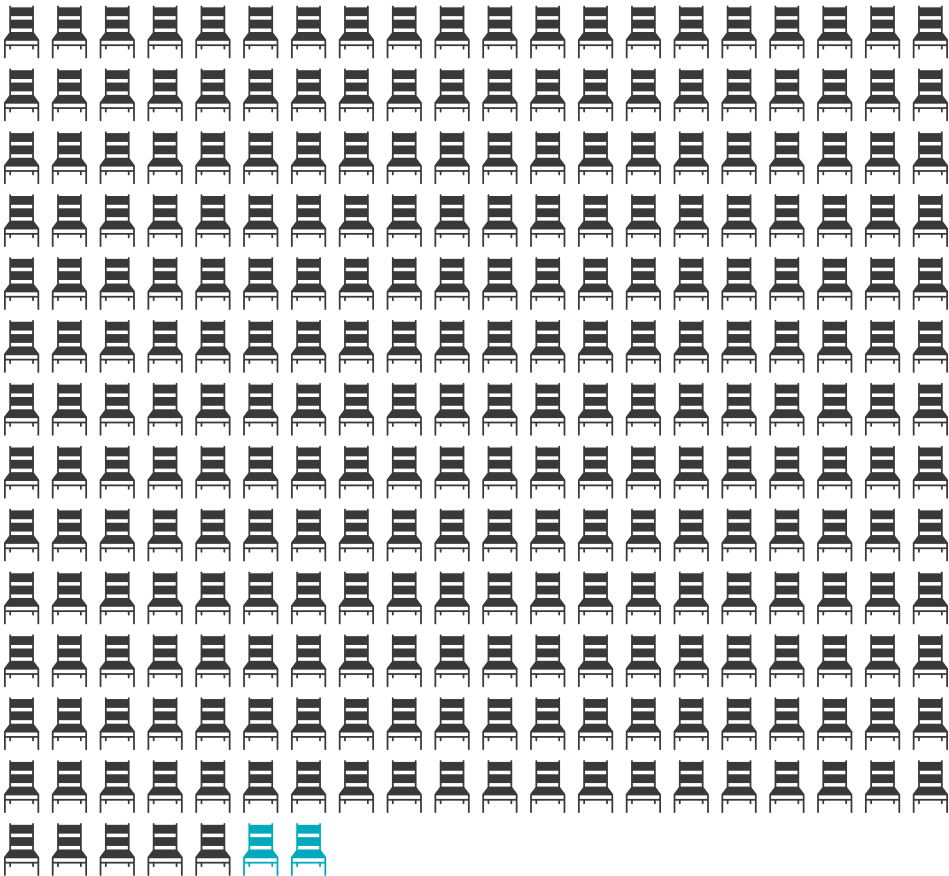
GENDER RATIO DISCLOSURE

The gender ratio of either the total workforce or the corporate leadership was disclosed by 23 companies (46%). Most were required to do so due to TSX regulations.

Just three companies in the sample of 50 companies had an Indigenous person in their leadership: Goldcorp, BC Hydro, and BC Ferry Corporation. All of the individuals were members of the board of directors. There were two Indigenous women leaders among this group.

The representation of Indigenous people is an issue that is imperative to address when considering diversity in corporations. Indigenous representation is not only an opportunity for organizations to bring diverse viewpoints into decision-making, but also to build a stronger relationship among Indigenous peoples and all Canadians to facilitate a better and stronger Canada for all.

OF 267 AVAILABLE BOARD SEATS OF THE TOP 50 COMPANIES
HELD BY INDIGENOUS WOMEN





2018 PROGRESS UPDATE

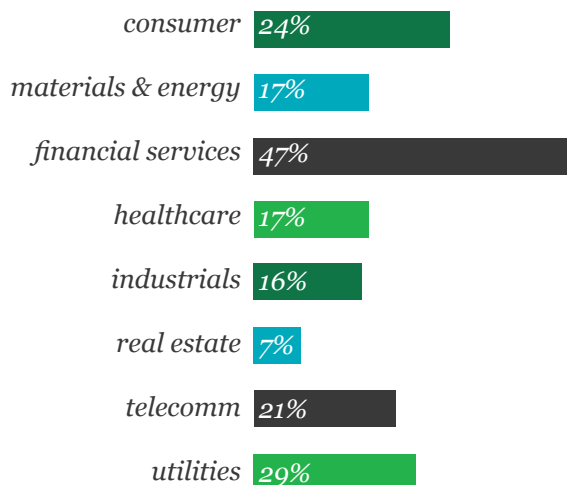
THE THEME OF THIS YEAR'S SCORECARD IS LEAD THE CHANGE. SEVERAL COMPANIES IN THE TOP 50 ARE EMBODIMENTS OF THIS.

The financial sector is a clear leader in female representation, with a majority of the companies in the sample having more than 50% female board and executive leadership representation. The sectors that fared poorly were the industrial sector and real estate sector, neither of them presenting an average higher than 20% in either category. Even though progress has been made in most sectors and companies, there are companies where progress has not only stagnated, but representation percentages have fallen compared to previous years.

The companies that stand out the most in the already high-performing financial sector are HSBC and ICBC. Both of these corporations have female-dominated leadership teams. It can be argued if it is indeed 'gender parity' to have a board with a female majority, but as these kinds of circumstances are very rare compared to the pervasiveness of male-dominant leadership teams, it is more productive to regard it as a sign of progress.

