

# BoardEx

CORE REPORTS

## Data Dictionary

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Hippodrome Building, 1120 Avenue of the Americas, New York, NY 10036

**+1 888-257-6082**

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## Section 1 – Director Profiles

## 01 | Characteristics

Column Heading	Column Definition
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Age</b>	Directors age either calculated from DOB or known from disclosure
<b>DOB</b>	A Director's Date of Birth.
<b>DOD</b>	A Director's Date of Death
<b>Gender</b>	The Director's gender
<b>Nationality</b>	The Director's nationality.
<b>Annual Report Year</b>	The year of the annual report to which the above information applies

## 02 | Boards To Date

Column Heading	Column Definition
<b>Quoted</b>	Number of boards of publicly listed companies this director has sat on over his career
<b>Private</b>	Number of boards of private companies this director has sat on over his career
<b>Other</b>	Number of boards of companies other than publicly listed or private types this director has sat on over his career

## 03 | Current Boards

Column Heading	Column Definition
<b>Quoted</b>	Number of boards of publicly listed companies this director currently sits on
<b>Private</b>	Number of boards of private companies this director currently sits on
<b>Other</b>	Number of boards of companies other than publicly listed or private types this director currently sits on

## 04 | Years on Quoted Boards

Column Heading	Column Definition
<b>Avg Years on Quoted Boards</b>	Average time (in years) this director has sat on a board of a publicly listed company

## 05 | Employment – Current Board Role

*Current board level employment roles*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Company ID</b>	A unique identifier allocated to each company.
<b>Company Name</b>	The full company name or the FT abbreviation in the case of quoted companies. If the company name has changed this will be shown in this field.
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Sector Name</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Company Type</b>	Organization category or type
<b>Role</b>	The role undertaken as specified
<b>Role Description</b>	Additional description of the role as available
<b>ED/NED</b>	Executive Director or Non-Executive Director Indicator
<b>Start Date</b>	Start date of current position
<b>Committee Name</b>	Name of committee on which the director currently sits
<b>Committee Role</b>	Position held on committee named above

## 06 | Employment – Historic Board Role

*Historic board level employment roles*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>CountryName</b>	The full country name in which the Head Office of the Company is located
<b>CompanyID</b>	A unique identifier allocated to each company.
<b>Company Name</b>	The full company name or the FT abbreviation in the case of quoted companies. If the company name has changed this will be shown in this field.
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Sector Name</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Company Type</b>	Organization category or type
<b>Role</b>	The role undertaken as specified
<b>Role Description</b>	Additional description of the role as available
<b>ED/NED</b>	Executive Director or Non-Executive Director Indicator
<b>Start Date</b>	Start date of this position
<b>End Date</b>	End date of this position
<b>Committee Name</b>	Name of committee on which the director currently sat while in this position
<b>Committee Role</b>	Position held on committee named above

## 07 | Employment – Current Non-Board Role

*Current employment roles that are not board level roles*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>CompanyID</b>	A unique identifier allocated to each company.
<b>Company Name</b>	The full company name or the FT abbreviation in the case of quoted companies. If the company name has changed this will be shown in this field.
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Sector Name</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Company Type</b>	Organization category or type
<b>Role</b>	The role undertaken as specified
<b>Role Description</b>	Additional description of the role as available
<b>ED/NED/SM</b>	Executive Director, Non-Executive Director, or Senior Manager Indicator
<b>Start Date</b>	Start date of this position

## 08 | Employment – Historic Non-Board Role

*Historic employment roles that are not board level roles*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>CompanyID</b>	A unique identifier allocated to each company.
<b>Company Name</b>	The full company name or the FT abbreviation in the case of quoted companies. If the company name has changed this will be shown in this field.
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Sector Name</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Company Type</b>	Organization category or type
<b>Role</b>	The role undertaken as specified
<b>Role Description</b>	Additional description of the role as available
<b>ED/NED/SM</b>	Executive Director, Non-Executive Director, or Senior Manager Indicator
<b>Start Date</b>	Start date of this position
<b>End Date</b>	End date of this position



## 09 | Other Activities - Current

*Current volunteer, membership, or other non-employment roles at clubs, associations, and non-profit organizations*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>CompanyID</b>	A unique identifier allocated to each company.
<b>Company Name</b>	The full company or organization name
<b>Role</b>	The role undertaken as specified
<b>Role Description</b>	Additional description of the role as available
<b>Start Date</b>	Start date of this position

## 10 | Other Activities - Historic

*Historic volunteer, membership, or other non-employment roles at clubs, associations, and non-profit organizations*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Company ID</b>	A unique identifier allocated to each company or organization
<b>Company Name</b>	The full company or organization name
<b>Role</b>	The role undertaken as specified
<b>Role Description</b>	Additional description of the role as available
<b>Start Date</b>	Start date of this position
<b>End Date</b>	End date of this position

## 11 | Education

*Educational qualifications earned by the given individual*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the institution is located
<b>Company ID</b>	A unique identifier allocated to each company or institution
<b>Institution Name</b>	The full company or organization name
<b>Company Type</b>	Organization category or type
<b>Qualification</b>	Qualification earned from this institution
<b>Qualification Description</b>	Additional description of the qualification earned as available
<b>Qualification Date</b>	Date the qualification was granted

## 12 | Achievements

*Notable professional awards or achievements granted to the given individual*

Column Heading	Column Definition
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Country</b>	The full country name in which the Head Office of the institution is located
<b>Company ID</b>	A unique identifier allocated to each company or institution
<b>Institution Name</b>	The full company or organization name
<b>Company Type</b>	Organization category or type
<b>Qualification</b>	Qualification earned from this institution
<b>Qualification Description</b>	Additional description of the qualification earned as available
<b>Qualification Date</b>	Date the qualification was granted

## Section 2 – Compensation

## 01 | Summary

Column Heading	Column Definition
<b>Annual Report Date</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>Company ID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>DirectorName</b>	Name of individual
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Director Role</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>Direct Compensation</b>	Sum of all cash based compensation for the period
<b>Equity Linked</b>	The sum of shares awarded, estimated value of options awarded, and LTIPs awarded in the period
<b>Total Compensation</b>	Total direct compensation plus total equity linked compensation for the period
<b>Total Wealth</b>	Value of cumulative holdings over time of stock, options, and LTIPs for the individual or the appropriate averages

## 02 | Direct

Column Heading	Column Definition
<b>Annual Report Date</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>Company ID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>DirectorName</b>	Name of individual
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Director Role</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>Salary</b>	Base annual pay
<b>Bonus</b>	An annual payment made in addition to salary
<b>D.C. Pension</b>	Employer's contribution towards the individual's direct compensation pension or retirement plan
<b>Other</b>	Other annual ad hoc cash payments such as relocation costs and fringe benefits

## 03 | Equity Linked Summary - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>Company ID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>LTIPS(Max)</b>	Value of LTIPs held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected. The amounts pertaining to the maximum performance hurdle are recorded. It is also the sum of cash, equity, and equity matched and option based LTIPs.
<b>Annual Report Year</b>	Fiscal year end date

## 04 | Equity Linked Summary - Shares Under Option

Column Heading	Column Definition
<b>Intrinsic</b>	A valuation of Options held at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>Estimated</b>	<p>A valuation of Options held at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>Total</b>	A valuation of Total Wealth at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected

## 05 | Equity Linked Option - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>Company ID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>Scheme Name</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Option Expiry Date
<b>Expiry Date Assumed</b>	Assumed option expiry date when expiry date is not known

## 06 | Equity Linked Option - Volume

Column Heading	Column Definition
<b>Exerc</b>	The number of exercisable options awarded for that plan
<b>UN Exerc</b>	The number of un-exercisable options awarded for that plan

## 07 | Equity Linked Option - Price

Column Heading	Column Definition
<b>Stock</b>	Price of the stock that the plan is awarded in at the Annual Report Date selected
<b>Exercise</b>	The price at which options can be exercised

## 08 | Equity Linked Option - Intrinsic (000)

Column Heading	Column Definition
<b>Exerc</b>	The valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>UN Exerc</b>	The valuation of Un-exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.



