

Board and committee meeting attendance 2017/2018

During the year the board held seven regular scheduled meetings. In addition, all members of the board attended an off-site strategy session with senior management over two days in May.

The annual schedule of board meetings is decided a substantial time in advance in order to ensure, so far as possible, the availability of each of the directors. In the event that directors are unable to attend meetings, they receive papers in the normal manner and have the opportunity to relay their comments and questions in advance of the meeting, as well as follow up with the chairman if necessary. The same process applies in respect of the various board committees.

The attendance of directors at scheduled board and committee meetings of which they were members during the financial year is shown in the table below. Some directors also attended committee meetings as invitees during the year, which is not reflected in the table. Specifically, all members of the board were present at all meetings of the Audit and Risk Committees in the year.

	Board		Audit Committee		Remuneration Committee		Risk Committee		Nomination and Governance Committee	
	Attended	Total	Attended	Total	Attended	Total	Attended	Total	Attended	Total
Executive directors										
Preben Prebensen	7	7								
Jonathan Howell	7	7								
Elizabeth Lee	7	7								
Non-executive directors										
Mike Biggs	7	7							5	5
Oliver Corbett	7	7	5	5	5	5	6	6	5	5
Geoffrey Howe	7	7	5	5	5	5	6	6	5	5
Lesley Jones	7	7	5	5	5	5	6	6	5	5
Bridget Macaskill	7	7	5	5	5	5	6	6	5	5

The board held two additional ad hoc meetings in the year to consider matters relating to the ICAAP and the creation of the company's Euro Medium Term Note Programme. The Nomination and Governance Committee held one additional ad hoc meeting during the year to consider, and recommend to the board, the appointment of Mike Morgan as the new group finance director. These additional meetings are not reflected in the table above.

At the end of each of the seven board meetings in the year, the chairman and the other non-executive directors met without any of the executive directors. In addition, the non-executive directors met throughout the year on an informal basis to discuss matters relevant to the group.