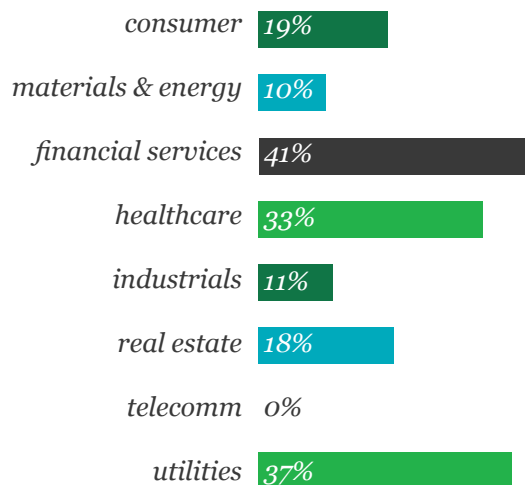
sector comparison

% OF WOMEN ON BOARD OF DIRECTORS



sector comparison

% OF WOMEN IN SENIOR EXECUTIVE MANAGEMENT

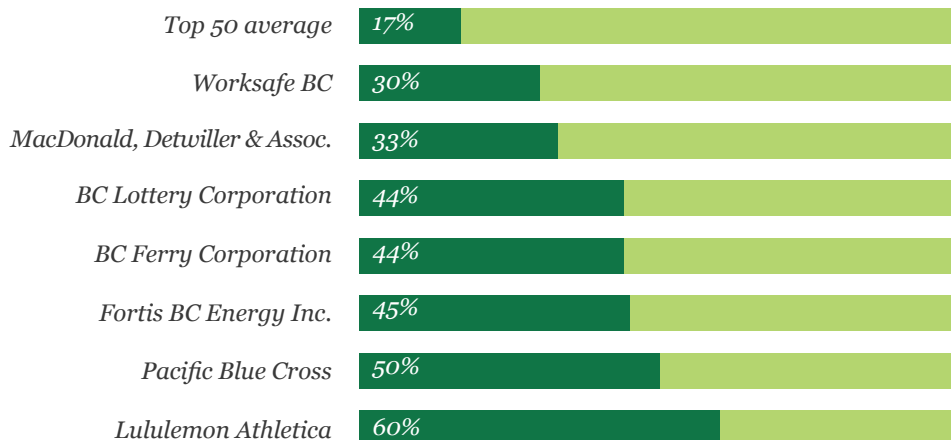


company spotlight

% OF WOMEN ON BOARD OF DIRECTORS



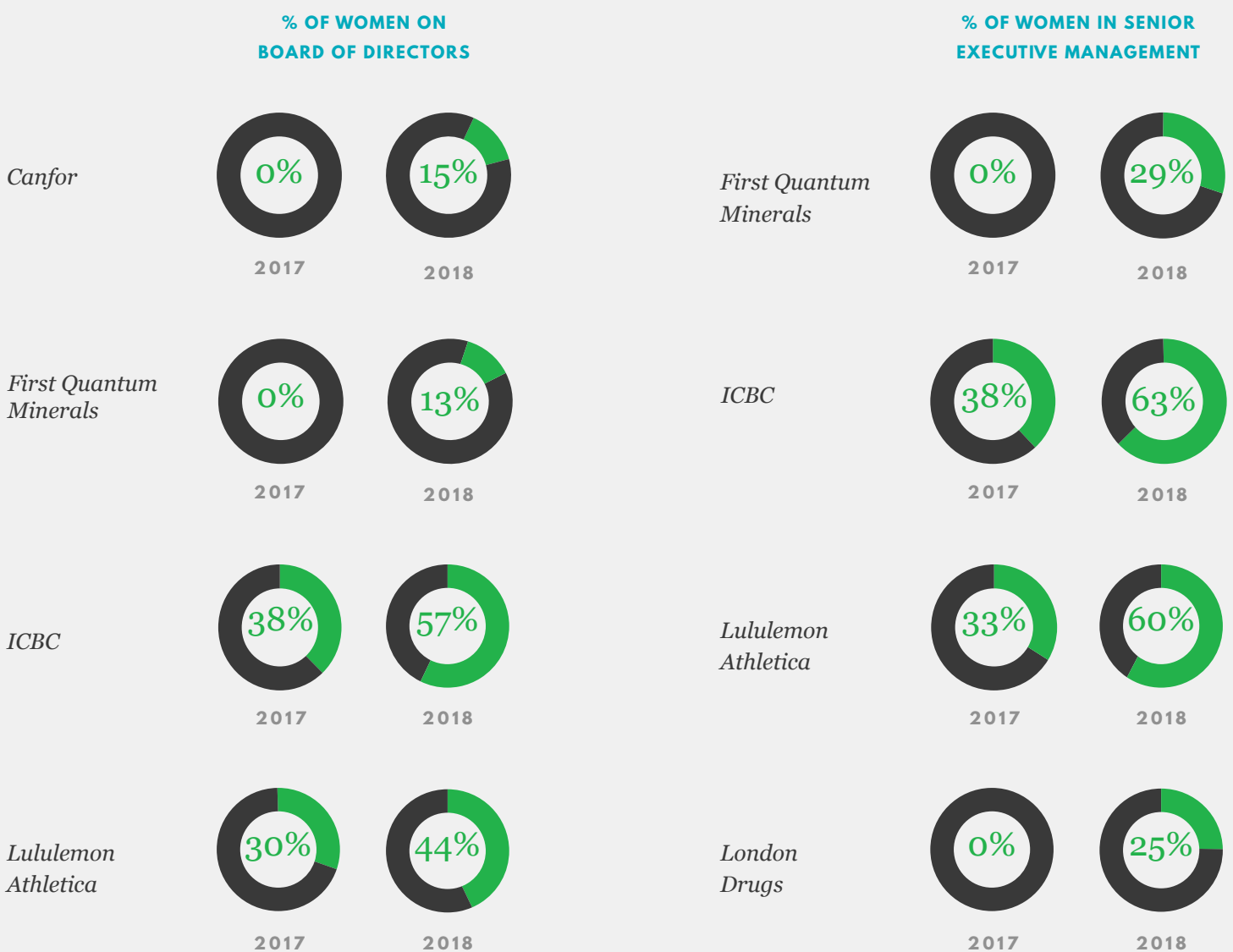
% OF WOMEN IN SENIOR EXEC. MANAGEMENT

COMPANIES WITH HIGHEST % OF WOMEN
IN EXECUTIVE MANAGEMENT

On a general scale, companies such as Lululemon Athletica, WorkSafe BC, MacDonald, Dettwiler & Associates, Pacific Blue Cross, BC Lottery Corporation, BC Ferry Corporation, and Fortis BC Energy are worth highlighting, representing the best practices in female empowerment with relatively high numbers of women in leadership positions.

It is important to consider not only the current state of female representation in these companies, but also the progress some organizations have made despite not necessarily reaching the top companies percentage-wise.

Canfor Corp., a signatory of the Minerva BC Diversity Pledge, increased female board representation from zero to 15% in one year. First Quantum Minerals, in the materials & energy sector, attained a significant increase of women on their board (0% last year compared to 13% this year) and in their corporate leadership (0% last year compared to 29% this year). ICBC, already a high performer, increased board representation by 19 percentage points compared to last year and by 25 percentage points in executive leadership. Lululemon Athletica attained similar rates. London Drugs, otherwise not necessarily a strong performer in this report, increased their number of female executives from zero (0%) to two (25%).



METHODOLOGY

SELECTION

The following aspects were considered in the determination of the 50 organizations studied in this report:

1. British Columbia's 100 biggest business organizations by 2017 revenue as compiled by BCBusiness magazine²²; this constituted the starting universe.
2. British Columbia's industrial composition based on the province's real gross domestic product (GDP) breakdown for 2016.²³

The 50 organizations were then selected to approximate BC's industrial breakdown. For example, BC's construction; manufacturing; transportation and warehousing; and professional, scientific and technical services industries, which represented 27.7% of real GDP in 2016, are classified as the industrials GICS²⁴ sector. The number of organizations representing this GICS sector in this report is thus 14 (27.7% of 50 organizations). In this methodology, holding companies in the Top 100 were not selected as a part of the study.

BC Industry Breakdown, 2016	BC Real GDP, 2016	GICS Sector Mapping	No. of Organizations
Wholesale and Retail Trade	10.8%	Consumer Discretionary, Consumer Staples	9
Educational Services	5.3%		
Real Estate	18.3%	Real Estate	5
Finance and Insurance	5.9%	Financials	5
Health Care and Social Assistance	6.4%	Health Care	1
Construction	8.6%	Industrials	14
Manufacturing	7.3%		
Transportation and Warehousing	5.8%		
Professional, Scientific and Technical Services	6.0%		
Natural Resources	6.9%	Materials, Energy	12
Other ²⁵	13.5%	Unallocated ²⁶	4
Public Administration	5.3%		
Total: 50			

ASSESSMENT MODEL

The assessment of “women in leadership” employed six indicators, applied to each of the 50 organizations:

1. **Board representation (women):** Number of women on the board of directors expressed as a percentage of the individuals sitting on the board.
2. **Leadership representation (women):** Number of women in senior executive positions expressed as a percentage of the individuals in senior executive positions. Senior executives are defined as the CEO and those who report directly to the CEO.

METHODOLOGY (CONT'D)

3. **Board representation (Aboriginal):** Number of individuals on the boards of directors who publicly identify as being of Aboriginal descent, expressed as a percentage of the individuals sitting on the board.
4. **Leadership representation (Aboriginal):** Number of individuals in a senior executive position who publicly identify as being of Aboriginal descent, expressed as a percentage of the individuals sitting on the board. Senior executives are defined as those who report directly to the CEO, including the CEO.
5. **Diversity policy statement:** Existence of a policy or program pertaining to recruitment and career development pathways for women. Having signed the Minerva BC Face of Leadership™ Diversity Pledge is considered a diversity policy/program.
6. **Disclosure of women in the workforce or other positions:** Disclosure of the number of women in either the total workforce or a certain portion of the workforce, such as board members or executive leadership.

The information gathered with respect to the above indicators is as at the time of writing.

BENCHMARKS

For each GICS sector, Canada-wide and global averages for board representation and executive leadership representation are provided as benchmarks to serve as points of comparison to assess the performance of the sample of BC organizations. In addition, benchmarks are also provided for the TSX-Composite-listed companies, because regulations adopted by the Ontario Securities Commission require all TSX companies to disclose the representation of women on boards and in senior management. The percentage averages for combined sectors (such as materials & energy) were calculated as the average of the two percentages.

The ‘Top 50 average’ concerning each sector is the average percentage pertaining to the aforementioned list of the Top 50 companies in British Columbia. The companies listed in each table are all Top 50 companies. The “Minerva BC Diversity Pledge average” has been calculated by taking into note the data from all the companies who have signed the Minerva BC Diversity Pledge, regardless if they are a part of the Top 50 list or not.

SOURCES

- Corporate reports and publications
- Corporate websites
- Each organization was contacted and invited to comment on the initial findings before finalization
- Canada and global benchmarks are based on Bloomberg data and Corporate Knights’ research

22. <https://www.bcbusiness.ca/Top-100-2017-BCs-biggest-companies-by-revenue>

23. http://www.fin.gov.bc.ca/tbs/FinancialandEconomicReview_WEB.pdf

24. The Global Industry Classification Standard (GICS) structure consists of 11 sectors, 25 industry groups, 68 industries and 157 sub-industries. <http://www.msci.com/products/indexes/sector/gics/>.

25. This sector comprises establishments not classified to any other sector primarily engaged in repairing or performing general or routine maintenance on motor vehicles, machinery, equipment and other products to ensure that they work efficiently; providing personal care services, funeral services, laundry

services and other services to individuals, such as pet care services and photo finishing services; organizing and promoting religious activities; supporting various causes through grant-making, advocating (promoting) various social and political causes; and promoting and defending the interests of their members. Private households are also included. Source: Statistics Canada

26. After completion of the quota for each GICS sector, the remaining four unallocated organizations are determined by order of revenue size from British Columbia’s 100 biggest business organizations by 2017 revenue as compiled by BCBusiness magazine.