## 09 | Equity Linked Option - Estimated (000)

Column Heading	Column Definition
<b>Exerc</b>	<p>A valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>UN Exerc</b>	<p>A valuation of Un-exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>

## 10 | Equity Linked LTIP Cash Plan - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Vesting Date</b>	The date from which options can be exercised.
<b>LTIP VALUE</b>	The value of shares awarded for a given incentive plan. Equals volume multiplied by the stock price at the Annual Report Date selected

## 11 | Equity Linked LTIP Option Plan - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>Scheme Name</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Option Expiry Date
<b>Expiry Date Assumed</b>	Assumed option expiry date when expiry date is not known

## 12 | Equity Linked LTIP Option Plan - Volume

Column Heading	Column Definition
<b>Exerc</b>	The number of exercisable options awarded for that plan
<b>Un Exerc</b>	The number of un-exercisable options awarded for that plan

## 13 | Equity Linked LTIP Option Plan - Price

Column Heading	Column Definition
<b>Stock</b>	Price of the stock that the plan is awarded in at the Annual Report Date selected
<b>Exercise</b>	The price at which options can be exercised

## 14 | Equity Linked LTIP Option Plan - Intrinsic (000)

Column Heading	Column Definition
<b>Exerc</b>	The valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>UN Exerc</b>	The valuation of Un-exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.

## 15 | Equity Linked LTIP Option Plan - Estimated (000)

Column Heading	Column Definition
<b>Exerc</b>	<p>A valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>UN Exerc</b>	<p>A valuation of Un-exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>

## 16 | Equity Linked LTIP Share Plan

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Volume (Max)</b>	Maximum number of shares available to be awarded under the plan
<b>Stock Price</b>	Price of the stock that the plan is awarded in at the Annual Report Date selected
<b>Value Awarded</b>	Value of shares awarded during the period based on latest closing stock price at the Annual Report Date selected.

## 17 | LTIP Share Matching Plan

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Volume (Max)</b>	Maximum number of shares available to be awarded under the plan
<b>Stock Price</b>	Price of the stock that the plan is awarded in at the Annual Report Date selected
<b>LTIP Value</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.

## 18 | Accumulated Wealth Summary - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>LTIPS(Max)</b>	Maximum potential value of shares held at the end of the report for the individual when exercised.



## 19 | Accumulated Wealth Summary - Share Under Options

Column Heading	Column Definition
<b>Intrinsic</b>	A valuation of Options held at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>Estimated</b>	<p>A valuation of Options held at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>Liquid Wealth</b>	A valuation of Liquid Wealth at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected
<b>Total Wealth</b>	A valuation of Total Wealth at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected

## 20 | Accumulated Wealth Options - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Option Expiry Date
<b>Expiry Date Assumed</b>	Assumed option expiry date when expiry date is not known

## 21 | Accumulated Wealth Options - Volume

Column Heading	Column Definition
<b>Exerc</b>	The number of exercisable options held for that plan
<b>UN Exerc</b>	The number of un-exercisable options held for that plan

## 22 | Accumulated Wealth Options - Price

Column Heading	Column Definition
<b>Stock</b>	Price of the stock held as of the Annual Report Date selected
<b>Exercise</b>	The price at which options can be exercised

## 23 | Accumulated Wealth Options - Intrinsic (000)

Column Heading	Column Definition
<b>Exerc</b>	The valuation of Exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>UN Exerc</b>	The valuation of Un-exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.

## 24 | Accumulated Wealth Options - Estimated (000)

Column Heading	Column Definition
<b>Exerc</b>	<p>A valuation of Exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>UN Exerc</b>	<p>A valuation of Un-exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>

## 25 | Accumulated Wealth LTIP Cash Plan - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Vesting Date</b>	The date from which options can be exercised.
<b>LTIP VALUE</b>	The value of shares awarded for a given incentive plan. Equals volume multiplied by the stock price at the Annual Report Date selected

## 26 | Accumulated Wealth LTIP Option Plan - General

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Option Expiry Date
<b>Expiry Date Assumed</b>	Assumed option expiry date when expiry date is not known

## 27 | Accumulated Wealth LTIP Option Plan - Volume

Column Heading	Column Definition
<b>Exerc</b>	The number of exercisable options held for that plan
<b>UnExerc</b>	The number of un-exercisable options held for that plan

## 28 | Accumulated Wealth LTIP Option Plan - Price

Column Heading	Column Definition
<b>Stock</b>	Price of the stock held as of the Annual Report Date selected
<b>Exercise</b>	The price at which options can be exercised

## 29 | Accumulated Wealth LTIP Option Plan - Intrinsic (000)

Column Heading	Column Definition
<b>Exerc</b>	The valuation of Exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>UN Exerc</b>	The valuation of Un-exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.

## 30 | Accumulated Wealth LTIP Option Plan - Estimated (000)

Column Heading	Column Definition
<b>Exerc</b>	<p>A valuation of Exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>UN Exerc</b>	<p>A valuation of Un-exercisable Options held. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>



## 31 | Accumulated Wealth LTIP Share Plan

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Volume (Max)</b>	Maximum number of shares available to be awarded under the plan
<b>Stock Price</b>	Price of the stock held as of the Annual Report Date selected
<b>Value Awarded</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.

## 32 | Accumulated Wealth LTIP Share Matching Plan

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Role Name</b>	The role undertaken as specified
<b>ED/SD</b>	Executive Director or Supervisory Director indicator
<b>SchemeName</b>	Name of the conditional incentive plan
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Volume (Max)</b>	Maximum number of shares available to be awarded under the plan
<b>Stock Price</b>	Price of the stock held as of the Annual Report Date selected
<b>LTIP Value</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.

## Section 3 – Committee Details

## 01 | Committee Details

Column Heading	Column Definition
<b>Annual Report Year</b>	Fiscal year end date
<b>Company Name</b>	Name of organization
<b>Company ID</b>	A unique identifier allocated to each company
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Director Name</b>	Name of individual
<b>Director ID</b>	A unique identifier allocated to each Director
<b>Director Type (ED or SD)</b>	Executive Director or Supervisory Director indicator
<b>Committee Name</b>	Names of the different committees
<b>Committee Role</b>	The role undertaken as specified
<b>Functional Experience</b>	Employment experience relevant to the committee on which the Director sits
<b>Board Role</b>	The employment role of the Director as of the selected Annual Report Date
<b>Board Position(Yes/No)</b>	Indicator of whether or not the Director has a position on the board
<b>Other Like Committees</b>	Other similar committees from another company in which the Director also currently has a role
<b>Other Board Name</b>	Name of the other company in which the Director has a current role in a similar committee
<b>Director Role Status</b>	Details of when the Director joined or left the role

## Section 4 – Director Network

## 01 | Director Network

Column Heading	Column Definition
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Linked DirectorID</b>	Director ID of the individual linked to the starting Director
<b>Connected CompanyID</b>	Company ID of the company through which the starting individual and the linked individual are connected
<b>Connected Company</b>	Name of the company through which the starting individual and the linked individual are connected
<b>Connected Company Type</b>	Category or type of company through which the starting individual and the linked individual are connected
<b>Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Date of overlap</b>	Starting and ending dates through which the two individuals overlap at the given company or organization
<b>Beginning of Overlap</b>	Starting date of overlap at the given company or organization
<b>End of Overlap</b>	Ending date of overlap at the given company or organization
<b>Overlapping Person's Role Title</b>	Role or title of the individual connected to the starting individual at the time of the overlap
<b>ED/NED/SM</b>	Executive Director, Non-Executive Director, or Senior Manager indicator
<b>Individual's Role Title</b>	Role or title of the starting individual at the time of the overlap
<b>ED/NED/SM</b>	Executive Director, Non-Executive Director, or Senior Manager indicator

## Section 5 – Company Network

## 01 | Company Network - Part 1 of 2

Column Heading	Column Definition
<b>DirectorID</b>	A unique identifier allocated to each Director
<b>Start Company</b>	Name of the starting company in the two connected companies
<b>Start CompanyID</b>	Company ID of the starting company in the two connected companies
<b>Start Company Index</b>	Index classification(s) of a company according to FT index classifications for the starting company in the two connected companies
<b>Start Company Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx) for the starting company in the two connected companies
<b>Start Company Country</b>	Name of the country in which the head office of the starting company in the two connected companies is located
<b>Start Company Type</b>	Category or type of company for the starting company in the two connected companies
<b>Connected Company</b>	Name of the connected company in the two connected companies
<b>Connected CompanyID</b>	Company ID of the connected company in the two connected companies
<b>Connected Company Index</b>	Index classification(s) of a company according to FT index classifications for the connected company in the two connected companies
<b>Connected Company Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx) for the connected company in the two connected companies
<b>Connected Company Country</b>	Name of the country in which the head office of the connected company in the two connected companies is located
<b>Connected Company Type</b>	Category or type of company for the connected company in the two connected companies
<b>DirectorID</b>	A unique identifier allocated to each Director

