

NUMEROUS INITIATIVES TO STRENGTHEN OUR GOVERNANCE PRACTICES

The Fédération des caisses Desjardins du Québec has been developing its corporate governance program since 1998 and provides leadership to Desjardins caisses and subsidiaries in order to promote gradual, ongoing and comprehensive improvements with respect to their governance. The Fédération periodically reviews its policy, incorporating new guidelines set out by the Canadian Securities Administrators.

Although the following information is specific to the Fédération, it has a broader application as well, since Caisse centrale Desjardins (CCD), Desjardins Venture Capital (DVC), Desjardins Trust (DT) and Capital Desjardins inc. (CDI) also have governance systems aligned with that of the Fédération. In addition, the Fédération, CCD, DVC, DT and CDI all share the same members on their boards of directors, in keeping with the concept of a single management structure whose purpose is to ensure the cohesion of Desjardins Group's major orientations.

The Fédération and its subsidiaries have also adopted their own governance policies based on that of the Fédération⁽¹⁾. In 2006, we continued our work on creating a governance policy for the caisses, which should be completed in 2007. This policy will be based on the Fédération's governance policy, but will take into account the reality of the caisses and the elected officers' expectations with respect to the governance of the business and administrative centres.

HIGHLIGHTS

In 2006, Desjardins Group implemented various initiatives in its efforts to strengthen its governance practices. The main initiatives were:

- Adoption of a sound and prudent management framework for Desjardins Group.
- Positioning with respect to governance and the structure required to support Desjardins' Canadian business development.
- Adoption of a policy on management regulations for profit-sharing plans within Desjardins Group.
- Review of the institutional policy on rules and regulations governing the selection of external auditors, which led to new rules for the fiscal year starting January 1, 2007. This policy states that management personnel may not solicit retained auditing firms to ask them to contribute to fundraising campaigns for non-profit organizations.
- Continuation of work on the financial governance project, especially in the area of assessment of internal controls with regard to internal control documentation and assessment in accordance with the *Keeping a Promise for a Strong Economy Act* (Chapter 22).

- Adoption of a strategic plan for Desjardins Group communications to support the disclosure of financial information and major changes that could influence the Group's financial situation. Work has been performed in preparation for the adoption of a policy on this matter in 2007.
- Creation of two independent study committees, one for Desjardins Funds and the other for Northwest Funds (December 2006 Board meeting).
- Strengthening of the powers of the Assembly of Representatives in terms of Desjardins Group orientations and consultation of this entity with respect to the revision of standards and policies that apply to the caisses.
- Improvement of the process supporting the tabling of prior notice of proposals for the Fédération and Caisse centrale Desjardins General Meeting and the production of an explanatory DVD and a guide for caisse elected officers.
- Update of the guidelines clarifying how roles and responsibilities are shared among the various decision-making bodies of the Fédération, Caisse centrale, Desjardins Venture Capital and Desjardins Trust.
- Publication of a guide explaining the electoral process for the cooperative network and containing all terms and requirements regarding the exercise of these responsibilities. An ethical regulation to provide a framework for the conduct of caisse and Fédération officers and employees was also added to the *Desjardins Group Code of Ethics and Professional Conduct*.
- Review of the mission and governance practices of the DVC regional investment funds.

THE FÉDÉRATION'S GOVERNANCE POLICY

The governance policy adopted by the Fédération describes what it must do to respect the industry guidelines on corporate governance, while adapting these guidelines to the cooperative nature of Desjardins.

The first adaptation is a fundamental one because it relates to the very purpose behind the Fédération Board of Directors' measures with respect to corporate governance. Ultimately, the purpose of Desjardins' governance practices is to enable it to carry out its mission, which is to contribute to the economic and social well-being of individuals and communities. It is guided by long-term objectives and is focused on creating economic value for its owner-users, in other words, caisse members, who therefore benefit from:

- A competitive, comprehensive, integrated and accessible service offering
- Individual and collective patronage dividends
- Active contribution to local and regional development with an eye on sustainable development

This creation of value also allows Desjardins to help strengthen the cooperative financial sector in Canada, primarily through strategic partnerships.

To reach these objectives, Desjardins seeks to achieve reliable and sufficient profitability, which allows it to ensure its longevity and respect its cooperative difference.

(1) Such as Policy Statement 58-201 on Corporate Governance Guidelines and National Instrument 58-101 on Disclosure of Corporate Governance Practices.

APPLICATION OF CORPORATE GOVERNANCE GUIDELINES

MANDATE OF THE BOARD OF DIRECTORS

1) Management of the Fédération

The Board of Directors assumes explicit managerial responsibility of the Fédération by administering its business in a sound and prudent manner. It ensures that the procedures and structures required for it to fully assume its role are in place. Periodically, it reviews its operations from the standpoint of continuous improvement and safeguards the assets of Desjardins Group, its 5.7 million members and its clients.

The Board fulfils a dual role since its responsibilities apply both to the Fédération as a business and to Desjardins Group as an integrated cooperative financial group. The Fédération is the organization that guides, plans, coordinates, monitors and ensures control of all Desjardins Group operations.

The Board exercises all the powers of the Fédération, except for those which it may delegate from time to time to its commissions and committees. The Board assumes the following responsibilities in particular:

a. Culture of integrity

The Board of Directors is responsible for ensuring compliance with the permanent and cooperative values of Desjardins, namely: money serving human development, democratic activities, personal commitment, discipline and integrity, and commitment to the community.

In this context, the Board is also responsible for enforcing the *Desjardins Group Code of Ethics and Professional Conduct* among the management staff, the employees and the elected officers. A support structure for the activities of the Fédération's Board of Ethics and Professional Conduct enables it to raise awareness, conduct training and provide an advisory service, thereby giving concrete form to Desjardins' efforts to ensure compliance with the Code, which in turn provides for the possibility of imposing penalties for violations. Desjardins also has a confidential mechanism for reporting violations of the Code and the regulatory framework.

The *Desjardins Group Code of Ethics and Professional Conduct* is available to the public on desjardins.com, and the Fédération's Intranet site. All individuals working at Desjardins are asked to demonstrate ethical values and behaviour based on honesty, transparency, social responsibility and altruism. It is the responsibility of the Board of Ethics and Professional Conduct, which reports to the Fédération General Meeting, to ensure that the Code evolves as needed and to issue opinions and notices as applicable.

b. Strategic and financial planning process

The Board of Directors has implemented a continuous strategic and financial planning process for Desjardins Group that includes the development of a capitalization plan. The Board is supported by the Group's Strategic Management Structure Committee. Specifically, this committee helps the Board to ensure that strategic and financial orientations and plans are incorporated throughout the caisses and the subsidiaries, and that business development strategies are consistent throughout, all while being mindful of the risk involved. The plan is communicated to all Desjardins components so that there is a shared understanding.