OVERALL RESULTS

Organization	% of women on board of directors			% women in senior executive management			% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership			gender ratio disclosed
	2018	2017	2016	2018	2017	2016	board of directors	senior executive management	2018	2017	2016	
BC Ferry Corporation	22%	22%	13%	44 %	38%	0%	11%	0%	Yes	No	No	No
BC Hydro	22%	20%	43%	29%	38%	44%	9%	0%	Yes*	Yes	Yes	No
BC Liquor Distribution	N/D	N/D	N/D	0%	50%	56%	N/D	0%	No	No	No	No
BC Lottery Corp	25%	29%	38%	44%	44%	56%	0%	0%	Yes*	Yes	Yes	Yes
Best Buy Canada	‡	‡	‡	17%	13%	40%	‡	0%	Yes*	Yes	Yes	No
Bosa Properties	N/D	N/D	N/D	0%	0%	0%	†	0%	No	No	No	No
Canfor Corp.	15%	0%	0%	0%	9%	13%	0%	0%	Yes*	Yes	Yes	Yes
CanWel Building Materials Group	0%	0%	0%	0%	0%	14%	0%	0%	No	No	No	Yes
Catalyst Paper	†	14%	14%	0%	0%	13%	†	0%	No	No	No	Yes
Charlwood Pacific Group	N/D	N/D	N/D	20%	20%	20%	N/D	0%	No	No	No	No
CHC Helicopter	0%	0%	0%	0%	0%	0%	0%	0%	No	No	No	No
Concert Properties Ltd.	7%	7%	7%	25%	25%	0%	0%	0%	No	No	No	No
Creation Technologies	N/D	0%	0%	20%	17%	0%	N/D	0%	No	No	No	No
Finning International	33%	23%	17%	0%	22%	22%	0%	0%	Yes*	No	No	Yes
First Quantum Minerals	13%	0%	0%	29%	0%	0%	0%	0%	No	No	No	Yes
Fortis BC Energy Inc.	36%	36%	30%	45%	45%	25%	0%	0%	No	No	No	No
Futura Corp.	†	†	†	0%	0%	0%	†	0%	No	No	No	No
GFS Canada Group	‡	‡	‡	25%	N/D	N/D	‡	0%	No	No	No	No
Goldcorp Inc.	22%	33%	27%	10%	25%	10%	10%	0%	Yes*	Yes	Yes	Yes
Hardwoods Distribution Inc.	14%	0%	0%	0%	0%	0%	0%	0%	No	No	No	Yes
HSBC Bank Canada	50%	44%	50%	62%	64%	55%	0%	0%	Yes*	Yes	Yes	Yes
Inland Kenworth	N/D	N/D	N/D	N/D	N/D	N/D	N/D	N/D	No	No	No	No
Insurance Corporation of BC	57%	38%	50%	63%	38%	33%	0%	0%	Yes	Yes	Yes	No
Interfor Corp.	22%	20%	11%	14%	14%	10%	0%	0%	No	No	No	Yes
Kal Tire	25%	25%	N/D	0%	0%	0%	0%	0%	No	No	No	No
Lions Gate Entertainment	8%	8%	14%	0%	0%	0%	0%	0%	No	No	No	No

Organization	% of women on board of directors			% women in senior executive management			% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership			gender ratio disclosed
	2018	2017	2016	2018	2017	2016	board of directors	senior executive management	2018	2017	2016	
London Drugs	N/D	0%	0%	25%	0%	0%	N/D	0%	No	No	No	No
Lululemon Athletica	44%	30%	45%	60%	33%	42%	0%	0%	No	No	No	No
MacDonald, Dettwiler & Associates	18%	25%	13%	33%	31%	0%	0%	0%	Yes	No	No	Yes
Mercer International	22%	22%	11%	11%	7%	13%	0%	0%	No	No	No	Yes
Methanex	33%	25%	31%	17%	33%	33%	0%	0%	Yes	Yes	Yes	Yes
Motion Industries (Canada) Ltd.	‡	‡	‡	N/D	N/D	N/D	‡	N/D	No	No	No	No
Pacific Blue Cross	29%	21%	21%	50%	50%	67%	0%	0%	Yes	Yes	Yes	No
Polygon Family of Companies	N/D	N/D	N/D	25%	25%	25%	N/D	0%	No	No	No	No
Premium Brands	17%	17%	17%	0%	0%	0%	0%	0%	Yes	No	No	Yes
Providence Health Care	17%	24%	29%	33%	50%	45%	0%	0%	Yes	Yes	Yes	No
Shato Holdings	N/D	N/D	N/D	N/D	N/D	N/D	N/D	N/D	No	No	No	No
Taiga Building Products	0%	0%	0%	0%	0%	11%	0%	0%	No	No	No	Yes
Teck Corp.	21%	21%	14%	8%	11%	7%	0%	0%	Yes	Yes	Yes	Yes
Teekay Corp.	11%	11%	10%	14%	14%	11%	0%	0%	No	No	No	No
Telus Corp.	21%	23%	23%	0%	18%	20%	0%	0%	Yes	Yes	Yes	Yes
Tolko Industries	0%	N/D	N/D	13%	N/D	N/D	0%	0%	Yes	N/D	N/D	Yes
Translink	45%	55%	36%	0%	50%	50%	0%	0%	No	No	No	Yes
Turquoise Hill Resources Ltd.	14%	14%	29%	0%	0%	0%	0%	0%	Yes	Yes	No	Yes
Univar Canada	‡	‡	‡	11%	11%	0%	‡	0%	No	No	No	No
West Fraser Timber	20%	20%	11%	0%	0%	0%	0%	0%	No	No	No	Yes
Westcoast Energy	0%	0%	0%	25%	31%	24%	0%	0%	No	Yes	Yes	No
Western Forest Products	17%	14%	14%	20%	20%	0%	0%	0%	No	No	No	Yes
Wheaton Precious Metals Corp.	20%	13%	11%	0%	0%	0%	0%	0%	No	No	No	Yes
WorkSafe BC	50%	50%	56%	30%	36%	22%	0%	0%	No	Yes	Yes	No
Top 50 Average	22%			17%								
Minerva BC Diversity Pledge Average*	26%			26%								

Note: These symbols are used throughout this report.

N/D: Not disclosed. The information was not publicly available and the organization was either not willing to disclose the information or did not reciprocate efforts to contact.

‡ No Canadian board of directors. Organizations that are subsidiaries

of foreign entities and do not have a board of directors on their own, as well as those organizations whose structures do not allow for a board of directors.

† No board of directors

* Minerva Face of Leadership™ Pledge signatory companies

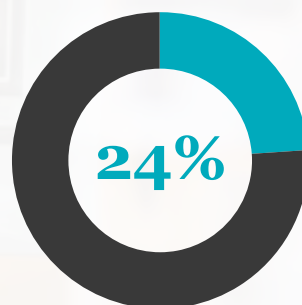


sector overview

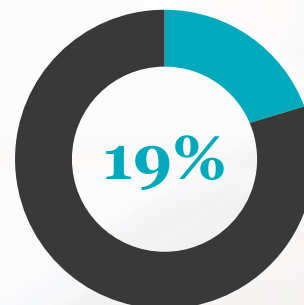
CONSUMER AND DISCRETIONARY STAPLES



HIGHLIGHTS



women on
board of directors



women on
senior executive teams

Pledge signatories outperform Top 50 company averages in both categories.

CONSUMER & DISCRETIONARY STAPLES: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
BC Liquor Distribution	N/D	0 (0%)	N/D	0 (0%)	No	No
BC Lottery Corp.*	1 (25%)	4 (44%)	0 (0%)	0 (0%)	Yes	Yes
Best Buy Canada*	‡	1 (17%)	‡	0 (0%)	Yes	No
GFS Canada Group	‡	25%	‡	0%	No	No
Kal Tire	25%	0 (0%)	N/D	0 (0%)	No	No
Lions Gate Entertainment	1 (8%)	0 (0%)	0 (0%)	0 (0%)	No	No
London Drugs	N/D	2 (25%)	N/D	0 (0%)	No	No
Lululemon Athletica Inc.	4 (44%)	3 (60%)	0 (0%)	0 (0%)	No	No
Premium Brands	1 (17%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
Top 50 Average	24%	19%				
Minerva BC Diversity Pledge Average**	25%	31%				
Canada Benchmark	26%	18%				
Global Benchmark	16%	12%				
TSX Benchmark	25%	17%				

** Top 50 company Pledge signatories in this sector include: BC Lottery Corp. and Best Buy Canada.

The nine Top 50 organizations sampled from the consumer discretionary/consumer staples sector averaged very close to the Canadian benchmark as well as the TSX benchmark.