## 01 | Company Network - Part 2 of 2

Column Heading	Column Definition
<b>Connected Company Current/Historic</b>	Indicator of whether the role of individual connecting the two companies in the connected company is current or historic
<b>Connected Company Duration</b>	Duration of the role of the individual connecting the two companies in the connected company
<b>Connected Company Role Name</b>	Role or title of the individual connecting the two companies in the connected company
<b>ED/NED/SM</b>	Executive Director, Non-Executive Director, or Senior Manager indicator for the individual connecting the two companies in the connected company
<b>Connected Company Org Role Start Date</b>	Start date of the role of the individual connecting the two companies in the connected company
<b>Connected Company Org Role End Date</b>	End date of the role of the individual connecting the two companies in the connected company
<b>Start Company Current/Historic</b>	Indicator of whether the role of individual connecting the two companies in the starting company is current or historic
<b>Start Company Duration</b>	Duration of the role of the individual connecting the two companies in the starting company
<b>Start Company Role</b>	Role or title of the individual connecting the two companies in the starting company
<b>ED/NED/SM</b>	Executive Director, Non-Executive Director, or Senior Manager indicator for the individual connecting the two companies in the starting company
<b>Start Company Role Start Date</b>	Start date of the role of the individual connecting the two companies in the starting company
<b>Start Company Role End Date</b>	End date of the role of the individual connecting the two companies in the starting company
<b>Connected Company Current/Historic</b>	Indicator of whether the role of individual connecting the two companies in the connected company is current or historic
<b>Connected Company Duration</b>	Duration of the role of the individual connecting the two companies in the connected company

## Section 6 – Board Summary

## 01 | Board Summary - General

Column Heading	Column Definition
<b>Annual Report Year</b>	The applicable year of the company annual report to which the rest of the shown data corresponds
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Company Name</b>	The full company name or the FT abbreviation in the case of quoted companies. If the company name has changed this will be shown in this field.
<b>CompanyID*</b>	A unique identifier allocated to each company.
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security.
<b>Company Ticker</b>	
<b>Company Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Director Type (ED or SD)</b>	Executive Director or Supervisory Director indicator
<b>Individual Name</b>	Name of the individual
<b>DirectorID</b>	A unique identifier allocated to each Director

## 02 | Characteristics of Roles

Column Heading	Column Definition
<b>Individual Role</b>	The individual's role at the company during the selected annual report date
<b>Director Network Size</b>	The number of individual's with whom the selected individual overlaps while in employment, other activities, or education roles at the same company, organization, or institution
<b>Time to Retirement</b>	Time to Retirement for the individual at a selected Annual Report Date assuming a retirement age of 70
<b>Time in Role</b>	Time in Role for the individual at a selected Annual Report Date
<b>Time on Board</b>	Time on Board for the individual at a selected Annual Report Date
<b>Time in Company</b>	Time in Company for the individual at a selected Annual Report Date



## 03 | Director Experience

Column Heading	Column Definition
<b>Total number of Quoted boards to date</b>	The total number of Quoted Boards that an individual has served to the Annual Report Date selected
<b>Total number of Private boards to date</b>	The total number of Private Boards that an individual has served to the Annual Report Date selected
<b>Total number of Other boards to date</b>	The total number of Other Boards that an individual has served to the Annual Report Date selected.
<b>Total Number of Quoted Current Boards</b>	The number of Quoted Boards that an individual serves on at the current Annual Report Date
<b>Total Number of Private Current Boards</b>	The number of Private Boards that an individual serves on at the current Annual Report Date
<b>Total Number of Other Current Boards</b>	The number of Other Boards that an individual serves on at the current Annual Report Date
<b>Avg. Yrs on other Quoted Boards</b>	The Average Time that a Director sits on the Board of Quoted Companies
<b>Age (Yrs)</b>	Individual's current age at the Annual Report Date selected
<b>Number of Qualifications</b>	Total number of Educational qualifications (undergraduate and above) for the individual at a selected Annual Report Date
<b>Gender</b>	The individual's gender
<b>Nationality Mix</b>	The individual's nationality

## 04 | Ratios

Column Heading	Column Definition
<b>Bonus/ (Bonus&amp;Salary)</b>	Ratio of bonus earned to bonus plus salary earned at a selected Annual Report Date
<b>Equity Linked/ Total</b>	Ratio of equity linked compensation earned to total compensation earned at a selected Annual Report Date
<b>Performance/ Total</b>	Ratio of performance based compensation earned to total compensation earned at a selected Annual Report Date
<b>%Change from Last Period</b>	Percentage change of performance to total ratio over the same ratio from the previous annual report year
<b>Wealth Delta</b>	Change in the individual's wealth in the company for each 1% change in the stock price

## 05 | Director Count Totals

Column Heading	Column Definition
<b>Total Directors on the Board</b>	Number of Executive Directors, Supervisory Directors or All of the Directors at the Annual Report Date selected.
<b>Number of SDs on Board</b>	Number Supervisory Directors at the Annual Report Date selected.
<b>Number of Independent NED on Board</b>	Number Non-Executive Directors at the Annual Report Date selected.
<b>Executive Chairman present on Board or Combined role of CEO &amp; Chairman is present (1- Yes, 0 - No)</b>	Indicator of presence of executive chairman versus a combined role of CEO & chairman on the board
<b>Number of Independent NED with past CFO/FD role</b>	Number of independent Non-Executive Directors with past Chief Financial Officer or Financial Director experience at the Annual Report Date selected.

## 06 | Annual Direct Compensation

Column Heading	Column Definition
<b>Salary</b>	Base annual pay at the Annual Report Date selected
<b>Bonus</b>	An annual payment made in addition to salary at the Annual Report Date selected
<b>D.C Pension</b>	Employer's contribution towards the individual's direct compensation pension or retirement plan at the Annual Report Date selected
<b>Other</b>	Other annual ad hoc cash payments such as relocation costs and fringe benefits at the Annual Report Date selected
<b>Total Salary+Bonus</b>	Total salary plus bonus compensation at the Annual Report Date selected
<b>Total Inc. D.C. Pension &amp; Other</b>	Total direct compensation at the Annual Report Date selected

## 07 | Annual - Equity Linked Options / Part 1 of 2

Column Heading	Column Definition
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>LTIPS(max)</b>	Maximum potential value of shares held at the end of the report for the individual when exercised.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Intrinsic options (exercisable)</b>	The valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>Intrinsic options (un-exercisable)</b>	The valuation of Un-exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>Estimated options (exercisable)</b>	<p>A valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>Estimated options (un-exercisable)</b>	<p>A valuation of Un-exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>

## 07 | Annual - Equity Linked Options / Part 2 of 2

Column Heading	Column Definition
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>LTIPS(max)</b>	Maximum potential value of shares held at the end of the report for the individual when exercised.
<b>Vesting Date</b>	The date from which options can be exercised
<b>Intrinsic options (exercisable)</b>	The valuation of Exercisable Options awarded in the period. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.

## 08 | Board Summary - Total Annual

Column Heading	Column Definition
<b>Total-Annual Compensation</b>	Total direct compensation plus total equity linked compensation for the period
<b>Share Price</b>	The closing stock price as of the Annual Report Date selected

## 09 | Board Summary - Accumulated Wealth

Column Heading	Column Definition
<b>Shares</b>	Value of shares held at the end of the report for the individual. These are valued at the closing stock price of the Annual Report Date selected.
<b>LTIPS(max)</b>	Maximum potential value of shares held at the end of the report for the individual when exercised.
<b>Intrinsic Option</b>	A valuation of Options held at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected. This shows by how much options awarded are in the money. This is equal to the gap between the Exercise Price of the Options and the stock price multiplied by the number of options.
<b>Estimated Option</b>	<p>A valuation of Options held at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected. Valuation uses a Generalized Black - Scholes option pricing model using the following variables:</p> <ul style="list-style-type: none"> <li>- Volatility is measured using 100 days of historic stock prices</li> <li>- Risk free rate is measured using the following: <ul style="list-style-type: none"> <li>o UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%</li> </ul> </li> </ul> <p>It is assumed that exercise is on expiry date whether known or assumed.</p>
<b>Liquid Wealth</b>	A valuation of Liquid Wealth at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected

## 10 | Board Summary - Total Wealth

Column Heading	Column Definition
<b>Total Wealth</b>	A valuation of Total Wealth at the end of the period for the individual. These are valued at the closing stock price of the Annual Report Date selected

## 11 | Board Summary - Committee Members

Column Heading	Column Definition
<b>Audit Committee Member (If Yes Then Put M)</b>	Indicator of whether or not the individual is a member of the audit committee
<b>Remuneration/ Compensation Committee Member</b>	Indicator of whether or not the individual is a member of either the remuneration or compensation committee
<b>Nomination Committee Member</b>	Indicator of whether or not the individual is a member of the nomination committee

