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March 7, 2006

Ms. Barbara Z. Sweeney Senior Vice President and Corporate Secretary National Association of Securities Dealers, Inc. Office of the Corporate Secretary 1735 K Street, NW Washington, D.C. 20006-1500

Mr. William Jannace Director, Rule and Interpretive Standards New York Stock Exchange, Inc. 14 Wall Street New York, NY 10005

# Re: NASD Notice to Members 06-06 and SR-NYSE-2006-06 Relating to Member Firms Gifts and Business Entertainment Practices

Dear Ms. Sweeney and Mr. Jannace:

The Self-Regulation and Supervisory Practices Committee of the Securities Industry Association ("SIA")<sup>1</sup> appreciates the opportunity to provide comments in response to the referenced National Association of Securities Dealers, Inc. (the "NASD") Notice to Members (the "NASD Proposal") and the New York Stock Exchange, Inc. (the "NYSE") rule proposal (the "NYSE Proposal")<sup>2</sup> relating to member firm gift and business entertainment practices, policies and procedures (collectively, the "Proposals").

SIA strongly supports the general approach in the Proposals that requires members to adopt firm-appropriate policies and procedures governing business entertainment. In particular,

<sup>&</sup>lt;sup>1</sup> The Securities Industry Association brings together the shared interests of approximately 600 securities firms to accomplish common goals. SIA's primary mission is to build and maintain public trust and confidence in the securities markets. SIA members (including investment banks, broker-dealers, and mutual fund companies) are active in all U.S. and foreign markets and in all phases of corporate and public finance. According to the Bureau of Labor Statistics, the U.S. securities industry employs nearly 800,000 individuals, and its personnel manage the accounts of nearly 93-million investors directly and indirectly through corporate, thrift, and pension plans. In 2004, the industry generated \$236.7 billion in domestic revenue and an estimated \$340 billion in global revenues. (More information about SIA is available at: <u>www.sia.com</u>.)

On February 15, 2006, the NYSE submitted a rule filing to the U.S. Securities and Exchange Commission proposing new NYSE Rule 350A. Although the NYSE Proposal has not yet been published for comment in the *Federal Register*, we believe it important to comment on both Proposals at this time. *See* http://apps.nyse.com/commdata/pub19b4.nsf/docs/38B4BB33F8B53BB185257116007EB409/\$FILE/NYSE-2006-06.pdf.

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SIA firmly agrees with the Proposals' overarching principles that a member firm should not use entertainment to cause a customer representative to act contrary to the best interests of the customer. We therefore welcome rulemaking that provides guidance as to the types of policies and procedures firms should adopt in order to safeguard against inappropriate business entertainment expenditures. We also appreciate the willingness of NASD and NYSE to provide firms with the ability to customize their policies and procedures to their organizations' business models. As acknowledged in the Proposals, the "appropriateness" of any business entertainment event can only be reviewed and established through consideration of a number of factors -- including geographical region, type of customer, seniority of the persons entertaining and being entertained, size and business of the member firm. In order to establish reasonable levels for appropriate business entertainment, a broker-dealer will need to evaluate its business entertainment practices internally and set standards accordingly. SIA, therefore, commends the Proposals' recognition that the assessment of business entertainment is a very fact and firm-specific endeavor.

SIA offers several comments below aimed at clarifying certain definitional and other interpretive issues, as well as addressing specific implementation aspects of the Proposals, including the recordkeeping, tracking and client notification requirements. We also seek clarification with regard to the relative responsibilities of a member firm and the customer who would be entertained. We welcome the opportunity to speak with the staffs of the NASD and NYSE on these, or any other, issues.

#### I. Definitions

As a threshold matter, SIA urges the NASD and the NYSE to more fully conform their definitions of "business entertainment" and "customer." It is well established that consistent regulation promotes efficiencies and reduces costs to the ultimate benefit of member firms, regulators, and customers. SIA believes that consistent definitions of these terms -- as well as consistent substantive requirements -- will, among other things, allow dual member firms to more effectively implement clear written policies and procedures and communicate those policies during employee training sessions.

