

C O R P O R A T E G O V E R N A N C E

The following section reviews the CWB's performance highlights, farmer-controlled board of directors, committee structure and leadership team.

CWB PERFORMANCE HIGHLIGHTS

The CWB's performance is measured in terms of its achievements in four distinct areas: farmer, customer, mandate and corporate.

FARMER

Strategic Goal: To serve farmers' business needs while significantly increasing farmer support for and trust in the CWB.

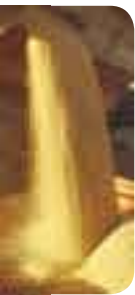
Initiatives

- Implement a corporate-wide relationship management approach for farmers
- *Harvesting Opportunity*

Achievements

- Measured farmer support for the CWB through the annual farmer survey. Seventy-six per cent of western Canadian farmers say that they support the CWB. The CWB's 2005-06 target was 77 per cent.
- Enhanced Producer Payment Options (PPOs) by providing farmers with the ability to lock in a futures price a full year before harvest, introducing an "Act of God" option that would release farmers from contracts if substantial production loss occurred from unforeseen events beyond their control, and introducing a Basis Price Contract (BPC) program for malting barley.

- Developed a pilot delivery exchange program that allows farmers greater flexibility and control over the timing of their deliveries by allowing them to exchange their delivery periods with other farmers. The pilot program will be implemented in 2006-07.
- Measured the CWB's performance in offering products and services that meet farmers' business needs, through a specialized survey. Results were used to calculate the "Farmer Satisfaction Index" (FSI). The FSI result for 2005-06 was 63.4, slightly under the CWB's target of 65.
- Developed *Harvesting Opportunity*, a comprehensive vision for the future of the organization. The plan leverages the single desk to maintain a strong Canadian brand, generate market premiums and champion farmers' interests throughout the supply chain.





Development...
Implement...
Clarity...

CUSTOMER

Strategic Goal: To attract, develop and retain markets by delivering quality products and service to customers worldwide.

Initiatives

- Clarify farmers' views on value-added processing and develop strategies accordingly
- Investigate/develop a concept paper and business plan(s) for the CWB to market other Prairie crops
- Develop and implement a corporate branding strategy
- Continue development and implementation of long-term barley marketing strategies
- Enhance customer relationship management in marketing
- Develop a formalized long-term logistics and supply strategy
- Advance a variety development and distribution strategy
- Improve the wheat quality control system

Achievements

- Completed an extensive consultation with farmers regarding the CWB's role in value-added activities in Western Canada and initiated a strategy review to ensure that the CWB's policies encourage and foster value-added investment.
- Investigated the possibility of marketing canola at the request of the Manitoba Canola Growers Association and other groups. The CWB remains open to this possibility and will proceed, subject to farmers receiving approval from government, to market canola through the CWB.
- Announced a pilot program to market organic Prairie wheat in partnership with organic farmer groups. Participating farmers will be offered the opportunity to market through the CWB for a pooled return and organic premiums.

CUSTOMER (CONTINUED)

Strategic Goal: To attract, develop and retain markets by delivering quality products and service to customers worldwide.