The Top 50 average outperformed the global benchmark by 8 percentage points and 6 percentage points, respectively, following the example of the Canadian and TSX benchmarks.

While the Top 50 average percentage of women in senior executive leadership remained stagnant compared to the previous year, the number of women on corporate boards in the consumer discretionary & staples sector shot up by 6 percentage points compared to 19% in 2017. Likewise, the Canadian average for female board representation increased from 15% last year to 26%, this year, much like the TSX benchmark which increased from 20% last year to 25% this year. From this correlation, it can be gathered that British Columbia is following a national trend of including more women in corporate decision-making.

None of the companies had an Indigenous leader on the board or in their executive leadership.

Despite the high Top 50 sample average, half of the sample companies in the consumer discretionary & staples sector exhibit consistent low percentages of women in leadership. Four companies (Lululemon Athletica, GFS Canada, London Drugs, and BC Lottery Corporation) demonstrate relatively high female representation percentages.

Premium Brands especially demonstrates a thorough diversity policy, taking into note not only percentages of women in leadership roles, but also ensuring that other aspects such as compensation, discipline, and training are equal throughout the organization and hiring process. The company also reviews their diversity objectives periodically with the board of directors to ensure progress.

Minerva BC Diversity Pledge signatories demonstrate higher percentages of women in company leadership, notably in board membership, which is 12% higher than the Top 50 average. It is to be noted, however, that in this sector the pledge sample consists of only two companies.



sector overview

MATERIALS AND ENERGY

HIGHLIGHTS

17%

women on
board of directors

10%

women on
senior executive teams

Pledge signatories outperform Top 50 company averages in board representation.

MATERIALS & ENERGY: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
Canfor Corp.*	2 (15%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
Catalyst Paper	†	0 (0 %)	†	0 (0 %)	No	Yes
First Quantum Minerals	1 (13%)	2 (29%)	0 (0%)	0 (0%)	No	Yes
Goldcorp Inc.*	2 (22%)	1 (10%)	1 (11%)	0 (0%)	Yes	Yes
Interfor Corp.	2 (22%)	1 (14%)	0 (0 %)	0 (0 %)	No	Yes
Mercer International	2 (22%)	1 (11%)	0 (0 %)	0 (0 %)	No	Yes
Teck Corp.*	3 (21%)	1 (8%)	0 (0%)	0 (0%)	Yes	Yes
Turquoise Hill Resources	1 (14%)	0 (0 %)	0 (0 %)	0 (0 %)	Yes	Yes
Westcoast Energy	0 (0%)	2 (25%)	0 (0%)	0 (0%)	No	No
Western Forest Products	1 (17%)	1 (20%)	0 (0 %)	0 (0 %)	No	Yes
West Fraser Timber	2 (20%)	0 (0%)	0 (0%)	0 (0%)	No	Yes
Wheaton Precious Metals	2 (20%)	0 (0 %)	0 (0 %)	0 (0 %)	No	Yes
Top 50 Average	17%	10%				
Minerva BC Diversity Pledge Average**	24%	5%				
Canada Benchmark	18%	13%				
Global Benchmark	14%	10%				
TSX Benchmark	18%	13%				

** Top 50 company Pledge signatories in this sector include: Canfor Corp., Goldcorp Inc., and Teck Corp. Also included in this average is Metrie, a non-Top 50 company Pledge signatory.

Interfor Corporation was the only company in this sector that exceeded all three benchmark percentages in both representation areas. Western Forest Products and First Quantum Minerals also performed well. Only one company, Teck Corp., had more than two women in either group.

First Quantum Minerals increased female representation from an all-male leadership to one woman on the board and two in executive leadership. All companies except Westcoast Energy and Canfor Corp. had at least one woman on the board, and three companies (First Quantum Minerals, Westcoast Energy, Western Forest Products) had more than 15% female representation in their executive leadership.

The Top 50 average exceeds the global benchmark for board representation, but is lower than the Canadian and TSX benchmarks. The executive leadership representation average matches the global benchmark but falls three percentage points below the Canadian and TSX benchmarks.

It is a good sign that the Top 50 average did not shift significantly from last year and the three other benchmark averages increased. The Canadian benchmark increased from 9% to 18% in board representation and from 9% to 13% in executive management roles.

Goldcorp Inc. stands out as the only company to have an Indigenous leader on their board. We continue to watch for progress in the inclusion of Indigenous leaders in this important sector.

Minerva BC Diversity Pledge signatories demonstrate higher percentages of women in board positions, but significantly underperformed in the number of women in senior executive positions. This could potentially partly be attributed to the size of the boards of the signatory companies; the number of women in the board is fairly equal to that of other companies, but the large size of the boards decreases the percentage.

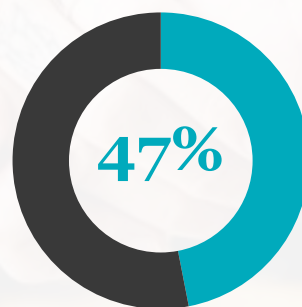


sector overview

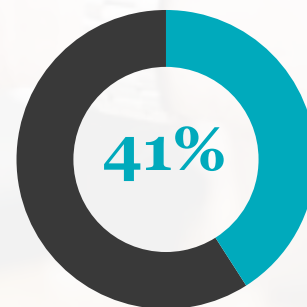
FINANCIAL SERVICES



HIGHLIGHTS



women on
board of directors



women on
senior executive teams

Pledge signatories outperform Top 50 company averages in executive team representation.

FINANCIAL SERVICES: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
Futura Corp.	†	0 (0%)	†	0 (0%)	No	No
HSBC Bank Canada*	50%	62%	0 (0%)	0 (0%)	Yes	Yes
ICBC *	4 (57%)	5 (63%)	0 (0%)	0 (0%)	Yes	No
Pacific Blue Cross*	4 (29%)	3 (50%)	0 (0%)	0 (0%)	Yes	No
WorkSafeBC	5 (50%)	3 (30%)	0 (0%)	0 (0%)	No	Yes
Top 50 Average	47%	41%				
Minerva BC Diversity Pledge Average**	47%	51%				
Canada Benchmark	29%	23%				
Global Benchmark	19%	13%				
TSX Benchmark	26%	21%				

** Top 50 company Pledge signatories in this sector include: HSBC Bank Canada, ICBC, and Pacific Blue Cross. Also included in this average are Blueshore Financial, First West Credit Union, and Vancity, all non-Top 50 company Pledge signatories.

The financial organizations have the highest sample averages of all the sectors in this study, and the five Top 50 organizations sampled here all significantly outperformed the three benchmarks. For example, the average percentage of women in senior leadership in companies in Canada is 23%, with the average of the companies in this Top 50 sample reaching 40%. The executive leadership average increased slightly compared to that of last year: from 38% to 41%. The average of board members stayed the same.

All of the benchmark percentages increased from the previous year; the Canadian board of directors' benchmark increased from 20% to 29%, and the executive leadership benchmark rose from 18% to 23%.

The majority of these companies have committed to promoting female representation, with all the companies with a gender diversity policy (HSBC, ICBC, Pacific Blue Cross) having signed and renewed the Minerva BC Face of Leadership™ Diversity Pledge. However, only WorkSafe BC disclosed the gender ratio of either their total workforce or their leadership. No company had an Indigenous leader on their board or in their executive leadership.

When comparing the Top 50 average and the Minerva BC Pledge Diversity average, the percentage of women on the board of directors was the same, but companies that signed the Minerva BC Diversity Pledge have an average 10 percentage points more women in their executive leadership.

Unfortunately, the percentage of women went down in some instances, such as in HSBC where the number of women in executive management rose from 9 to 10, but the percentage of women fell from 64% to 62%. Compared to the previous year, the absolute number of women on boards and in executive management roles either stayed the same or increased with the exception of WorkSafe BC, where the number of women in executive leadership decreased from 4 to 3. Notably, ICBC increased both their absolute and relative female representation; female board members increased from 3 (38%) to 4 (57%) and the number of women in executive leadership roles increased from 3 (38%) to 5 (63%).

