

# BoardEx



Wharton |  
UNIVERSITY of PENNSYLVANIA

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The Global Standard for Business Research

## Data Dictionary

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## 01 | Details

Variable	Definition
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Title</b>	Courtesy prefix to the name of the individual
<b>First Name</b>	First name of selected individual
<b>Last Name</b>	Last name of selected individual
<b>Second Forename</b>	Second forename of selected individual
<b>Third Forename</b>	Third forename of selected individual
<b>Fourth Forename</b>	Fourth forename of selected individual
<b>Preferred Name</b>	Preferred name of selected individual
<b>Suffix Title</b>	Suffix title of selected individual
<b>Date of Birth</b>	Date of birth of selected individual
<b>Date of Death</b>	Date of death of selected individual (if applicable)
<b>Age</b>	Current age of selected individual
<b>Gender</b>	Gender of selected individual
<b>Nationality</b>	Nationality of selected individual
<b>Indicator of Individual's Visibility on BoardEx</b>	Relates to visibility on BoardEx commercial web application
<b>Network Size</b>	Network size of selected individual (number of overlaps through employment, other activities, and education)

## 02 | Employment

Variable	Definition
<b>Company Name</b>	Name of relevant company/organization
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Country</b>	The full country name in which the Head Office of the Company is located
<b>Individual/Director Name</b>	Full name of selected individual
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifying a security
<b>Sector</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>NED Indicator</b>	Non-Executive Director Indicator
<b>Date Started Role</b>	Start date of selected position
<b>Date Ended Role</b>	End date of selected position (if applicable)
<b>Board Position</b>	Indicator of whether or not selected position is a board position
<b>Role Name</b>	Provided title of selected position
<b>Full Description of the Role</b>	Additional description of the selected position

## 03 | Education

Variable	Definition
<b>Director ID</b>	A unique identifier allocated to each individual
<b>Director Name</b>	Full name of selected individual
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Name</b>	Name of relevant company/organization
<b>Award Date</b>	Date that the education qualification was awarded
<b>Qualification</b>	Qualification earned at this institution
<b>Additional information</b>	Additional description of the qualification earned

## 04 | Achievements

Variable	Definition
<b>Individual/Director Name</b>	Full name of selected individual
<b>Company/Organization ID</b>	A unique identifier allocated to each company/organization
<b>Company/Organization Name</b>	Name of relevant company/organization
<b>Achievement Date</b>	Date that the achievement was awarded
<b>Achievement</b>	Description of the achievement

## 05 | Other Activities

Variable	Definition
<b>Row Type</b>	Category description
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Company/Organization ID</b>	A unique identifier allocated to each company/organization
<b>Company/Organization Name</b>	Name of relevant company/organization
<b>Start Date</b>	Start date of selected position
<b>End Date</b>	End date of selected position (if applicable)
<b>Role Name</b>	Provided title of selected position

## 01 | Organization Summary – Analytics (Part 1 of 4)

Variable	Definition
<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>	Name of relevant company/organization
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company ISIN</b>	An International Securities Identifying Number (ISIN) uniquely identifying 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>Director Type (NED)</b>	Non-Executive Director Indicator
<b>Individual Name</b>	Full name of selected individual
<b>Individual ID</b>	A unique identifier allocated to each individual
<b>Individual Role</b>	Provided title of selected position
<b>Individual Network Size</b>	Network size of selected individual (number of overlaps through employment, other activities, and education)
<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>Standard Deviation of Age</b>	Standard deviation of the population of the ages of Directors for all the Directors at the Annual Report Date selected
<b>Standard Deviation of Total Number of Qualifications</b>	Standard deviation of the population of the number of Qualifications for all the Directors at the Annual Report Date selected
<b>Standard Deviation of Total Number of Current Listed Boards sat on</b>	Std Dev. of the population of the number of Quoted Boards that are sat on for all the Directors at the Annual Report Date selected