Achievements

- Consulted with farmers and customers on the development of a corporate branding strategy aimed at increasing customer and consumer recognition of, and demand for, the high-quality wheat, durum and barley produced by farmers in Western Canada.
- Announced joint plans for a training and technical centre in Beijing in partnership with the China Cereals Oilseeds and Foodstuffs Corporation (COFCO). The technical centre will capitalize on growing demand for premium-quality, wheat-based foods in China.
- Initiated the payment of protein premiums for farmers who deliver two-row malting barley to participating elevators and maltsters.
 - Developed an innovative tool alongside industry partners to measure, and therefore better manage, fundamental quality attributes of malting barley – namely germination loss – during storage.
 - Initiated a technical mission to China in partnership with the Canadian International Grains Institute (CIGI) and the Canadian Malting Barley Technical Centre (CMBTC) in order to pursue opportunities for western Canadian malt barley in this rapidly expanding market.
 - Launched a Basis Price Contract (BPC) for malting barley customers that is tied to the western barley futures contract on the Winnipeg Commodity Exchange. This program gives maltsters an added option for pricing with domestic brewers.
- Developed a database to store and track information about CWB customer preferences and demands, in order to increase efficiency and effectiveness in meeting sales demands and ultimately maximize returns for farmers.
- Measured the CWB's effectiveness in serving its customers by tracking technical and operational complaints related to the products and services of the CWB. Complaints totalled .07 per cent of sales; less than half of the CWB's annual target of .15 per cent.
- Incorporated the results of the 2004-05 customer satisfaction survey into the CWB's customer relationship management strategy. The survey results are used to formulate a customer satisfaction index, which for 2004-05 was 79.99. A survey was not conducted in the 2005-06 crop year.
- Launched a comprehensive, multi-year logistics and supply strategy that will transform the CWB's supply chain by increasing its reliability, improving its support technology and ultimately, improving farmers' returns through better management of costs.
- Investigated the possibility of direct variety ownership by the CWB or, alternatively, the formation of strategic alliances with partners in the seed industry to ensure farmers have access to promising, publicly available wheat, durum and barley varieties.
- Worked with industry to develop an interim grain-testing protocol for western Canadian wheat that incorporates falling number (FN).
- Met with Canadian Grain Commission (CGC) and industry partners to develop comprehensive new grading standards that would include FN.
- Continued funding for research on variety identification technology that would support a strong quality-control segregation system.
- Worked with the CGC to establish a wheat quality-assurance system as the industry moves towards a reduced reliance on kernel visual distinguishability (KVD).
- Participated in a grain industry program led by the Canada Grains Council to develop and pilot test an on-farm food safety assurance program. The program received Canadian Food Inspection Agency (CFIA) approval and the results of the pilot-test will be used to further develop the on-farm food safety assurance program. Also developed a plan for grain safety emergencies in conjunction with the CGC.



Partnerships...

Service...

Excellence...

MANDATE

Strategic Goal: To strengthen the long-term CWB mandate at home and its support/acceptability in international trade.

Initiatives

- Strengthen the CWB's trade position in international agreements

Achievements

- Employed a comprehensive advocacy strategy that included meetings with World Trade Organization (WTO) member countries to build support for the CWB's objectives in reaching a comprehensive agreement on agriculture at the WTO.
- Established alliances with a consortium of Canadian agri-food exporters who lobbied the federal government to pursue bilateral trade agreements in key markets.



CORPORATE

Strategic Goal: To achieve excellence in the provision of human resources, financial operations, information technology and other corporate programs and services that support or advance the CWB.

Initiatives

- Develop best practice disciplines that enable the CWB to deliver against the long-term plan
- Implement a human resources strategy

Achievements

- Reviewed governance guidelines established for corporations in Bill 198 of the Ontario Securities Commission in order to assess the cost-effectiveness and full implications of partial or full adoption of these guidelines.
- Measured the satisfaction of CWB employees by tracking voluntary turnover rates. The percentage of staff that left

the CWB voluntarily in 2005-06 was 5.8 per cent, slightly above the five-per-cent target, but below industry average.

- Formulated a comprehensive human resources strategy based partially on the results of the 2004-05 employee survey. The survey results are also used to create an employee satisfaction index, which was 3 for 2004-05 – just below the target range of 3.75 – 4.2. The next survey is scheduled for the 2006-07 crop year.
- Implemented a new salary structure and designed and approved a bonus program for staff. Also implemented a cost-share approach to current benefits and enhanced programs aimed at stimulating employee learning and career development.

FARMER-CONTROLLED BOARD OF DIRECTORS

Farmer-directors are elected by permit holders in 10 electoral districts across Western Canada.

The CWB operates as a shared-governance corporation under *The Canadian Wheat Board Act*. The board consists of 15 members, including 10 prominent farmers elected by their peers, four respected leaders from the business community appointed by the federal government, and the chief executive officer (CEO). In 1998, this unique board structure was created to better focus the CWB on farmers' needs, by placing control of the corporation directly into farmers' hands.

Farmer-directors are elected by producers in 10 electoral districts across Western Canada. To ensure continuity

on the board, these directors have four-year terms and elections are held every two years, alternating between odd- and even-numbered districts.

Prior to the government's appointment of directors, the CWB advises the Minister for the Canadian Wheat Board about its future business requirements, to ensure appropriate appointments are made. Appointed directors hold three-year terms, and the CEO is appointed based on a recommendation from the board of directors.



