



# Board of Directors Compensation Practices

July 2010

## BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

## CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

## DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

## HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

## LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

## MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

## NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

## SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

## STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

## TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

Given the state of the banking industry over the past twenty-four months, we felt it was time to examine if and how board of directors' compensation plans were changing. In this flash survey, we explore the prevalence of increases and decreases in overall board of directors' compensation, retainer, or meeting attendance compensation as well as committee retainer and attendance compensation.

## EXECUTIVE SUMMARY

A majority of banks (65%) did not materially change their overall board of directors' compensation practices. A small portion (25%) increased their board of directors' compensation while an even smaller portion (10%) decreased overall compensation.

Groups with the highest prevalence of overall board compensation increases include: banks not participating in TARP, banks with assets of less than \$1 billion, banks located on the coasts, and mutual or private banks.

Of the small numbers of banks that decreased director compensation, each was a public bank. There were no private or mutual banks that reported decreasing overall director compensation.

For banks increasing general director or chairperson compensation, there was a higher prevalence of increases in the form of cash rather than equity. For these banks, respondents reported increases both in the form of annual retainers and meeting attendance fees.

When examining the board committees, the majority of banks reported making no material changes in compensation for chairperson or non-chair members. However, moderate increases in the form of meeting attendance fees were reported for members of the Audit and Compensation committees.

## OVERVIEW

**Total participants** - 86 banks participated in our *Board of Directors Compensation Practices* Flash Survey conducted in May and June 2010.

We began examining trends within director compensation by asking if overall compensation, from all possible sources, increased, decreased, or did not change. Participants were asked to select "Not Applicable" ("NA") if the bank does not compensate the board or if all board pay was related to committee work only. At the Chair level a "Not Applicable" response was to be provided if an employee did not receive pay in addition to salary for service on the board, or if all board pay was related to committee work only.

We then made a further distinction with board service and chair service with regard to the payments of annual retainers and meeting attendance fees. Again, we asked if those compensation payments increased, decreased, did not change, or were not applicable to their bank. The "Not Applicable" designation was indicated for the



**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

reasons stated above as well as if the method of payment was not used for the bank's board.

Finally, we examined the compensation trends at the committee level. For each of the Executive, Audit, Compensation, and the Governance and/or Nominating committees, we asked whether the retainer or meeting attendance fees increased, decreased, did not change, or were not applicable to their bank. The "Not Applicable" designation would be applied for the stated reasons above as well if the position or committee referenced did not exist on the bank's board.

**SURVEY PARTICIPATION**

**Total Participants: 86**

**State Representation:**

CA	12	MA	9	OK	1
CT	3	MD	6	OR	2
FL	1	MN	1	PA	3
GA	2	NC	1	SC	1
HI	2	NE	1	TN	1
IA	4	NH	1	TX	9
IL	8	NJ	1	VA	1
IN	1	NY	2	WA	4
LA	1	OH	3	WI	5

**Regional Representation:**

North Central	Northeast	South Central	Southeast	West
23	25	11	7	20

**Coast vs. Non-coast representation:**

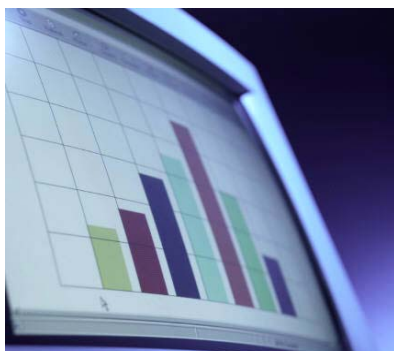
Coast	Non-Coast
48	38

**Ownership Type Representation:**

Mutual Banks	Private Banks	Public Banks
8	32	46

**Asset Size Representation:**

<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B
37	23	22	4



### TARP Participation\*:

Not Participating*	Participating
52	34

\*For the purposes of this survey, we've included the TARP categories "Applied" "Applied-Approved" and "Redeemed" into the category "Not Participating".

#### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

#### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

#### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

#### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

#### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

#### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

#### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

#### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

#### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

#### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

### BOARD SERVICE AND CHAIR OVERALL COMPENSATION BY ASSETS

		% of Respondents					# of Institutions Reporting				
		Total	<\$500 M	\$500M - \$1B	\$1B- \$5B	>\$5B	Total	<\$500 M	\$500M- \$1B	\$1B- \$5B	>\$5B
<b>Institutions Reporting</b>							<b>86</b>	<b>37</b>	<b>23</b>	<b>22</b>	<b>4</b>
<b>Board Service:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	25%	29%	30%	18%	0%	20	9	7	4	0
	Decreased	10%	0%	13%	23%	0%	8	0	3	5	0
	No Change	65%	71%	57%	59%	100%	52	22	13	13	4
	NA	--	--	--	--	--	6	6	0	0	0
<b>Board Chair:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	24%	19%	30%	24%	25%	17	5	6	5	1
	Decreased	8%	0%	10%	19%	0%	6	0	2	4	0
	No Change	68%	81%	60%	57%	75%	49	22	12	12	3
	NA	--	--	--	--	--	14	10	3	1	0

### BOARD SERVICE AND CHAIR OVERALL COMPENSATION BY REGION

		% of Respondents						# of Institutions Reporting					
		Total	NC	NE	SC	SE	W	Total	NC	NE	SC	SE	W
<b>Institutions Reporting</b>								<b>86</b>	<b>23</b>	<b>25</b>	<b>11</b>	<b>7</b>	<b>20</b>
<b>Board Service:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	25%	9%	57%	18%	29%	6%	20	2	13	2	2	1
	Decreased	10%	13%	4%	0%	29%	13%	8	3	1	0	2	2
	No Change	65%	78%	39%	82%	43%	81%	52	18	9	9	3	13
	NA	--	--	--	--	--	--	6	0	2	0	0	4
<b>Board Chair:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	24%	9%	58%	30%	17%	0%	17	2	11	3	1	0
	Decreased	8%	9%	0%	0%	33%	13%	6	2	0	0	2	2
	No Change	68%	82%	42%	70%	50%	87%	49	18	8	7	3	13
	NA	--	--	--	--	--	--	14	1	6	1	1	5



## BOARD SERVICE AND CHAIR OVERALL COMPENSATION BY TARP STATUS

		% of Respondents			# of Institutions Reporting		
		Total	Not-Participating	Participating	Total	Not Participating	Participating
<b>Institutions Reporting</b>					<b>86</b>	<b>52</b>	<b>34</b>
<b>Board Service:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	25%	33%	13%	20	16	4
	Decreased	10%	8%	13%	8	4	4
	No Change	65%	59%	74%	52	29	23
	NA	--	--	--	6	3	3
<b>Board Chair:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	24%	35%	7%	17	15	2
	Decreased	8%	5%	14%	6	2	4
	No Change	68%	60%	79%	49	26	23
	NA	--	--	--	14	9	5

### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

## BOARD SERVICE AND CHAIR OVERALL COMPENSATION BY COAST

		% of Respondents			# of Institutions Reporting		
		Total	Coast	Non-Coast	Total	Coast	Non-Coast
<b>Institutions Reporting</b>					<b>86</b>	<b>48</b>	<b>38</b>
<b>Board Service:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	25%	33%	16%	20	14	6
	Decreased	10%	12%	8%	8	5	3
	No Change	65%	55%	76%	52	23	29
	NA	--	--	--	6	6	0
<b>Board Chair:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	24%	28%	19%	17	10	7
	Decreased	8%	11%	6%	6	4	2
	No Change	68%	61%	75%	49	22	27
	NA	--	--	--	14	12	2