## 01 | Organization Summary – Analytics (Part 2 of 4)

Variable	Definition
<b>Standard Deviation of Total Number of Listed Boards sat on</b>	Std. Dev. of the population of of the number of Quoted Boards that have been sat on overtime for all the Directors at the Annual Report Date selected
<b>Standard Deviation of Time on Board</b>	Standard deviation of the population of Time on Board values for all the Directors at the Annual Report Date selected
<b>Standard Deviation of Time in Company</b>	Standard deviation of the population of Time in Companies for all the Directors at the Annual Report Date selected
<b>Number of Directors on Board</b>	Number of Executive Directors, Supervisory Directors or All of the Directors at the Annual Report Date selected
<b>Nationality Mix</b>	Proportion of Directors from different countries at the Annual Report Date selected
<b>Gender Ratio</b>	The proportion of male directors at the Annual Report Date selected
<b>Attrition Rate</b>	Number of Directors that have left a role as a proportion of average number of Directors for the preceding reporting period at the Annual Report Date selected
<b>Succession Factor</b>	Measurement of the Clustering of Directors around retirement age at the Annual Report Date selected
<b>Number of Qualifications</b>	The average number of qualifications at undergraduate level and and above for all the Directors at the Annual Report Date selected
<b>Total Current Number of Other Boards sitting on</b>	The number of Boards for organizations other than publicly listed or private companies that an individual serves on at the current Annual Report Date
<b>Total Current Number of Unlisted Boards sitting on</b>	The number of Boards of private companies that an individual serves on at the current Annual Report Date
<b>Total Current Number of Listed Boards sitting on</b>	The number of Boards of publicly listed companies that an individual serves on at the current Annual Report Date
<b>Total Number of Other Boards sat on</b>	The number of Boards for organizations other than publicly listed or private companies that an individual has served on at the Annual Report Date selected
<b>Total Number of Unlisted Boards sat on</b>	The number of Boards of private companies that an individual has served on at the Annual Report Date selected
<b>Total Number of Listed Boards sat on</b>	The number of Boards of publicly listed companies that an individual has served on at the Annual Report Date selected
<b>Average Time in Other Companies</b>	The Average Time that a Director sits on the Board of Quoted Companies
<b>Time In Company</b>	Time in Company for the individual at a selected Annual Report Date





## 01 | Organization Summary – Analytics (Part 3 of 4)

Variable	Definition
<b>Currency</b>	The ISO Code of the Currency in which all values are displayed
<b>Salary (in 000s)</b>	Base annual pay in cash for each Director in a report period
<b>Bonus (in 000s)</b>	Bonus payments for each Director in a report period
<b>Other (in 000s)</b>	Value of annual ad hoc cash payments such as relocation or fringe benefits awarded during the period
<b>Employers Defined Contribution (in 000s)</b>	Employers Defined Retirement/Pension Contribution for each Director in a report period
<b>Total Compensation (in 000s)</b>	Salary plus Bonus
<b>Value of Total Equity Held (in 000s)</b>	Value of shares held at the end of the reporting period for the individual based on the closing stock price of the Annual Report Date selected
<b>Value of Long Term Incentive Plans Held (in 000s)</b>	Value of LTIPs held at the end of the report for the individual based on the closing stock price of the Annual Report Date selected <sup>1</sup>
<b>Intrinsic Value of Options Held (in 000s)</b>	A valuation of Options held at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Estimated Value of Options Held (Black Scholes) (in 000s)</b>	A valuation of Options held at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Total Value of Equity Linked Wealth (in 000s)</b>	A valuation of Total Wealth at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>4</sup>
<b>Value of Equity Awarded in last year (in 000s)</b>	Value of shares awarded during the period based on the closing stock price of the Annual Report Date selected
<b>Value of LTIP Awarded in last year (in 000s)</b>	Value of LTIPs awarded during the period based on the closing stock price of the Annual Report Date selected <sup>1</sup>
<b>Intrinsic Value of Options Awarded in Last Year (in 000s)</b>	A valuation of Options awarded during the period based on the closing stock price of the Annual Report Date selected <sup>2</sup>