#### A. Uniform Definition of "Customer" Based on Existing Definitions

SIA respectfully requests that NASD and NYSE draw upon existing definitions and provide a uniform definition of "customer" to be used in connection with business entertainment. Based upon the concepts underlying the Proposals, SIA supports The Bond Market Association's ("TBMA") recommended revision to the definition of "customer" as set forth in TBMA's comment letter, dated March 3, 2006. Accordingly, SIA agrees with TBMA in that the definition should be modified generally as follows:

The term "customer" means an accredited investor (as defined in Rule 501 of the Securities Act of 1933) that is not a natural person that maintains or may prospectively maintain a customer relationship with a member and has a representative act on its behalf in respect of such relationship. The term

"customer relationship" means maintaining a securities account with a member or otherwise being a customer of a member for the purposes of investment banking or other securities-related activities. The term "representative" means persons who are employees, officers, directors, agents or representatives of a customer acting in respect to the customer relationship; *provided, however*, such term shall not include a nonprofessional fiduciary or agent (e.g., an individual acting as trustee for a family member or on behalf of an investment club).

SIA joins TBMA in its belief that individuals should be excluded from the term "customer" because imposing tracking requirements for individuals would greatly increase members' recordkeeping burdens, with little associated benefit in terms of monitoring entertainment of customers who have fiduciary duties. In addition, the reduced scope of the term "representative" in the definition above is appropriate when non-professional fiduciaries are acting in their personal capacities. Alternatively, and to the extent the NASD and NYSE maintain distinct definitions, we respectfully request that the Proposals include language to the effect that "Any member in compliance with substantially similar requirements of the NASD/NYSE shall be deemed to be in compliance with the provisions of this Rule."

## B. Definition of "Business Entertainment"

With regard to the definition of business entertainment, and in the interest of regulatory consistency, SIA encourages NASD to incorporate into its definition the NYSE's concept of "exigent circumstances" to provide for relief in the event that an associated person is unable to accompany a customer to an event as planned.

## II. Implementation of Recordkeeping, Tracking and Client Notification Requirements

The Proposals require among other things that members keep "detailed records" of the nature and cost of business entertainment, and make such information available to customers upon request. While accurate and robust tracking systems are an important means of guiding and enforcing appropriate behavior, SIA believes that the proposed requirements governing recordkeeping and delivery of client business entertainment information do not fully consider important business practicalities and key confidentiality concerns. As a result, these requirements could present significant implementation challenges. Indeed, we are concerned that if the data retention and delivery requirements create onerous, overly complex implementation issues that may not have previously existed, these requirements ultimately may distract from the Proposals' core objectives -- namely, for each firm to develop firm-specific policies and written supervisory procedures governing appropriate business entertainment practices and to conduct meaningful employee training in that regard.

SIA therefore suggests that NASD and NYSE confirm that firms may tailor their recordkeeping, tracking and client notification systems to reflect their business models, existing internal technology and vendor solutions while, at the same time, address potential conflicts of interest. Absent such flexibility, we believe that implementation costs will far exceed any

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perceived benefit, will be extremely cumbersome and could take in excess of a year to complete.

#### A. <u>Recordkeeping and Tracking of Gifts and Business Entertainment Expenses</u>

Currently, most broker-dealers have general policies and procedures relating to business gifts and entertainment, and therefore are well positioned, upon reasonable notice, to update their written procedures to include appropriate, firm-specific entertainment standards across their different business units. Firms generally also have procedures and systems designed to document, review and approve firm-related gift, travel and entertainment expenses. These systems, however, typically do not track these expenses at the level suggested by the Proposals (i.e. by expenditures aggregated across different business lines). Given that many systems relating to travel and entertainment expenses are contingent upon vendor solutions, the ability to revise or consolidate systems in the near term may be limited, at best, in many circumstances.