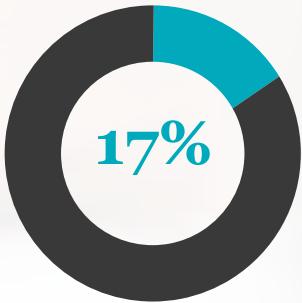


sector overview

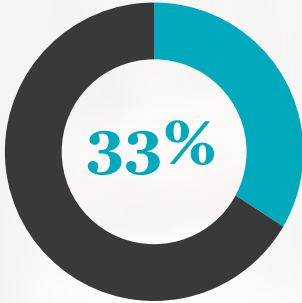
HEALTHCARE



HIGHLIGHTS



women on
board of directors



women on
senior executive teams

Pledge signatories outperform Top 50 company averages in executive team representation.

HEALTHCARE: SECTOR RESULTS

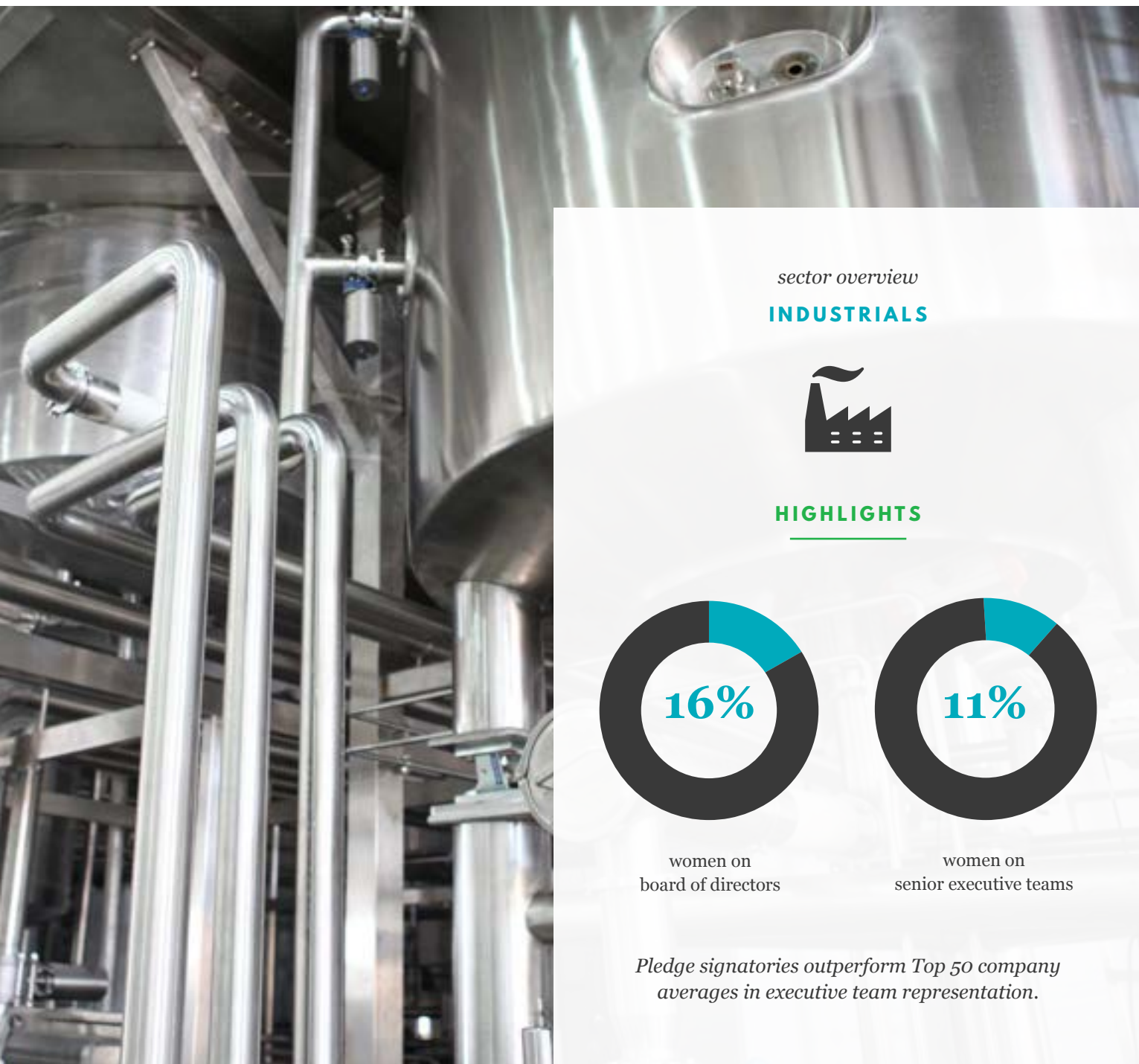
Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
Providence Health Care*	2 (17%)***	3 (33%)	0 (0%)	0 (0%)	Yes	No
Top 50 Average	17%	33%				
Minerva BC Diversity Pledge Average**	15%	35%				
Canada Benchmark	31%	67%				
Global Benchmark	19%	14%				
TSX Benchmark	31%	67%				

** Top 50 company Pledge signatories in this sector include: Providence Health Care. Also included in this average is Lifelabs, a non-Top 50 company Pledge signatory.
 *** Three board members have recently ended their commitments, and the three new members will start their terms in September. This information is from the interim time period.

Providence Health Care underperformed compared to the results from the previous year. Female board representation decreased from four (25%) to two (17%) and female representation in leadership decreased from 7 (50%) to 3 (33%). A similar drop occurred in 2016, when the number of women on the board dropped from 5 (29%) to 4 (24%). In the same year, the number of women in executive leadership jumped from 5 (45%) to 7 (50%), only to fall back to 5 the following year.

Compared to the Canadian and TSX benchmark, Providence Health

Care presented a low average in both groups. Female board representation was 6 percentage points lower and female executive representation as many as 22 percentage points lower than the benchmarks. The Top 50 average is slightly higher than the Minerva BC Diversity Pledge Average. It is to be noted that in this sector, the sample size in both groups is very small, with only two companies representing the whole sector in the pledge average.



INDUSTRIALS: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
BC Ferry Corporation	2 (22%)	4 (44%)	1 (11%)	0 (0%)	Yes	No
CanWel Building Materials Group	0 (0%)	0 (0%)	0 (0%)	0 (0%)	No	Yes
CHC Helicopter	0 (0%)	0 (0%)	0 (0%)	0 (0%)	No	No
Finning International*	4 (33%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
Hardwoods Distribution Inc.	1 (14%)	0 (0%)	0 (0%)	0 (0%)	No	Yes
Inland Kenworth	N/D	N/D	N/D	N/D	No	No
MacDonald, Dettwiler & Associates	2 (18%)	1 (33%)	0 (0%)	0 (0%)	Yes	Yes
Methanex	4 (33%)	1 (17%)	0 (0%)	0 (0%)	Yes	Yes
Motion Industries (Canada) Ltd.	‡	No executive officers in Canadian branch	‡	No executive officers in Canadian branch	No	No
Taiga Building Products	0 (0%)	0 (0%)	0 (0%)	0 (0%)	No	Yes
Teekay Corp.	1 (11%)	1 (14%)	0 (0%)	0 (0%)	No	No
Tolko Industries*	0 (0%)	1 (13%)	0 (0%)	0 (0%)	Yes	Yes
TransLink	5 (45%)	0 (0%)	0 (0%)	0 (0%)	No	Yes
Univar Canada	‡	1 (11%)	‡	0 (0%)	No	No
Top 50 Average	16%	11%				
Minerva BC Diversity Pledge Average**	13%	16%				
Canada Benchmark	24%	18%				
Global Benchmark	14%	10%				
TSX Benchmark	24%	16%				