1. Art Macklin (District 1)

Art, along with his wife and son, operates a 1,600-acre grain and cattle farm northeast of Grande Prairie, Alberta. Art is active in both church and community, is a past president of the National Farmers Union and served as chair of the former CWB Advisory Committee. He is the chair of the Canadian International Grains Institute.

2. James Chatenay (District 2)

Jim operates a family farm near Penhold, Alberta. He is a graduate of Olds Agricultural College and served six years as director of the Alberta Charolais Association.

3. Bill Toews (District 10)

Bill and his wife, Barbara, operate Harambee Farms, a grain and special crops farm at Kane, Manitoba. Bill has a degree in agriculture and a post-graduate degree in soil science. He has served as a director for Keystone Agricultural Producers, the Western Grains Research Foundation and the Manitoba Farm Products Marketing Council. Bill worked in Kenya and Pakistan with the Canadian International Development Agency. He is currently serving on the Manitoba Agri-Food Research and Development Council, as well as on a local credit union board.



4. Ken Ritter Chair (District 4)

Ken has been the chair of the CWB's board of directors since its inception and has served on both the National Transportation Agency and the Saskatchewan Surface Rights Arbitration Board. He operates a family farm near Kindersley, Saskatchewan. In addition to farming, he has practised law and taught school in both Canada and Australia.

5. William Nicholson (District 9)

Bill and his family operate a 4,800-acre grain farm near Shoal Lake, Manitoba. Bill has a degree in agricultural engineering and has worked in the farm machinery industry. In addition to serving on the former CWB Advisory Committee, Bill has been a Manitoba Pool delegate and represented farmers on the Prairie Agricultural Machinery Institute Council; he is currently president of his local credit union board. He has served as chair of the board's Strategic Issues Committee since 2003.

6. Rod Flaman (District 8)

Rod farms with his wife Jeanne just south of the Qu'Appelle Valley, near Edenwold, Saskatchewan. They produce a variety of field and horticultural crops, including certified organic grain. Rod was educated at the University of Saskatchewan, where he received a bachelor of science in mechanical engineering. He worked in the oil, power generation and manufacturing industries for 10 years before returning to the family farm. Rod has served as a director of the Saskatchewan Fruit Growers Association, the Regina Farmers Market and Terminal 22, a farmer-owned grain terminal at Balcarres, Saskatchewan.

7. William Cheuk (Appointed)

William is president of Vancouver-based Origin Organic Farms Inc. and Vision Envirotech International Ltd. He is also commissioner of the BC Vegetable Marketing Commission and president of the Chinese Federation of Commerce of Canada. He has led numerous trade missions to Asia and has experience with international trade dispute resolution. William has played a central role in the Environmental Farm Planning Program for sustainable development in agriculture. He has a bachelor of business administration degree, majoring in accounting, from Simon Fraser University, as well as bachelor and doctorate degrees in chemical and biological engineering from the University of British Columbia.

8. Allen Oberg (District 5)

Allen and his brother, John, run a grain and cattle operation near Forestburg, Alberta. Allen has served on the boards of numerous organizations throughout his career, including Alberta Wheat Pool, Agricore and the Canadian Cooperative Association.

9. Ian McCreary (District 6)

Ian was raised on the mixed farm near Bladworth, Saskatchewan that he operates today. He holds a master's degree in agricultural economics and has previously worked at the CWB as a marketing manager and policy analyst. Ian has served as chair of the Farmer Relations Committee for the past three years and previously chaired the Strategic Issues Committee. His international experience includes managing a pilot project on food aid and food markets for the Canadian Foodgrains Bank, which included nine projects through Asia, Africa and Latin America.

10. Dwayne Anderson (District 7)

Dwayne and his wife, Sheila, operate a 2,900-acre farm in the Fosston-Rose Valley area of Saskatchewan. He served 10 years as president and chief executive officer of North East Terminal Ltd., a farmer-owned inland grain terminal and crop input business. Dwayne was founding chair of the Inland Terminal Association of Canada and is currently serving as interim chair of the Saskatchewan Oat Development Commission. Dwayne has received accreditation as a Chartered Director by the Directors College.