Allowing firms to enhance and implement systems that reflect business models, as well as existing internal and vendor systems would reduce significantly the lead-time and resources needed to implement the recordkeeping provisions of the Proposals.<sup>3</sup> This approach is both practical and consistent with the Proposals' general principles that enable firms to internally assess and establish standards, policies and procedures governing appropriate business entertainment of clients. In that regard, we request that NASD and NYSE also confirm that firms may adopt recordkeeping policies and procedures commensurate with varying levels or categories of entertainment. For example, firms could establish different levels of recordkeeping for corporate-wide events, sponsorships, entertainment events related to training or educational meetings, investment banking transactions, and the like.

## B. Providing Business Entertainment Records to Customers

Though seemingly straightforward, the requirement to provide customers with detailed business entertainment information upon request also raises several practical concerns, including the manner, method and frequency by which firms should provide that information to clients. Specifically, because certain business entertainment information could reveal confidential or proprietary data, the customer and member firm may not want that information shared across business levels or business lines. Consider for example, a request for business entertainment information by a client representative that would reveal meetings with senior merger and acquisition bankers, or a meeting in connection with a pending investment banking transaction. In both instances, firms would want to establish internal controls to limit access to such information. A further difficulty relating to the identity of the requestor concerns the

<sup>&</sup>lt;sup>3</sup> This is especially relevant for larger, full-service firms that employ multiple and sometimes discrete clientdatabases containing different codes or nomenclatures for the same client. Depending on the business unit, particular system or program that captures the information, client codes could vary within the same firm. Firms therefore could face a lengthy and expensive process of converting systems to track consolidated expenditure information based on unique, firm-wide identifiers for customers and customer representatives.

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structure of certain institutional customers. For instance, within the context of a large mutual fund complex that uses more than one investment adviser for multiple funds with multiple accounts, it is unclear to whom, and the level of data, a firm should provide business entertainment information.<sup>4</sup>

To enable firms to readily and appropriately comply with Proposals in an efficient, reasonable manner that is designed to protect confidential information, SIA respectfully requests that the NASD and NYSE permit firms to establish their own requirements regarding how, when and to whom the firm will respond to requests for information on behalf of the customer and to establish procedures, as necessary, around such requests.<sup>5</sup>

## III. Firm Responsibility and Liability With Regard to Client Conduct

SIA also seeks confirmation regarding the relative responsibilities of the firm and the customer who is being entertained. While it is reasonable that member firms implement policies and procedures to address potential conflicts of interest that may arise in connection with business entertainment, member firms cannot -- nor are they in a position to -- ensure that the customer representative's conduct is consistent with the best interests of, or fulfills the full range of duties owed to, the client.<sup>6</sup> That responsibility lies solely with the customer. For public policy reasons, and to avoid any suggestion that the business entertainment imposes a supervisory responsibility on the member firm of its customers' conduct, SIA respectfully requests that NASD and NYSE acknowledge these different responsibilities and affirm that broker-dealers would not assume any additional obligations to customers, such as evaluating and/or monitoring the activities of a customer's employees or representatives.

In that regard, we request that NASD reconsider language in its Proposal which would require firms to evaluate whether a business entertainment event would have the "likely effect of causing, [an] employee to act in a manner that is inconsistent with the best interests" of his or her customers. We also urge NASD to narrow and clarify the language of the Proposal so that member firms are prohibited from providing entertainment that *they know, or have reason to believe*, would expose the member, customer, or recipient to civil liability to a governmental

<sup>&</sup>lt;sup>4</sup> It is unclear from the current language of Proposals whether a junior employee of a fund would be entitled to business entertainment information relating to employees of the entire fund complex. It is further conceivable that a beneficial owner of an account could claim to be entitled to entertainment data of an investment adviser within the fund family. SIA does not believe that the NASD and NYSE intended such a result.

<sup>&</sup>lt;sup>5</sup> For example, the firm's procedure could identify the person to whom the firm will provide information; the contact person within the firm to whom customers should send requests; and time periods for which information is available (e.g. annually, quarterly, etc.). In so doing, firms can better manage information flow in light of confidentiality and information barrier obligations, as well as avoid duplicative requests for business entertainment information by different representatives of the same client.