**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

**BOARD SERVICE AND CHAIR OVERALL COMPENSATION BY OWNERSHIP**

		% of Respondents				# of Institutions Reporting			
		Total	Mutual	Private	Public	Total	Mutual	Private	Public
<b>Institutions Reporting</b>						<b>86</b>	<b>8</b>	<b>32</b>	<b>46</b>
<b>Board Service:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	25%	63%	23%	19%	20	5	7	8
	Decreased	10%	0%	0%	19%	8	0	0	8
	No Change	65%	38%	77%	62%	52	3	23	26
	NA	--	--	--	--	6	0	2	4
<b>Board Chair:</b> All methods of Director Compensation, whether: Cash, Equity, Annual Retainer or Meeting Attendance Fee	Increased	24%	57%	26%	16%	17	4	7	6
	Decreased	8%	0%	0%	16%	6	0	0	6
	No Change	68%	43%	74%	68%	49	3	20	26
	NA	--	--	--	--	14	1	5	8

**BOARD SERVICE & CHAIR ANNUAL RETAINER & MEETING ATTENDANCE FEES BY ASSETS**

		% of Respondents					# of Institutions Reporting				
		Total	<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B	Total	<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B
<b>Institutions Reporting</b>							<b>86</b>	<b>37</b>	<b>23</b>	<b>22</b>	<b>4</b>
<b>Board Service:</b> Annual Retainer: Total Compensation	Increased	20%	19%	35%	10%	0%	14	5	7	2	0
	Decreased	7%	0%	10%	14%	0%	5	0	2	3	0
	No Change	73%	81%	55%	76%	100%	52	21	11	16	4
	NA	--	--	--	--	--	15	11	3	1	0
<b>Board Service:</b> Meeting Attendance Fee: Total Compensation	Increased	16%	21%	18%	9%	0%	12	6	4	2	0
	Decreased	5%	0%	5%	14%	0%	4	0	1	3	0
	No Change	79%	79%	77%	77%	100%	59	23	17	17	2
	NA	--	--	--	--	--	11	8	1	0	2
<b>Board Chair:</b> Annual Retainer: Total Compensation	Increased	22%	21%	26%	17%	25%	14	5	5	3	1
	Decreased	3%	0%	5%	6%	0%	2	0	1	1	0
	No Change	75%	79%	68%	78%	75%	49	19	13	14	3
	NA	--	--	--	--	--	21	13	4	4	0
<b>Board Chair:</b> Meeting Attendance Fee: Total Compensation	Increased	13%	16%	6%	14%	0%	8	4	1	3	0
	Decreased	6%	0%	6%	14%	0%	4	0	1	3	0
	No Change	81%	84%	88%	71%	100%	52	21	15	15	1
	NA	--	--	--	--	--	22	12	6	1	3





### BOARD SERVICE & CHAIR ANNUAL RETAINER & MEETING ATTENDANCE FEES BY REGION

		% of Respondents						# of Institutions Reporting					
		Total	NC	NE	SC	SE	W	Total	NC	NE	SC	SE	W
<b>Institutions Reporting</b>								<b>86</b>	<b>23</b>	<b>25</b>	<b>11</b>	<b>7</b>	<b>20</b>
<b>Board Service:</b> Annual Retainer: Total Compensation	Increased	20%	9%	48%	0%	33%	0%	14	2	10	0	2	0
	Decreased	7%	9%	5%	0%	17%	8%	5	2	1	0	1	1
	No Change	73%	83%	48%	100%	50%	92%	52	19	10	8	3	12
	NA	--	--	--	--	--	--	15	0	4	3	1	7
<b>Board Service:</b> Meeting Attendance Fee: Total Compensation	Increased	16%	0%	41%	18%	0%	7%	12	0	9	2	0	1
	Decreased	5%	14%	0%	0%	17%	0%	4	3	0	0	1	0
	No Change	79%	86%	59%	82%	83%	93%	59	19	13	9	5	13
	NA	--	--	--	--	--	--	11	1	3	0	1	6
<b>Board Chair:</b> Annual Retainer: Total Compensation	Increased	22%	10%	53%	11%	17%	8%	14	2	9	1	1	1
	Decreased	3%	0%	0%	0%	17%	8%	2	0	0	0	1	1
	No Change	75%	90%	47%	89%	67%	85%	49	18	8	8	4	11
	NA	--	--	--	--	--	--	21	3	8	2	1	7
<b>Board Chair:</b> Meeting Attendance Fee: Total Compensation	Increased	13%	5%	27%	33%	0%	0%	8	1	4	3	0	0
	Decreased	6%	14%	0%	0%	17%	0%	4	3	0	0	1	0
	No Change	81%	82%	73%	67%	83%	100%	52	18	11	6	5	12
	NA	--	--	--	--	--	--	22	1	10	2	1	8

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

### BOARD SERVICE & CHAIR ANNUAL RETAINER & MEETING ATTENDANCE FEES BY TARP STATUS

		% of Respondents			# of Institutions Reporting		
		Total	Not Participating	Participating	Total	Not Participating	Participating
<b>Institutions Reporting</b>					<b>86</b>	<b>52</b>	<b>34</b>
<b>Board Service:</b> Annual Retainer: Total Compensation	Increased	20%	28%	7%	14	12	2
	Decreased	7%	5%	11%	5	2	3
	No Change	73%	67%	82%	52	29	23
	NA	--	--	--	15	9	6
<b>Board Service:</b> Meeting Attendance Fee: Total Compensation	Increased	16%	23%	4%	12	11	1
	Decreased	5%	4%	7%	4	2	2
	No Change	79%	72%	89%	59	34	25
	NA	--	--	--	11	5	6
<b>Board Chair:</b> Annual Retainer: Total Compensation	Increased	22%	30%	8%	14	12	2
	Decreased	3%	3%	4%	2	1	1
	No Change	75%	68%	88%	49	27	22
	NA	--	--	--	21	12	9
<b>Board Chair:</b> Meeting Attendance Fee: Total Compensation	Increased	13%	21%	0%	8	8	0
	Decreased	6%	5%	8%	4	2	2
	No Change	81%	74%	92%	52	29	23
	NA	--	--	--	22	13	9



**BOARD SERVICE & CHAIR ANNUAL RETAINER & MEETING ATTENDANCE FEES BY COAST**

		% of Respondents			# of Institutions Reporting		
		Total	Coast	NonCoast	Total	Coast	NonCoast
<b>Institutions Reporting</b>					<b>86</b>	<b>48</b>	<b>38</b>
<b>Board Service:</b> Annual Retainer: Total Compensation	Increased	20%	28%	11%	14	10	4
	Decreased	7%	8%	6%	5	3	2
	No Change	73%	64%	83%	52	23	29
	NA	--	--	--	15	12	3
<b>Board Service:</b> Meeting Attendance Fee: Total Compensation	Increased	16%	26%	5%	12	10	2
	Decreased	5%	3%	8%	4	1	3
	No Change	79%	71%	86%	59	27	32
	NA	--	--	--	11	10	1
<b>Board Chair:</b> Annual Retainer: Total Compensation	Increased	22%	28%	15%	14	9	5
	Decreased	3%	6%	0%	2	2	0
	No Change	75%	66%	85%	49	21	28
	NA	--	--	--	21	16	5
<b>Board Chair:</b> Meeting Attendance Fee: Total Compensation	Increased	13%	14%	11%	8	4	4
	Decreased	6%	3%	9%	4	1	3
	No Change	81%	83%	80%	52	24	28
	NA	--	--	--	22	19	3

