

Types of Experience on Danish C25 Boards

Extract from C25 Composition
Mapping

2020

Leadership Advisor Group
- for Board and C-Suite



Introduction

The methodology

This report presents partial results of our analysis of the current board compositions of 24 companies on the C25 index in Denmark. Specifically, the C25 refers to the 24 most traded companies in Denmark.

The full analysis was conducted by measuring the demographics of board members, including nationality, as well as their experience, using their occupations as proxies. We measured a broad range of functional as well as other experience, including international and board experience.

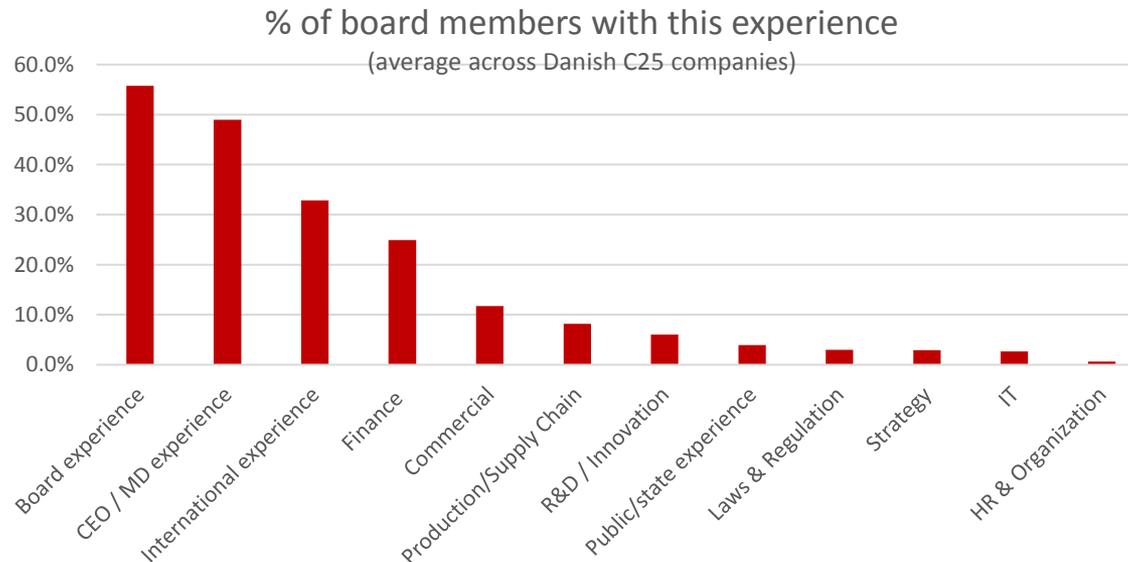
Knowledge of the board members' careers was obtained through desk research of CVs and other sources. To complete this analysis, around **170 CVs** were examined and documented. Given the imperfect information associated with such a method, the results should only be taken as indicative and as a starting point for discussion.

Lastly, only shareholder-elected board members were incorporated into the analysis, while employee-elected board members were excluded. For full detailed results contact reception@leadershipadvisorgroup.com.

Key findings regarding skills / experience backgrounds

The types of experience contained within the Danish C25 boards should differ by what each company needs according to its strategy, but on average there is very little representation of people with Legal, Strategy, IT and HR backgrounds.

Most common is that board members have previous board experience or have been a CEO/MD. Next most prevalent is international experience, and Finance experience is also somewhat common. General Commercial experience is slightly less common, while Production/Supply Chain, R&D/Innovation, and Public/State and others vary a lot by company.



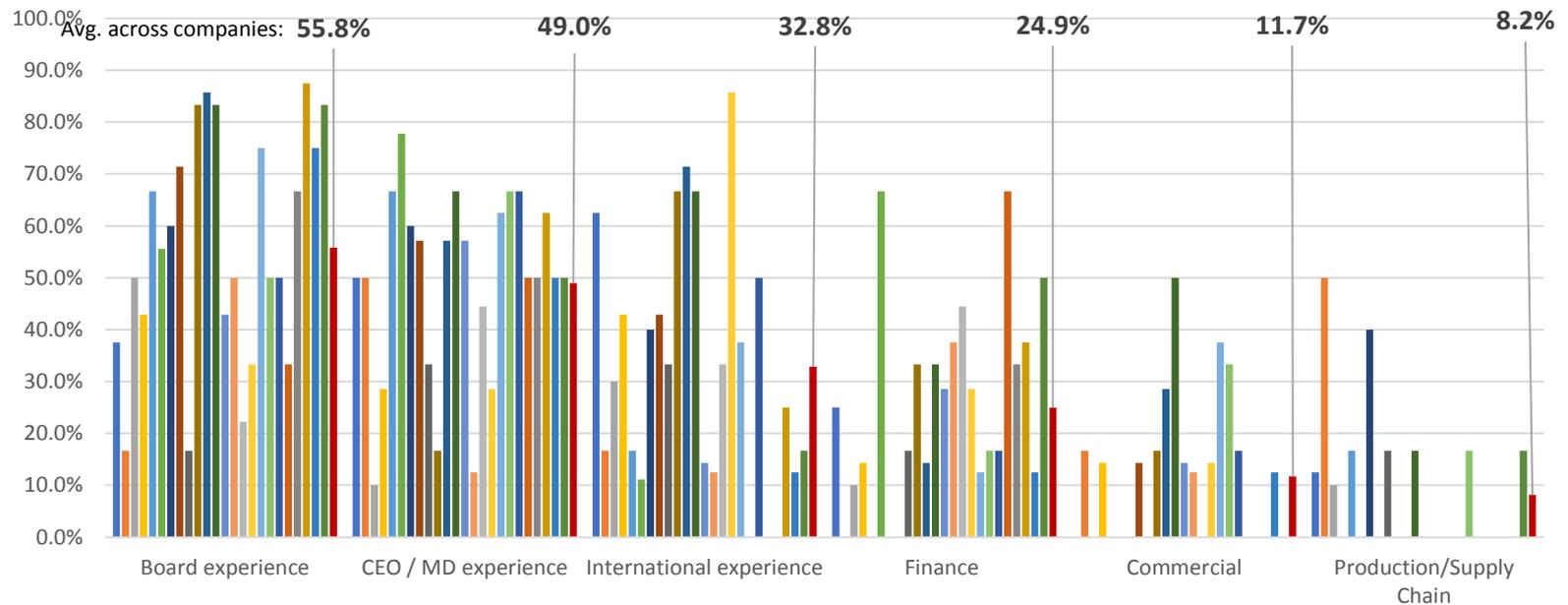
Key findings regarding skills / experience backgrounds

% of the board members who have these skills/experience backgrounds

Board member skills / experience differ by company, with prior board experience and CEO/MD experience being common across many of the companies. Standouts are: Novozymes for members with international experience; DanskeBank, SimCorp and Ørsted for Finance; Lundbeck for Commercial; and Ambu and Demant for Production Supply Chain.

% of board members with these skills, company comparison

(Red bar is average across companies for each type of experience)





Leadership Advisor Group

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The Leadership Advisor Group delivers bespoke leadership services for board and senior executives. The breadth of our associates enables us to service clients globally. Our core services are

- Board review and board recruitment
- CEO-succession
- Leadership assessment
- Senior team effectiveness
- On-boarding
- Organizational structure and design

We also provide tailor-made advisory and executive search services, typically as an integrated part of our core services.

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