<sup>&</sup>lt;sup>6</sup> The customer's responsibilities to account holders, investors, and shareholders are themselves governed by extensive and longstanding laws and regulations, contractual language, company policies, industry codes of conduct -- all of which play a critical part in the critical decisions of how and with whom business is to be conducted.

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authority or agency. The current language of the Proposal potentially could hold a member responsible for compliance with a customer's internal requirements or policies of which it has no knowledge.

# IV. Thresholds Requiring Supervisory Approval

SIA supports the Proposals' requirements that firm policies and procedures define the forms of appropriate business entertainment that include, among other things, the establishment of certain "thresholds" requiring advance written approval. SIA encourages the NASD to expand upon the criteria to be used in evaluating the propriety of business entertainment by, for example, including in any final interpretive material the criteria set forth by the NYSE in pages 9-10 of the NYSE Proposal.

SIA also recommends that firms be permitted to utilize qualitative thresholds in combination with quantitative limits in determining whether business entertainment requires certain levels of approvals (i.e. additional levels of escalation based on the nature of the event).<sup>7</sup> We agree, of course, that such thresholds cannot be so unbounded or vague that no reasonable determination of propriety or compliance with firm policies can be discerned.

In addition, SIA respectfully requests that reasonable, albeit different, thresholds established by the broker-dealer community be respected. As discussed above, standards of appropriateness will be established firm-by-firm according to a variety of factors and any inevitable differences in entertainment policies and thresholds should not be used as the context for mandating uniformity within our industry.

## V. NASD Requirement of "Independent" Review of Business Entertainment

SIA seeks clarification with regard to the NASD Proposal's reference to an "independent" reviewer who would, on a periodic basis and when practicable, monitor for compliance with a firm's written policies and procedures relating to business entertainment. Given the widely varied organizational structures and reporting lines that exist within NASD members, SIA respectfully requests confirmation that firms would have sufficient flexibility to designate the individual or groups of individuals responsible for this function. In particular, we seek clarification that it would be appropriate for firms to designate business-line management and/or control personnel (i.e. financial controllers or business unit risk managers) to act as an independent reviewer of business entertainment expenses, subject to appropriate oversight.

## VI. Prior NASD Guidance on Gifts and Entertainment

Because the NASD Proposal states that it "would supersede any prior guidance in this area," SIA respectfully requests that NASD confirm that the only guidance that would be

<sup>&</sup>lt;sup>7</sup> While the Proposals do not impose hard dollar limits on business entertainment, both would require that the firm's written policies and procedures set forth either specific dollar limits or specified dollar thresholds requiring advance written supervisory approval.

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superseded is the Letter to Henry H. Hopkins and Sarah McCafferty, T. Rowe Price Investment Services, Inc., from R. Clark Hooper, NASD, dated June 10, 1999. SIA is concerned that the breadth of the supersession language will result in confusion as to which rules, regulations, notices to members, interpretive memoranda, and the like will remain in effect. Moreover, it is unclear from the language of the Proposal whether it would apply only to guidance relating to business entertainment or whether it also would apply to previous guidance relating to business gifts. SIA therefore asks the NASD to confirm that Notice to Members 99-55 (which responds to questions relating to the application of NASD Rules 2820 and 2830 to compensation arrangements in connection with the offer and sale of investment company shares and variable annuities) as well as any other relevant guidance would remain in effect.

#### VII. Conclusion

SIA supports the Proposals and commends the NASD and NYSE staffs for undertaking to work together to develop consistent regulatory standards for business entertainment practices of member firms. Such regulatory coordination and cooperation produces more effective, resource-efficient regulation that serves the interests of investors, regulators and member firms alike. SIA therefore encourages the NASD and NYSE to adopt uniform business entertainment requirements for member firms by eliminating the inconsistencies in the Proposals. For your convenience, we attach as an appendix a chart that outlines the differences between the NASD and NYSE Proposals.

We thank you for the opportunity to provide comments on these important Proposals. If you have any question, please feel free to contact the undersigned or Amal Aly, SIA Vice President and Associate General Counsel, at (212) 618-0568.