## 12 | Board Summary - Committee Size

Column Heading	Column Definition
<b>Audit Committee Size</b>	Number of individuals on the audit committee for the given company at the Annual Report Date selected
<b>Remuneration/ Compensation Committee Size</b>	Number of individuals on the remuneration or compensation committee for the given company at the Annual Report Date selected
<b>Nomination Committee Size</b>	Number of individuals on the nomination committee for the given company at the Annual Report Date selected

## 13 | Board Summary - Number of Independent NEDs in Committee

Column Heading	Column Definition
<b>Number of Independent NED on Audit Committee</b>	Number of independent non-executive directors on the audit committee for the given company at the Annual Report Date selected
<b>Number of Independent NED on Remuneration/ Compensation Committee</b>	Number of independent non-executive directors on the remuneration or compensation committee for the given company at the Annual Report Date selected
<b>Number of Independent NED on Nomination Committee</b>	Number of independent non-executive directors on the nomination committee for the given company at the Annual Report Date selected

## 14 | Board Summary - Independent NEDs excluding Chairman Independent NEDs

Column Heading	Column Definition
<b>Number of Independent NED on Audit (excluding Chairman Independent NED)</b>	Number of independent non-executive directors excluding any Chairman independent non-executive director on the audit committee for the given company at the Annual Report Date selected
<b>Number of Independent NED on Remuneration/ Compensation (excluding Chairman Independent NED)</b>	Number of independent non-executive directors excluding any Chairman independent non-executive director on the remuneration or compensation committee for the given company at the Annual Report Date selected
<b>Number of Independent NED on Nomination (excluding Chairman Independent NED)</b>	Number of independent non-executive directors excluding any Chairman independent non-executive director on the nomination committee for the given company at the Annual Report Date selected
<b>Number of Independent NED with functional expertise on Audit Committee</b>	Number of independent non-executive directors with audit, finance, or other related functional experience on the audit committee for the given company at the Annual Report Date selected



## Section 7 – Organization Analysis Averages

## 01 | Organization Analysis Average - General / Part 1 of 4

Column Heading	Column Definition
<b>Total number of NEDs</b>	Total number of non-executive directors for the given company at the Annual Report Date selected
<b>Independent SD ratio</b>	Ratio of independent supervisory directors to the total number of supervisory directors for the given company at the Annual Report Date selected
<b>CEO and Chairman Roles are combined on the Board</b>	Indicator of whether or not the CEO and Chairman roles are combined on the board for the given company
<b>Average salary EDs</b>	Average salary of the Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average salary NEDs</b>	Average salary of the Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Bonus EDs</b>	Average bonus of the Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Bonus NEDs</b>	Average bonus of the Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Total Direct compensation for EDs</b>	Average total direct compensation of the Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Total Direct compensation for NEDs</b>	Average total direct compensation of the Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked Shares for EDs</b>	Average value of equity-linked shares awarded to Executive Directors on the board for the given company at the Annual Report Date selected
<b>Total number of NEDs</b>	Total number of non-executive directors for the given company at the Annual Report Date selected

## 01 | Organization Analysis Average - General / Part 2 of 4

Column Heading	Column Definition
<b>Average Equity-Linked Shares for NEDs</b>	Average value of equity-linked shares awarded to Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked LTIPs for EDs</b>	Average value of the equity linked Long Term Incentive Plan compensation awarded to Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked LTIPs for NEDs</b>	Average value of the equity linked Long Term Incentive Plan compensation awarded to Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked shares under options for EDs -intrinsic</b>	Average intrinsic value of equity linked shares under option awarded to Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked shares under options for NEDs -intrinsic</b>	Average intrinsic value of equity linked shares under option awarded to Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked shares under options for EDs -estimated</b>	Average estimated value of equity linked shares under option awarded to Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked shares under options for NEDs -estimated</b>	Average estimated value of equity linked shares under option awarded to Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Total Equity-Linked compensation for EDs</b>	Average value of the total equity linked compensation awarded to Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Total Equity-Linked compensation for NEDs</b>	Average value of the total equity linked compensation awarded to Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Wealth shares EDs</b>	Average wealth of shares held by Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Equity-Linked Shares for NEDs</b>	Average value of equity-linked shares awarded to Non-Executive Directors on the board for the given company at the Annual Report Date selected

## 01 | Organization Analysis Average - General / Part 3 of 4

Column Heading	Column Definition
<b>ED Total Wealth Shares</b>	Total wealth of shares held by Executive Directors on the board for the given company at the Annual Report Date Selected
<b>Average Wealth shares NEDs</b>	Average wealth of shares held by Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>NED Total Wealth Shares</b>	Total wealth of shares held by Non-Executive Directors on the board for the given company at the Annual Report Date Selected
<b>Average Wealth LTIPs EDs</b>	Average wealth of shares held in Long Term Incentive Plans by Executive Directors on the board for the given company at the Annual Report Date selected
<b>ED Total Wealth LTIPS</b>	Total wealth of shares held in Long Term Incentive Plans by Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Wealth LTIPs NEDs</b>	Average wealth of shares held in Long Term Incentive Plans by Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>NED Total Wealth LTIPS</b>	Total wealth of shares held in Long Term Incentive Plans by Non-Executive Directors on the board for the given company at the Annual Report Date selected
<b>Average Wealth shares under options for EDs - intrinsic</b>	Average intrinsic wealth of shares under option held by Executive Directors for the given company at the Annual Report Date selected
<b>ED Total Wealth shares under options -intrinsic</b>	Total intrinsic wealth of shares under option held by Executive Directors for the given company at the Annual Report Date selected
<b>Average Wealth shares under options for NEDs - intrinsic</b>	Average intrinsic wealth of shares under option held by Non-Executive Directors for the given company at the Annual Report Date selected
<b>ED Total Wealth Shares</b>	Total wealth of shares held by Executive Directors on the board for the given company at the Annual Report Date Selected

## 01 | Organization Analysis Average - General / Part 4 of 4

Column Heading	Column Definition
<b>NED Total Wealth shares under options -intrinsic</b>	Total intrinsic wealth of shares under option held by Non-Executive Directors for the given company at the Annual Report Date selected
<b>Average Wealth shares under options for EDs - estimated</b>	Average estimated wealth of shares under option held by Executive Directors for the given company at the Annual Report Date selected
<b>ED Total Wealth shares under options - estimated</b>	Total estimated wealth of shares under option held by Executive Directors for the given company at the Annual Report Date selected
<b>Average Wealth shares under options for NEDs - estimated</b>	Average estimated wealth of shares under option held by Non-Executive Directors for the given company at the Annual Report Date selected
<b>NED Total Wealth shares under options - estimated</b>	Total estimated wealth of shares under option held by Non-Executive Directors for the given company at the Annual Report Date selected
<b>Liquid Wealth ED Average</b>	Average liquid wealth value for Executive Directors for the given company at the Annual Report Date selected
<b>Liquid Wealth ED Total</b>	Total liquid wealth value for Executive Directors for the given company at the Annual Report Date selected
<b>Liquid Wealth NED Average</b>	Average liquid wealth value for Non-Executive Directors for the given company at the Annual Report Date selected
<b>Liquid Wealth NED Total</b>	Total liquid wealth value for Non-Executive Directors for the given company at the Annual Report Date selected
<b>Average time in role for EDs</b>	Average time in current board role for Executive Directors at the selected company as of the Annual Report Date selected
<b>NED Total Wealth shares under options -intrinsic</b>	Total intrinsic wealth of shares under option held by Non-Executive Directors for the given company at the Annual Report Date selected

## 02 | Average Board To Date EDs

Column Heading	Column Definition
<b>Average time in role for NEDs</b>	Average time in current board role for Non-Executive Directors at the selected company as of the Annual Report Date selected
<b>Quoted</b>	Average number of boards for publicly listed companies on which the Executive Directors at the selected company have served over their career as of the Annual Report Date selected
<b>Private</b>	Average number of boards for private companies on which the Executive Directors at the selected company have served over their career as of the Annual Report Date selected

## 03 | Average Board To Date NEDs

Column Heading	Column Definition
<b>Other</b>	Average number of boards for other types of companies on which the Executive Directors at the selected company have served over their career as of the Annual Report Date selected
<b>Quoted</b>	Average number of boards for publicly listed companies on which the Non-Executive Directors at the selected company have served over their career as of the Annual Report Date selected
<b>Private</b>	Average number of boards for private companies on which the Non-Executive Directors at the selected company have served over their career as of the Annual Report Date selected