## 01 | Organization Summary – Analytics (Part 4 of 4)

Variable	Definition
<b>Estimated Value of Options Awarded in Last Year (in 000s)</b>	A valuation of Options awarded during the period based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>PerfTotal - LTIP Value / Total Awards for the Period</b>	Performance to total - Ratio of Value of LTIPs Held to Total Compensation for the period
<b>Total Direct Compensation (000s) (Salary+Bonus+Other+PenEmpCont)</b>	Total Direct Compensation equals Salary plus Bonus plus Other Compensation plus Employers Devined Retirement/Pension Contribution for the period
<b>Wealth Delta (in 000s)</b>	Change in wealth in the company (Total Equity Linked Wealth) for each 1% change in the stock price at the Annual Report Date selected for the individual
<b>Remuneration Change since Last R&amp;A</b>	Percentage change in total compensation from the previous report period for the individual
<b>Equity Linked Remuneration Ratio</b>	Equity Linked Compensation as a proportion of total compensation for the individual based on the closing stock price of the Annual Report Date selected
<b>Bonus Ratio</b>	Bonus as a proportion of total direct compensation less defined contribution pension/retirement plan
<b>Total Awards for the Remuneration Period (in 000s)</b>	Total awards for the period
<b>Total Stock, Option, and LTIP Awards (in 000s)</b>	Total stock (ValEqAward), option (EstValOptAward) and LTIP (LTIPValue) awards based on the closing stock price of the Annual Report Date selected

<sup>1</sup> 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. Option based LTIPs are calculated using methodology described in note 2 below

<sup>2</sup> 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

<sup>3</sup> Valuation uses a Generalized Black - Scholes option pricing model using the following: Volatility is measured using 100 days of historic stock prices, Risk free rate is measured by UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%, and it is assumed that exercise is on expiration date whether known or assumed

<sup>4</sup> Equals Estimated Value of Options Held plus Value of LTIP Held plus Value of Total Equity Held

## 02 | Organization - Composition of Officers, Directors and Senior Managers

Variable	Definition
<b>Individual Name</b>	Full name of selected individual
<b>Individual ID</b>	A unique identifier allocated to each individual
<b>Company Name</b>	Name of relevant company/organization
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Role</b>	Provided title of selected position
<b>Role Start Date</b>	Start date of selected position
<b>Role End Date</b>	End date of selected position (if applicable)
<b>Seniority (ED/SD/Sr Mgr)</b>	Indicator of role type - Executive Director, Supervisory Director, or Senior Manager

## 01 | Company and Organizational Networks

Variable	Definition
<b>Individual Name</b>	Full name of selected individual that connects the two companies
<b>Individual ID</b>	A unique identifier allocated to each individual
<b>Start Company Name</b>	Name of starting company/organization
<b>Start Company ID</b>	A unique identifier allocated to each company/organization
<b>Start Company Type</b>	Organization category or type
<b>Start Company Role</b>	Provided title of selected position at starting company
<b>Start Company Role Start Date</b>	Start date of selected position at starting company
<b>Start Company Role End Date</b>	End date of selected position (if applicable) at starting company
<b>Connected Company Name</b>	Name of connected company/organization
<b>Connected Company ID</b>	A unique identifier allocated to each company/organization
<b>Connected Company Type</b>	Organization category or type
<b>Connected Company Role</b>	Provided title of selected position at connected company
<b>Connected Company Role Start Date</b>	Start date of selected position at connected company
<b>Connected Company Role End Date</b>	End date of selected position (if applicable) at connected company

## 02 | Individual Networks

Variable	Definition
<b>Connected Company Name</b>	Name of connected company/organization
<b>Connected Company ID</b>	A unique identifier allocated to each company/organization
<b>Individual Name</b>	Full name of selected individual to whom the second individual is linked
<b>Individual ID</b>	A unique identifier allocated to each individual
<b>Overlap Year Start</b>	Beginning year of the overlap in which both individuals were in a role at the connecting company/organization
<b>Overlap Year End</b>	Ending year of the overlap in which both individuals were in a role at the connecting company/organization
<b>Role</b>	Description of position held by starting individual during the overlap at the connecting company/organization
<b>Role Title</b>	Provided title of position held by starting individual during the overlap at the connecting company/organization
<b>Role Board Position Flag</b>	Indicator of whether or not the role of the starting individual is a board position
<b>Role ED Flag</b>	Indicator of whether or not the role of the starting individual is an Executive Director or Supervisory Director
<b>Organization Type</b>	Connecting Organization category or type
<b>Linked Individual Name</b>	Full name of individual that is linked to the starting individual
<b>Linked Individual ID</b>	A unique identifier allocated to each individual
<b>Associated Role</b>	Description of position held by linked individual during the overlap at the connecting company/organization
<b>Associated Role Title</b>	Provided title of position held by linked individual during the overlap at the connecting company/organization
<b>Associated Role ED Flag</b>	Indicator of whether or not the role of the linked individual is an Executive Director or Supervisory Director
<b>Associated Role Board Position Flag</b>	Indicator of whether or not the role of the linked individual is a board position