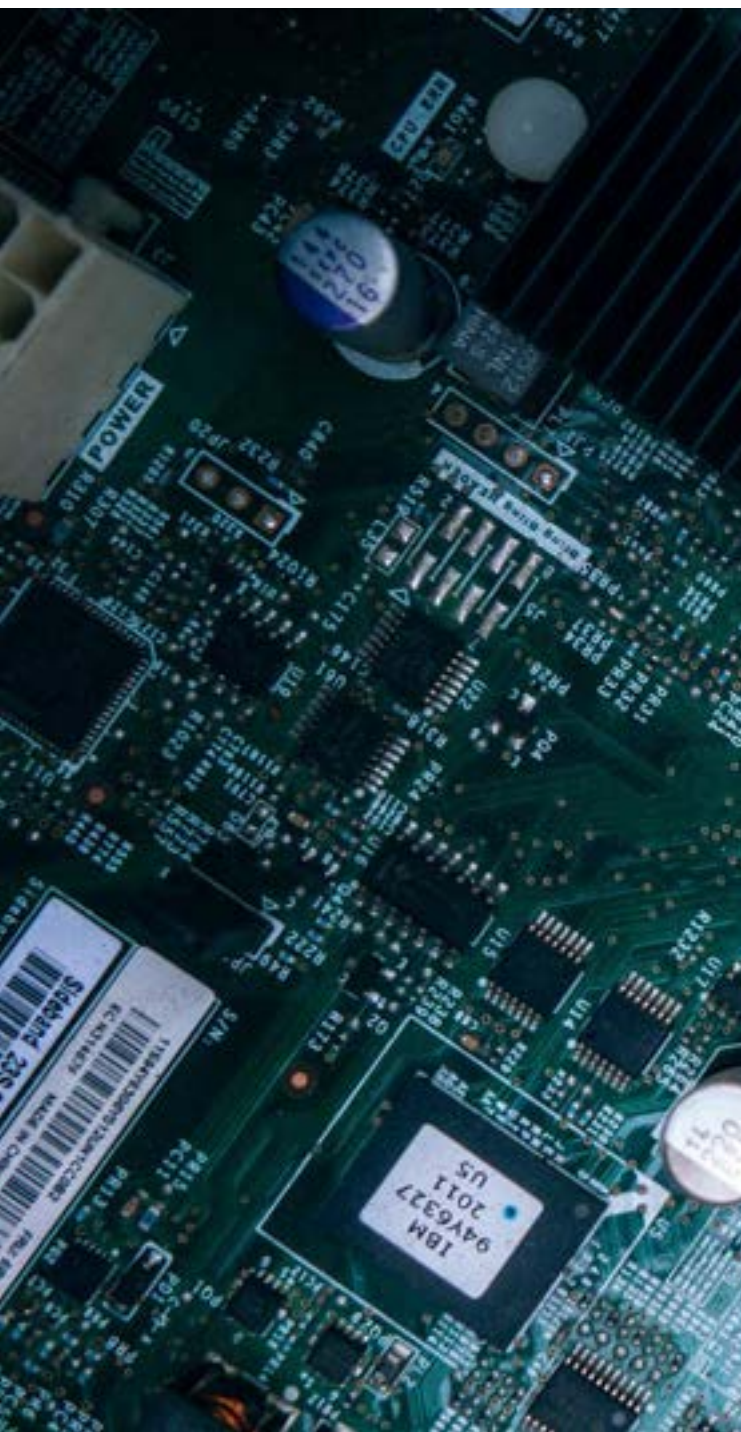
** Top 50 company Pledge signatories in this sector include: Finning International and Tolko Industries. Also included in this average are Corix and Lafarge, non-Top 50 company Pledge signatories.

For some companies, the number of women in one group increased, while the number of women in the other group decreased. This is the case with Finning International, where the number of women on the board of directors increased from 3 (23%) to 4 (33%), but the number of women in senior management dropped from 2 (22%) to zero. TransLink experienced a similar result: the number of female executives decreased from 2 (50%) to zero and the number of females on the board fell from 6 (55%) to 5 (45%).

Five out of the 14 organizations in this sample (BC Ferry Corporation; Finning International; MacDonald, Dettwiler and Associates;

Methanex; Tolko Industries) have an existing gender diversity policy. Eight companies reported on the number of women in their workforce, many of them required by TSX regulations. The companies that had signed the Minerva BC Diversity Pledge performed slightly better in female representation than the Top 50 companies, with the Minerva BC average being a few percentage points higher than the Top 50 average.

BC Ferry Corporation was the only company in this sector to have a female Indigenous leader represented.

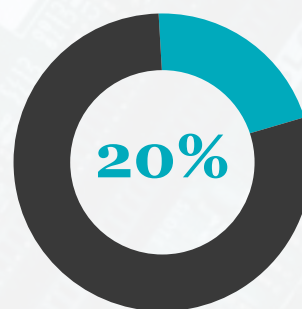


sector overview

INFORMATION TECHNOLOGY



HIGHLIGHTS



women on
senior executive teams

*There are no Pledge signatories in the category.
The only reporting company in this sector did not disclose
Board of Director information.*

INFORMATION TECHNOLOGY: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
Creation Technologies	N/D	1 (20%)	N/D	0 (0%)	No	No
Top 50 average	N/A	20%				
Minerva BC Diversity Pledge Average**	N/A	N/A				
Canada benchmark	14%	5%				
Global benchmark	13%	9%				
TSX benchmark	19%	8%				

** There are no Pledge companies in this sector.

Creation Technologies is the lone sample for the information technology industry, and it outperforms all benchmarks in terms of the percentage of women in senior executive management. The company has one woman in a senior executive role, amounting to 20% of the total management team. Compared to the benchmark percentages that all fall under 10%, Creation Technologies performs well. This can be attributed partly to the small executive team of the company, making it easy to achieve high

percentages. However, no record of a policy to advance women or a disclosure of the current gender ratio in the company were found.

On an industry scale, the Canada benchmark for board representation went up from 8% last year to 14% this year and from 3% last year to 5% this year in executive management. Startlingly, the TSX benchmark for women in executive management in IT crashed from 14% last year to 8% this year.

IN 2018 MINERVA BC PUBLISHED A SEPARATE SCORECARD WHICH TAKES A DEEPER LOOK AT THE REPRESENTATION OF WOMEN IN TECHNOLOGY.

Companies analyzed in this report are among BC's top 25 revenue-generating tech companies in software, communication technology, video game developers, life sciences, engineering, and digital & media. The BC Tech Scorecard is funded by the Status of Women Canada.

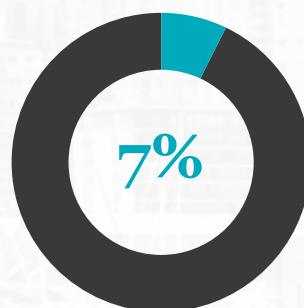


sector overview

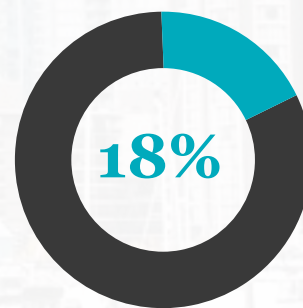
REAL ESTATE



HIGHLIGHTS



women on
board of directors



women on
senior executive teams

There are no Pledge signatories in this sector.

REAL ESTATE: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
Bosa Properties	No board of directors	0 (0%)	0 (0%)	0 (0%)	No	No
Charlwood Pacific Group	N/D	1 (20%)	N/D	0 (0%)	No	No
Concert Properties	1 (7%)	2 (25%)	0 (0%)	0 (0%)	No	No
Polygon Family of Companies	N/D	3 (25%)	N/D	0 (0%)	No	No
Shato Holdings	N/D	N/D	N/D	N/D	No	No
Top 50 average	7%	18%				
Minerva BC Diversity Pledge Average**	N/A	N/A				
Canada benchmark	14%	11%				
Global benchmark	12%	13%				
TSX benchmark	17%	16%				