## 04 | Average Boards Currently EDs

Column Heading	Column Definition
<b>Other</b>	Average number of boards for other types of companies on which the Non-Executive Directors at the selected company have served over their career as of the Annual Report Date selected
<b>Quoted</b>	Average number of boards for publicly listed companies on which the Executive Directors at the selected company currently serve as of the Annual Report Date selected
<b>Private</b>	Average number of boards for private companies on which the Executive Directors at the selected company currently serve as of the Annual Report Date selected

## 05 | Average Boards Currently NEDs - Part 1 of 2

Column Heading	Column Definition
<b>Other</b>	Average number of boards for other types of companies on which the Executive Directors at the selected company currently serve as of the Annual Report Date selected
<b>Quoted</b>	Average number of boards for publicly listed companies on which the Non-Executive Directors at the selected company currently serve as of the Annual Report Date selected
<b>Private</b>	Average number of boards for private companies on which the Non-Executive Directors at the selected company currently serve as of the Annual Report Date selected
<b>Other</b>	Average number of boards for other types of companies on which the Non-Executive Directors at the selected company currently serve as of the Annual Report Date selected
<b>Average years on other Quoted boards EDs</b>	Average number of years served by the Executive Directors of the given company on the boards of other publicly listed companies as of the Annual Report Date Selected
<b>Average years on other Quoted boards NEDs</b>	Average number of years served by the Non-Executive Directors of the given company on the boards of other publicly listed companies as of the Annual Report Date Selected
<b>Average Age EDs</b>	Average age of the current Executive Directors at the selected company as of the Annual Report Date selected
<b>Average Age NEDs</b>	Average age of the current Non-Executive Directors at the selected company as of the Annual Report Date selected
<b>Average Number of education EDs</b>	Average number of education qualifications earned by the current Executive Directors at the selected company as of the Annual Report Date selected
<b>Average Number of education NED</b>	Average number of education qualifications earned by the current Non-Executive Directors at the selected company as of the Annual Report Date selected
<b>Gender (% Male) EDs</b>	Percentage of male Executive Directors currently on the board of the selected company as of the Annual Report Date selected
<b>Gender (% Male) NED</b>	Percentage of male Non-Executive Directors currently on the board of the selected company as of the Annual Report Date selected

## 05 | Average Boards Currently NEDs - Part 2 of 2

Column Heading	Column Definition
<b>Nationality Mix ED</b>	Proportion of Executive Directors from different countries at the Annual Report Date selected
<b>Nationality Mix NED</b>	Proportion of Non-Executive Directors from different countries at the Annual Report Date selected
<b>Attrition (%) 1 Year ED</b>	Number of Executive Directors that have left a role within the last year as a proportion of average number of Executive Directors for the preceding reporting period at the Annual Report Date selected
<b>Attrition (%) 1 Year NED</b>	Number of Non-Executive Directors that have left a role within the last year as a proportion of average number of Non-Executive Directors for the preceding reporting period at the Annual Report Date selected
<b>Attrition (%) 3 Year ED</b>	Number of Executive Directors that have left a role within the last year as a proportion of average number of Executive Directors for the preceding 3 years at the Annual Report Date selected
<b>Attrition (%) 3 Year NED</b>	Number of Non-Executive Directors that have left a role within the last year as a proportion of average number of Non-Executive Directors for the preceding 3 years at the Annual Report Date selected

## Section 8 – Company Announcements

## 01 | Company Announcements

Column Heading	Column Definition
<b>Announcement Date</b>	The date when the company makes the notice of the change to the individuals position
<b>Effective date</b>	The date at which the individuals position within the company changes
<b>Company</b>	Name of organization that is relevant to the announcement
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security for the company that is relevant to the announcement
<b>Company ID</b>	A unique identifier allocated to each organization for the company that is relevant to the announcement
<b>Director</b>	Name of individual that is relevant to the announcement
<b>Director ID</b>	A unique identifier allocated to each individual for the individual relevant to the announcement
<b>Gender</b>	Gender of the individual relevant to the announcement
<b>Role</b>	Current role or title of the individual relevant to the announcement
<b>Description</b>	Notation of why the change is taking place



## Section 9 – Company Details

## 01 | Company Details - Part 1 of 2

Column Heading	Column Definition
<b>Year End</b>	Date the revenue results were reported which corresponds to the Annual report year end
<b>CompanyID</b>	A unique identifier allocated to each company
<b>Company Name</b>	Name of the company
<b>HOAddress1</b>	The first line of the Head Office Address
<b>HOAddress2</b>	The second line of the Head Office Address
<b>HOAddress3</b>	The third line of the Head Office Address
<b>HOAddress4</b>	The fourth line of the Head Office Address
<b>HOAddress5</b>	The fifth line of the Head Office Address
<b>HOCountryName</b>	The full country name the Head Office of the Company is located in.
<b>HO TelNumber</b>	The main Head Office Telephone Number
<b>HO FaxNumber</b>	The main Head Office Facsimile Number
<b>HO URL</b>	The Corporate Web Site for the company
<b>CCAddress1</b>	The first line of the communication address which may be the same as the Head Office Address.
<b>CCAddress2</b>	The second line of the communication address which may be the same as the Head Office Address.
<b>CCAddress3</b>	The third line of the communication address which may be the same as the Head Office Address.
<b>CCAddress4</b>	The fourth line of the communication address which may be the same as the Head Office Address.
<b>CCAddress5</b>	The fifth line of the communication address which may be the same as the Head Office Address.

## 01 | Company Details - Part 2 of 2

Column Heading	Column Definition
<b>Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market.
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Index</b>	Index classification(s) of a company according to FT index classifications.
<b>Market Cap</b>	The total value of a company's securities at Current prices as quoted on a stock exchange. Market capitalization is calculated by multiplying the total number of shares by the market price.
<b>Revenue at Year End</b>	Annual revenue as at the last Annual Report date
<b>Auditors</b>	Organization name that provides audit services to the company
<b>Bankers</b>	Organization name that provides financial services to the company
<b>Sector</b>	Sector classification of a company under FTSE International classification (In some cases designated by BoardEx)
<b>Index</b>	Index classification(s) of a company according to FT index classifications.

**Notes:**

*Monetary values are expressed as follows:*

North America - USD, United Kingdom - GBP, Europe - EUR, Rest of the World - USD

## Number of Companies fully analyzed for Board structure and composition

Year	NA	EU	UK	ROW	Total
1999	85	442	402	5	934
2000	1565	651	688	22	2926
2001	1921	899	826	37	3683
2002	2005	974	935	53	3967
2003	3830	1076	1147	122	6175
2004	4746	1135	1486	281	7648
2005	5520	1403	1888	488	9299
2006	5629	1512	2317	599	10057
2007	6909	1823	2392	1176	12300
2008	7188	1921	2414	1645	13168
2009	7020	1868	2304	1736	12928
2010	6758	1934	2232	2413	13337
2011	7144	2186	2293	2886	14509
2012	7352	2161	2275	2890	14678
2013	7640	2255	2630	3150	15675
2014	8224	2350	2988	3427	16989

## Indices

AEX	FTSE Fledgling	OBX OMX 20	SMI
AEX MID-CAP	FTSE SMALL CAP	OMX HELSINKI 25	STRAITS TIMES
ASX ALL ORDINARIES	FTSE TECHMARK ALL-SHARE	OMX INDEX	TecDAX
ATX	FTSE/MIB	PSI-20	TOPIX Core 30
BCN GLOBAL 100	HANG SENG	S&P 500	WIG 20
BEL-20 INSTITUTIONAL	Hong Kong Hang Seng China Enterprises	S&P MID CAP 400	SMI
BSE 200	IBEX 35	S&P SMALL CAP 600	
CAC 40	IGBM	S&P/ASX 50	
DAX	ISEQ OVERALL	S&P/ASX100	
DOW JONES INDUSTRIAL AVG	JSE ALL SHARE	S&P/ASX20	
EUROTOP 100	LUXX	S&P/ASX200	
FTSE 100	MDAX	S&P/ASX300	
FTSE 250	MIBTEL	S&P/TSX 60	
FTSE AIM	MIDEX	S&P/TSX COMPOSITE	
FTSE Small Cap	NASDAQ 100	SBF 120	

## United Kingdom

**Company announcements/press releases**

- Corporate Information
- Company websites

**Annual Report/Review****RNS (Regulatory News Service) - Investigate**

<http://www.investigate.co.uk/Index.aspx>

- Official company press releases for all UK quoted companies (i.e. directorate changes)