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD (Headquarters)**

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**BOARD SERVICE & CHAIR ANNUAL RETAINER & MEETING ATTENDANCE FEES BY OWNERSHIP**

		% of Respondents				# of Institutions Reporting			
		Total	Mutual	Private	Public	Total	Mutual	Private	Public
<b>Institutions Reporting</b>						<b>86</b>	<b>8</b>	<b>32</b>	<b>46</b>
<b>Board Service:</b> Annual Retainer: Total Compensation	Increased	20%	57%	20%	13%	14	4	5	5
	Decreased	7%	0%	0%	13%	5	0	0	5
	No Change	73%	43%	80%	74%	52	3	20	29
	NA	--	--	--	--	15	1	7	7
<b>Board Service:</b> Meeting Attendance Fee: Total Compensation	Increased	16%	50%	11%	13%	12	4	3	5
	Decreased	5%	0%	0%	10%	4	0	0	4
	No Change	79%	50%	89%	78%	59	4	24	31
	NA	--	--	--	--	11	0	5	6
<b>Board Chair:</b> Annual Retainer: Total Compensation	Increased	22%	33%	20%	21%	14	2	5	7
	Decreased	3%	0%	0%	6%	2	0	0	2
	No Change	75%	67%	80%	74%	49	4	20	25
	NA	--	--	--	--	21	2	7	12
<b>Board Chair:</b> Meeting Attendance Fee: Total Compensation	Increased	13%	40%	16%	6%	8	2	4	2
	Decreased	6%	0%	0%	12%	4	0	0	4
	No Change	81%	60%	84%	82%	52	3	21	28
	NA	--	--	--	--	22	3	7	12

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD (Headquarters)**

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)





**BOARD SERVICE & CHAIR FEES PAID IN CASH OR EQUITY BY ASSETS**

		% of Respondents					# of Institutions Reporting				
		Total	<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B	Total	<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B
<b>Institutions Reporting</b>							<b>86</b>	<b>37</b>	<b>23</b>	<b>22</b>	<b>4</b>
<b>Board Service:</b> Annual Retainer: Cash Compensation	Increased	16%	19%	21%	11%	0%	11	5	4	2	0
	Decreased	9%	0%	16%	16%	0%	6	0	3	3	0
	No Change	75%	81%	63%	74%	100%	51	21	12	14	4
	NA	--	--	--	--	--	18	11	4	3	0
<b>Board Service:</b> Meeting Attendance Fee: Cash Compensation	Increased	13%	22%	14%	0%	0%	9	6	3	0	0
	Decreased	6%	0%	5%	15%	0%	4	0	1	3	0
	No Change	81%	78%	81%	85%	100%	57	21	17	17	2
	NA	--	--	--	--	--	16	10	2	2	2
<b>Board Chair:</b> Annual Retainer: Cash Compensation	Increased	21%	17%	26%	19%	25%	13	4	5	3	1
	Decreased	3%	0%	5%	6%	0%	2	0	1	1	0
	No Change	76%	83%	68%	75%	75%	47	19	13	12	3
	NA	--	--	--	--	--	24	14	4	6	0
<b>Board Chair:</b> Meeting Attendance Fee: Cash Compensation	Increased	8%	17%	0%	5%	0%	5	4	0	1	0
	Decreased	7%	0%	6%	16%	0%	4	0	1	3	0
	No Change	85%	83%	94%	79%	100%	50	19	15	15	1
	NA	--	--	--	--	--	27	14	7	3	3
<b>Board Service:</b> Annual Retainer: Equity Compensation	Increased	13%	6%	27%	11%	0%	7	1	4	2	0
	Decreased	8%	0%	0%	22%	0%	4	0	0	4	0
	No Change	79%	94%	73%	67%	100%	42	15	11	12	4
	NA	--	--	--	--	--	33	21	8	4	0
<b>Board Service:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0%	0%	0	0	0	0	0
	Decreased	2%	0%	0%	6%	0%	1	0	0	1	0
	No Change	98%	100%	100%	94%	100%	49	18	15	15	1
	NA	--	--	--	--	--	36	19	8	6	3
<b>Board Chair:</b> Annual Retainer: Equity Compensation	Increased	11%	8%	15%	13%	0%	5	1	2	2	0
	Decreased	2%	0%	0%	7%	0%	1	0	0	1	0
	No Change	86%	92%	85%	80%	100%	38	12	11	12	3
	NA	--	--	--	--	--	42	24	10	7	1
<b>Board Chair:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0%	0%	0	0	0	0	0
	Decreased	2%	0%	0%	6%	0%	1	0	0	1	0
	No Change	98%	100%	100%	94%	100%	42	14	12	15	1
	NA	--	--	--	--	--	43	23	11	6	3

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**BOARD SERVICE & CHAIR FEES PAID IN CASH OR EQUITY BY REGION**

		% of Respondents						# of Institutions Reporting					
		Total	NC	NE	SC	SE	W	Total	NC	NE	SC	SE	W
<b>Institutions Reporting</b>								<b>86</b>	<b>23</b>	<b>25</b>	<b>11</b>	<b>7</b>	<b>20</b>
<b>Board Service:</b> Annual Retainer: Cash Compensation	Increased	16%	9%	42%	0%	17%	0%	11	2	8	0	1	0
	Decreased	9%	9%	11%	0%	17%	8%	6	2	2	0	1	1
	No Change	75%	83%	47%	100%	67%	92%	51	19	9	7	4	12
	NA	--	--	--	--	--	--	18	0	6	4	1	7
<b>Board Service:</b> Meeting Attendance Fee: Cash Compensation	Increased	13%	0%	40%	0%	0%	8%	9	0	8	0	0	1
	Decreased	6%	14%	0%	0%	17%	0%	4	3	0	0	1	0
	No Change	81%	86%	60%	100%	83%	92%	57	19	12	9	5	12
	NA	--	--	--	--	--	--	16	1	5	2	1	7
<b>Board Chair:</b> Annual Retainer: Cash Compensation	Increased	21%	10%	56%	14%	17%	0%	13	2	9	1	1	0
	Decreased	3%	0%	0%	0%	17%	8%	2	0	0	0	1	1
	No Change	76%	90%	44%	86%	67%	92%	47	18	7	6	4	12
	NA	--	--	--	--	--	--	24	3	9	4	1	7
<b>Board Chair:</b> Meeting Attendance Fee: Cash Compensation	Increased	8%	5%	23%	14%	0%	0%	5	1	3	1	0	0
	Decreased	7%	14%	0%	0%	17%	0%	4	3	0	0	1	0
	No Change	85%	82%	77%	86%	83%	100%	50	18	10	6	5	11
	NA	--	--	--	--	--	--	27	1	12	4	1	9
<b>Board Service:</b> Annual Retainer: Equity Compensation	Increased	13%	0%	29%	0%	33%	8%	7	0	4	0	2	1
	Decreased	8%	20%	0%	0%	17%	0%	4	3	0	0	1	0
	No Change	79%	80%	71%	100%	50%	92%	42	12	10	6	3	11
	NA	--	--	--	--	--	--	33	8	11	5	1	8
<b>Board Service:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
	Decreased	2%	0%	0%	0%	20%	0%	1	0	0	0	1	0
	No Change	98%	100%	100%	100%	80%	100%	49	12	12	8	4	13
	NA	--	--	--	--	--	--	36	11	13	3	2	7
<b>Board Chair:</b> Annual Retainer: Equity Compensation	Increased	11%	0%	20%	0%	20%	20%	5	0	2	0	1	2
	Decreased	2%	0%	0%	0%	20%	0%	1	0	0	0	1	0
	No Change	86%	100%	80%	100%	60%	80%	38	13	8	6	3	8
	NA	--	--	--	--	--	--	42	10	15	5	2	10
<b>Board Chair:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0%	0%	0%	0	0	0	0	0	0
	Decreased	2%	0%	0%	0%	20%	0%	1	0	0	0	1	0
	No Change	98%	100%	100%	100%	80%	100%	42	13	10	6	4	9
	NA	--	--	--	--	--	--	43	10	15	5	2	11