11. Ross Keith (Appointed)¹

Ross is president of the Nicor Group, a Regina-based real estate development company, and is a former partner in the Regina law firm of MacLean-Keith. He has degrees from the University of Saskatchewan in arts, commerce and law.

12. Adrian Measner (Appointed)⁷ President and Chief Executive Officer

Raised on a farm near Holdfast, Saskatchewan, Adrian was educated at the University of Saskatchewan. He has more than 30 years of experience in the grain industry and has held a variety of positions at the CWB. He was also previously involved in the operation of a small grain farm north of Winnipeg, Manitoba.

13. Larry Hill (District 3)

Larry farms 4,300 acres near Swift Current, Saskatchewan. He is a graduate of both agricultural engineering and farm business management at the University of Saskatchewan and has worked for Saskatchewan Agriculture. Since 2002, he has chaired the Audit, Finance and Risk Committee. He also serves as chair of the Ad Hoc Trade Committee.

14. Bonnie DuPont (Appointed)²

A group vice-president at Calgary's Enbridge Inc., Bonnie has expertise in energy transportation and grain handling, and has held senior positions with Alberta Wheat Pool and Saskatchewan Wheat Pool. Prior to entering the grain industry, Bonnie was employed by SaskPower. She continues to provide executive leadership at Enbridge in the areas of corporate governance and human resources management, as well as information technology and public and government affairs. She holds a bachelor's degree from the University of Regina, with majors in program administration and evaluation, and psychology; she also holds a master's degree in human resources management from the University of Calgary. She is a member of the Institute of Corporate Directors and has completed its Director Education Program. Bonnie served as chair of the Governance and Management Resources Committee since 2002 and owns a farm near Imperial, Saskatchewan.

15. Ken Motiuk (Appointed)³

Ken has extensive experience in agri-business and owns and operates grain and livestock operations near Mundare, Alberta. He holds a bachelor of science in agricultural economics from the University of Alberta. Ken currently serves as a director of the Alberta Credit Union Deposit Guarantee Corporation, a member of the Fiscal and Regulatory Committee of the Alberta Economic Development Authority and a member of the Institute of Corporate Directors.

Bruce Johnson (Appointed)⁴

Bruce has worked in the grain industry for more than 25 years. He has held senior positions in both privately held and cooperative grain companies and has served on several boards. Bruce has provided consulting services to a broad range of clients in transportation, food and agriculture and government. He holds a bachelor of arts degree from the University of Manitoba and currently resides in Regina.

Lynne Pearson (Appointed)⁵

Lynne Pearson is Dean Emerita of the College of Commerce at the University of Saskatchewan and past chair of the Canadian Standards Association. She has held senior positions with several public and private sector organizations and has served on numerous boards. Lynne holds bachelor's and master's degrees in arts and a bachelor's degree in journalism.

Glen Findlay (Appointed)⁶

Glen and his wife Kay, along with their family, operate a 5,000-acre, 300-head beef farm at Shoal Lake, Manitoba. Glen holds a bachelor's and a master's degree in animal nutrition from the University of Manitoba and a Ph.D. in nutritional biochemistry from the University of Illinois. He has served as a post-doctoral fellow at the National Research Council in Ottawa and as a professor in the Faculty of Agriculture at the University of Manitoba. He was a member of the Manitoba Legislative Assembly for 13 years, where he served as Minister of Agriculture, Minister of Highways and Transportation and Minister responsible for Telecommunications. While a minister, he was involved in numerous international trade missions. He also served as a member of *the Canadian Transportation Act Review Panel* and has been an Agricore United delegate. He has been active in several farm organizations and community sports.

Notes:

- 1 Ross Keith served on the board from December 31, 1998 to October 26, 2006.
- 2 Bonnie DuPont served on the board from July 31, 2001 to October 25, 2006.
- 3 Ken Motiuk was appointed to the board on September 15, 2006.
- 4 Bruce Johnson was appointed to the board on October 30, 2006. He is not pictured.
- 5 Lynne Pearson served on the board from June 18, 2003 to June 18, 2006. She is not pictured.
- 6 Glen Findlay was appointed to the board on November 27, 2006. He is not pictured.
- 7 Adrian Measner served on the board from December 31, 2002 to December 19, 2006. Greg Arason was appointed interim CEO on December 19, 2006.