## 01 | Annual Remuneration (Part 1 of 2)

Variable	Definition
<b>Row Type (Average, Total, or Individual-Level Figures)</b>	Indicator of type of data represented in the selected row
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Name</b>	Name of relevant company/organization
<b>Annual Report Date</b>	Fiscal year end date
<b>NED Indicator</b>	An indicator showing if the employment record is an executive position (No) or a supervisory position (Yes)
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Role Name</b>	Provided title of selected position
<b>Currency</b>	The ISO Code of the Currency in which all values are displayed
<b>Salary (in 000s)</b>	Base annual pay in cash for each Director in a report period
<b>Bonus (in 000s)</b>	Bonus payments for each Director in a report period
<b>Other (in 000s)</b>	Value of annual ad hoc cash payments such as relocation or fringe benefits awarded during the period
<b>Employer's Contribution for each Director (in 000s)</b>	Employers Defined Retirement/Pension Contribution for each Director in a report period
<b>Total Compensation (in 000s)</b>	Salary plus Bonus
<b>Value of Shares Held (in 000s)</b>	Value of shares held at the end of the reporting period for the individual based on the closing stock price of the Annual Report Date selected
<b>Role Status</b>	Details of when the individual joined or left the role
<b>PerfTotal (LTIPValue/TotRemPeriod)</b>	Performance to total - Ratio of Value of LTIPs Held to Total Compensation for the period
<b>TotalDirectComp (in 000s) -- Salary + Bonus + Other + PenEmpCont</b>	Total Direct Compensation equals Salary plus Bonus plus Other Compensation plus Employers Devined Retirement/Pension Contribution for the period
<b>Wealth Delta (in 000s)</b>	Change in wealth in the company (Total Equity Linked Wealth) for each 1% change in the stock price at the Annual Report Date selected for the individual



## 01 | Annual Remuneration (Part 2 of 2)

Variable	Definition
<b>Percentage Change in Total Compensation from Previous Report</b>	Percentage change in total compensation from the previous report period for the individual
<b>Equity Linked Remuneration Ratio</b>	Equity Linked Compensation as a proportion of total compensation for the individual based on the closing stock price of the Annual Report Date selected
<b>Bonus Ratio</b>	Bonus as a proportion of total direct compensation less defined contribution pension/retirement plan
<b>Total for the Remuneration Period (in 000s)</b>	Total awards for the period
<b>Total Stock, Option and LTIP Awards (in 000s)</b>	Total stock (ValEqAward), option (EstValOptAward) and LTIP (LTIPValue) awards based on the closing stock price of the Annual Report Date selected
<b>Estimated Value of Options Awarded in Last Year (in 000s)</b>	A valuation of Options held at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Intrinsic Value of Options Awarded in Last Year (in 000s)</b>	A valuation of Options awarded during the period based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Value of LTIP Awarded in last year (in 000s)</b>	Value of LTIPs awarded during the period based on the closing stock price of the Annual Report Date selected <sup>1</sup>
<b>Value of Equity Awarded in last year (in 000s)</b>	Value of shares awarded during the period based on the closing stock price of the Annual Report Date selected
<b>Total Value of Equity Linked Wealth (in 000s)</b>	A valuation of Total Wealth at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>4</sup>
<b>Estimated Value of Options Held (Black Scholes) (in 000s)</b>	A valuation of Options held at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Intrinsic Value of Options Held (in 000s)</b>	A valuation of Options held at the end of the period for the individual based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>PerfTotal (LTIPValue/TotRemPeriod)</b>	Performance to total - Ratio of Value of LTIPs Held to Total Compensation for the period

<sup>1</sup> 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. Option based LTIPs are calculated using methodology described in note 2 below

<sup>2</sup> 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

<sup>3</sup> Valuation uses a Generalized Black - Scholes option pricing model using the following: Volatility is measured using 100 days of historic stock prices, Risk free rate is measured by UK = 6 months Libor rate, Europe = EURIBOR, US = 10 year T-Bill, otherwise = 6.5%, and it is assumed that exercise is on expiration date whether known or assumed