From the strategic and financial plan stems the cooperative network's business plan (known as the PARC)⁽²⁾ as well as the Fédération's activity plan. Responsibility for implementing Desjardins' strategic and financial plan rests with the Group's Strategic Management Structure Committee, while for PARC this responsibility rests with the Fédération Management Committee. The Board's role in this respect is one of follow-up, supervision and control. It also ensures that information is obtained to correct discrepancies when necessary.

As for CCD and DVC, their respective boards of directors adopt a three-year strategic and financial plan that is updated annually.

c. Identification and management of main risks

The Board is responsible for identifying the main risks relative to the Fédération and Desjardins Group and ensures that the required systems are in place for integrated management of these risks. The Fédération is supported by the Integrated Risk Management Executive Division of Desjardins Group. The Fédération Board of Directors is backed by a Risk Management Commission and ensures it works consistently with the Audit and Inspection Commission, which remains responsible for risks relating to the process for disclosure of financial information. The same applies to CCD, DVC, DT and CDI. The Desjardins Group Strategic Management Structure Committee also relies on the Board of Directors in carrying out this responsibility and annually receives a report on the overall risk situation for the Group as a whole.

d. Succession planning

The Board of Directors oversees the development of the succession planning program and is supported in this task by Desjardins Group's Human Resources Executive Division, which has implemented a three-year human resources plan. The Human Resources Commission oversees the plan and reports to the Board of Directors or makes recommendations to it.

One of the hallmarks of Desjardins' cooperative difference is that the successor to the Chairman of the Board and Chief Executive Officer is chosen by a 256-person electoral college made up of representatives from Québec and Ontario caisses⁽³⁾ and the President and Chief Executive Officer of Desjardins Group. Although it does not have to appoint the incumbent, the Board of Directors oversees that the succession is properly planned by determining the main parameters for the mandate of the President of Desjardins Group, who serves a four-year term. The electoral process is governed by a Fédération by-law and is overseen by an election committee made up of independent elected officers from the Board of Directors.

e. Integrity of the internal control and management reporting systems

The Board of Directors, seconded by its Audit and Inspection Commission, ensures the implementation of effective control systems (accounting, administrative and management) to safeguard the integrity of its operations and obtain the required accountability from managers. The Board is supported in this responsibility by Desjardins Group's Internal Auditor, whose annual plan is approved by the Audit and Inspection Commission. To meet the new requirements of the *Keeping the Promise for a Strong Economy Act, 2002* (Chapter 22), work is in progress to improve the documentation of the controls used during the financial reporting process. These efforts are monitored by the Chief Financial Officer of Desjardins Group who, together with the Group's Chief Executive Officer, is responsible for certifying the Consolidated Financial Statements of the Fédération and the Combined Financial Statements of the Group.

(2) PARC is a one-year business plan that consolidates the business plans of the 549 caisses and the Fédération and integrates the subsidiaries' contribution into the service offering for caisse member-owners. The process to prepare the PARC was reviewed in 2005 to respond to caisse expectations.

(3) The members of the Councils of Representatives.

The Board also ensures that Desjardins Group's Strategic Management Structure Committee and the Fédération's Management Committee provide the Board and its commissions and committees with information that is reliable, timely and adapted to the particular needs of the Board members so that they may take advantage of business opportunities and measure the risks involved. As files are submitted, Board members are invited to assess the quality of each decision-bearing file. In this regard, a training session was given to staff who present files to the Fédération's decision-making bodies.

Management uses a trend chart by which it can more effectively monitor primary performance indicators; this benefits the Board, as they will now obtain decision-bearing data more expeditiously.

Board members receive a quarterly management information report that combines the main financial and non-financial indicators that will enable them to assess Desjardins Group's situation and the status of the Fédération's projects. The Board ensures that appropriate policies and procedures are in place to facilitate the production and presentation of this information.

To effectively carry out its duties, the Board meets regularly according to a predetermined schedule. Board members receive the agenda in advance, along with any relevant documentation, to ensure productive discussions and to facilitate the decision-making process.

They also use technologies that give them access to meeting-related documentation and to the management frameworks for Group activities.

f. Strategic communication policy

The Board of Directors adopts strategic communications orientations aligned with its strategic and financial planning by setting the actions to be taken and the results to be measured. The Fédération also adopts internal and external communication policies in order to improve its relations with the caisses and their members, its employees, the subsidiaries and their clients, socio-economic and community organizations, opinion makers, the public, the media, rating and scoring agencies and the various levels of government. In view of the requirements resulting from the regulations of the *Keeping the Promise for a Strong Economy Act, 2002*, the Fédération adopted a Group-wide strategic communication policy, which will incorporate in particular the disclosure of financial information and of major changes that can affect the Group's financial position.

The Fédération uses various channels to communicate effectively with its many stakeholders. These channels are: the Communications and Public Affairs Division, the Ombudsman, the Ethics and Professional Conduct support team of the Secretariat General, the complaint handling process in the caisses (Your Satisfaction is Our Priority) and within Desjardins Group, the annual general meetings, the release of Desjardins Group's quarterly financial results, Desjardins publications (including its *InfoD* bulletins, its Annual Report, its Social Responsibility Report, the *Mes Finances – Ma Caisse (My Money)*, *Desjardins Entreprises* and *Partenaires magazines*, as well as information bulletins distributed to employees), a toll-free telephone line, an Intranet site, a Web site (*desjardins.com*) including a section entitled "Relations with Members", the Member Services department at the Fédération (1-866-835-8444, ext. 8422) and the mechanism for reporting actions that violate the Code of Ethics and Professional Conduct and the regulatory frameworks.

In addition, the Fédération communicates with international rating and scoring agencies and coordinates the relations of the Group with the various levels of government.

2) Composition of the Board of Directors

The Fédération's Board of Directors consists of 22 members, the majority of whom are unrelated parties. The criteria for membership are listed in paragraph 3.

The Vice-Chairs of the Abitibi-Témiscamingue–Nord et Ouest du Québec and the Bas-Saint-Laurent–Gaspésie Îles-de-la-Madeleine regions also serve on the Board of Directors as managing directors.