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**BOARD SERVICE & CHAIR FEES PAID IN CASH OR EQUITY BY TARP STATUS**

		% of Respondents			# of Institutions Reporting		
		Total	Not Participating	Participating	Total	Not Participating	Participating
<b>Institutions Reporting</b>					<b>86</b>	<b>52</b>	<b>34</b>
<b>Board Service:</b> Annual Retainer: Cash Compensation	Increased	16%	25%	4%	11	10	1
	Decreased	9%	8%	11%	6	3	3
	No Change	75%	68%	86%	51	27	24
	NA	--	--	--	18	12	6
<b>Board Service:</b> Meeting Attendance Fee: Cash Compensation	Increased	13%	19%	4%	9	8	1
	Decreased	6%	5%	7%	4	2	2
	No Change	81%	77%	89%	57	33	24
	NA	--	--	--	16	9	7
<b>Board Chair:</b> Annual Retainer: Cash Compensation	Increased	21%	30%	8%	13	11	2
	Decreased	3%	3%	4%	2	1	1
	No Change	76%	68%	88%	47	25	22
	NA	--	--	--	24	15	9
<b>Board Chair:</b> Meeting Attendance Fee: Cash Compensation	Increased	8%	14%	0%	5	5	0
	Decreased	7%	6%	8%	4	2	2
	No Change	85%	80%	92%	50	28	22
	NA	--	--	--	27	17	10
<b>Board Service:</b> Annual Retainer: Equity Compensation	Increased	13%	17%	9%	7	5	2
	Decreased	8%	3%	13%	4	1	3
	No Change	79%	80%	78%	42	24	18
	NA	--	--	--	33	22	11
<b>Board Service:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0	0	0
	Decreased	2%	0%	5%	1	0	1
	No Change	98%	100%	95%	49	28	21
	NA	--	--	--	36	24	12
<b>Board Chair:</b> Annual Retainer: Equity Compensation	Increased	11%	15%	6%	5	4	1
	Decreased	2%	0%	6%	1	0	1
	No Change	86%	85%	89%	38	22	16
	NA	--	--	--	42	26	16
<b>Board Chair:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0	0	0
	Decreased	2%	0%	6%	1	0	1
	No Change	98%	100%	94%	42	25	17
	NA	--	--	--	43	27	16

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

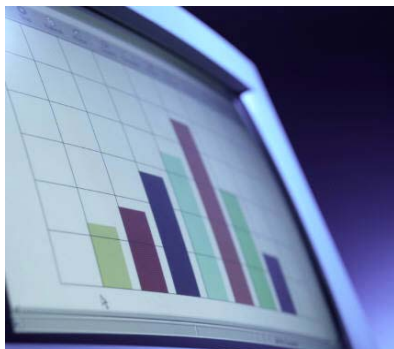
**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**BOARD SERVICE & CHAIR FEES PAID IN CASH OR EQUITY BY COAST**

		% of Respondents			# of Institutions Reporting				
		Total	Coast	NonCoast	Total	Coast	NonCoast		
<b>Institutions Reporting</b>							<b>86</b>	<b>48</b>	<b>38</b>
<b>Board Service:</b> Annual Retainer: Cash Compensation	Increased	16%	20%	12%	11	7	4		
	Decreased	9%	11%	6%	6	4	2		
	No Change	75%	69%	82%	51	24	27		
	NA	--	--	--	18	13	5		
<b>Board Service:</b> Meeting Attendance Fee: Cash Compensation	Increased	13%	25%	0%	9	9	0		
	Decreased	6%	3%	9%	4	1	3		
	No Change	81%	72%	91%	57	26	31		
	NA	--	--	--	16	12	4		
<b>Board Chair:</b> Annual Retainer: Cash Compensation	Increased	21%	25%	17%	13	8	5		
	Decreased	3%	6%	0%	2	2	0		
	No Change	76%	69%	83%	47	22	25		
	NA	--	--	--	24	16	8		
<b>Board Chair:</b> Meeting Attendance Fee: Cash Compensation	Increased	8%	11%	6%	5	3	2		
	Decreased	7%	4%	9%	4	1	3		
	No Change	85%	85%	84%	50	23	27		
	NA	--	--	--	27	21	6		
<b>Board Service:</b> Annual Retainer: Equity Compensation	Increased	13%	17%	9%	7	5	2		
	Decreased	8%	3%	13%	4	1	3		
	No Change	79%	80%	78%	42	24	18		
	NA	--	--	--	33	18	15		
<b>Board Service:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0	0	0		
	Decreased	2%	4%	0%	1	1	0		
	No Change	98%	96%	100%	49	27	22		
	NA	--	--	--	36	20	16		
<b>Board Chair:</b> Annual Retainer: Equity Compensation	Increased	11%	13%	10%	5	3	2		
	Decreased	2%	4%	0%	1	1	0		
	No Change	86%	83%	90%	38	19	19		
	NA	--	--	--	42	25	17		
<b>Board Chair:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0	0	0		
	Decreased	2%	5%	0%	1	1	0		
	No Change	98%	95%	100%	42	21	21		
	NA	--	--	--	43	26	17		

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

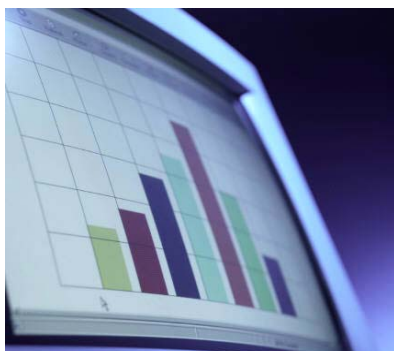
**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**BOARD SERVICE & CHAIR FEES PAID IN CASH OR EQUITY BY OWNERSHIP**