<sup>4</sup> Equals Estimated Value of Options Held plus Value of LTIP Held plus Value of Total Equity Held





## 02 | Annual LTIP Compensation

Variable	Definition
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Name</b>	Name of relevant company/organization
<b>NED Indicator</b>	An indicator showing if the employment record is an executive position (No) or a supervisory position (Yes)
<b>Annual Report Date</b>	Fiscal year end date
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Options expiration date
<b>Compensation Plan Name</b>	Name of the conditional incentive plan
<b>Currency</b>	The ISO Code of the Currency in which all values are displayed
<b>Stock Price</b>	Price of the stock that the plan is awarded in at the Annual Report Date selected
<b>Cash Value Held (in 000s)</b>	Value of any cash based incentive plan
<b>Volume of Options Issued - Exercisable</b>	The maximum number of exercisable options awarded for that conditional incentive plan
<b>Volume of Options Issued - Un-Exercisable</b>	The maximum number of unexercisable options awarded for that conditional incentive plan
<b>Volume of Options issued - Expired in the year</b>	The number of expired options in the conditional incentive plan
<b>Value of Shares Issued - Equity Matching Scheme (in 000s)</b>	The value of shares awarded plus the matched percentage for a given incentive plan based on the stock price at the Annual Report Date selected
<b>Volume of Shares Issued - Equity Matching Scheme</b>	The maximum number of shares awarded plus the matched percentage in the period for a given conditional incentive plan
<b>Value of Shares Issued (in 000s)</b>	The value of shares awarded for a given incentive plan
<b>Volume of Shares Issued</b>	The maximum number of shares awarded in the period for a given conditional incentive plan
<b>Estimated Value of Options Issued - Un-Exercisable (Black Scholes) (in 000s)</b>	A valuation of Unexercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Estimated Value of Options Issued - Exercisable (Black Scholes) (in 000s)</b>	A valuation of Exercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Intrinsic Value of Options Issued - Un-Exercisable (in 000s)</b>	The valuation of Unexercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Intrinsic Value of Options Issued - Exercisable (in 000s)</b>	The valuation of Exercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Exercise Price</b>	The price at which options can be exercised

## 03 | Annual Option Based Compensation

Variable	Definition
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Name</b>	Name of relevant company/organization
<b>NED Indicator</b>	An indicator showing if the employment record is an executive position (No) or a supervisory position (Yes)
<b>Annual Report Date</b>	Fiscal year end date
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Options expiration date
<b>Currency</b>	The ISO Code of the Currency in which all values are displayed
<b>Stock Price</b>	Price of the stock that the plan is awarded in at the Annual Report Date selected
<b>Volume of Options Issued - Exercisable</b>	The number of exercisable options awarded for that plan
<b>Volume of Options Issued - Un-Exercisable</b>	The number of unexercisable options awarded for that plan
<b>Volume of Options issued - Expired in the year</b>	The number of expired options in the incentive plan
<b>Exercise Price</b>	The price at which options can be exercised
<b>Intrinsic Value of Options Issued - Exercisable (in 000s)</b>	The valuation of Exercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Estimated Value of Options Issued - Un-Exercisable (Black Scholes) (in 000s)</b>	A valuation of Unexercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Estimated Value of Options Issued - Exercisable (Black Scholes) (in 000s)</b>	A valuation of Exercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Intrinsic Value of Options Issued - Un-Exercisable (in 000s)</b>	The valuation of Unexercisable Options awarded in the period based on the closing stock price of the Annual Report Date selected <sup>2</sup>