3) Applying the definition of unrelated party

The Board of Directors includes five related officers, namely the Chairman of the Board and Chief Executive Officer of Desjardins Group and the four caisse general managers who serve on the Board. The first is a related party because he is a member of the Fédération management, and the other four are related parties because they are employees of companies – namely, caisses – belonging to the Group. In addition, the directors have no business or personal relationships with members of the Management Committee of the Fédération, or interests which, in the opinion of the Board, could significantly interfere with their ability to act in the best interests of the Fédération or Desjardins Group, or interests of any other nature which, again in the opinion of the Board, could reasonably be perceived as harmful.

For guidance in these matters, the Board refers to the provisions of the *Code of Ethics and Professional Conduct*, which governs the actions of its directors, and to the declarations of interests filed annually by same.

A list of the directors with their status (related or unrelated) can be found on pages 10 and 11 of this Annual Report.

The declarations of interests show that the directors focus all their attention on their roles and responsibilities with Desjardins, as none of them sits on another board of directors of any other major company with the exception of the President and Chief Executive Officer of Desjardins Group, who sits on the Board of the Caisse de dépôt et placement du Québec. They generally hold one or two directorial positions with not-for-profit organizations.

4) Nominations process

Given the cooperative structure of Desjardins Group and the principle of delegation which prevails within the Group, the Fédération's Board of Directors is composed of persons elected by the delegates of the Fédération's member caisses who, at regional or group caisse meetings, directly elect 17 of the 22 Board members. These individuals assume the chairmanship of the Council of Representatives⁴. Thus, it is the caisse delegates who must choose, from among those interested, the candidates most capable of taking on two roles, namely, that of a director of the Fédération and Desjardins Group as a whole and that of regional representation. Once elected, candidates are reminded of the responsibilities related to the position of chair of a Council of Representatives. Because they are, at the same time, officers of a caisse, members of their Councils of Representatives and members of the Board of Directors of the Fédération, the Board benefits from directors with thorough knowledge of Desjardins Group activities who are nonetheless independent of management. This in-depth knowledge of the organization's activities is a significant advantage resulting from its cooperative structure.

(4) The Councils of Representatives are democratic bodies within the Fédération whose decision-making responsibilities are, in each of the regions or for the group caisses, to adopt the regional business plan, grant sponsorships and donations and designate Desjardins representatives to outside regional agencies.

The chairs of the Councils of Representatives are also responsible for ensuring that the orientations, as defined by the Board, are understood by the caisses; for ensuring that the mechanisms for discussions, suggestions and consultations are effective; and for communicating the concerns of the caisses they represent to the Board. The energy and commitment of caisse officers inspire the members of the Board to make decisions for the common good of the members and other stakeholders of Desjardins Group.

The four positions filled by caisse general managers are determined at an election held at a meeting of Fédération representatives, and the final position is reserved for the Chairman of the Board and Chief Executive Officer of Desjardins Group. Consequently, the Corporate Governance Commission is not required to play a role in selecting the members of the Fédération Board of Directors. It is, however, in charge of the selection process for the directors of the Desjardins Group subsidiaries.

The process of electing the directors of the Fédération therefore ensures the independence of the members of the Board vis-à-vis the Chairman of the Board and Chief Executive Officer of Desjardins Group, since the latter has no influence on their selection.

Meanwhile, the rules governing the composition of the Board foster a certain stability and continuity with respect to the corporate governance of Desjardins Group, given that its members have three-year renewable terms and that each year, one third of the Board members withdraw from their positions. This affords the directors the time needed to deepen their understanding of issues and to make a valuable contribution to the Board.

The composition of the Board is balanced by the presence of representatives from all regions of Québec, from the group caisses and from Ontario caisses populaires, but also by the skills and experience they offer (chartered accountants, lawyers, notaries, managers, a professional mediator, a professor of management, an entrepreneur, caisse general managers, etc.).

All the processes, terms, conditions and requirements relating to these responsibilities have been listed in a guide that was made available to caisse officers in 2006, to support individuals interesting in applying for positions on the Board while also assisting those called upon to select the Fédération officers.

5) Assessing the effectiveness of structures

The Board of Directors and its commissions and committees evaluate their performance annually by using quantifiable objectives set by the Board at the beginning of the year. Areas for improvement and points to be monitored that are identified during this evaluation are written into an action plan recommended to the Board by the Corporate Governance Commission (which also oversees the plan). The Board also receives a mid-year progress report. The evaluation program for all Fédération structures also calls for a personal self-assessment followed by a meeting with the Chairman of the Board. In 2006, the Chairman of the Board individually met with 10 members of the Board. The Chairman is responsible for the evaluation process, and the Corporate Governance Commission provides oversight.

The Cooperative Orientations Commission filed a report with the Board of Directors confirming that the Board had achieved its primary annual objective, which was to make sure that its major decisions incorporated the aspects of our cooperative difference.

6) Orientation and training program for new directors

The Fédération offers its directors orientation and ongoing training, and develops sessions tailored to their specific needs.

In 2006, as part of their continuous training program, the members of the Board of Directors were able to learn more about venture capital. They also learned about securities brokerage and completed a training program on integrated risk management begun in 2005. The members of the Board of Directors also received instruction on the Desjardins Group treasury.

All new directors attend an integration session that involves meeting with members of Management and receiving a reference manual containing all the information they need to carry out their duties. Every director receives a document reminding him or her of the expectations and duties that come with the position. Orientation sessions are also held to ensure effective and efficient integration of new members of Board commissions and committees.

As needed and upon request, meetings with Fédération specialists are also organized to give new directors a more complete picture of the company and of its main strategic projects.

The training program for directors is among the activities of the Desjardins Cooperative Institute, a training institute created for the managers and elected officers of Desjardins Group. The Institute's mission is threefold: Desjardins Awareness, Desjardins Governance and Management, and Desjardins Innovation.

7) Size of the Board

The Board of Directors is of a size that prioritizes adequate representation of the caisses in the 17 regions in the province of Québec and in one part of Ontario as well as of the group caisses. Moreover, the presence of four caisse general managers ensures that the orientations adopted by the Board and their implementation are adapted to the realities of the caisses.

The efficient way meetings are run and the strong discipline among the directors themselves compensate for the relatively large number of directors. Furthermore, the Chairman of the Board and Chief Executive Officer holds periodic, informal meetings with the directors that serve to increase the efficiency of the formal meetings. The results of the performance evaluation of the Board of Directors reveal the very significant relevance of these meetings. Since 2005, after each Board of Directors, committee or commission meeting, a closed-door session was held without the members of Fédération's management, except for the Chairman of the Board and Chief Executive Officer if he did not have to withdraw for independence reasons.