**London Stock Exchange – Quoted Company Information**

<http://www.londonstockexchange.com/home/homepage.htm>

- Listing Date
- Sector
- Index Information
- Contact Details (address, website)

**Companies House**

<http://direct.companieshouse.gov.uk/>

- Annual Reports
- Information on Directors (Date of Birth, Nationality, Current and Past directorships, Start and End dates)

**Database for UK Trusts**

<http://www.trustnet.com>

**Guidestar UK**

<http://www.guidestar.org.uk/>

**UK Cabinet Office**

<http://www.cabinetoffice.gov.uk/>

**Members of Parliament**

<http://www.parliament.uk/mps-lords-and-offices/mps/>

**House of Lords**

<http://www.parliament.uk/mps-lords-and-offices/lords/>

## United States

### SEC

<http://sec.gov/edgar/searchedgar/companysearch.html>

- (Proxy statements, 10-k (Annual Report), 8-K's etc)

### Company Information

- Press releases
- Corporate websites

### US Stock Exchanges

NASDAQ <http://www.nasdaq.com/>

- NYSE <http://www.nyse.com/>

### US State Registries

<http://www.llrx.com/columns/roundup29>

### Foundation Center

<http://foundationcenter.org/findfunders/990finder/>

### United States Conference of Mayors

<http://www.usmayors.org/meetmayors/mayorsatglance.asp>

### US Air Force Biographies (retired and active)

<http://www.af.mil/information/bios/index.asp>

### US Navy Biographies

[http://www.navy.mil/navydata/bios/bio\\_list.asp](http://www.navy.mil/navydata/bios/bio_list.asp)

### US House of Representatives and US Senate

<http://bioguide.congress.gov/biosearch/biosearch.asp>

<http://www.house.gov/>

<http://www.senate.gov/>

<http://votesmart.org/>

## Australia

### Australian Stock Exchange

<http://www.asx.com.au/asx/statistics/announcements>.

### Company Information

- Press releases
- Corporate websites
- Annual reports

## Canada

### SEDAR - System for Electronic Document Analysis and Retrieval

[http://www.sedar.com/homepage\\_en.htm](http://www.sedar.com/homepage_en.htm)

### Toronto Stock Exchange

- Quoted company information

### Company Information

- Press releases
- Corporate websites
- Annual reports, Annual Information Form

### CNW – Canada Newswire

<http://www.newswire.ca/en/index>

### Marketwire

<http://www.marketwire.com/>

## India

### Bombay Stock Exchange

<http://www.bseindia.com/stockinfo/anncomp.aspx?scripcode=531807>

- Board changes

### National Stock Exchange of India

<http://www.nseindia.com/>

- Corporate announcements

### Company Information

- Press releases
- Corporate websites
- Annual reports

### Quoted Company and Director Information

<http://www.directorsdatabase.com/>

### Indian Administrative Service (IAS Officers)

<http://persmin.nic.in/ersheet/StartQryERS.asp>

### Indian Charity Database

<http://www.charity.org.in>

### Indian Company Registry

<http://www.mca.gov.in/DCAPortalWeb/dca/MyMCALogin.do?method=setDefaultProperty&mode=31>

## Hong Kong

### Hong Kong Stock Exchange

[http://www.hkex.com.hk/eng/invest/company/profilemenu\\_page\\_e.asp](http://www.hkex.com.hk/eng/invest/company/profilemenu_page_e.asp)

- Annual reports
- Board Changes

### Company Information

- Press releases
- Corporate websites
- Annual reports, Annual Information Form



## Singapore

### Singapore Stock Exchange

- Annual reports  
[http://www.sgx.com/wps/portal/sgxweb/home/company\\_disclosure/annual\\_financial](http://www.sgx.com/wps/portal/sgxweb/home/company_disclosure/annual_financial)
- Board Changes  
[http://www.sgx.com/wps/portal/sgxweb/home/company\\_disclosure/company\\_announcements](http://www.sgx.com/wps/portal/sgxweb/home/company_disclosure/company_announcements)

### Company Information

- Press releases
- Annual reports
- Corporate websites

## France

### Paris Stock Exchange

<https://europeanequities.nyx.com/en/newsroom/company-press-releases>

### Company Information

- Press releases
- Annual reports
- Corporate websites
- Reference Docs

## Germany

### Deutsche Börse (stock exchange)

[http://deutsche-boerse.com/dbag/dispatch/en/kir/gdb\\_navigation/home](http://deutsche-boerse.com/dbag/dispatch/en/kir/gdb_navigation/home)

### Company Information

- Press releases
- Corporate websites
- Annual reports

## Italy

### Borsa Italiana (Stock Exchange)

<http://www.borsaitaliana.it/homepage/homepage.en.htm>

### Company Information

- Corporate websites
- Annual reports
- Corporate governance documents

## Netherlands

### Amsterdam Stock Exchange

<http://www.euronext.com>

### Company Information

- Press releases
- Annual reports
- Corporate websites

### Dutch Board Changes

<http://www.afm.nl/en/professionals/registers/alle-huidige-registers.aspx?type={FB94A1D1-EE14-4103-B6CA-02AD6EC9D8B6}>

## Spain

### Bolsa de Madrid (Madrid Stock Exchange)

### Bolsa de Barcelona

### Company Information

- Press releases
- Annual reports
- Corporate websites

### Spanish Board Changes & Financial Information (in Spanish)

[http://www.cnmv.es/index\\_en.htm](http://www.cnmv.es/index_en.htm)

## Other Major European Sources

<b>Athens Stock Exchange</b>
<b>Brussels Stock Exchange (Euronext)</b>
<b>Lisbon Stock Exchange (Euronext)</b>
<b>Copenhagen Stock Exchange (NASDAQ OMX Copenhagen)</b>
<b>Stockholm Stock Exchange (NASDAQ OMX Stockholm)</b>
<b>Helsinki Stock Exchange (NASDAQ OMX Helsinki)</b>
<b>Zurich Stock Exchange (Swiss Exchange)</b>

## Other Asia, Africa and South America

<b>Abu Dhabi Securities Exchange</b> <a href="http://www.adx.ae/English/Securities/Pages/ListedCompanies.aspx">http://www.adx.ae/English/Securities/Pages/ListedCompanies.aspx</a>
<b>South African Stock Exchange</b> <a href="http://www.jse.co.za/Home.aspx">http://www.jse.co.za/Home.aspx</a>

## Other Sources

<b>Factiva – press releases</b>
<b>International Newswires</b> <ul style="list-style-type: none"> <li>• Business Wire <a href="http://www.businesswire.com">http://www.businesswire.com</a></li> <li>• PR Newswire <a href="http://www.prnewswire.com/">http://www.prnewswire.com/</a></li> </ul>
<b>Interactive Data – indices/sectors/prices</b>
<b>Universities</b> <a href="http://univ.cc/world.php">http://univ.cc/world.php</a>

## Other Major European Sources

<b>Athens Stock Exchange</b>
<b>Brussels Stock Exchange (Euronext)</b>
<b>Lisbon Stock Exchange (Euronext)</b>
<b>Copenhagen Stock Exchange (NASDAQ OMX Copenhagen)</b>
<b>Stockholm Stock Exchange (NASDAQ OMX Stockholm)</b>
<b>Helsinki Stock Exchange (NASDAQ OMX Helsinki)</b>
<b>Zurich Stock Exchange (Swiss Exchange)</b>

## Other Asia, Africa and South America

<b>Abu Dhabi Securities Exchange</b> <a href="http://www.adx.ae/English/Securities/Pages/ListedCompanies.aspx">http://www.adx.ae/English/Securities/Pages/ListedCompanies.aspx</a>
<b>South African Stock Exchange</b> <a href="http://www.jse.co.za/Home.aspx">http://www.jse.co.za/Home.aspx</a>

## Other Sources

<b>Factiva – press releases</b>
<b>International Newswires</b> <ul style="list-style-type: none"> <li>• Business Wire <a href="http://www.businesswire.com">http://www.businesswire.com</a></li> <li>• PR Newswire <a href="http://www.prnewswire.com/">http://www.prnewswire.com/</a></li> </ul>
<b>Interactive Data – indices/sectors/prices</b>
<b>Universities</b> <a href="http://univ.cc/world.php">http://univ.cc/world.php</a>