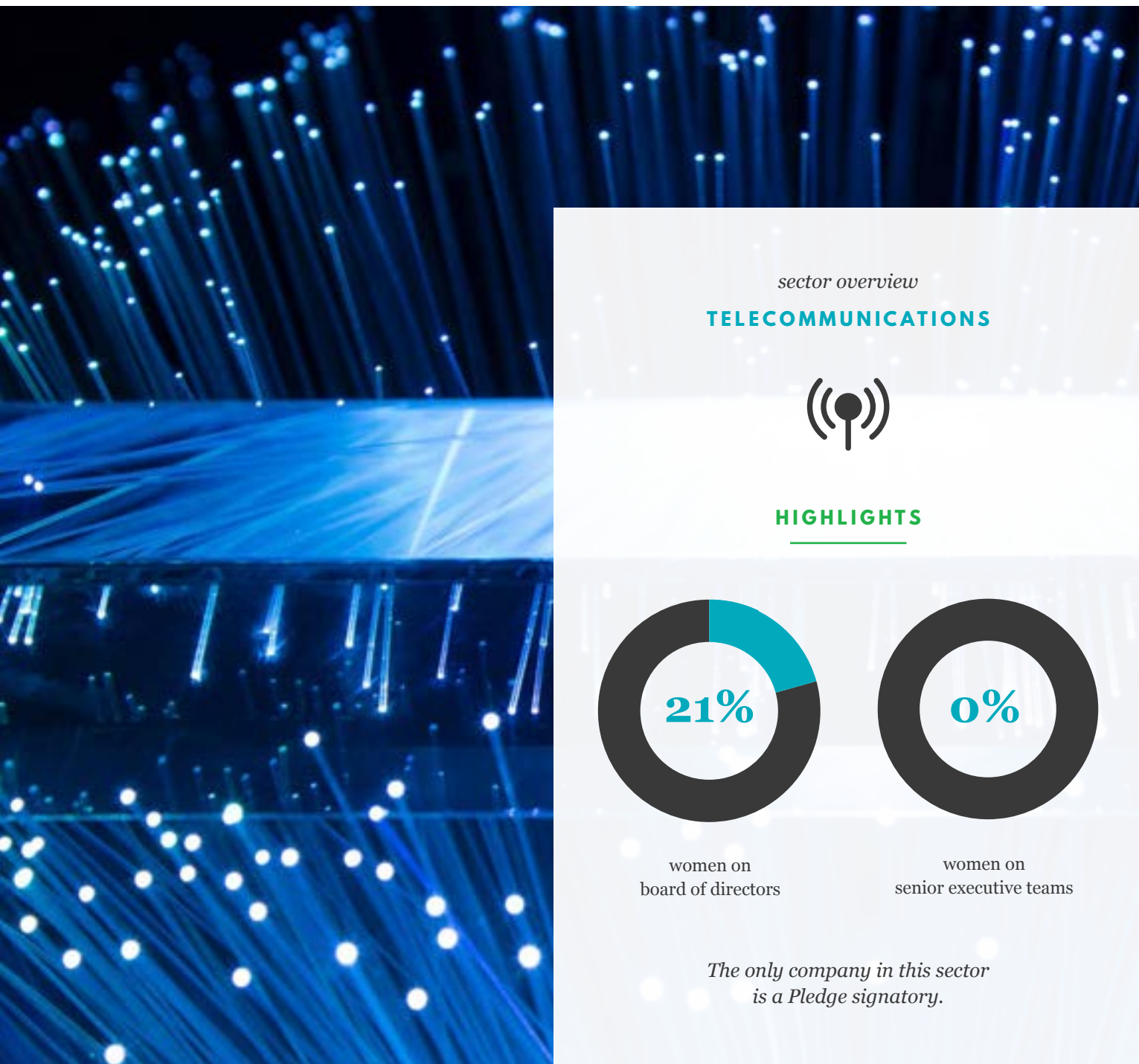
** There are no Pledge signatories in this sector.

Compared to the previous year, the real estate sector has remained relatively stagnant in terms of female representation. The sample average hiked up 4 percentage points concerning board representation, but the senior management percentage did not change. The global benchmark increased by a few percentage points compared to last year, but the percentages of the TSX and Canada benchmarks stayed the same or even dropped. For example, the percentage of females in senior management in the real estate TSX benchmark was 24% last year. This year, it crashed down to 16%. The Canadian board representation benchmark suffered the same fate with a drop of 6 percentage points.

Most of the percentages in the sample companies did not change. However, Polygon hiked its absolute female executive representation up from 2 (25%) to 3 (25%). A significant amount of information

especially concerning board composition was not disclosed in this sector, so much is left to the unknown. This may be due to the fact that several of these companies are not publicly traded, hence they are not required to provide information about their board composition to the public. Nonetheless, with such a significant impact on the province's economy, it would be beneficial for these organizations to disclose this information and increase transparency.

Not one company in the sample demonstrated a gender diversity policy nor a disclosure of the gender ratio.



TELECOMMUNICATIONS: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
TELUS Corp.*	3 (21%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
Top 50 average	21%	0%				
Minerva BC Diversity Pledge Average**	21%	0%				
Canada benchmark	33%	18%				
Global benchmark	17%	13%				
TSX benchmark	27%	12%				

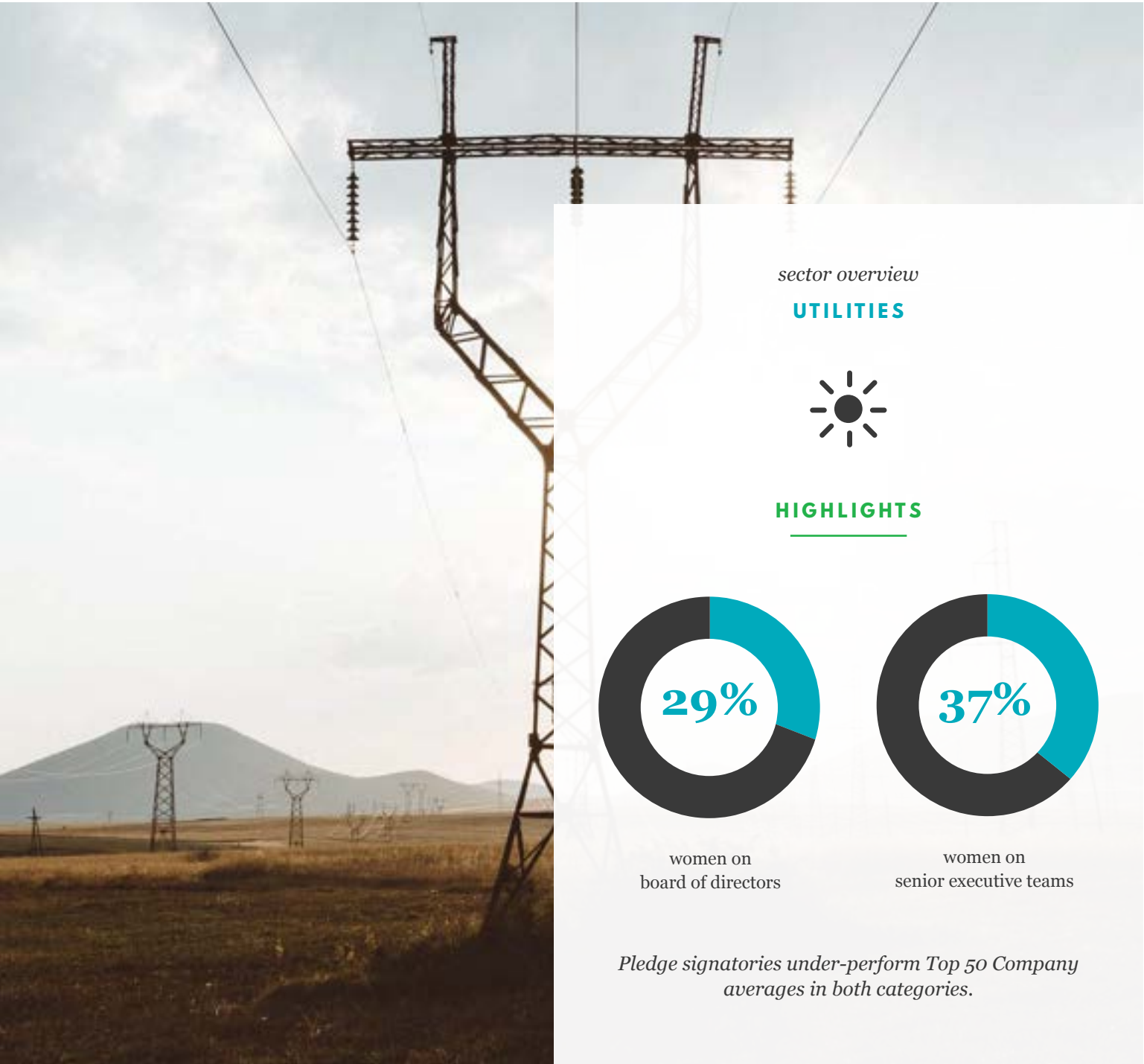
** Top 50 company Pledge signatories in this sector include TELUS Corp.

TELUS is the only Top 50 organization in the telecommunications sector. In Canada, the industry has a progressive stance in terms of female representation with relatively high percentages of women in leadership positions compared to other sectors. However, TELUS underperforms when compared to the Canada and TSX benchmarks, with the company demonstrating 21% female representation on the board of directors compared to benchmarks of 33% and 27%. Compared to the global benchmark, TELUS narrowly surpasses the board representation benchmark and significantly underperforms regarding the senior executive management benchmark. Currently, TELUS has no women in their senior executive management team. This is a regression from last year, when there were two women

(18%) in the management team. The absolute number of women on the board of the company stayed the same, with the absolute percentage decreasing slightly from 23% last year to 21% this year.

The CEO of TELUS, Darren Entwistle is a founding member of both the Canadian Board Diversity Council²⁷ and the 30% Club, and is a founding signatory of the Minerva BC Face of Leadership™ Diversity Pledge.

27. http://blog.telus.com/wp-content/uploads/2016/01/2014-DI-Annual-Report_EN.pdf



UTILITIES: SECTOR RESULTS

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
BC Hydro*	2 (22%)	2 (29%)	1 (9%)	0 (0%)	Yes	No
FortisBC Energy Inc.	4 (36%)	5 (45%)	0 (0%)	0(0%)	No	No
Top 50 average	29%	37%				
Minerva BC Diversity Pledge Average**	22%	29%				
Canada benchmark	32%	25%				
Global benchmark	19%	15%				
TSX benchmark	28%	21%				

** Top 50 company Pledge signatories in this sector include BC Hydro.

Much like the telecommunications sector, the utilities sector boasts relatively high percentages of women on boards and corporate leadership. The average percentage of women on boards of the company increased slightly from 28% last year to 29% this year, but leadership representation decreased from 42 % last year to 37% this year.