8) Remuneration policy for directors

The Board has adopted a policy that guides the payment of remuneration to its directors, members of the Board of Ethics and Professional Conduct and members of the Councils of Representatives. This policy is slightly below industry trends but reflects the responsibilities, requirements, and risks inherent to all the functions that directors hold with respect to the Fédération, Caisse centrale Desjardins, Desjardins Venture Capital, Desjardins Trust and Capital Desjardins inc. Still, in 2006, the directors did not hesitate to turn down an increase to their annual remuneration and opted to maintain the 2005 remuneration schedule for all retainers and allowances, out of a sense of solidarity with the Desjardins Group productivity objectives, for which they are responsible. This decision will also apply to 2007.

The remuneration schedule is as follows:

REMUNERATION SCHEDULE OF BOARD MEMBERS OF THE FÉDÉRATION, CAISSE CENTRALE DESJARDINS AND DESJARDINS VENTURE CAPITAL⁽⁵⁾, AS WELL AS MEMBERS OF THE BOARD OF ETHICS AND PROFESSIONAL CONDUCT OF THE FÉDÉRATION AND OF CAISSE CENTRALE DESJARDINS

	Fédération	Desjardins Venture Capital	Caisse centrale Desjardins	Subsidiaries
Chair of the Board of Directors ⁽⁶⁾	None, as it is assumed by the President and Chief Executive Officer of the Group	\$15,000 paid to the Fédération because it is assumed by the President and CEO of Desjardins Group	\$15,000 paid to the Fédération because it is assumed by the President and CEO of Desjardins Group	\$15,000, of which \$10,000 is earmarked for the director and \$5,000 for the Chairman of the Board
Annual retainer for the Chair of a commission	\$6,500*	\$6,500*	\$6,500*	\$6,500*
Annual retainer for a member of the Board ⁽⁷⁾⁻⁽⁸⁾	\$6,670	\$6,670	\$6,670	\$10,000
Attendance allowance for Board meetings	\$1,000 (maximum per day) ⁽⁹⁾	\$1,000 (maximum per day) ⁽⁹⁾	\$1,000 (maximum per day) ⁽⁹⁾	\$1,000 (maximum per day) ⁽⁹⁾
Attendance allowance for committee or commission meetings	\$500 (per half-day) ⁽⁹⁾	\$500 (per half-day) ⁽⁹⁾	\$500 (per half-day) ⁽⁹⁾	\$500 (per half-day) ⁽⁹⁾
Conference calls	\$200	\$200	\$200	\$200
Attendance allowance for members of the Board of Ethics and Professional Conduct or the Board of Ethics	\$1,500 for the Chair \$750 for members	\$500 (per half-day)	\$1,500 for the Chair \$750 for members	\$500 (per half-day)
Compensation for the Chair of a Council of Representatives	\$10 000	N/A	N/A	N/A
Attendance allowance for members of the Councils of Representatives	\$250 per meeting	N/A	N/A	N/A
Chair of a discussion forum	\$1,000 for preparation time \$1,000 for the day	N/A	N/A	N/A

N/A: Not applicable

*For committees that hold fewer than four meetings, the attendance allowance is doubled and replaces the annual retainer.

(5) The directors of the Fédération normally do not receive remuneration for their functions at DVC and CDI, unless meetings are held outside of the regular meetings of the Fédération Board of Directors.

(6) The Chair of the Board of a subsidiary is generally held by a member of the Board of Directors of the Fédération.

(7) A member of the Board of the Fédération receives \$20,000 (3 x \$6,670) as an annual retainer to serve as director of the Fédération, Caisse centrale and Desjardins Venture Capital. The bonus amounts to \$15,500 for the two Managing Directors, to which an amount of \$5,000 is added for their roles as Vice-Chairs of their respective Councils of Representatives.

(8) Concerning the four general managers who are members of Boards of Directors, the policy stipulates that the Board of Directors for their caisse is responsible for deciding if they keep all of their remuneration.

(9) Regardless of the number of Board, commission and committee meetings held on the same day, the maximum daily retainer is \$1,000 because every effort is made to concentrate meetings in a single day to keep costs down as much as possible.

REMUNERATION OF MEMBERS OF THE BOARD OF DIRECTORS

Disclosure of the amounts of remuneration paid to each Board member for the duties they assume for the Federation, Caisse centrale Desjardins (CCD), Desjardins Venture Capital (DVC), or for their role as the Chair on the Board of a subsidiary.

Name	Received from FCDQ, DVC and CCD		Other Fees ⁽¹¹⁾		Total for 2006
	Attendance Allowance	Annual Retainer	Attendance Allowance	Annual Retainer	
BARIL, Jacques	\$ 37,850	\$ 41,500			\$ 79,350
BLAIS, Thomas (Chair of FCPO Board)	\$ 39,350	\$ 35,579	\$ 3,100	\$ 15,000	\$ 93,029
BOUDREAU, Laurier	\$ 21,150	\$ 15,000			\$ 36,150
BUREAU, Jean-Guy ⁽¹⁰⁾	\$ 18,300	\$ 8,750			\$ 27,050
CHAMBERLAND, Serges	\$ 20,800	\$ 26,250			\$ 47,050
CHARBONNEAU, Louise	\$ 29,350	\$ 20,000			\$ 49,350
DUMAS, Alain	\$ 34,400	\$ 20,000			\$ 54,400
GAGNÉ, André (Chair of DAM Board)	\$ 30,400	\$ 30,000	\$ 10,000	\$ 21,500	\$ 91,900
GAGNÉ, Raymond (Chair of DGIG Board)	\$ 32,900	\$ 30,000	\$ 12,600	\$ 21,500	\$ 97,000
GRANT, Norman	\$ 34,000	\$ 22,125			\$ 56,125
GRENON, Pierre	\$ 32,350	\$ 35,000			\$ 67,350
LACHAPELLE, André (Chair of CRDC Board)	\$ 35,750	\$ 43,000	\$ 14,000	\$ 28,000	\$ 120,850
LAFONTAINE, Daniel	\$ 29,400	\$ 20,000			\$ 49,400
LAFORTUNE, Andrée	\$ 47,000	\$ 61,000			\$ 108,000
LAUZON, Marcel (Chair of DID Board)	\$ 35,350	\$ 31,250	\$ 3,200	\$ 7,500	\$ 77,300
LAVOIE, Olivier ⁽¹⁰⁾	\$ 7,850	\$ 7,500	\$ 1,000	\$ 2,500	\$ 18,850
LEBLANC, Pierre	\$ 49,300	\$ 41,250			\$ 90,550
MERCIER, Daniel	\$ 26,450	\$ 41,500			\$ 67,950
PARÉ, Denis	\$ 37,650	\$ 45,000			\$ 82,650
ROY, Michel	\$ 30,600	\$ 34,875	\$ 3,030 ⁽¹²⁾		\$ 68,505
SAMSON, Clément	\$ 32,350	\$ 38,125	\$ 12,000 ⁽¹²⁾		\$ 82,475
ST-PIERRE BABIN, Sylvie (Chair of DFS Board)	\$ 23,000	\$ 20,500	\$ 22,350 ⁽¹³⁾	\$ 21,500	\$ 87,350
TARDIF, Pierre (Chair of Desjardins Securities Board)	\$ 36,900	\$ 30,000	\$ 9,200	\$ 21,500	\$ 97,600
TOURANGEAU, Serge	\$ 30,500	\$ 26,250			\$ 56,600
TURCOTTE, Benoit	\$ 46,300	\$ 39,875	\$ 12,095 ⁽¹²⁾		\$ 98,270
Total	\$ 799,100	\$ 764,329	\$ 99,695	\$ 105,805	\$ 1,768,929⁽¹⁴⁾