Sincerely,

Christopher Mahon

Jill Ostergaard Co-Chairs, SIA Self-Regulation and Supervisory Practices Committee

cc: U.S. Securities and Exchange Commission Chairman Christopher Cox Commissioner Paul S. Atkins Commissioner Roel C. Campos Commissioner Cynthia A. Glassman Commissioner Annette L. Nazareth Robert L.D. Colby, Acting Director, Division of Market Regulation

National Association of Securities Dealers, Inc. Mary L. Schapiro, Vice Chairman and President, Regulatory Policy & Oversight Marc Menchel, General Counsel

New York Stock Exchange, Inc. Richard G. Ketchum, Chief Regulatory Officer Grace Vogel, Executive Vice President, NYSE Member Firm Regulation Stephen A. Kasprzak, Principal Counsel

Sidley Austin LLP Dennis C. Hensley Madeleine J. Dowling March 7, 2006 Ms. Barbara Sweeney Mr. William Jannace Page 9 of 13

#### APPENDIX

## COMPARISON OF NASD PROPOSED IM-3060 AND NYSE PROPOSED RULE 350A (Substantive differences are noted in italicized text)

	NASD IM-3060	NYSE Proposed Rule 350A
Definition of "Customer"	A person that maintains, or <i>whose employee receives</i> <i>business entertainment for the purpose of having</i> <i>such person prospectively</i> maintain, an account with a member <i>or is otherwise a customer of the member</i> for the purposes of investment banking or securities business, and has an employee, agent or representative act on behalf of the account in some capacity in respect of such account <i>or customer</i> <i>relationship with the member. The term</i> <i>"employee(s)" means all persons who are employees,</i> <i>officers, directors, agents or representatives of a</i> <i>customer.</i>	Any person <i>or entity</i> that maintains a business relationship with a member organization, via the maintenance of an account or the conduct of investment banking or other securities-related activities, through an employee, agent or other representative ( <i>the "customer</i> <i>representative"</i> ) acting on their behalf with respect to such <i>business relationship</i> .
Definition of "Business Entertainment"	Providing entertainment to an employee in the form of any social event, hospitality event, charitable event, sporting event, entertainment event, meal, leisure activity or event of like nature or purpose, as well as any transportation and/or lodging accompanying or related to such activity or event, including such business entertainment offered in connection with an educational event or business conference, in which a person associated with a member accompanies and participates with such employee irrespective of whether any business is conducted during, or is considered attendant to, such event.	Any social event, hospitality event, sporting event, entertainment event, meal, leisure activity or event of like nature or purpose, including entertainment offered in connection with a charitable event or educational <i>conference</i> , as well as any associated transportation or lodging provided in connection with such entertainment, in which a person associated with a member organization accompanies a customer representative. <i>If</i> <i>a customer representative is not</i> <i>accompanied by a person associated with</i> <i>a member organization, expenses</i> <i>associated with the entertainment shall be</i> <i>considered a "gift" under Rule 350 unless</i> <i>exigent circumstances make it</i> <i>impracticable for an associated person to</i> <i>attend. All instances where such exigent</i> <i>circumstances are invoked must be</i> <i>clearly and thoroughly documented, and</i> <i>be subject to the prior written approval of</i> <i>a designated supervisory person or, if</i> <i>such prior approval is impractical, to a</i> <i>prompt post-event review to be conducted</i> <i>and documented by such supervisory</i> <i>person.</i>

