

Meeting attendance

Directors' meetings

The number of meetings of the Board of Directors (the Board) and meetings of Committees of the Board, and the number of meetings attended by each of the Directors of Macquarie during the financial year is summarised in the tables below:

Board meetings

	Monthly Board meetings (11)		Special Board meetings (5)	
	Eligible to attend as a member	Attended	Eligible to attend as a member	Attended
H.K. McCann	11	11	5	5
N.W. Moore	11	11	5	5
D.J. Grady ¹	10	10	5	5
M.J. Hawker	11	11	5	5
P.M. Kirby	11	11	5	4
C.B. Livingstone	11	11	5	5
J.R. Niland	11	11	5	5
H.M. Nugent	11	11	5	5
P.H. Warne	11	11	5	5

Board Committee meetings

	Board Audit Committee meetings (8)		Board Governance and Compliance Committee meetings (4)		Board Nominating Committee meetings (4)		Board Remuneration Committee meetings (12)		Board Risk Committee meetings (4)	
	Eligible to attend as a member	Attended	Eligible to attend as a member	Attended	Eligible to attend as a member	Attended	Eligible to attend as a member	Attended	Eligible to attend as a member	Attended
H.K. McCann ²	1	1	–	–	4	4	8	7	4	4
N.W. Moore	–	–	–	–	–	–	–	–	4	4
D.J. Grady ¹	–	–	–	–	–	–	8	7	4	4
M.J. Hawker ³	7	7	–	–	–	–	–	–	4	4
P.M. Kirby	8	8	4	4	–	–	–	–	4	4
C.B. Livingstone	8	8	4	4	4	4	–	–	4	4
J.R. Niland	–	–	4	4	–	–	12	11	4	4
H.M. Nugent	–	–	–	–	4	4	12	12	4	4
P.H. Warne	8	8	4	4	–	–	12	11	4	4
G.C. Ward ⁴	–	–	–	–	–	–	–	–	1	1
W.R. Sheppard ⁵	–	–	–	–	–	–	–	–	3	3

There were three Board Sub-Committee meetings. The first meeting was attended by all of its members, being Mr McCann, Mr Moore, Mr Warne and Mr Ward. The second meeting was attended by all of its members, being Mr McCann, Mr Moore and Ms Livingstone. The third meeting was attended by all of its members, being Mr McCann, Mr Moore, Ms Livingstone and Mr Ward.

The Chairman of the Board generally attends meetings of Board Committees even where not a member. All Board members are sent Board Committee meeting agendas and may attend any Board Committee meeting.

¹ Ms Grady was appointed to the Board as an Independent Voting Director effective from 19 May 2011. She joined the Board Risk Committee on 19 May 2011 and the Board Remuneration Committee on 1 August 2011.

² Mr McCann ceased to be a member of the Board Audit Committee and Board Governance and Compliance Committee effective 1 June 2011. He joined the Board Remuneration Committee on 1 August 2011.

³ Mr Hawker joined the Board Audit Committee on 1 June 2011.

⁴ Mr Ward is not a Voting Director of Macquarie Group Limited. He joined the Board Risk Committee on 20 December 2011 on his appointment as Managing Director and Chief Executive Officer of Macquarie Bank Limited.

⁵ Mr Sheppard is not a Voting Director of Macquarie Group Limited. He retired from the Board Risk Committee on 20 December 2011 on his resignation as Managing Director and Chief Executive Officer of Macquarie Bank Limited.