(10) Term of office ended in March 2006.

(11) Amounts received for chairing the board of a subsidiary.

There were no other types of fees paid to Board members.

(12) Amount received as a trainer at Desjardins Cooperative Institute.

(13) Includes an amount of \$9,050 received as a trainer at Desjardins Cooperative Institute.

(14) 63% of this amount is related to duties assumed at the Fédération alone.

REMUNERATION OF MEMBERS OF THE FÉDÉRATION BOARD OF ETHICS AND AUDIT

Name	Attendance Allowance
Béchar, Éric	\$ 8,450
Bourgeois, Isabelle	\$ 9,200
Cardinal, Marcel	\$ 8,450
Douvry, Josyane	\$ 9,200
Lee-Gosselin, Hélène	\$ 16,700
Méthot, Marc	\$ 9,200
Sarrazin, Claire	\$ 9,200
St-Aubin, Jacques	\$ 8,450

In accordance with the *Act respecting financial services cooperatives*, the total budget for the payment of attendance allowances to members of the Board of Directors, the Councils of Representatives and the Board of Ethics and Professional Conduct is authorized by the Fédération's General Meeting. Moreover, it is the total remuneration budget (annual retainers and attendance allowances), not only the attendance allowances, that the General Meeting approves. The Meeting receives a report on changes to the remuneration budget from one year to the next. The budget allowance grew from \$1,654,000 in 2005 to \$2,011,000 in 2006, for an increase of \$357,000, which was explained to delegates at the Fédération General Meeting.

9) Composition of commissions and committees

The Board has created a number of committees and commissions and defined their mandates in order to support and streamline its orientation, planning, control and monitoring activities. These commissions and committees are comprised entirely or almost entirely of unrelated parties. The mandate of these commissions and committees is reviewed annually.

10) Responsibility for corporate governance

The Board has given the Corporate Governance Commission the responsibility of applying and updating the governance program in light of industry trends. The commission reports on its observations and makes recommendations to the Board of Directors.

11) Defining the authority of the management committee

The responsibilities of the Chairman of the Board and Chief Executive Officer of Desjardins Group are set out in the Fédération's corporate governance internal by-laws. The responsibilities of the President and Chief Operating Officer of the Fédération are also defined in these by-laws. In addition, the Board has set out in writing a clear distribution of responsibilities between the Board of Directors and the Management Committee. The Board continually clarifies this distribution to enhance governance effectiveness.

The annual objectives of the Chairman of the Board and Chief Executive Officer of Desjardins Group are recommended to the Board of Directors by the Committee on the Aggregate Remuneration of the President and Chief Executive Officer of Desjardins Group. The objectives of the President and Chief Operating Officer of the Fédération are established by the President and Chief Executive Officer as part of his profit-sharing plan. The Board of Directors relied on guidelines for setting objectives to ensure sound management of profit-sharing plans and an equitable application for all Desjardins components. The degree to which these objectives are achieved is measured through an annual review process. Under the supervision of the abovementioned Committee, each director participates anonymously in the review process for the performance of the Chairman of the Board and Chief Executive Officer of Desjardins Group, using a model prepared in advance by this Committee in the absence of the members of Management.

12) The Board's independence from the Management Committee

The Board has created different structures and procedures to ensure its independence from the Management of the Fédération. These include the following:

- 1) Having only one member of Fédération Management who is also an officer elected by representatives of members (Chairman of the Board and Chief Executive Officer of Desjardins Group).
- 2) The position of Vice-Chair of the Board of Directors, created by the General Meeting, the holder of which presides over the Board's meetings when the issues being discussed require the withdrawal of the Chairman of the Board and Chief Executive Officer. The internal by-laws specify that the Vice-Chair of the Board replaces the Chairman of the Board when the latter cannot act.
- 3) Periodic informal meetings among the directors, of which the Chairman of the Board and Chief Executive Officer updates the President and Chief Operating Officer, who is not present at these meetings. Both unrelated directors and related directors, however, are present at these meetings, given that the discussions pertain to matters that do not bear any risk of conflicts of interest for the related directors.
- 4) Holding closed-door meetings, without the participation of management (except for the Chairman of the Board and Chief Executive Officer), at the end of each meeting of the Board of Directors or of the Executive Committee. The same is true for Board commissions.
- 5) The Chair of the Audit and Inspection Commission (AIC) is an unrelated director.

- 6) Assigning responsibility to the Corporate Governance Commission (of which only one member is a related party) for:
- Managing relations between the Board and the Management Committee of the Fédération, and
 - Ensuring that the Board fulfills its duties. In addition, the responsibility of developing or supervising agendas for the Board of Directors and its committees is assigned to the Chairman of the Board and Chief Executive Officer of Desjardins Group.
- 7) The creation of the Committee on the Aggregate Remuneration of the Chairman of the Board and Chief Executive Officer of Desjardins Group on which only unrelated directors serve.
- 8) Ensuring that the members of the Human Resources Commission and the Committee on the Aggregate Remuneration of the President and Chief Executive Officer of Desjardins Group are seconded by an external consultant with respect to matters dealing with the aggregate remuneration of officers.

The Fédération also has a Board of Ethics and Professional Conduct, the members of which are elected at the General Meeting. Its members are all independent from management and the Board of Directors.