## Legal

**Martindale**

<http://www.martindale.com/>

**FindLaw**

<http://www.findlaw.com/>

## Translation Software

**Google**

<http://translate.google.com/>

## Total and Active Visible Organizations

Country		Total Visible	Delisted	Visible Active
01.	UNITED STATES	11,846	3,644	8,202
02.	UNITED KINGDOM	3,522	1,382	2,140
03.	CANADA	1,328	273	1,055
04.	AUSTRALIA	1,035	242	793
05.	INDIA	464	13	451
06.	HONG KONG	477	30	447
07.	CHINA	598	164	434
08.	GERMANY	497	87	410
09.	FRANCE	487	83	404
10.	JAPAN	345	4	341
11.	SINGAPORE	339	36	303
12.	SOUTH AFRICA	251	41	210
13.	MALAYSIA	191	10	181
14.	SWEDEN	237	64	173
15.	SWITZERLAND	184	26	158
16.	ITALY	200	42	158
17.	NETHERLANDS	211	65	146
18.	BRAZIL	138	9	129
19.	ISRAEL	164	40	124
20.	GUERNSEY	178	64	114
21.	NORWAY	164	59	105
22.	BERMUDA	138	38	100
23.	REPUBLIC OF IRELAND	152	51	101
24.	SPAIN	132	34	98
25.	BELGIUM	111	25	86
26.	JERSEY	123	41	82
27.	RUSSIAN FEDERATION	79	3	76
28.	TAIWAN	72	2	70
29.	SOUTH KOREA	74	5	69
30.	DENMARK	72	4	68
31.	FINLAND	73	4	69
32.	MEXICO	65	4	61

33.	LUXEMBOURG	75	14	61
34.	CAYMAN ISLANDS	75	17	58
35.	NEW ZEALAND	62	4	58
36.	AUSTRIA	61	8	53
37.	GREECE	73	18	55
38.	INDONESIA	52	0	52
39.	ISLE OF MAN	87	35	52
40.	TURKEY	50	4	46
41.	UNITED ARAB EMIRATES	48	5	43
42.	NIGERIA	40	1	39
43.	POLAND	38	1	37
44.	PHILIPPINES	36	1	35
45.	VIRGIN ISLANDS, BRITISH	44	9	35
46.	THAILAND	33	0	33
47.	PORTUGAL	35	3	32
48.	CHILE	31	1	30
49.	COLOMBIA	21	0	21
50.	CYPRUS	25	5	20
51.	ARGENTINA	20	1	19
52.	SAUDI ARABIA	13	1	12
53.	EGYPT	11	0	11
54.	PERU	13	2	11
55.	KENYA	10	0	10
56.	MONACO	10	2	8
57.	PAKISTAN	7	0	7
58.	PUERTO RICO	12	5	7
59.	BAHRAIN	6	0	6
60.	GIBRALTAR	6	0	6
61.	KUWAIT	6	0	6
62.	BAHAMAS	6	2	4
63.	CZECH REPUBLIC	5	0	5
64.	ICELAND	16	11	5
65.	JAMAICA	5	0	5
66.	MALTA	5	0	5
67.	PAPUA NEW GUINEA	7	2	5
68.	QATAR	6	1	5
69.	ANTIGUA AND BARBUDA	4	0	4
70.	TRINIDAD AND TOBAGO	4	0	4

71.	<b>FAROE ISLANDS</b>	3	0	3
72.	<b>JORDAN</b>	3	0	3
73.	<b>LIECHTENSTEIN</b>	3	0	3
74.	<b>MAURITIUS</b>	4	1	3
75.	<b>PANAMA</b>	3	0	3
76.	<b>SRI LANKA</b>	3	0	3
77.	<b>TANZANIA</b>	3	0	3
78.	<b>VIETNAM</b>	3	0	3
79.	<b>BARBADOS</b>	2	0	2
80.	<b>CAMBODIA</b>	2	0	2
81.	<b>COSTA RICA</b>	2	0	2
82.	<b>CROATIA</b>	3	1	2
83.	<b>HUNGARY</b>	4	2	2
84.	<b>MOROCCO</b>	3	1	2
85.	<b>NETHERLANDS ANTILLES</b>	4	2	2
86.	<b>LATVIA</b>	2	0	2
87.	<b>LEBANON</b>	2	0	2
88.	<b>MACAU</b>	2	0	2
89.	<b>NEPAL</b>	2	0	2
90.	<b>OMAN</b>	2	0	2
91.	<b>UKRAINE</b>	2	0	2
92.	<b>AFGHANISTAN</b>	1	0	1
93.	<b>ANGOLA</b>	1	0	1
94.	<b>ANGUILLA</b>	1	0	1
95.	<b>AZERBAIJAN</b>	1	0	1
96.	<b>BANGLADESH</b>	1	0	1
97.	<b>BELIZE</b>	1	0	1
98.	<b>BOLIVIA</b>	1	0	1
99.	<b>BOSNIA AND HERZEGOVINA</b>	1	0	1
100.	<b>COOK ISLANDS</b>	1	0	1
101.	<b>DOMINICAN REPUBLIC</b>	1	0	1
102.	<b>ETHIOPIA</b>	1	0	1
103.	<b>FALKLAND ISLANDS</b>	1	0	1
104.	<b>GABON</b>	1	0	1
105.	<b>GEORGIA</b>	1	0	1
106.	<b>GHANA</b>	1	0	1
107.	<b>GREENLAND</b>	1	0	1
108.	<b>GRENADA</b>	1	0	1



109.	<b>GUAM</b>	1	0	1
110.	<b>IVORY COAST</b>	1	0	1
111.	<b>KAZAKHSTAN</b>	2	1	1
112.	<b>LITHUANIA</b>	1	0	1
113.	<b>MARSHALL ISLANDS</b>	1	0	1
114.	<b>MONGOLIA</b>	1	0	1
115.	<b>MOZAMBIQUE</b>	1	0	1
116.	<b>PARAGUAY</b>	1	0	1
117.	<b>RÉUNION</b>	1	0	1
118.	<b>ROMANIA</b>	2	1	1
119.	<b>SAINT VINCENT AND THE GRENADINES</b>	1	0	1
120.	<b>SLOVAKIA</b>	1	0	1
121.	<b>SLOVENIA</b>	1	0	1
122.	<b>TOGO</b>	1	0	1
123.	<b>TUNISIA</b>	1	0	1
124.	<b>URUGUAY</b>	2	0	2
125.	<b>VENEZUELA</b>	2	0	2
126.	<b>VIRGIN ISLANDS, U.S.</b>	2	0	2
127.	<b>ZAMBIA</b>	2	0	2
128.	<b>BULGARIA</b>	2	0	2
129.	<b>LATVIA</b>	2	0	2
130.	<b>LEBANON</b>	1	0	1
131.	<b>MACAU</b>	1	0	1
132.	<b>NEPAL</b>	1	0	1
133.	<b>OMAN</b>	1	0	1
134.	<b>UKRAINE</b>	1	0	1
135.	<b>AFGHANISTAN</b>	1	0	1
136.	<b>ANGOLA</b>	1	0	1
137.	<b>ANGUILLA</b>	1	0	1
138.	<b>AZERBAIJAN</b>	1	0	1
139.	<b>BANGLADESH</b>	1	0	1
140.	<b>BELIZE</b>	1	0	1
141.	<b>BOLIVIA</b>	1	0	1
142.	<b>BOSNIA AND HERZEGOVINA</b>	1	0	1
143.	<b>COOK ISLANDS</b>	1	0	1
144.	<b>DOMINICAN REPUBLIC</b>	1	0	1
145.	<b>ETHIOPIA</b>	1	0	1
146.	<b>FALKLAND ISLANDS</b>	1	0	1

147.	GABON	1	0	1
148.	GEORGIA	1	0	1
149.	GHANA	2	1	1
150.	GREENLAND	1	0	1
151.	GRENADA	1	0	1
152.	GUAM	1	0	1
153.	IVORY COAST	1	0	1
154.	KAZAKHSTAN	1	0	1
155.	LITHUANIA	1	0	1
156.	MARSHALL ISLANDS	2	1	1
157.	MONGOLIA	1	0	1
158.	MOZAMBIQUE	1	0	1
159.	PARAGUAY	1	0	1
160.	RÉUNION	1	0	1
161.	ROMANIA	1	0	1
162.	SAINT VINCENT AND THE GRENADINES	1	0	1
163.	SLOVAKIA	1	0	1
164.	SLOVENIA	3	2	1
165.	TOGO	1	0	1
166.	TUNISIA	1	1	0
<b>TOTAL</b>		<b>25,103</b>	<b>6,754</b>	<b>18,349</b>

*\*Data as of December 18, 2015.*

## How does BoardEx choose individuals to profile?

We begin by profiling almost every publicly listed company across the world on what publicly available information is available. We then add in all large, notable private companies that are of interest to our commercial clients. This makes up over 18,000 companies across the world with about 70% of them being publicly listed and 30% of them being private companies.