		% of Respondents				# of Institutions Reporting			
		Total	Mutual	Private	Public	Total	Mutual	Private	Public
<b>Institutions Reporting</b>						<b>86</b>	<b>8</b>	<b>32</b>	<b>46</b>
<b>Board Service:</b> Annual Retainer: Cash Compensation	Increased	16%	60%	21%	8%	11	3	5	3
	Decreased	9%	0%	0%	15%	6	0	0	6
	No Change	75%	40%	79%	77%	51	2	19	30
	NA	--	--	--	--	18	3	8	7
<b>Board Service:</b> Meeting Attendance Fee: Cash Compensation	Increased	13%	50%	4%	13%	9	3	1	5
	Decreased	6%	0%	0%	10%	4	0	0	4
	No Change	81%	50%	96%	77%	57	3	24	30
	NA	--	--	--	--	16	2	7	7
<b>Board Chair:</b> Annual Retainer: Cash Compensation	Increased	21%	50%	22%	17%	13	2	5	6
	Decreased	3%	0%	0%	6%	2	0	0	2
	No Change	76%	50%	78%	77%	47	2	18	27
	NA	--	--	--	--	24	4	9	11
<b>Board Chair:</b> Meeting Attendance Fee: Cash Compensation	Increased	8%	33%	9%	6%	5	1	2	2
	Decreased	7%	0%	0%	12%	4	0	0	4
	No Change	85%	67%	91%	82%	50	2	21	27
	NA	--	--	--	--	27	5	9	13
<b>Board Service:</b> Annual Retainer: Equity Compensation	Increased	13%	0%	13%	14%	7	0	2	5
	Decreased	8%	0%	0%	11%	4	0	0	4
	No Change	79%	100%	88%	74%	42	2	14	26
	NA	--	--	--	--	33	6	16	11
<b>Board Service:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0%	0	0	0	0
	Decreased	2%	0%	0%	3%	1	0	0	1
	No Change	98%	100%	100%	97%	49	2	18	29
	NA	--	--	--	--	36	6	14	16
<b>Board Chair:</b> Annual Retainer: Equity Compensation	Increased	11%	0%	13%	11%	5	0	2	3
	Decreased	2%	0%	0%	4%	1	0	0	1
	No Change	86%	100%	87%	85%	38	2	13	23
	NA	--	--	--	--	42	6	17	19
<b>Board Chair:</b> Meeting Attendance Fee: Equity Compensation	Increased	0%	0%	0%	0%	0	0	0	0
	Decreased	2%	0%	0%	4%	1	0	0	1
	No Change	98%	100%	100%	96%	42	1	16	25
	NA	--	--	--	--	43	7	16	20

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)





## COMMITTEE CHAIRPERSON FEES PAID IN CASH OR EQUITY BY ASSETS

		% of Respondents					# of Institutions Reporting				
		Total	<\$500 M	\$500M -\$1B	\$1B-\$5B	>\$5B	Total	<\$500 M	\$500M -\$1B	\$1B-\$5B	>\$5B
<b>Institutions Reporting</b>							<b>86</b>	<b>37</b>	<b>23</b>	<b>22</b>	<b>4</b>
<b>Executive Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	13%	15%	18%	7%	0%	6	3	2	1	0
	Decreased	6%	0%	9%	14%	0%	3	0	1	2	0
	No Change	81%	85%	73%	79%	100%	38	17	8	11	2
	NA	--	--	--	--	--	39	17	12	8	2
<b>Executive Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	8%	12%	11%	0%	0%	4	3	1	0	0
	Decreased	8%	0%	11%	17%	0%	4	0	1	3	0
	No Change	85%	88%	78%	83%	100%	45	22	7	15	1
	NA	--	--	--	--	--	33	12	14	4	3
<b>Audit Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	15%	10%	27%	16%	0%	9	2	4	3	0
	Decreased	8%	0%	13%	16%	0%	5	0	2	3	0
	No Change	76%	90%	60%	68%	100%	45	19	9	13	4
	NA	--	--	--	--	--	27	16	8	3	0
<b>Audit Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	17%	19%	29%	5%	0%	12	5	6	1	0
	Decreased	6%	0%	5%	15%	0%	4	0	1	3	0
	No Change	77%	81%	67%	80%	100%	54	22	14	16	2
	NA	--	--	--	--	--	16	10	2	2	2
<b>Compensation Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	9%	10%	7%	6%	25%	5	2	1	1	1
	Decreased	9%	0%	14%	18%	0%	5	0	2	3	0
	No Change	82%	90%	79%	76%	75%	45	18	11	13	3
	NA	--	--	--	--	--	31	17	9	5	0
<b>Compensation Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	13%	20%	14%	5%	0%	9	5	3	1	0
	Decreased	6%	0%	5%	15%	0%	4	0	1	3	0
	No Change	81%	80%	81%	80%	100%	55	20	17	16	2
	NA	--	--	--	--	--	18	12	2	2	2
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	4%	0%	0%	13%	0%	2	0	0	2	0
	Decreased	8%	0%	15%	13%	0%	4	0	2	2	0
	No Change	88%	100%	85%	73%	100%	42	16	11	11	4
	NA	--	--	--	--	--	38	21	10	7	0
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	7%	10%	6%	6%	0%	4	2	1	1	0
	Decreased	7%	0%	6%	17%	0%	4	0	1	3	0
	No Change	86%	90%	89%	78%	100%	51	19	16	14	2
	NA	--	--	--	--	--	27	16	5	4	2

### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)





### COMMITTEE CHAIRPERSON FEES PAID IN CASH OR EQUITY BY REGION

		% of Respondents						# of Institutions Reporting					
		Total	NC	NE	SC	SE	W	Total	NC	NE	SC	SE	W
<b>Institutions Reporting</b>								<b>86</b>	<b>23</b>	<b>25</b>	<b>11</b>	<b>7</b>	<b>20</b>
<b>Executive Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	13%	0%	33%	0%	25%	10%	6	0	4	0	1	1
	Decreased	6%	7%	0%	0%	25%	10%	3	1	0	0	1	1
	No Change	81%	93%	67%	100%	50%	80%	38	14	8	6	2	8
	NA	--	--	--	--	--	--	39	8	13	5	3	10
<b>Executive Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	8%	0%	30%	0%	0%	8%	4	0	3	0	0	1
	Decreased	8%	15%	0%	0%	33%	0%	4	3	0	0	1	0
	No Change	85%	85%	70%	100%	67%	92%	45	17	7	7	2	12
	NA	--	--	--	--	--	--	33	3	15	4	4	7
<b>Audit Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	15%	6%	29%	0%	17%	17%	9	1	5	0	1	2
	Decreased	8%	11%	6%	0%	17%	8%	5	2	1	0	1	1
	No Change	76%	83%	65%	100%	67%	75%	45	15	11	6	4	9
	NA	--	--	--	--	--	--	27	5	8	5	1	8
<b>Audit Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	17%	5%	43%	0%	0%	7%	12	1	10	0	0	1
	Decreased	6%	15%	0%	0%	20%	0%	4	3	0	0	1	0
	No Change	77%	80%	57%	100%	80%	93%	54	16	13	8	4	13
	NA	--	--	--	--	--	--	16	3	2	3	2	6
<b>Compensation Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	9%	0%	19%	0%	17%	9%	5	0	3	0	1	1
	Decreased	9%	6%	6%	0%	33%	9%	5	1	1	0	2	1
	No Change	82%	94%	75%	100%	50%	82%	45	15	12	6	3	9
	NA	--	--	--	--	--	--	31	7	9	5	1	9
<b>Compensation Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	13%	5%	30%	0%	0%	8%	9	1	7	0	0	1
	Decreased	6%	15%	0%	0%	20%	0%	4	3	0	0	1	0
	No Change	81%	80%	70%	100%	80%	92%	55	16	16	8	4	11
	NA	--	--	--	--	--	--	18	3	2	3	2	8
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	4%	0%	0%	20%	17%	0%	2	0	0	1	1	0
	Decreased	8%	7%	8%	0%	17%	11%	4	1	1	0	1	1
	No Change	88%	93%	92%	80%	67%	89%	42	14	12	4	4	8
	NA	--	--	--	--	--	--	38	8	12	6	1	11
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	7%	0%	15%	17%	0%	0%	4	0	3	1	0	0
	Decreased	7%	16%	0%	0%	20%	0%	4	3	0	0	1	0
	No Change	86%	84%	85%	83%	80%	100%	51	16	17	5	4	9
	NA	--	--	--	--	--	--	27	4	5	5	2	11