POSITION AGAINST SEPARATING THE FUNCTIONS OF THE CHAIRMAN OF THE BOARD AND THE CHIEF EXECUTIVE OFFICER

Desjardins does not intend to separate the functions of the Chairman of the Board and of the President and Chief Executive Officer of Desjardins Group. This position stems from a decision made by the General Meeting of members (1,500 elected officers) and was reflected in the internal by-laws.

Listed hereunder are the main reasons behind this decision:

- Unlike other companies, where the Chief Executive Officer is appointed by the Board of Directors, Desjardins elects this officer through an electoral college of 256 representatives of the members. The CEO's primary responsibility is to protect the interests of the 5.7 million members of Desjardins. The CEO's interests are therefore aligned with those of the members, who are also the owners of the business.
- Unlike with other companies, the Chairman and Chief Executive Officer of Desjardins has no influence over the choice of members who serve on the Board of Directors, which is one of the main arguments in favour of the separation of the two functions. In fact, all the directors of the Fédération are elected at a regional or group caisse general meeting or at an assembly of representatives, as discussed in Point 4 above. In addition, the Board of Directors created the Committee on the Aggregate Remuneration of the President and Chief Executive Officer of Desjardins Group, which is made up entirely of independent directors, to eliminate any conflict of interest with respect to remuneration.
- The General Meeting believes that, owing to the complex nature of management of Desjardins Group activities, the Chairman of the Board must possess in-depth knowledge about the activities, business and affairs of both the Fédération and Desjardins Group in order to effectively act as a leader, whether it be among elected officers, members or the management teams of various Desjardins components. This position results from an experiment that led the General Meeting to decide, in the early 1990s, not to have "two-headed" management for Desjardins Group's orientation, planning, coordination and monitoring body. The Board assigned the Chairman of the Board, through a by-law, the responsibility of being the authorized spokesperson for the Fédération and Desjardins Group .
- The General Meeting created the position of President and Chief Operating Officer of the Fédération to release the Chairman of the Board and Chief Executive Officer from operational considerations. Moreover, the Management Committee of the Fédération is chaired by the President and Chief Operating Officer; the Chairman of the Board and Chief Executive Officer is a member of the Committee to ensure that the orientations set by the Board are adequately reflected in the various projects.

13) Audit and Inspection Commission – Mandate and Composition

The Audit and Inspection Commission (AIC), established under the *Act respecting financial services cooperatives*, acts as an audit committee for the Fédération for activities related to the inspection of caisses. It is composed entirely of unrelated officers; four of the members, including the Committee Chair, have accounting expertise.

The roles and responsibilities of the AIC have been defined in such a way so as to give its members a very clear understanding of their oversight duties. The AIC has all the power and information it needs to fulfill its mandate. Its role is to review all financial information and supervise the implementation of an effective control process and the required rendering of accounts. It has direct communication channels with the persons responsible for internal audit at Desjardins Group, with the Desjardins Bureau for Financial Monitoring and Enforcement⁽¹⁴⁾ and with the external auditors in order to discuss and review certain issues. The AIC may, as needed, discuss these issues without the managers responsible being present.

The AIC ensures the independence of the internal audit division of Desjardins Group and adopts its annual action plan.

14) Hiring outside advisors

A director may hire the services of an outside advisor at the Fédération's expense. However, to ensure that such services are relevant, a request must be submitted to the Corporate Governance Commission.

(15) The Desjardins Bureau for Financial Monitoring and Enforcement provides independent opinions on caisse management and the caisses' financial statements. Consequently, through inspections and audits, it monitors the risks associated with network activities and determines whether these risks are managed based on sound and prudent management practices in compliance with legislation, standards and the rules of conduct in force; moreover, it audits the caisses' financial statements and co-audits the financial statements of Desjardins Group based on recognized audit standards and expresses an opinion on these statements.

MANDATES AND COMPOSITION OF THE COMMISSIONS AND COMMITTEES AND THE BOARD OF ETHICS AND PROFESSIONAL CONDUCT OF THE FÉDÉRATION

As at December 31, 2006

N.B.: * means an unrelated person

** means a managing director

EXECUTIVE COMMITTEE (EC)

(composed of seven directors)

This committee has the same functions and powers as the Board of Directors, with the exception of those which the Board may reserve for itself or assign to another committee or commission. Its mandate was drawn up by the Board of Directors. The EC held 10 meetings and one conference call in 2006.

Members

Alban D'Amours, Chairman of the Board
 Pierre Tardif, Vice-Chair of the Board*
 André Lachapelle, Secretary of the Board*
 André Gagné*
 Daniel Lafontaine
 Marcel Lauzon*(i)
 Clément Samson*(i)

(i) Started their mandates at the end of March 2006.

Jacques Baril* and Denis Paré* ended their mandates in March 2006.

COOPERATIVE ORIENTATIONS COMMISSION (COC)

(composed of five directors)

This commission ensures compliance with the cooperative values and the permanent values of Desjardins Group as well as aspects of its cooperative difference. If required, it submits recommendations to the Board. The COC held five meetings and one conference call in 2006.

Members

Clément Samson, Chair*
 Laurier Boudreault(i)
 Louise Charbonneau(i)
 Norman Grant**
 Michel Roy*

(i) Started their mandates at the end of March 2006.

Jean-Guy Bureau and Alain Dumas ended their mandates in March 2006.

AUDIT AND INSPECTION COMMISSION (AIC)

(composed of five directors)

This commission oversees the internal audit activities of Desjardins Group and the Desjardins Bureau for Financial Monitoring and Enforcement, supports the Board in its monitoring and control responsibilities for the Fédération and the Group, and examines in detail all elements related to the disclosure of financial information. The AIC held 14 meetings and two training sessions in 2006.

Members

Andrée Lafortune, FCA, Chair*
 Thomas Blais*(i)
 Pierre Leblanc*
 Serge Tourangeau*(i)
 Benoit Turcotte*

(i) Started their mandates at the end of March 2006.

Jean-Guy Bureau and Marcel Lauzon ended their mandates in March 2006.

RISK MANAGEMENT COMMISSION (RMC)

(composed of five directors)

This commission assists the Board of Directors in the identification and tracking of major risks to the Fédération and Desjardins Group. The RMC met five times in 2006.

Members

André Lachapelle, Chair*
 Raymond Gagné*
 Norman Grant**
 Pierre Grenon*
 Pierre Tardif, Vice-Chair of the Board*
 Andrée Lafortune sits as an observer.

(i) Started his mandate at the end of March 2006.

Thomas Blais ended his mandate in March 2006.