MANDATE

The board of directors is responsible for establishing overall strategic direction and reviewing and approving strategic plans, budgets, financial statements, the annual business plan and the borrowing plan. The board also ensures management has appropriate systems in place to manage risk, maintain the integrity of financial controls and oversee information services.

This year, the board continued to provide strong strategic leadership, which culminated in the development of a comprehensive new vision for the CWB. This vision, called *Harvesting Opportunity*, will provide the necessary tools for the CWB to be a world-class competitor in marketing, handling and processing Canadian grain, while ensuring that farmers themselves stay in full control. *Harvesting Opportunity* is the result of more than a year of research and deliberation by the CWB board, with input from numerous external experts.

While engaged in the development of *Harvesting Opportunity*, the board continued to provide strategic direction over the business of the CWB. In addition to the annual business plan, the marketing, communications and government relations plans are board-approved vehicles that enable the directors to evaluate management's progress against set business objectives.

Highlights of the year include:

- Development of *Harvesting Opportunity*, a comprehensive strategy for the future.
- Approval of new corporate vision and mission statements.
- Further advocacy on trade to ensure CWB interests were fully represented at World Trade Organization (WTO) negotiations.
- Continued focus on accountability to farmers through district meetings and director presence at key industry events.
- Refinement of high-level corporate performance measures, to assist the board in its oversight role.
- Additional investment in research and education through a new technical centre in China, value-added processing research at the University of Alberta and Fusarium Head Blight research at the Brandon Research Centre.
- Development of a response to the CWB Election Review Panel recommendations.
- Approval of a variable-pay compensation system linked to the achievement of business goals.

Leading by example...

The board has taken a proactive approach to its corporate governance philosophy and framework, assuming best practice guidelines for its governance standards. With the exception of the president and CEO, all of the directors on the board are independent of management. The board has the following controls and policies in place to demonstrate the CWB's commitment to good governance.

1. An approved code of conduct and set of conflict-of-interest guidelines.
2. Annual conflict-of-interest declarations for all directors.
3. A list of significant policies developed and approved by the board that guide corporate conduct.
4. Candidate conflict-of-interest disclosure statements, which are required for prospective elected directors.
5. Regulations that require director candidates to undertake in writing that, if elected as directors, they will terminate any positions they hold as directors, employees or officers of a grain company or as an employee or officer of, or as a professional consultant to, the CWB, a grain company, the Government of Canada or a province.
6. Up-to-date terms of reference for the board of directors, which establish the mandate and responsibilities of the board.
7. Up-to-date terms of reference that describe the duties of the chair of the board, the CEO, each committee and individual directors.
8. A comprehensive orientation program, which is provided for each new director.
9. Continuing professional development opportunities for directors, which are provided at the Directors College and through ongoing board education sessions and financial literacy modules.
10. A process to determine the competencies and skills the board should have and identify any gaps therein.
11. Regular evaluations of the board's effectiveness, as well as the effectiveness and contribution of each board committee and each individual director. The use of peer assessments was introduced in 2005-06.
12. A succession plan that is monitored by the board to ensure that the directors are satisfied that a pool of talent is available and being developed to fill key senior management positions.
13. An in-camera session that is held at each board meeting without management present.
14. An in-camera session that is held at each audit committee meeting with the head of Corporate Audit Services.
15. A policy stating that the CEO is not eligible to be chair of the board.
16. A policy that allows directors to engage the services of an outside advisor, with the authorization of the chair of the board.
17. Internal controls that have been assessed and continue to be monitored to ensure integrity and accountability. As part of strategic planning, the board annually reviews and supplements an integrated risk-management summary that identifies and measures external risks and opportunities.

Responsibility...
Strategy...
Direction...



COMMITTEE STRUCTURE

To assist in fulfilling its governance role and responsibilities, the board of directors has established four standing committees. In 2005-06, there was also an Ad Hoc Trade Committee, reflecting the significance of international trade issues during this time. The board chair is an ex-officio, non-voting member of all board committees. The president and CEO is an ex-officio, non-voting member of all board committees except Audit, Finance and Risk.

Audit, Finance and Risk Committee

Mandate – Primary responsibilities include the review of financial reporting, accounting systems, risk management and internal controls. It facilitates the conduct of an annual audit, assesses performance measures, reviews annual financial statements and accounting practices and reviews financial/business risk policies, plans and proposals.