No obvious progress was made in female representation this year in either company. The number of women on the board of BC Hydro did not change compared to last year. The number of women in senior management dropped from 3 (38%) to 2 (29%). The numbers at Fortis stayed exactly the same as the previous year. The progress has

stagnated since 2016, when the progress of both these companies in terms of gender representation was significant.

BC Hydro is one of the two companies in the 50 sample companies to have a female Indigenous leader on the board of their company. It is imperative to increase the number of companies with Indigenous representation on their boards and leadership, and BC Hydro is a pioneer in this regard. BC Hydro is also the only organization in the sector that has signed the Face of Leadership™ Diversity Pledge. Nevertheless, FortisBC performs significantly better than BC Hydro in both categories. Neither BC Hydro or FortisBC disclosed the gender ratio of the employees of the company.



CATEGORY RESULTS: MINERVA BC DIVERSITY PLEDGE SIGNATORIES

Organization	number of women on board of directors (% of total)	number of women in senior executive management (% of total)	% of individuals publicly identified as of Aboriginal descent		policy to promote gender diversity in leadership	gender ratio disclosed
			board of directors	senior executive management		
British Columbia Lottery Corporation	1 (25%)	4 (44%)	0%	0%	Yes	Yes
Best Buy Canada	‡	1 (17%)	‡	0 (0%)	Yes	No
Canfor Corp.	2 (15%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
Goldcorp Inc.	2 (22%)	1 (10%)	1 (11%)	0 (0%)	Yes	Yes
Metrie	36%	0 (0%)	N/D	N/D	Yes	Yes
Teck Corp.	3 (21%)	1 (8%)	0 (0%)	0 (0%)	Yes	Yes
Blueshore Financial	3 (33%)	1 (20%)	0%	0%	Yes	No
First West Credit Union	3 (25%)	4 (50%)	0 (0%)	0 (0%)	Yes	No
HSBC Bank Canada	50%	62%	0 (0%)	0 (0%)	Yes	Yes
ICBC	4 (57%)	5 (63%)	0 (0%)	0 (0%)	Yes	No
Pacific Blue Cross	4 (29%)	3 (50%)	0 (0%)	0 (0%)	Yes	No
Vancity	8 (89%)	3 (60%)	0 (0%)	0 (0%)	Yes	Yes
Corix	17%	29%	0%	0%	Yes	No
Finning International	4 (33%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
Lafarge	0 (0%)	22%	0 (0%)	0 (0%)	Yes	No
Tolko Industries	0 (0%)	1 (13%)	0 (0%)	0 (0%)	Yes	Yes
Lifelabs	1 (13%)	3 (38%)	0%	0%	Yes	No
Providence Health Care	2 (17%)	3 (33%)	0 (0%)	0 (0%)	Yes	No
TELUS	3 (21%)	0 (0%)	0 (0%)	0 (0%)	Yes	Yes
BC Hydro	2 (22%)	2 (29%)	1 (9%)	0 (0%)	Yes	No
City of Vancouver	TBC	TBC	TBC	TBC	Yes	TBC
Jim Pattison Group	0 (0%)	0 (0%)	0 (0%)	0 (0%)	Yes	No
KPMG	33%	3 (43%)	N/D	0 (0%)	Yes	Yes
Ritchie Bros. Auctioneers	3 (33%)	2 (17%)	0 (0%)	0 (0%)	Yes	Yes
Unbounce	0 (0%)	1 (17%)	0 (0%)	0 (0%)	Yes	Yes
Top 50 average	22%	17%				
Minerva BC Diversity Pledge Average	26%	26%				



FACE OF LEADERSHIP™ DIVERSITY PLEDGE

CEOS COMMIT TO GENDER PARITY THROUGH MINERVA BC'S DIVERSITY PLEDGE

On November 17th, 2015, Minerva BC released the first the Face of Leadership™ BC Scorecard, measuring gender diversity in leadership amongst the 28 largest companies in BC (by revenue).

That morning, 11 of the 28 CEOs publicly signed our gender diversity pledge – in the company of alumnae from our Learning to Lead™ program for Grade 11 girls. Shortly thereafter, we invited all businesses in BC to join them.

Today, we have more than 25 CEO pledge signatories (and growing). We encourage your company to download and sign the pledge. www.faceofleadership.ca

THE FACE OF LEADERSHIP™

PLEDGE TO SUPPORT PROGRESS TOWARD DIVERSITY

As business, government and community leaders in British Columbia we are committed to the principles of diversity in all facets of our organizations. We recognize that while much has been said, too little has been done to make the presence of women in leadership a reality in business, government, and industry.

Therefore, we pledge to act individually, on behalf of our organization, together with others in our supply chain, and in partnership with Minerva BC to create opportunities that support women's advancement and leadership in our organizations and in our communities.

We recognize that words without action will not change the face of leadership and thus, where consistent with our fiduciary responsibilities, we support this statement of commitment.

WE WILL ENSURE RESOURCES ARE DEDICATED TO AND GUIDED BY THE FOLLOWING PRINCIPLES:

Principle 1: Gender diversity is a strategic priority for our company and a known objective within our workforce.

Principle 2: Regulatory standards for the representation of women in our senior leadership ranks are treated as the minimum requirement.

Principle 3: Management policies and practices supporting gender diversity are in place, making the advancement of women visible, measurable and sustainable in our company.

Principle 4: Best practices and benchmarks in the advancement of women are sought out and actively championed in the BC business and economic sector where our company operates.

Principle 5: Our organization actively supports career and leadership development for women, and pre-career development programs for young women.

Principle 6: Gender diversity initiatives and progress within our organization are reported annually in regulatory and voluntary stakeholder disclosure.

Principle 7: Our organization actively champions public and private sector efforts to increase the pace and progress of women in leadership by sharing what we learn.

WE BELIEVE THESE PRINCIPLES HELP OUR BUSINESSES THRIVE AND OUR COMMUNITIES GROW STRONGER. WE INVITE AND ENCOURAGE OTHER LEADERS IN BRITISH COLUMBIA TO TAKE THIS PLEDGE WITH US.

THE FACE OF LEADERSHIP™

DIVERSITY PLEDGE SIGNATORIES

The following leaders have signed the Face of Leadership™ Pledge.

Brad Thorlakson
TOLKO INDUSTRIES

Charles Brown
LIFELABS

Chris Catliff
BLUESHORE FINANCIAL

Chris O'Riley
BC HYDRO

Darren Entwistle*
TELUS

David Garofalo*
GOLDCORP

David Redfern
LAFARGEHOLCIM

Dianne Doyle* (Retired)
PROVIDENCE HEALTH CARE

Doce Tomic
CREDENTIAL FINANCIAL

Don Kayne*
CANFOR CORPORATION

Don Lindsay*
TECK RESOURCES

Jan Grude* (Retired)
PACIFIC BLUE CROSS

Jim Lightbody*
KCLC

Jim Pattison*
THE JIM PATTISON GROUP

Kent Bowie
METRIE

Launi Skinner
FIRST WEST CREDIT UNION

Mark Blucher* (now at Central 1)
ICBC

Paul Mochrie
CITY OF VANCOUVER

Ravi Saligram
RITCHIE BROS. AUCTIONEERS

Rick Perreault
UNBOUNCE

Ron Wilson*
BEST BUY CANADA

Sandra Stuart*
HSBC BANK CANADA

Scott Thomson
FINNING INTERNATIONAL

Scott A. Thomson
CORIX

Tamara Vrooman*
VANCITY

Walter Pela
KPMG

* The 12 CEOs who helped Minerva BC launch the Face of Leadership™ initiative in 2015.

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MINERVA BC

Minerva BC is a registered charity with a mission to increase the visibility, influence and contribution of women. For 20 years we have worked with female leaders to prepare them for roles in business, government and community. Despite our efforts, women continue to be underrepresented at all levels of leadership in British Columbia.

In 2015 we launched the Face of Leadership™ to accelerate the pace of change. Aimed at closing the gender gap, we started a conversation with 12 CEOs about how to lift the percentage of women in leadership. We agreed that we could work together to identify solutions, put them into practice and share those that are successful.

Our goal is simple: a meaningful and sustainable increase in the representation of women leaders across all organizations and industries in British Columbia.

MINERVA BC

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