

HEIDRICK & STRUGGLES

European Corporate Governance Report 2011

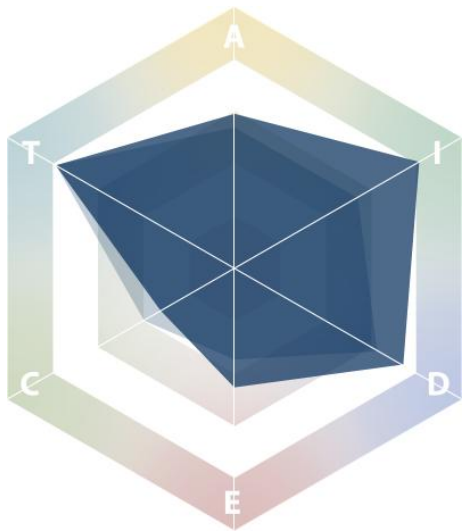
Netherlands

State and diversity of corporate governance

The 2011 European Corporate Governance report provides a measured picture of the rising corporate governance standards in Europe by sharing, for the first time, qualitative insights into effective leadership within the boardroom.

This country report provides you with data collected and analysed on the Netherlands AEX publicly-listed companies that are not included within the full European report.

The state of corporate governance in the Netherlands



Availability

The Netherlands achieve the third highest score on directors' availability in Europe (61% vs. 54% in Europe).

Independence

Whilst there is much divergence on independence scores amongst European companies, companies in the NL achieve the highest score in the region on this criteria (81% vs. 54% in Europe).

Diversity of experience

The NL achieves the fourth highest score regarding the diversity of the profiles of board directors (73% vs. 63% in Europe). There is still potential for more diverse boards in the future.

Evaluation

With the third highest score, the NL is above European average on board evaluation (45% vs. 35% in Europe). However, there is still a significant potential for improvement as this practice spreads out.

Competitiveness of the remuneration

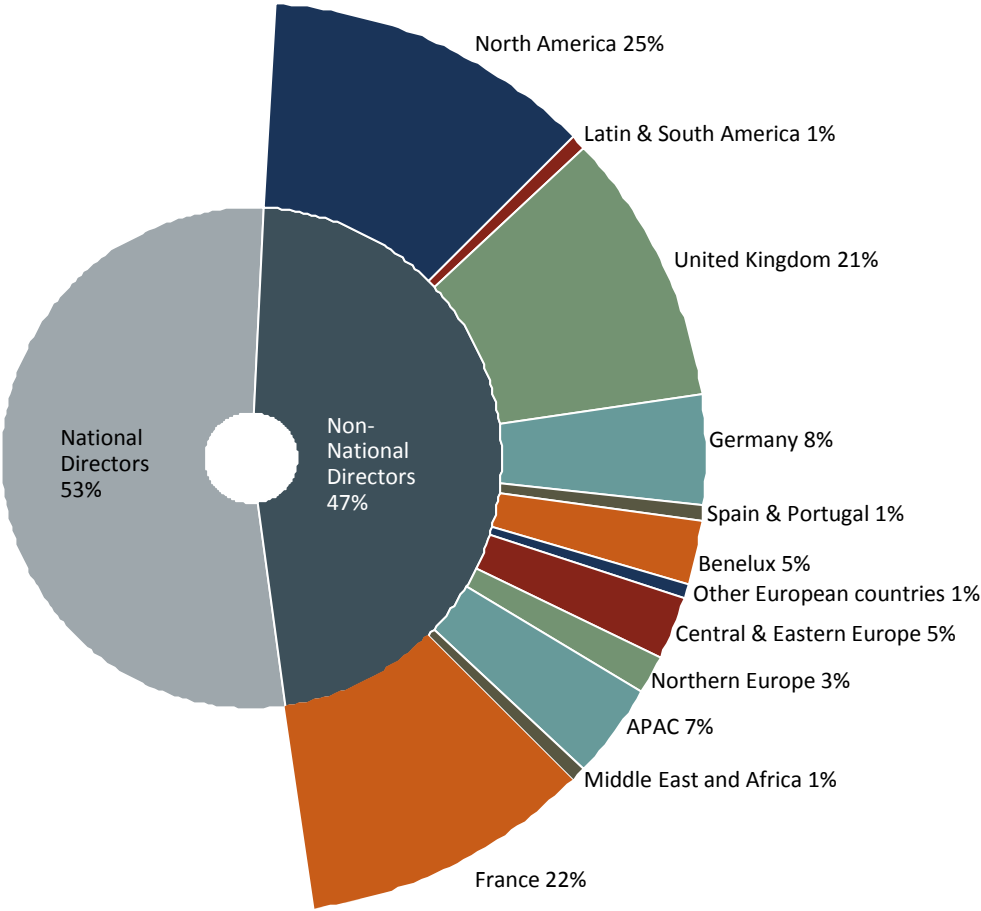
Director remuneration in the NL is not as attractive as in the rest of Europe.

Transparency

Disclosure of information on corporate governance is above the European average, though not reaching best international standards.

The value of diversity and achieving the right mix

Netherlands



Europe

- Two thirds of non-national directors are still **Europeans**, with a slight increase in the proportion of Americans.

Netherlands

- 66% of non-nationals are Europeans.
- The foreign countries most represented on the boards are North America (25%), France (22%) and the UK (21%).



The full **European Corporate Governance Report 2011** "*Challenging board performance*", published by Heidrick & Struggles, contains 60 pages of data and comment on thirteen key areas of corporate governance.

You can download it from **www.heidrick.com/cg11**

To order further copies of the European Corporate Governance Report 2011 please email **cg2011@heidrick.com**

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