As we continue the process of building the profiles for these companies, we compile the full list of their directors, senior managers, and disclosed earners and build complete profiles on each of these individuals. These profiles will include as much information as we can gather on their full history regarding employment, other activities (i.e. clubs, memberships, non-profit activities, etc.), education and achievements. These individual profiles will include many organizations that were not targeted for profiling through the above process but will be able to be found in BoardEx based on the fact that they are part of an individual's profile. These are not "fully profiled" organizations, but will be an important component in terms of how individuals are connected. In total, we have profiles on over 750,000 individuals and we have information on over 1 million non-profiled organizations in addition to the 18,000 fully profiled organizations mentioned previously.

The greatest value in what BoardEx delivers is the ability to see how individuals are connected through organizations and how organizations are connected through individuals. These make up the networks of the individuals and the organizations. The larger the network, the more influential the individual may be based on how well they are connected to other business leaders across the world. This is called "relationship capital" and is a valuable asset to every organization that can leverage it to their advantage.

## Samples of Recent Academic Papers Using BoardEx Data

### Social Network Metrics: The BoardEx Case Study

A Shahgholian, B Theodoulidis... - Available at SSRN ..., 2015 - researchgate.net

### Executive incentives and payout policy: Empirical evidence from Europe

A De Cesari, N Ozkan - Journal of Banking & Finance, 2015 - Elsevier

### CEO network centrality and merger performance

R El-Khatib, K Fogel, T Jandik - Journal of Financial Economics, 2015 - Elsevier

### Institutional theory and gender diversity on European boards

I Allemand, O Barbe, B Brullebaut - 2015 - cairn.info

### Playing Favorites? Industry Expert Directors in Diversified Firms

JA Ellis, CE Fee, SE Thomas - Industry Expert Directors in ..., 2015 - papers.ssrn.com

### Political capital and moral hazard

L Kostovetsky - Journal of Financial Economics, 2015 - Elsevier

### Executive compensation, Fat Cats, and best athletes

JW Kim, B Kogut, JS Yang - American Sociological Review, 2015 - asr.sagepub.com

### Which executive characteristics create value in banking? Evidence from appointment announcements

DDL Nguyen, J Hagendorff... - ... : An International Review, 2015 - Wiley Online Library

### Managerial risk incentives and investment related agency costs

Y Belghitar, E Clark - International Review of Financial Analysis, 2015 - Elsevier

### Top Management Human Capital, Inventor Mobility, and Corporate Innovation

TJ Chemmanur, L Kong, K Krishnan, Q Yu - 2015 - bentley.edu

### The Effect of Labour Income Taxation on CEO Compensation

M Ruf, J Schmider - 2015 - eaacongress.org

### Amalia Carrasco, Claude Francoeur, Réal Labelle, Joaquina Laffarga & Emiliano Ruiz-Barbadillo

C Bias - J Bus Ethics, 2015 - researchgate.net

### 14. Serial takeovers, large shareholders, and CEOs' equity-based compensation

E Pikulina, L Renneboog - Research Handbook on Shareholder ..., 2015 - books.google.com

### Financial Distress Risk, Executive Compensation and the Executive Labour Market

J Chen, P Hill, N Ozkan - ... the Executive Labour Market (January 8, ..., 2015 - papers.ssrn.com

### Do Director Elections Matter?

V Fos, K Li, M Tsoutsoura - Available at SSRN 2609815, 2015 - research.mbs.ac.uk

### Board Connectedness and Board Effectiveness

V Intintoli, KM Kahle, W Zhao - Available at SSRN 2578716, 2015 - papers.ssrn.com

### Who bears the cost of taxing the rich? An empirical study on CEO pay

M Ruf, J Schmider - 2015 - wiwiss.fu-berlin.de

### **Professionalization of Corporate Boards and Its Consequences**

AS Wahid, K Welch - 2015 - [wwwstage2.darden.virginia.edu](http://wwwstage2.darden.virginia.edu)

### **The effect of board directors from countries with different genetic diversity levels on corporate performance**

MD Delis, C Gaganis, I Hasan, F Pasiouras - 2015 - [helda.helsinki.fi](http://helda.helsinki.fi)

### **The Market for Director Reputation around the World: Evidence from International Shocks to Reputation**

U LeI, D Miller - 2015 - [chicagobooth.edu](http://chicagobooth.edu)

### **Top Management Team Functional Diversity and Management Forecast Accuracy**

S Wang - 2015 - [scholarsbank.uoregon.edu](http://scholarsbank.uoregon.edu)

### **The Lion's Share: Evidence from Federal Contracts on the Value of Political Connections**

Ş Ağca, D Igan - 2015 - [cmepg.gmu.edu](http://cmepg.gmu.edu)

### **Spillovers inside Conglomerates: Incentives and Capital**

R Duchin, A Goldberg, D Sosyura - [webuser.bus.umich.edu](http://webuser.bus.umich.edu)

### **When Do Individual Bank Executives Matter for Bank Performance?**

DD Nguyen, J Hagendorff, A Eshraghi - *Financial Crisis, Bank Behaviour ...*, 2016 - Springer

### **Corporate governance of banks: A survey**

J Haan, R Vlahu - *Journal of Economic Surveys*, 2015 - Wiley Online Library

### **The impact of personal attributes on corporate insider trading**

D Hillier, A Korczak, P Korczak - *Journal of Corporate Finance*, 2015 - Elsevier

### **Can Bank Boards Prevent Misconduct?**

DD Nguyen, J Hagendorff, A Eshraghi - *Review of Finance*, 2015 - [rof.oxfordjournals.org](http://rof.oxfordjournals.org)  
Fewer

### **Hobby horses ridden**

E Labro - *Journal of Management Accounting Research*, 2015 - [aaajournals.org](http://aaajournals.org)

### **Taxes, Earnings Payout, and Payout Channel Choice**

P Geiler, L Renneboog - ... of *International Financial Markets, Institutions and ...*, 2015 - Elsevier

### **General Managerial Skills and External Communication**

E Yeh - 2015 - [repository.asu.edu](http://repository.asu.edu)

### **The Influence of Board of Directors' Risk Oversight on Risk Management Maturity and Firm Risk-Taking**

CD Ittner, T Keusch - 2015 - [valuewalk.com](http://valuewalk.com)

### **Costs and benefits of friendly boards during mergers and acquisitions**

B Schmidt - *Journal of Financial Economics*, 2015 - Elsevier

### **Are there costs to hiring an accounting expert CFO?**

D Bernard, W Ge, D Matsumoto, S Toynebee - [business.lsu.edu](http://business.lsu.edu)

### **Does takeover activity cause managerial discipline? Evidence from international M&A laws**

U LeI, DP Miller - *Review of Financial Studies*, 2015 - *Soc Financial Studies*

### **Social Connections, Reference Point and M&A Performance**

JM Guoa, X Li, NC Seeger, E Vagenas-Nanosb - [mfsociety.org](http://mfsociety.org)

### **Selective Disclosure and the Role of Form 8-K in the Post-Reg FD Era**

C Gleason, Z Ling, R Zhao - Available at SSRN 2615976, 2015 - [capana.net](http://capana.net)

### **Family Firms, Employee Satisfaction, and Corporate Performance**

*M Huang, P Li, F Meschke, J Guthrie - 2015 - swfa2015.uno.edu*

*Do Corporate Acquisitions Influence CEO Compensation? Empirical Evidence from Continental Europe*

**H Gonenc, N Ozkan - efmaefm.org**

### **The Impact of Occupational Community on the Quality of Internal Control**

*S Campbell, Y Li, J Yu, Z Zhang - Journal of Business Ethics - Springer*

### **Is Director Industry Experience Valuable?**

*F Meyerinck, D Oesch, M Schmid - Financial Management, 2015 - Wiley Online Library*

### **Shadow Trading: Do Insiders Exploit Private Information About Stakeholders?**

*MN Mehta, DM Reeb, W Zhao - Available at SSRN 2575221, 2015 - papers.ssrn.com*

### **AREAS OF INTERESTS**

*M HUANG - Cell - business.ku.edu*

### **Board interlocking network and the design of executive compensation packages**

*LHH Wong, AF Gygas, P Wang - Social Networks, 2015 - Elsevier*

### **CEO Networks and the M&A Market**

*L Renneboog, Y Zhao - CEO Branding: Theory and Practice, 2015 - books.google.com*

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*Support:*

[helpdesk@boardex.com](mailto:helpdesk@boardex.com)

or

[+1 888-257-6082 \(US\)](tel:+18882576082)

[+ 44 \(0\)20 7160 9610 \(UK\)](tel:+442071609610)