Members – Larry Hill (chair), Dwayne Anderson, William Cheuk, Bonnie DuPont², Bruce Johnson³, Ian McCreary and Ken Motiuk¹.

1 Ken Motiuk was appointed to the committees on September 28, 2006

2 Bonnie Dupont left the board October 25, 2006.

3 Bruce Johnson was appointed to the committees on November 23, 2006.

4 Ross Keith left the board October 26, 2006.



Governance and Management Resources Committee

Mandate – Focuses on governance to enhance board and organizational effectiveness. It also assists the board in fulfilling its obligations related to human resources and compensation matters.

Members – Bonnie DuPont² (chair), Dwayne Anderson, James Chatenay, William Cheuk, Rod Flaman, Bruce Johnson³, Ken Motiuk¹ and Bill Nicholson.

Strategic Issues Committee

Mandate – Ensures that strategic and policy issues are identified and that priorities, time frames and processes to address these issues are recommended to the board. It coordinates the board's input with the CWB's strategic planning process.

Members – Bill Nicholson (chair), James Chatenay, Rod Flaman, Ross Keith⁴, Art Macklin, Allen Oberg and Bill Toews.

Farmer Relations Committee

Mandate – Reviews and recommends to the board strategic plans for farmer relations, communications and government relations.

Members – Ian McCreary (chair), Larry Hill, Ross Keith⁴, Art Macklin, Allen Oberg and Bill Toews.

Ad Hoc Trade Committee

Mandate – Reviews and recommends strategies on trade-related issues that could affect the CWB's ability to fulfil its mandate.

Members – Larry Hill (chair), Rod Flaman, Ross Keith⁴, Art Macklin, Ian McCreary and Bill Nicholson.

Relationships...

Management...

Performance...



COMPENSATION TABLE AND MEETINGS ATTENDED, 2005-06 CROP YEAR

Board of directors

Director	District	Remuneration			Attendance		
		Retainer	Per diems	Total	Board meetings	Committee meetings	Industry/miscellaneous meetings
Macklin, Arthur	1	\$ 20,000	\$ 44,950	\$ 64,950	10/10	20/20	50
Chatenay, James	2	20,000	24,250	44,250	10/10	16/16	14
Hill, Larry	3	28,000	49,350	77,350	10/10	21/23	43
Ritter, Ken	4	60,000	45,350	105,350	10/10	23/23	40
Oberg, Allen	5	20,000	30,750	50,750	9/10	19/19	22
McCreary, Ian	6	24,000	28,500	52,500	10/10	22/23	39
Anderson, Dwayne	7	20,000	28,500	48,500	10/10	14/14	20
Flaman, Rod	8	20,000	41,250	61,250	9/10	17/19	39
Nicholson, William	9	24,000	29,950	53,950	10/10	20/20	37
Toews, William	10	20,000	34,500	54,500	10/10	16/16	49
Cheuk, William	A	20,000	12,500	32,500	10/10	14/17	3
DuPont, Bonnie	A	24,000	10,250	34,250	10/10	17/19	5
Keith, Ross	A	20,000	23,000	43,000	10/10	18/22	10
Measner, Adrian	A	N/A	N/A	N/A	9/10	N/A	N/A
Pearson, Lynne	A	18,333	10,000	28,333	9/9	17/19	3
Total:		\$ 338,333	\$ 413,100	\$ 751,433			

Notes:

A = Appointed

Directors are paid an annual retainer and per diem allowances. The board chair receives an annual retainer of \$60,000. All other members receive \$20,000, with committee chairs receiving a further \$4,000 per committee chaired. A per diem of \$500 per full regular meeting day is paid to each member. Directors are reimbursed for all reasonable out-of-pocket and travel expenses. They are also entitled to a maximum of \$5,000 per crop year to assist them in communicating with farmers. The annual remuneration limit is \$60,000 for directors and \$100,000 for the board chair. During 2005-06, the board approved compensation in excess of the limit for Ken Ritter, Larry Hill and Art Macklin for additional duties undertaken in relation to trade, mandate and other issues. (Rod Flaman also received compensation in excess of the limit due to the timing of payments.) Directors do not participate in any corporate pension plan or any corporate benefit plan, with the exception of travel accident and travel medical insurance.