## 04 | Accumulated Wealth - LTIP

Variable	Definition
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Name</b>	Name of relevant company/organization
<b>NED Indicator</b>	An indicator showing if the employment record is an executive position (No) or a supervisory position (Yes)
<b>Annual Report Date</b>	Fiscal year end date
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Options expiration date
<b>Compensation Plan Name</b>	Name of the conditional incentive plan
<b>Currency</b>	The ISO Code of the Currency in which all values are displayed
<b>Stock Price</b>	Price of the stock at the Annual Report Date selected
<b>Cash Value Held (in 000s)</b>	Value of any cash based incentive plan
<b>Volume of Options Issued - Exercisable</b>	The maximum number of exercisable options held at the Annual Report Date selected in the conditional incentive plan
<b>Volume of Options Issued - Un-Exercisable</b>	The maximum number of unexercisable options held at the Annual Report Date selected in the conditional incentive plan
<b>Volume of Options Issued - Expired in the year</b>	The number of expired options in the conditional incentive plan
<b>Value of Shares Issued - Equity Matching Scheme (in 000s)</b>	The value of shares held plus the matched percentage for a given incentive plan based on the stock price at the Annual Report Date selected
<b>Volume of Shares Issued - Equity Matching Scheme</b>	The maximum number of shares held plus the matched percentage in the period for a given conditional incentive plan
<b>Value of Shares Issued (in 000s)</b>	The value of shares awarded for a given incentive plan
<b>Estimated Value of Options Issued - Un-Exercisable (Black Scholes) (in 000s)</b>	A valuation of Unexercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Estimated Value of Options Issued - Exercisable (Black Scholes) (in 000s)</b>	A valuation of Exercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Intrinsic Value of Options Issued - Un-Exercisable (in 000s)</b>	The valuation of Unexercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Intrinsic Value of Options Issued - Exercisable (in 000s)</b>	The valuation of Exercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Exercise Price</b>	The price at which options can be exercised

## 05 | Accumulated Wealth - Options

Variable	Definition
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Name</b>	Name of relevant company/organization
<b>NED Indicator</b>	An indicator showing if the employment record is an executive position (No) or a supervisory position (Yes)
<b>Annual Report Date</b>	Fiscal year end date
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Vesting Date</b>	The date from which options can be exercised
<b>Expiry Date</b>	Options expiration date
<b>Currency</b>	The ISO Code of the Currency in which all values are displayed
<b>Volume of Options Issued - Exercisable</b>	The number of exercisable options held at the Annual Report Date selected for that plan
<b>Volume of Options Issued - Un-Exercisable</b>	The number of unexercisable options held for that plan
<b>Volume of Options issued - Expired in the year</b>	The number of expired options in the incentive plan
<b>Exercise Price</b>	The price at which options can be exercised
<b>Intrinsic Value of Options Issued - Exercisable (in 000s)</b>	The valuation of Exercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Intrinsic Value of Options Issued - Un-Exercisable (in 000s)</b>	The valuation of Unexercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>2</sup>
<b>Estimated Value of Options Issued - Un-Exercisable (Black Scholes) (in 000s)</b>	A valuation of Unexercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>3</sup>
<b>Estimated Value of Options Issued - Exercisable (Black Scholes) (in 000s)</b>	A valuation of Exercisable Options held at the Annual Report Date selected based on the closing stock price of the Annual Report Date selected <sup>3</sup>

## 01 | Board and Director Committees

Variable	Definition
<b>Company Name</b>	Name of relevant company/organization
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>NED Indicator</b>	Non-Executive Director Indicator
<b>Annual Report Date</b>	Fiscal year end date
<b>Committee Name</b>	Name of the given committee
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Individual/Director Name</b>	Full name of selected individual
<b>Committee Role Name</b>	The selected individual's role on the committee
<b>Functional Experience</b>	Employment experience relevant to the selected committee on which the director sits
<b>Board Role</b>	Description of the board position held by the selected director as of the selected Annual Report Date
<b>Board Position</b>	Indicator of whether or not the selected individual holds a board position at the named company
<b>Role Status</b>	Details of when the Director joined or left the role