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



### COMMITTEE CHAIRPERSON FEES PAID IN CASH OR EQUITY BY TARP STATUS

		% of Respondents			# of Institutions Reporting		
		Total	Not Participating	Participating	Total	Not Participating	Participating
<b>Institutions Reporting</b>					<b>86</b>	<b>52</b>	<b>34</b>
<b>Executive Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	13%	19%	0%	6	6	0
	Decreased	6%	6%	7%	3	2	1
	No Change	81%	75%	93%	38	24	14
	NA	--	--	--	39	20	19
<b>Executive Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	8%	10%	5%	4	3	1
	Decreased	8%	6%	9%	4	2	2
	No Change	85%	84%	86%	45	26	19
	NA	--	--	--	33	21	12
<b>Audit Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	15%	26%	0%	9	9	0
	Decreased	8%	6%	13%	5	2	3
	No Change	76%	69%	88%	45	24	21
	NA	--	--	--	27	17	10
<b>Audit Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	17%	21%	11%	12	9	3
	Decreased	6%	5%	7%	4	2	2
	No Change	77%	74%	81%	54	32	22
	NA	--	--	--	16	9	7
<b>Compensation Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	9%	12%	5%	5	4	1
	Decreased	9%	12%	5%	5	4	1
	No Change	82%	76%	90%	45	26	19
	NA	--	--	--	31	18	13
<b>Compensation Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	13%	14%	12%	9	6	3
	Decreased	6%	5%	8%	4	2	2
	No Change	81%	81%	80%	55	35	20
	NA	--	--	--	18	9	9
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	4%	3%	6%	2	1	1
	Decreased	8%	10%	6%	4	3	1
	No Change	88%	87%	89%	42	26	16
	NA	--	--	--	38	22	16
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	7%	5%	10%	4	2	2
	Decreased	7%	5%	10%	4	2	2
	No Change	86%	89%	81%	51	34	17
	NA	--	--	--	27	14	13

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



## COMMITTEE CHAIRPERSON FEES PAID IN CASH OR EQUITY BY COAST

		% of Respondents			# of Institutions Reporting		
		Total	Coast	NonCoast	Total	Coast	NonCoast
<b>Institutions Reporting</b>					<b>86</b>	<b>48</b>	<b>38</b>
<b>Executive Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	13%	25%	0%	6	6	0
	Decreased	6%	8%	4%	3	2	1
	No Change	81%	67%	96%	38	16	22
	NA	--	--	--	39	24	15
<b>Executive Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	8%	16%	0%	4	4	0
	Decreased	8%	4%	11%	4	1	3
	No Change	85%	80%	89%	45	20	25
	NA	--	--	--	33	23	10
<b>Audit Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	15%	19%	11%	9	6	3
	Decreased	8%	10%	7%	5	3	2
	No Change	76%	71%	82%	45	22	23
	NA	--	--	--	27	17	10
<b>Audit Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	17%	28%	3%	12	11	1
	Decreased	6%	3%	10%	4	1	3
	No Change	77%	69%	87%	54	27	27
	NA	--	--	--	16	9	7
<b>Compensation Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	9%	17%	0%	5	5	0
	Decreased	9%	14%	4%	5	4	1
	No Change	82%	69%	96%	45	20	25
	NA	--	--	--	31	19	12
<b>Compensation Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	13%	22%	3%	9	8	1
	Decreased	6%	3%	10%	4	1	3
	No Change	81%	76%	87%	55	28	27
	NA	--	--	--	18	11	7
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	4%	4%	4%	2	1	1
	Decreased	8%	13%	4%	4	3	1
	No Change	88%	83%	92%	42	20	22
	NA	--	--	--	38	24	14
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	7%	10%	4%	4	3	1
	Decreased	7%	3%	11%	4	1	3
	No Change	86%	87%	86%	51	27	24
	NA	--	--	--	27	17	10

### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



## COMMITTEE CHAIRPERSON FEES PAID IN CASH OR EQUITY BY OWNERSHIP

		% of Respondents				# of Institutions Reporting			
		Total	Mutual	Private	Public	Total	Mutual	Private	Public
<b>Institutions Reporting</b>						<b>86</b>	<b>8</b>	<b>32</b>	<b>46</b>
<b>Executive Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	13%	40%	6%	13%	6	2	1	3
	Decreased	6%	0%	0%	13%	3	0	0	3
	No Change	81%	60%	94%	75%	38	3	17	18
	NA	--	--	--	--	39	3	14	22
<b>Executive Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	8%	25%	5%	7%	4	1	1	2
	Decreased	8%	0%	0%	15%	4	0	0	4
	No Change	85%	75%	95%	78%	45	3	21	21
	NA	--	--	--	--	33	4	10	19
<b>Audit Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	15%	33%	15%	12%	9	2	3	4
	Decreased	8%	0%	0%	15%	5	0	0	5
	No Change	76%	67%	85%	73%	45	4	17	24
	NA	--	--	--	--	27	2	12	13
<b>Audit Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	17%	50%	4%	18%	12	4	1	7
	Decreased	6%	0%	0%	11%	4	0	0	4
	No Change	77%	50%	96%	71%	54	4	23	27
	NA	--	--	--	--	16	0	8	8
<b>Compensation Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	9%	20%	5%	10%	5	1	1	3
	Decreased	9%	0%	5%	13%	5	0	1	4
	No Change	82%	80%	89%	77%	45	4	17	24
	NA	--	--	--	--	31	3	13	15
<b>Compensation Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	13%	25%	4%	16%	9	2	1	6
	Decreased	6%	0%	0%	11%	4	0	0	4
	No Change	81%	75%	96%	73%	55	6	22	27
	NA	--	--	--	--	18	0	9	9
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Committee Chairperson Total Compensation	Increased	4%	0%	0%	7%	2	0	0	2
	Decreased	8%	0%	0%	14%	4	0	0	4
	No Change	88%	100%	100%	79%	42	4	16	22
	NA	--	--	--	--	38	4	16	18
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Committee Chairperson Total Compensation	Increased	7%	13%	0%	9%	4	1	0	3
	Decreased	7%	0%	0%	12%	4	0	0	4
	No Change	86%	88%	100%	79%	51	7	18	26
	NA	--	--	--	--	27	0	14	13

### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

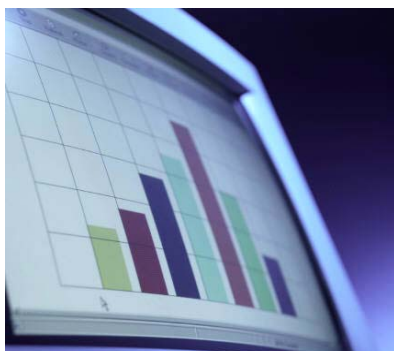
### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



