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**PETER BONFIELD**  
Ericsson (Sweden),  
Mentor Graphics (U.S.)

**BILL GANTZ**  
Gillette (U.S.),  
Gambro (Sweden)

**VICKY A. BAILEY**  
Equitable Resources (U.S.),  
Scottish Power (U.K.)

**DOMENICO DE SOLE**  
Telecom Italia (Italy),  
PG&G (U.S.)

# EUROPE'S BOARDS OPEN UP

**THE WELCOME MAT IS OUT FOR U.S. DIRECTORS  
(AND EUROPEANS ARE COMING HERE TOO)**

- HOW BOARDS ARE DIFFERENT, BY DIRECTORS WHO'VE SERVED THERE
- WHY CEO PAY IS CATCHING UP
- HOW YOU CAN LAND A BOARD SEAT

**PLUS: WHAT DIRECTORS THINK OF THE ENRON/WORLDCOM SETTLEMENTS**

## A TWO-WAY LEARNING CURVE FOR TRANSATLANTIC DIRECTORS

**B**oards are developing an increasingly transatlantic flavor as more and more companies add directors from across the pond to help them map out international business strategies, inform them about foreign

suppliers and customers, and—perhaps most urgent lately—keep them up to speed on new compliance regulations. “We’re seeing a lot of demand for people who can bring a European perspective to an American board and vice versa,” says Ted Jadick, co-chairman of the worldwide board practice at the search firm Heidrick & Struggles. Data compiled by *Corporate Board Member* in 2004 show that nearly 370 directors sit on boards on both sides of the Atlantic.

This board service often requires exhausting travel and presents linguistic challenges—some predictable and others less so, such as the language barrier at a British company between a Bostonian and a Scot. But it also provides opportunities to become a better director at home. “I find it expands the mind and your horizons,” says Sir Peter Bonfield, 60, former CEO of British Telecommunications and now a board member at Mentor Graphics, a technology company in Wilsonville, Oregon; AstraZeneca, a London pharmaceutical firm; the Swedish telecom supplier Ericsson; and Taiwan Semiconductor Manufacturing Co. One thing Bonfield particularly enjoys about U.S. boards, he says, is that they play a bigger role in companies’ growth and strategy than their European counterparts do.



### PETER BONFIELD

**DIRECTORSHIPS:**  
ASTRAZENECA (U.K.); ERICSSON  
(SWEDEN); MENTOR GRAPHICS (U.S.);  
TAIWAN SEMICONDUCTOR  
MANUFACTURING CO. (TAIWAN)