

# Presence of Non-Danes on Danish C25 Boards

Extract from C25 Composition  
Mapping

2020

**Leadership** Advisor Group  
- for Board and C-Suite



# Introduction

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## *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.

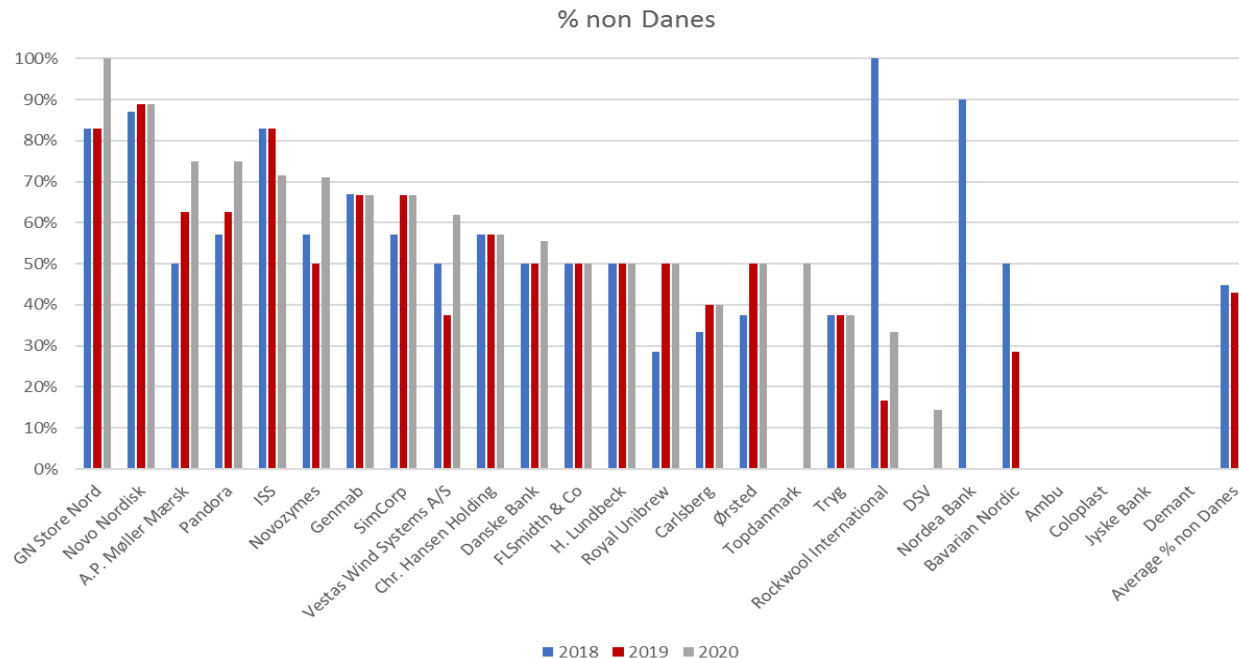
Lastly, only shareholder-elected board members were incorporated into the analysis, while employee-elected board members were excluded. For full detailed results contact [reception@leadershipadvisorgroup.com](mailto:reception@leadershipadvisorgroup.com).

## Key findings regarding nationality

There are huge differences in the % of non-Danes (foreigners) on the boards of the Danish C25 companies.

While GN Store Nord currently has no Danes on the board, 4 companies Ambu, Coloplast, Jyske Bank and Demant had ONLY Danes on the board during the period of 2018-2020.

Good progress toward diversifying nationality is being made, however. Fifteen companies have at least 50% non-Danes, and ten show increases in the % non-Danish over the three years. Still, some companies have only or a majority Danish on the board – possibly not the best recipe if the company has most of its sales outside Denmark ?





## Leadership Advisor Group

- for Board and C-Suite

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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