## COMMITTEE NON-CHAIR FEES PAID IN CASH OR EQUITY BY ASSETS

		% of Respondents					# of Institutions Reporting				
		Total	<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B	Total	<\$500M	\$500M-\$1B	\$1B-\$5B	>\$5B
<b>Institutions Reporting</b>							<b>86</b>	<b>37</b>	<b>23</b>	<b>22</b>	<b>4</b>
<b>Executive Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	13%	19%	9%	7%	0%	6	4	1	1	0
	Decreased	8%	0%	18%	14%	0%	4	0	2	2	0
	No Change	79%	81%	73%	79%	100%	38	17	8	11	2
	NA	--	--	--	--	--	38	16	12	8	2
<b>Executive Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	11%	15%	20%	0%	0%	6	4	2	0	0
	Decreased	9%	0%	10%	21%	0%	5	0	1	4	0
	No Change	81%	85%	70%	79%	100%	46	22	7	15	2
	NA	--	--	--	--	--	29	11	13	3	2
<b>Audit Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	9%	10%	13%	7%	0%	5	2	2	1	0
	Decreased	7%	0%	13%	13%	0%	4	0	2	2	0
	No Change	83%	90%	73%	80%	100%	45	19	11	12	3
	NA	--	--	--	--	--	32	16	8	7	1
<b>Audit Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	18%	21%	29%	5%	0%	13	6	6	1	0
	Decreased	6%	0%	5%	15%	0%	4	0	1	3	0
	No Change	76%	79%	67%	80%	100%	54	22	14	16	2
	NA	--	--	--	--	--	15	9	2	2	2
<b>Compensation Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	8%	10%	7%	7%	0%	4	2	1	1	0
	Decreased	8%	0%	14%	13%	0%	4	0	2	2	0
	No Change	85%	90%	79%	80%	100%	44	18	11	12	3
	NA	--	--	--	--	--	34	17	9	7	1
<b>Compensation Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	15%	23%	15%	5%	0%	10	6	3	1	0
	Decreased	6%	0%	5%	15%	0%	4	0	1	3	0
	No Change	79%	77%	80%	80%	100%	54	20	16	16	2
	NA	--	--	--	--	--	18	11	3	2	2
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	4%	0%	0%	14%	0%	2	0	0	2	0
	Decreased	9%	0%	15%	14%	0%	4	0	2	2	0
	No Change	87%	100%	85%	71%	100%	40	16	11	10	3
	NA	--	--	--	--	--	40	21	10	8	1
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	7%	10%	6%	6%	0%	4	2	1	1	0
	Decreased	7%	0%	6%	17%	0%	4	0	1	3	0
	No Change	86%	90%	88%	78%	100%	50	19	15	14	2
	NA	--	--	--	--	--	28	16	6	4	2

### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)





## COMMITTEE NON-CHAIR FEES PAID IN CASH OR EQUITY BY REGION

		% of Respondents						# of Institutions Reporting					
		Total	NC	NE	SC	SE	W	Total	NC	NE	SC	SE	W
<b>Institutions Reporting</b>								<b>86</b>	<b>23</b>	<b>25</b>	<b>11</b>	<b>7</b>	<b>20</b>
<b>Executive Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	13%	0%	31%	0%	25%	10%	6	0	4	0	1	1
	Decreased	8%	7%	8%	0%	25%	10%	4	1	1	0	1	1
	No Change	79%	93%	62%	100%	50%	80%	38	14	8	6	2	8
	NA	--	--	--	--	--	--	38	8	12	5	3	10
<b>Executive Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	11%	0%	38%	0%	0%	8%	6	0	5	0	0	1
	Decreased	9%	20%	0%	0%	25%	0%	5	4	0	0	1	0
	No Change	81%	80%	62%	100%	75%	92%	46	16	8	7	3	12
	NA	--	--	--	--	--	--	29	3	12	4	3	7
<b>Audit Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	9%	0%	19%	0%	20%	8%	5	0	3	0	1	1
	Decreased	7%	7%	6%	0%	20%	8%	4	1	1	0	1	1
	No Change	83%	93%	75%	100%	60%	83%	45	14	12	6	3	10
	NA	--	--	--	--	--	--	32	8	9	5	2	8
<b>Audit Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	18%	5%	46%	0%	0%	7%	13	1	11	0	0	1
	Decreased	6%	15%	0%	0%	20%	0%	4	3	0	0	1	0
	No Change	76%	80%	54%	100%	80%	93%	54	16	13	8	4	13
	NA	--	--	--	--	--	--	15	3	1	3	2	6
<b>Compensation Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	8%	0%	13%	0%	20%	9%	4	0	2	0	1	1
	Decreased	8%	7%	7%	0%	20%	9%	4	1	1	0	1	1
	No Change	85%	93%	80%	100%	60%	82%	44	14	12	6	3	9
	NA	--	--	--	--	--	--	34	8	10	5	2	9
<b>Compensation Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	15%	5%	35%	0%	0%	8%	10	1	8	0	0	1
	Decreased	6%	15%	0%	0%	20%	0%	4	3	0	0	1	0
	No Change	79%	80%	65%	100%	80%	92%	54	16	15	8	4	11
	NA	--	--	--	--	--	--	18	3	2	3	2	8
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	4%	0%	0%	20%	20%	0%	2	0	0	1	1	0
	Decreased	9%	7%	8%	0%	20%	11%	4	1	1	0	1	1
	No Change	87%	93%	92%	80%	60%	89%	40	14	11	4	3	8
	NA	--	--	--	--	--	--	40	8	13	6	2	11
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	7%	0%	16%	17%	0%	0%	4	0	3	1	0	0
	Decreased	7%	16%	0%	0%	20%	0%	4	3	0	0	1	0
	No Change	86%	84%	84%	83%	80%	100%	50	16	16	5	4	9
	NA	--	--	--	--	--	--	28	4	6	5	2	11

### BOSTON

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

### CHICAGO

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

### DUBAI

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

### HONG KONG

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

### LONDON

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

### MINNEAPOLIS

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

### NEW YORK

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

### SHANGHAI

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

### STAMFORD (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

### TOKYO

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)





### COMMITTEE NON-CHAIR FEES PAID IN CASH OR EQUITY BY TARP STATUS

		% of Respondents			# of Institutions Reporting		
		Total	Not Participating	Participating	Total	Not Participating	Participating
<b>Institutions Reporting</b>					<b>86</b>	<b>52</b>	<b>34</b>
<b>Executive Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	13%	18%	0%	6	6	0
	Decreased	8%	9%	7%	4	3	1
	No Change	79%	73%	93%	38	24	14
	NA	--	--	--	38	19	19
<b>Executive Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	11%	15%	4%	6	5	1
	Decreased	9%	6%	13%	5	2	3
	No Change	81%	79%	83%	46	26	20
	NA	--	--	--	29	19	10
<b>Audit Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	9%	14%	0%	5	5	0
	Decreased	7%	9%	5%	4	3	1
	No Change	83%	77%	95%	45	27	18
	NA	--	--	--	32	17	15
<b>Audit Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	18%	23%	11%	13	10	3
	Decreased	6%	5%	7%	4	2	2
	No Change	76%	73%	81%	54	32	22
	NA	--	--	--	15	8	7
<b>Compensation Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	8%	12%	0%	4	4	0
	Decreased	8%	9%	6%	4	3	1
	No Change	85%	79%	94%	44	27	17
	NA	--	--	--	34	18	16
<b>Compensation Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	15%	16%	12%	10	7	3
	Decreased	6%	5%	8%	4	2	2
	No Change	79%	79%	80%	54	34	20
	NA	--	--	--	18	9	9
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	4%	3%	6%	2	1	1
	Decreased	9%	10%	6%	4	3	1
	No Change	87%	87%	88%	40	26	14
	NA	--	--	--	40	22	18
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	7%	5%	10%	4	2	2
	Decreased	7%	5%	10%	4	2	2
	No Change	86%	89%	81%	50	33	17
	NA	--	--	--	28	15	13

