

HEIDRICK & STRUGGLES

## European Corporate Governance Report 2011

# Sweden

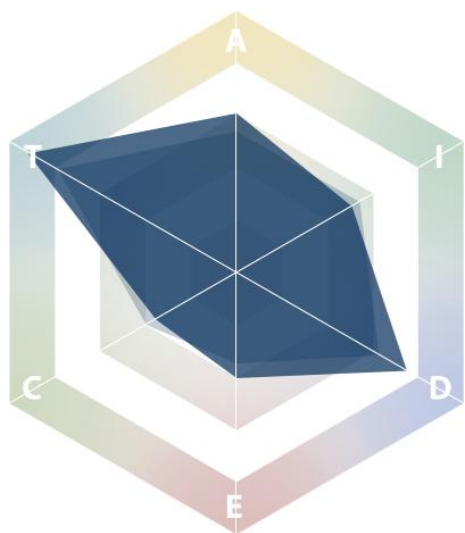
State and diversity of corporate governance

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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 Sweden OMX Stockholm publicly-listed companies that are not included within the full European report.

# The state of corporate governance in Sweden



## Availability

Sweden achieve the second highest score on directors' availability in Europe (62% vs. 54% in Europe).

## Independence

Whilst there is much divergence on independence scores amongst European companies, companies in Sweden are slightly below European average (51%).

## Diversity of experience

Sweden achieves the third highest score regarding the diversity of the profiles of board directors (75% vs. 63% in Europe). There is still potential for more diverse boards in the future.

## Evaluation

Sweden is above European average on board evaluation (41% vs. 35% in Europe). However, there is still a significant potential for improvement as this practice spreads out.

## Competitiveness of the remuneration

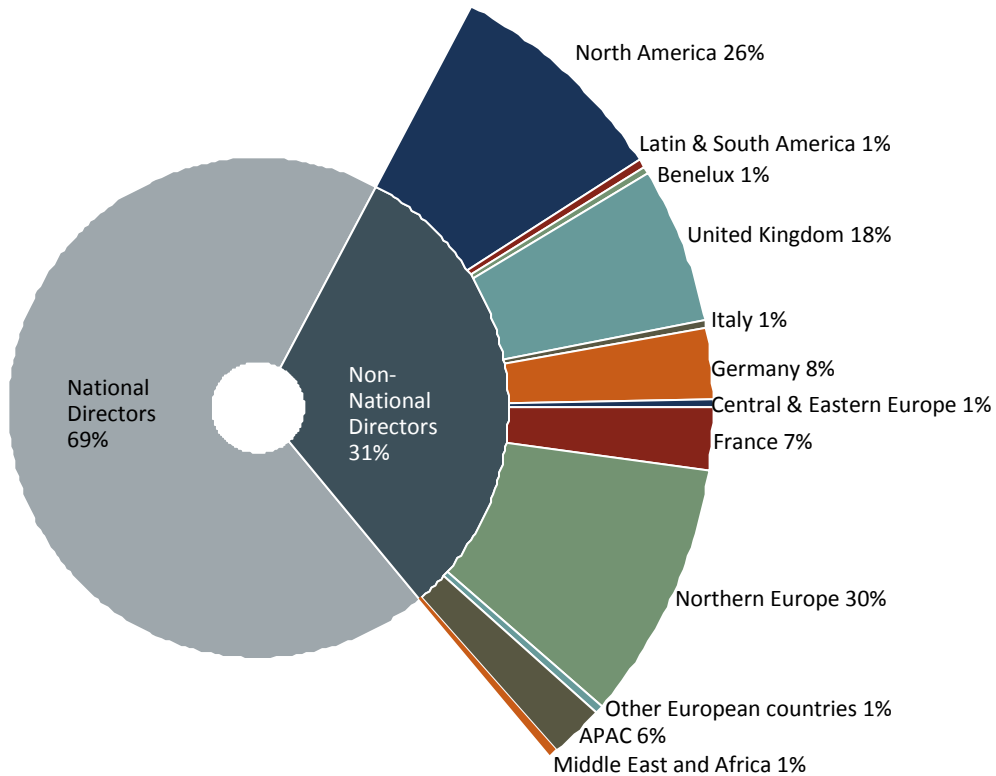
Director remuneration in Sweden is not as attractive as in the rest of Europe.

## Transparency

With the standardisation of information on corporate governance (93%), boards in Sweden are amongst the most transparent in Europe.

# The value of diversity and achieving the right mix

## Sweden



### Europe

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

### Sweden

- 66% of non-nationals are Europeans.
- There is an over-representation of Nordic non-nationals. Swedish boards have relatively few non-national directors and those they do have tend to be Nordic in origin. Most board meetings are conducted in Swedish.



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](http://www.heidrick.com/cg11)**

To order further copies of the European Corporate Governance Report 2011 please email **[cg2011@heidrick.com](mailto:cg2011@heidrick.com)**

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