HUMAN RESOURCES COMMISSION (HRC)

(composed of five directors)

This commission's mandate is the periodic review of the positioning of Desjardins Group's overall remuneration system in order to enable Desjardins to remain competitive. It ensures that the remuneration practices in effect within Desjardins comply with the Group's policies and guiding principles. The mandate of this commission excludes the examination of issues concerning the conditions of employment of the Chairman of the Board and Chief Executive Officer. The HRC held nine meetings and two conference calls in 2006.

Members

Alban D'Amours, Chair of the Board
 Pierre Tardif, Vice-Chair of the Board*
 André Lachapelle, Secretary of the Board*
 Raymond Gagné*
 Denis Paré*

COMMITTEE ON THE AGGREGATE REMUNERATION OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF DESJARDINS GROUP (CAR)

(composed of four directors)

This committee, all the members of which are unrelated parties, is mandated to make recommendations to the Board regarding the remuneration and working conditions, as well as the annual objectives, of the President and Chief Executive Officer. The CAR held three meetings and one conference call in 2006.

Members

Pierre Tardif, Vice-Chair of the Board*
 André Lachapelle, Secretary of the Board*
 Raymond Gagné*
 Denis Paré*

CORPORATE GOVERNANCE COMMISSION (CGC) (composed of five directors)

This commission is mandated to support the Board of Directors in applying and updating the corporate governance program. It also oversees the process for recommending candidates for seats on the boards of directors of Desjardins Group subsidiaries. In addition, it is responsible for supervising the performance review program for members of the Board of Directors and its commissions and committees as well as for implementing the sustainable development policy and the policy on voting rights. The Corporate Governance Commission held five meetings in 2006.

Members

Alban D'Amours, Chair
André Gagné*
Pierre Leblanc*
Daniel Mercier*
Sylvie St-Pierre Babin**

INVESTMENT COMMISSION (IC) (composed of four directors and an external member)

This commission is mandated to support the Board of Directors in establishing and monitoring the investment policies of Desjardins Funds and in overseeing the selection of portfolio advisors. It also examines the fund performance and discretionary management and ensures that investment fund transactions are compliant. The Investment Commission held five meetings in 2006.

Members

Daniel Mercier, Chair*
Jacques Baril*
Pierre Leblanc*
Denis Paré*
Normand Grégoire*

DESJARDINS GROUP RETIREMENT COMMITTEE (DGRC) (composed of representatives of employers, participants and retirees, plus one external member)

By virtue of the powers vested in it by the *Supplemental Pension Plans Act* and by the Desjardins Group Retirement Plan Regulation, the Retirement Committee is in charge of properly administering of the Pension Plan, managing the Pension Fund and paying members and their survivors the promised benefits. The members representing employees, employers and retirees share the role of Pension Fund trustees. The Retirement Committee met five times and held one training session in 2006.

The Fédération des caisses Desjardins du Québec represents all Desjardins employers with respect to the Desjardins Group Pension Plan. The Fédération's Board of Directors has decision-making power in certain areas, including the Plan Regulation, the nature and terms of benefit payments to members and retirees, contribution rates and the use of any surplus. Through its Board of Directors, the Fédération stands surety for the obligations (employee pensions) resulting from the participation of all Desjardins Group employers in the Plan.

Employer representatives are appointed by the Fédération's Board of Directors. Representatives of members and retirees are elected democratically by the group they represent.

Members from the Board of Directors, representing the employer

Denis Paré, Chair*
Jacques Baril*
Thomas Blais*
Serges Chamberland*(i)
Pierre Grenon*
Daniel Mercier*

(i) Became a member at the end of March 2006.
Pierre Leblanc was a member until March 2006.

Representing the participants

Odette Breton
Simon Garneau
Michel Michaud
Clément Roberge
Reynald Harpin* (external representative)

Representing the retirees and participants entitled to a deferred pension

Normand Deschênes

Observers representing the participants

Johanne Rock
Yvon Lesiège

INVESTMENT COMMITTEE (IC)

Under the responsibility of the Retirement Committee, which establishes investment policy, the Investment Committee's mandate is to ensure the execution of the policy as well as to coordinate the activities of the fund managers to whom management mandates are entrusted. The Investment Committee held six meetings and one conference call in 2006.

Members

Denis Paré, Chair*
Jacques Baril*
Serges Chamberland*(i)
Reynald Harpin*
Clément Roberge

(i) Became a member at the end of March 2006.
Pierre Leblanc was a member until March 2006.

AUDIT, PROFESSIONAL PRACTICES AND COMPLIANCE COMMITTEE

This committee is responsible for overseeing the financial reporting process, rules governing professional conduct and ethics, the complaint handling policy, regulatory compliance management and governance. The committee held two meetings and two training sessions in 2006.

Members

Pierre Grenon, Chair*(i)
Normand Deschênes, Secretary
Daniel Mercier*

(i) Became a member at the end of March 2006.
Pierre Leblanc was a member until March 2006.

DESJARDINS GROUP STRATEGIC MANAGEMENT STRUCTURE COMMITTEE

(composed of 13 members of management)

This committee supports the Chairman of the Board and Chief Executive Officer of Desjardins Group and the Board of Directors in their responsibility of providing Desjardins Group with a single management structure.

To achieve this, it helps the Board incorporate the strategic orientations and implement business development strategies of the cooperative network and the subsidiaries. The committee held 13 meetings in 2006.

Members:

Alban D'Amours, Chief Executive Officer of Desjardins Group and Chairman of the Committee

Bertrand Laferrière, President and Chief Operating Officer of the Fédération and Vice-Chair of the Committee

Pierre Brossard, Senior Executive Vice-President of Desjardins Group

Germain Carrière, President and Chief Operating Officer of Desjardins Securities

Jacques Dignard, Senior Vice-President, Human Resources of Desjardins Group

Louis-Daniel Gauvin, Senior Vice-President, Integrated Risk Management of Desjardins Group

Gérard Guilbault, President and Chief Operating Officer, Desjardins Asset Management

Richard Fortier, President and Chief Operating Officer, Desjardins Financial Security⁽ⁱ⁾

Jean-Guy Langelier, President and Chief Operating Officer, Caisse centrale Desjardins, and Chief of the Treasury of Desjardins Group

Monique F. Leroux, Senior Executive Vice-President and Chief Financial Officer of Desjardins Group

Jude Martineau, President and Chief Operating Officer, Desjardins General Insurance Group

Marcel Pepin, Senior Vice-President, Strategic Planning and Canadian Business Development of Desjardins Group

Louis L. Roquet, President and Chief Operating Officer, Desjardins Venture Capital

This committee created Group-wide coordination sub-committees in the following areas: Asset/Liability, Integrated Risk Management, Information Technology, Real Estate and Image (Branding).