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**COMMITTEE NON-CHAIR FEES PAID IN CASH OR EQUITY BY COAST**

		% of Respondents			# of Institutions Reporting		
		Total	Coast	NonCoast	Total	Coast	NonCoast
<b>Institutions Reporting</b>					<b>86</b>	<b>48</b>	<b>38</b>
<b>Executive Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	13%	24%	0%	6	6	0
	Decreased	8%	12%	4%	4	3	1
	No Change	79%	64%	96%	38	16	22
	NA	--	--	--	38	23	15
<b>Executive Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	11%	21%	0%	6	6	0
	Decreased	9%	3%	14%	5	1	4
	No Change	81%	76%	86%	46	22	24
	NA	--	--	--	29	19	10
<b>Audit Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	9%	17%	0%	5	5	0
	Decreased	7%	10%	4%	4	3	1
	No Change	83%	72%	96%	45	21	24
	NA	--	--	--	32	19	13
<b>Audit Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	18%	30%	3%	13	12	1
	Decreased	6%	3%	10%	4	1	3
	No Change	76%	68%	87%	54	27	27
	NA	--	--	--	15	8	7
<b>Compensation Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	8%	15%	0%	4	4	0
	Decreased	8%	11%	4%	4	3	1
	No Change	85%	74%	96%	44	20	24
	NA	--	--	--	34	21	13
<b>Compensation Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	15%	24%	3%	10	9	1
	Decreased	6%	3%	10%	4	1	3
	No Change	79%	73%	87%	54	27	27
	NA	--	--	--	18	11	7
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	4%	5%	4%	2	1	1
	Decreased	9%	14%	4%	4	3	1
	No Change	87%	82%	92%	40	18	22
	NA	--	--	--	40	26	14
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	7%	10%	4%	4	3	1
	Decreased	7%	3%	11%	4	1	3
	No Change	86%	87%	86%	50	26	24
	NA	--	--	--	28	18	10

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



**COMMITTEE NON-CHAIR FEES PAID IN CASH OR EQUITY BY OWNERSHIP**

		% of Respondents				# of Institutions Reporting			
		Total	Mutual	Private	Public	Total	Mutual	Private	Public
<b>Institutions Reporting</b>						<b>86</b>	<b>8</b>	<b>32</b>	<b>46</b>
<b>Executive Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	13%	20%	6%	16%	6	1	1	4
	Decreased	8%	20%	0%	12%	4	1	0	3
	No Change	79%	60%	94%	72%	38	3	17	18
	NA	--	--	--	--	38	3	14	21
<b>Executive Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	11%	40%	5%	10%	6	2	1	3
	Decreased	9%	0%	0%	17%	5	0	0	5
	No Change	81%	60%	95%	73%	46	3	21	22
	NA	--	--	--	--	29	3	10	16
<b>Audit Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	9%	33%	5%	7%	5	2	1	2
	Decreased	7%	0%	0%	14%	4	0	0	4
	No Change	83%	67%	95%	79%	45	4	19	22
	NA	--	--	--	--	32	2	12	18
<b>Audit Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	18%	50%	4%	21%	13	4	1	8
	Decreased	6%	0%	0%	10%	4	0	0	4
	No Change	76%	50%	96%	69%	54	4	23	27
	NA	--	--	--	--	15	0	8	7
<b>Compensation Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	8%	20%	5%	7%	4	1	1	2
	Decreased	8%	0%	0%	14%	4	0	0	4
	No Change	85%	80%	95%	79%	44	4	18	22
	NA	--	--	--	--	34	3	13	18
<b>Compensation Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	15%	29%	4%	18%	10	2	1	7
	Decreased	6%	0%	0%	11%	4	0	0	4
	No Change	79%	71%	96%	71%	54	5	22	27
	NA	--	--	--	--	18	1	9	8
<b>Governance and/or Nominating Committee:</b> Annual Retainer: Non-Chair Committee Member	Increased	4%	0%	0%	8%	2	0	0	2
	Decreased	9%	0%	0%	15%	4	0	0	4
	No Change	87%	100%	100%	77%	40	4	16	20
	NA	--	--	--	--	40	4	16	20
<b>Governance and/or Nominating Committee:</b> Meeting Attendance Fee: Non-Chair Committee Member	Increased	7%	14%	0%	9%	4	1	0	3
	Decreased	7%	0%	0%	12%	4	0	0	4
	No Change	86%	86%	100%	79%	50	6	18	26
	NA	--	--	--	--	28	1	14	13

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)



This publication is provided by McLagan's Corporate and Consumer Banking Practice as a service to clients and to the banking community. The information contained in this publication is not to be considered as a formal opinion on legal, accounting, or actuarial issues. Questions regarding the information discussed in this publication may be directed to any of our consultants listed below. If you have not received this publication directly from us, you may obtain a copy of any past or future related publications from Sean Bateman (1-866-280-3720; [sean.bateman@mclagan.com](mailto:sean.bateman@mclagan.com)).

**BOSTON**

33 Railroad Avenue  
Duxbury, MA 02332  
Tel: +1 781 934 8400

**CHICAGO**

Aon Center  
200 East Randolph Street Tenth Floor  
Chicago, IL 60601-6421  
Tel: +1 312 381 9700

**DUBAI**

Dubai International  
Financial Centre  
The Gate Village, Building 07 2nd  
Floor, Unit 9  
Dubai, United Arab Emirates  
P.O. Box 506706  
Tel: +9 714 425 5747

**HONG KONG**

Room 1401A, Sunning Plaza  
10 Hysan Avenue  
Causeway Bay  
Hong Kong  
Tel: +852 2840 0911

**LONDON**

Lloyds Chambers, 5th Floor  
1 Portsoken Street  
London E1 8BT  
England  
Tel: +44 207 680 7400

**MINNEAPOLIS**

3600 American Boulevard West  
Suite 110  
Minneapolis, MN 55431  
Tel: +1 866 280 37 20

**NEW YORK**

199 Water Street  
12th Floor  
New York, NY 10038  
Tel: +1 212 441 2000

**SHANGHAI**

42nd Floor, Jin Mao Tower  
88 Century Boulevard  
Pudong, Shanghai 200121  
P.R.C.  
Tel: +86 21 3865 8399

**STAMFORD** (Headquarters)

1600 Summer Street  
Suite 601  
Stamford, CT 06905  
Tel: +1 203 359 2878

**TOKYO**

Akasaka Kato Building  
2nd Floor  
22-15, Akasaka 2-chome  
Minato-ku, Tokyo 107-0052  
Japan  
Tel: +813 5549 1850

[www.mclagan.com](http://www.mclagan.com)

**CONTACTS**

---

Todd Leone	952-893-6711	<a href="mailto:todd.leone@mclagan.com">todd.leone@mclagan.com</a>
Gayle Appelbaum	952-893-6795	<a href="mailto:gayle.appelbaum@mclagan.com">gayle.appelbaum@mclagan.com</a>
Jim Bean	952-883-1370	<a href="mailto:jim.bean@mclagan.com">jim.bean@mclagan.com</a>
Jean Riley	781-934-8400	<a href="mailto:jean.riley@mclagan.com">jean.riley@mclagan.com</a>
Chris Richter	952-883-1371	<a href="mailto:chris.richter@mclagan.com">chris.richter@mclagan.com</a>
Katrina Gerenz	952-883-1384	<a href="mailto:katrina.gerenz@mclagan.com">katrina.gerenz@mclagan.com</a>
Kara Anderson	952-893-6705	<a href="mailto:kara.anderson@mclagan.com">kara.anderson@mclagan.com</a>