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Definition of	Anything of value given to an employee that is not	Anything of value given to a customer
"Gift"	defined as entertainment is a gift under Rule 3060.	representative that does not meet the definition of "business entertainment" is to be considered a "gift" or <i>a "gratuity"</i>
		under Rule 350.
Written Policies	Members must have written policies and procedures	Each member organization must have
and Supervisory	that:	written policies and supervisory
Procedures		procedures reasonably designed to:
Required	(1) Determine and define forms of business	
_	entertainment that are appropriate and inappropriate,	(1) Define forms of business
	<i>including</i> the appropriate venues, nature, frequency,	entertainment that are "appropriate" and
	types and class of accommodation and	"inappropriate" using quantitative and/or
	transportation in connection with business	qualitative venue, nature, and frequency
	entertainment, and either the dollar amounts of	standards. Further, each member
	business entertainment or specified dollar thresholds	organization must establish guidelines
	requiring <i>advance</i> written supervisory approval;	relating to business entertainment that
		either impose <i>specific</i> dollar <i>limits</i> , or that
	(2) Are designed to promote conduct of the member	require written supervisory approval by a
	and its associated persons that is consistent with their	designated person or persons at certain
	obligations under <i>Rule 2110</i> and <i>does not undermine</i>	specified dollar thresholds;
	the performance of an employee's duty to a	(2) Detect and more thusing as
	customer;	(2) <i>Detect and prevent</i> business entertainment that is intended as, or could
	(3) Are designed to effectively supervise compliance	reasonably be perceived to be <i>intended as</i> ,
	with a member's written compliance policies and	an improper quid pro quo or inducement
	procedures concerning business entertainment;	for obtaining customer business, or that
	procedures concerning business entertainment,	could otherwise give rise to a <i>potential</i>
	(4) Maintain detailed records of the <i>nature</i> and	conflict of interest;
	expense of business entertainment and <i>make such</i>	
	information available upon written request to a	(3) <i>Record</i> and maintain detailed records
	customer in respect of its employees;	of all business entertainment expenses;
	(5) Establish <i>standards to ensure that persons</i>	(4) Provide appropriate education and
	designated to supervise, approve and document	training to all personnel who supervise,
	business entertainment expenses are sufficiently	administer, or are subject to the written
	<i>qualified</i> and that <i>periodic monitoring</i> for	policies and procedures prescribed by
	compliance with the written policies and procedures	this rule; and
	is conducted (by an independent review, when	(5) Provide for periodic verification and
	<i>practicable)</i> ; and	(5) <i>Provide for periodic verification and testing, pursuant to Rule 342.23,</i> for
	(6) <i>Require</i> appropriate training and education to all	compliance with the written policies and
	applicable personnel.	procedures to determine if they are
		practicable and fulfill their purpose.
	Members may distinguish, and set specifically	
	tailored standards for, business entertainment <i>in</i>	Further, the written policies and
	connection with events that are educational,	procedures:
	charitable or philanthropic in nature. If such	
	differentiation is made, it must be explicitly	(1) May distinguish, and set specifically
	addressed in the written policies and procedures	tailored standards for, business

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	with specifically tailored standards. Finally, a member must be able to demonstrate that it trains its associated persons who supervise and are subject to such written business entertainment policies and procedures in all applicable requirements.	<ul> <li>entertainment <i>deemed to be primarily</i></li> <li>educational in nature;</li> <li>(2) May distinguish, and set specifically</li> <li>tailored standards for, business</li> <li>entertainment deemed to be <i>closely</i></li> <li><i>associated</i> with a charitable event or</li> <li>philanthropic cause.</li> </ul>
General Requirements	The observance of the "high standards of commercial honor and just and equitable principles of trade" required of a member in the conduct of its business under Rule 2110 includes the obligation of a member not to act in a manner contrary to the best interests of a customer in the conduct of business with or for such customer. Consequently, when a member interacts with an employee of a customer, the member should not do or give anything of value to the employee that is intended or designed to cause, or otherwise would be reasonably judged to have the likely effect of causing, such employee to act in a manner that is inconsistent with the best interests of the customer. Rule 2110 precludes the offering of any thing of value, including but not limited to business entertainment, which comprises conduct, that to any degree, is either illegal under any applicable law or would expose the member, customer or recipient of the member's entertainment to any civil liability to any governmental authority or agency. For example, any business entertainment that violates the Foreign Corrupt Practices Act, or any commercial bribery statutes and laws, or would subject the member or employee (or customer by reason of respondeat superior) to any civil penalties to any governmental authority or agency because of the entertainment, in turn violates Rule 2110 and this interpretation.	No member or member organization shall <i>provide</i> , in a "business entertainment" context, anything of value to a <i>customer representative</i> during the course of, or pursuant to the establishment of, a business relationship that is intended or designed to cause, or otherwise would be reasonably judged to have the likely effect of causing, such customer representative to act in a manner inconsistent with the best interests of, <i>or fiduciary responsibility to</i> , the customer.

