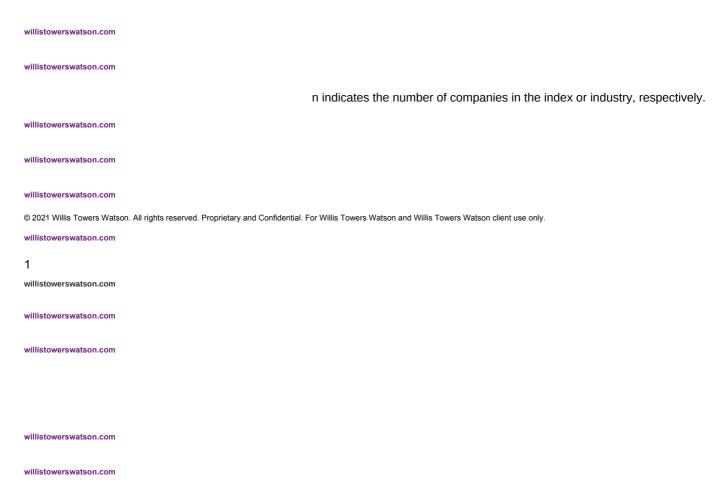


Non-Executive Directors' pay

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Fee structure for Member of the Main Board – Europe-wide, by country and by industry



Non-Executive Directors' pay

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Fee structure for Member of the Main Board – Europe-wide, by country and by industry

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• willistowerswatson.com	n indicates the number of companies in the index or industry, respectively
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European overview of fee levels** for membership of the Main Board and of Board committees

- * Indicates the number of companies that contribute to the statistics.
- ** Fee levels represent the median of the sample.

MAIN BOARD
OTHER COMMITTEES
AUDIT COMMITTEE

All Data in EUR

Chairman of the Main Board

Member of the Main Board

	n*
	n*
Base / Fixed fees	
paid in cash	
	307
	313,495
	351
	72,745
Base / Fixed fees	
paid in shares	
	29
	238,696
	27
	89,904
Base / Fixed fees	
total	
	307
	319,195
	351
	74,099
Number of Main Board meetings	
	360
	9
	360
	9
Attendance fee	
per meeting	
	66
	2,500
	88
	2,500
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All Data in EUD	

All Data in EUR

Chairman

of the committee

Member

of the committee

	n*
	n*
Committee fees	
paid in cash	
	320
	29,562
	251
	20,000
Committee fees	
paid in shares	
	7
	58,438
	7
	26,971
Committee fees	
total	
	320
	29,820
	251
	20,000
Number of committee meetings	
	356
	6
	356
	6
Attendance fee	
per meeting	

3,000 88

2,000

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All Data in EUR

Chairman

of the committee

Member

of the committee

n*

n*

Committee fees

paid in cash

314

22,800

239

15,000

Committee fees

paid in shares

7

40,457

7

17,981

Committee fees

total

315

22,800

241

15,000

Number of committee meetings

360

5

360

5

Attendance fee

per meeting

89

2,500

94

2,000

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14%

of all companies have some form of **equity compensation** in place for their Non-Executive Directors

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22%

of all companies have compulsory **Share Ownership Guidelines** in place for their Non-Executive Directors

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24 March 2021

Thank You

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