## 01 | Company Profile Details

Variable	Definition
<b>Company Name</b>	Name of relevant company/organization
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Company Type</b>	Organization category or type
<b>HO Address 1</b>	The first line of the Head Office Address
<b>HO Address 2</b>	The second line of the Head Office Address
<b>HO Address 3</b>	The third line of the Head Office Address
<b>HO Address 4</b>	The fourth line of the Head Office Address
<b>HO Address 5</b>	The fifth line of the Head Office Address
<b>HO Country Name</b>	The full country name in which the Head Office of the Company is located
<b>HO Tel Number</b>	The main Head Office Telephone Number
<b>HO Fax Number</b>	The main Head Office Facsimile Number
<b>HO URL</b>	The Corporate Web Site for the company
<b>Financial URL</b>	The Web page where company financials can be located on the company web site
<b>CC Address 1</b>	The first line of the communication address which may be the same as the Head Office Address
<b>CC Address 2</b>	The second line of the communication address which may be the same as the Head Office Address
<b>Advisor Type Description</b>	A description of the service offered by the selected Advisor
<b>Advisor Name</b>	Organisation name that provides services to the selected company/organization
<b>ISIN Code</b>	An International Securities Identifying Number (ISIN) uniquely identifies a security
<b>CIK Code</b>	The CIK Code used within SEC filings for American companies - relevant only for companies incorporated within the U.S. and who are required to make a filing
<b>Current Revenue</b>	Annual company revenue as at the last Annual Report date
<b>Market Cap</b>	The total value of a company's securities at current prices as quoted on a stock exchange and as calculated by multiplying the total number of shares by the market price
<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>Ticker</b>	Shorthand code used to uniquely identify shares of a publicly-traded corporation on a particular stock market
<b>CC Fax Number</b>	The contact facsimile number
<b>CC Tel Number</b>	The contact telephone number
<b>CC Country Name</b>	The full country name to which all communication should be addressed
<b>CC Address 5</b>	The fifth line of the communication address which may be the same as the Head Office Address
<b>CC Address 4</b>	The fourth line of the communication address which may be the same as the Head Office Address
<b>CC Address 3</b>	The third line of the communication address which may be the same as the Head Office Address

## 01 | Board and Director Announcements

Variable	Definition
<b>Company Name</b>	Name of relevant company/organization
<b>Company ID</b>	A unique identifier allocated to each company/organization
<b>Individual/Director Name</b>	Full name of selected individual
<b>Individual/Director ID</b>	A unique identifier allocated to each individual
<b>Committee Name</b>	Name of any relevant committee
<b>Role Name</b>	Provided title of selected position <sup>1</sup>
<b>Description</b>	Notation of why the change is taking place <sup>2</sup>
<b>Announcement Date</b>	The date when the company makes the notice of the change to the individual's position
<b>Effective Date</b>	The date at which the individual's position within the company changes

<sup>1</sup> When an announcement is about joining a role the role name is that of the new role. When an announcement is about leaving a role, the role name is that of the existing role.

<sup>2</sup> Default text is used if nothing noteworthy is disclosed, otherwise, it's the statement made by the company



## 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) - Investegate

<http://www.investegate.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

**Athens Stock Exchange**

**Brussels Stock Exchange (Euronext)**

**Lisbon Stock Exchange (Euronext)**

**Copenhagen Stock Exchange (NASDAQ OMX Copenhagen)**

**Stockholm Stock Exchange (NASDAQ OMX Stockholm)**

**Helsinki Stock Exchange (NASDAQ OMX Helsinki)**

**Zurich Stock Exchange (Swiss Exchange)**

## Other Asia, Africa and South America

**Abu Dhabi Securities Exchange**

<http://www.adx.ae/English/Securities/Pages/ListedCompanies.aspx>

**South African Stock Exchange**

<http://www.jse.co.za/Home.aspx>

## Other Sources

**Factiva – press releases**

**International Newswires**

- Business Wire  
<http://www.businesswire.com>
- PR Newswire  
<http://www.prnewswire.com/>

**Interactive Data – indices/sectors/prices**

**Universities**

<http://univ.cc/world.php>

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**Athens Stock Exchange**

**Brussels Stock Exchange (Euronext)**

**Lisbon Stock Exchange (Euronext)**

**Copenhagen Stock Exchange (NASDAQ OMX Copenhagen)**

**Stockholm Stock Exchange (NASDAQ OMX Stockholm)**

**Helsinki Stock Exchange (NASDAQ OMX Helsinki)**

**Zurich Stock Exchange (Swiss Exchange)**

## Other Asia, Africa and South America

**Abu Dhabi Securities Exchange**

<http://www.adx.ae/English/Securities/Pages/ListedCompanies.aspx>

**South African Stock Exchange**

<http://www.jse.co.za/Home.aspx>

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**International Newswires**

- Business Wire  
<http://www.businesswire.com>
- PR Newswire  
<http://www.prnewswire.com/>

**Interactive Data – indices/sectors/prices**

**Universities**

<http://univ.cc/world.php>

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

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

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AS Wahid, K Welch - 2015 - [www.stage2.darden.virginia.edu](http://www.stage2.darden.virginia.edu)

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

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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

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

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

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

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

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

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

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