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Notice to Customers	No notice requirement although member firms must maintain policies and procedures that contain detailed records of the nature and expense of the business entertainment and must make such information available upon written request to a customer.	Member organizations must give notice (e.g., via the member organization's website, a disclosure document, or other appropriate means) to customers or prospective customers that have a fiduciary duty to public customers or shareholders (e.g., a company registered under the Investment Company Act of 1940, or a person registered under the Investment Advisory Act of 1940) that upon their written request, detailed information will be provided regarding the manner and expense of any business entertainment provided to their employees by any member organization.
Acceptable Forms of Business Entertainment	A member may determine that certain activities, though legal, are nevertheless inappropriate for business entertainment. Similarly, members may determine that certain modes of private transport, luxurious accommodations, or destinations are not appropriate either as a matter of course or unless certain circumstances are present and senior management has approved the business entertainment. The Board of Governors believes that the standards of entertainment adopted by members must meet the requirement under Rule 2110 that members and employees adhere to high standards of commercial honor. Consequently, a member would violate this interpretation and the rule, not only if it failed to adopt such procedures, but also if the procedures set standards that are so unbounded or vague that no reasonable determination of propriety can be discerned.	Member firms are required to maintain policies and procedures that are reasonably designed to prevent business entertainment that is intended as, or could reasonably be perceived to be intended as <i>an improper quid pro quo</i> or that could otherwise give rise to a conflict of interest.
	A member's written policies and procedures must also be reasonably designed to achieve compliance with the obligation of the member and its associated persons to act in the best interests of its customer in connection with the conduct of business with or for such customer, including the avoidance of any business entertainment of an employee that is intended or designed to cause, or otherwise would be reasonably judged to have the likely effect of causing, such employee to act in a manner that is inconsistent with the best interests of the customer.	

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	As an example, members should develop written	
	policies and procedures reasonably designed to	
	preclude providing business entertainment that is so	
	lavish or extensive in nature that an employee would	
	likely feel compelled to place order flow on behalf of	
	the customer without due regard to best execution or	
	other transaction pricing considerations. In sum, the	
	Board of Governors believes that the guiding	
	principle in navigating the concern of placing an	
	employee in conflict with his duty to a customer is	
	that members should compete for business on the	
	basis of providing the best professional services.	
	While it is not inappropriate for business	
	entertainment to foster an environment for the	
	member to promote or educate with respect to such	
	professional services, it is inconsistent with the terms	
	of this interpretation to use business entertainment to	
	provide incentives to employees to conduct customer	
	business with and/or through the member without	
	due consideration as to whether the nature and	
	terms of such professional services meet the	
	objectives and are in the best interests of the	
	account.	
Supervision	As is the case with every NASD rule, supervision is a	Member firms are required to provide for
Supervision	critical component of entertainment policies and	periodic verification and testing for
	procedures. Members are free to define the	compliance with the written policies and
	approach and method of their written policies and	procedures to determine if they are
	procedures provided they are reasonably designed to	practicable and fulfill their purpose.
	comport with the principles stated in this	practicable and furnit their purpose.
	interpretation. Irrespective of the manner in which	
	the members craft their procedures, it must be clear	
	from the supervisory policies and procedures what	
	factors determine appropriate levels of business	
	entertainment and how those determinations are	
	executed, monitored, and enforced. In addition, such	
	supervisory procedures should provide a method for	
	evidencing both the breadth of supervisory activities	
	as well as the information upon which such	
	supervision is conducted. For example, a member's	
	policies and procedures must evidence the basis	
	upon which a supervisor will determine that business	
	entertainment does not violate a member's standards	
	as to the nature, frequency and dollar amounts of	
	entertainment. Finally, the member must review	
	periodically the policies and procedures it	
	establishes to determine if they are practicable and	
	fulfill their purpose.	