DIRECTOR REPRESENTATION ON EXTERNAL BOARDS AND COMMITTEES 2005-06 CROP YEAR

The board of directors is invited to name representatives to serve on external boards and committees related to the Canadian grain industry. The following is a list of directors assigned during the 2005-06 crop year.

External board or committee	Position	Director
Agriculture and Agri-Food Canada Cereal Grains Value Chain Roundtable	CWB board representative	Rod Flaman
Canada Grains Council	Board member	Adrian Measner
Canada Grains Council On-Farm Food Safety Committee	CWB board representative	Allen Oberg
Canadian Federation of Agriculture	CWB board representative	Larry Hill
Canadian International Grains Institute	Board member	Arthur Macklin
	Board member	Adrian Measner
Malt Barley Industry Group	CWB board representative	Dwayne Anderson
National Forum on Seeds	CWB board representative	Arthur Macklin
Western Grain Standards Committee	Member, wheat subcommittee	Rod Flaman
	Member, barley subcommittee	William Nicholson
Western Grains Research Foundation	Member, barley advisory committee	James Chatenay
	Member, wheat advisory committee	William Toews
	Board member	Allen Oberg

CWB LEADERSHIP TEAM

Early in the 2005-06 crop year, the president and CEO announced a restructuring of senior management.

The result was the reduction of three vice-president-level positions and the establishment of a leadership team.

Prior to the restructuring, senior management included an executive team and vice-presidents, or equivalent positions, and numbered 16. The reorganization increased the number of direct reports to the president from five to eight, and ensured that all critical strategic functions reported at the most senior level in the organization.

The leadership team is focused on driving the achievement of the CWB's strategic direction.

In conjunction with key management, the leadership team supports the board of directors in establishing the CWB's vision, mission and strategic initiatives.

The leadership team and management provide

leadership to, and are accountable for, the successful implementation of the annual and long-term plans of the organization.

In March 2006, one member of the leadership team resigned. This has resulted in the redefinition of the vacant position and a decision to reduce the leadership team from eight to seven.

The salaries and benefits provided below are for the eight positions for 2005-06. The 2004-05 column reflects compensation for 16 positions.

Leadership team compensation

	2005-06 Actual	2004-05 Actual
Salaries	\$ 1,254,490	\$ 2,608,635
Benefits	470,137	1,015,783
Total	\$ 1,724,627	\$ 3,624,418

The leadership team is compensated in accordance with policies approved by the board of directors. In keeping with the *CWB Information Policy* and in a desire to be open with and accountable to farmers, the following table sets forth the annual compensation earned by the president and chief executive officer, as well as the four other highest-paid senior officers for the year ended July 31, 2006.

Summary compensation table, 2005-06

	Annual compensation	
	Salary ¹	All other compensation ²
Adrian Measner – President and Chief Executive Officer	\$ 286,166	–
Ward Weisensel – Chief Operating Officer	226,663	–
Brita Chell – Chief Financial Officer	179,422	–
Graham Paul – Chief Information Officer	166,068	–
Deanna Allen – Vice-President, Farmer Relations and Public Affairs	157,949	–

Notes:

- 1 Reflects salary earned as of July 31, 2006.
- 2 The CWB has no additional compensation plans beyond base salary. The value of perquisites for each senior officer did not exceed the lesser of \$50,000 or 10 per cent of total annual salary.

Leadership Team

Adrian Measner
President and CEO¹

Brita Chell
Chief Financial Officer

Laurel Repski
Vice-President,
Human Resources

Margaret Redmond
Chief Strategic Officer and
Head of Corporate Services²

Ward Weisensel
Chief Operating Officer

Deanna Allen
Vice-President, Farmer Relations
and Public Affairs

Graham Paul
Chief Information Officer

Vice-President, Planning and
Business Development³

Notes:

1. Adrian Measner served on the board from December 31, 2002 to December 19, 2006. Greg Arason was appointed interim CEO on December 19, 2006.
2. Margaret Redmond left the CWB in March 2006.
3. The vice-president, planning and business development is currently vacant; the recruitment process is under way.



Pictured from left to right: Graham Paul, Adrian Measner, Deanna Allen, Brita Chell, Laurel Repski and Ward Weisensel.