(i) Succeeded François Joly in October 2006.

BOARD OF ETHICS AND PROFESSIONAL CONDUCT

(composed of elected officers)

Under the law, the Fédération has a Board of Ethics and Professional Conduct that is independent of the Board of Directors, the members of which are elected officers of Desjardins. The Board of Ethics and Professional Conduct is supported by a team that reports to the Secretariat General of the Fédération. In 2006, the Board held six regular meetings, eight special meetings, of which six were conference calls and one training session.

One of the main responsibilities of the Board of Ethics and Professional Conduct is to ensure independence and objectivity of the Fédération's inspection and audit services (Desjardins Bureau for Financial Monitoring and Enforcement – see footnote on page 139) with respect to the caisses and to make recommendations to the Chairman of the Board and Chief Executive Officer of Desjardins Group for the appointment of the person responsible for managing these services.

In addition to the responsibilities mentioned above, the role of the Board of Ethics and Professional Conduct is to adopt the rules of conduct applicable to the officers and employees of Desjardins Group, present them for approval to the Board of Directors and ensure that they are complied with by the caisses and the Fédération, support the caisses and the Fédération in applying the rules of conduct, issue notices, observations and recommendations with respect to ethical and professional conduct issues (especially in cases of misconduct), notify the Board of violations to the rules of ethics and professional conduct and, if the Fédération violates the provisions of the Act respecting financial services cooperatives or the regulations governing restricted party transactions and conflicts of interest, ensure that complaints regarding the Fédération originating from the caisses or other members of the Fédération (Caisse centrale Desjardins and subsidiaries) are handled.

Members

Hélène Lee-Gosselin, Chair*

Claire Sarrazin, Secretary*

Éric Bécharde*

Isabelle Bourgeois*

Marcel Cardinal*

Josyane Douvry*

Marc Méthot*

Jacques St-Aubin*

RECORD OF ATTENDANCE OF THE BOARD MEMBERS OF THE FÉDÉRATION

Name	BD	EC	COC	AIC	RMC	HRC	CAR	CGC	IC	DGRC	IC-DGRC	APCC DGRC	CORE
Baril, Jacques	21/21	2/2	4/4						5/5	6/6	7/7		13/13
Blais, Thomas	21/21			13/13	2/2					5/6			8/8
Boudreault, Laurier	14/14		4/4										7/7
Bureau, Jean-Guy	7/7		2/2	7/7									2/2
Chamberland, Serges	14/14									4/4	5/5		9/9
Charbonneau, Louise	20/20		4/4										13/13
D'Amours, Alban	21/21	11/11				11/11		5/5					
Dumas, Alain	21/21		2/2										9/9
Gagné, André	21/21	11/11						5/5					10/10
Gagné, Raymond	21/21				5/5	11/11	3/4						10/10
Grenon, Pierre	21/21				5/5					5/6		3/3	11/12
Lachapelle, André	21/21	11/11			5/5	10/11	4/4						10/10
Lafontaine, Daniel	20/21	11/11											9/12
Lafortune, Andrée	20/21			20/20	5/5								12/12
Lauzon, Marcel	21/21	9/9		7/7									11/11
Lavoie, Olivier	6/7												3/3
Leblanc, Pierre	21/21			20/20				5/5	5/5	2/2	1/2	1/1	9/9
Mercier, Daniel	20/21							5/5	5/5	5/6		3/4	11/12
Paré, Denis	21/21	2/2				10/11	4/4		4/5	6/6	7/7		11/12
Roy, Michel	21/21		4/6										10/10
Samson, Clément	21/21	8/9	6/6										9/9
Tardif, Pierre	21/21	11/11			5/5	11/11	4/4						12/12
Tourangeau, Serge	14/14			13/13									9/9
Turcotte, Benoît	21/21			20/20									9/9
Grant, Norman**	21/21		6/6		3/3				5/5				10/10
St-Pierre Babin, Sylvie**	21/21							4/5					9/10

Note

For the Board of Directors, 21 attendance allowance payments were made. The Board actually held seven two-day meetings and four one-day meetings. The policy allows for a payment of \$1,000 per day. The other three meetings were conference calls.

For the EC, one of the 11 meetings was a conference call. The policy therefore allows for attendance allowance payments of \$200.

For the Audit and Inspection Commission, there were 20 attendance allowance payments. The Commission actually held four two-day meetings, ten one-day meetings and two training sessions. The Commission oversees the activities of the Fédération, DVC, CCD, Capital Desjardins and Desjardins Trust. It also gives advisory opinions to the boards of the various Investment Funds and to the board of the Financial Services Firm.

RECORD OF ATTENDANCE OF MEMBERS OF THE BOARD OF ETHICS AND PROFESSIONAL CONDUCT OF THE FÉDÉRATION

Name	Number of Meetings
Béchar, Éric	14/15
Bourgeois, Isabelle	15/15
Cardinal, Marcel	14/15
Douvry, Josyane	15/15
Lee-Gosselin, Hélène	14/15
Méthot, Marc	15/15
Sarrazin, Claire	15/15
St-Aubin, Jacques	14/15

The absences of the directors were due to professional duties or to the illness of relatives. In addition, when they are absent, the chairs of Councils of Representatives are replaced by the vice-chairs in the capacity of Managing Directors, thus assuring a continuous presence in the region.

MEMBERS OF THE COUNCILS OF REPRESENTATIVES

Considering that 255 people are involved, the Board of Directors has decided to publish the attendance rate at the meetings of the 17 Councils of Representatives:

2006	Attendance Rate	Number of Meetings
Ontario	91	8
Bas-Saint-Laurent–Gaspésie– Îles-de-la-Madeleine	94	10
Kamouraska–Chaudière-Appalaches	91	10
Québec-Est	87	10
Québec-Ouest–Rive-Sud	92	9
Saguenay–Lac-Saint-Jean–Charlevoix– Côte-Nord	86	9
Centre-du-Québec	86	12
Mauricie	82	9
Estrie	89	12
Richelieu-Yamaska	89	12
Lanaudière	87	10
Rive-Sud de Montréal	87	12
Laval-Laurentides	84	11
Ouest de Montréal	84	12
Est de Montréal	87	13
Abitibi-Témiscamingue–Nord**	95	9 **
et Ouest du Québec*	90	10 *
Caisses de groupes	82	11