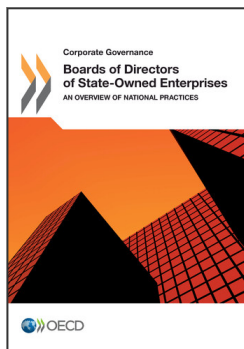


## Foreword

**T**his report provides practical guidance on board practices for directors of state-owned enterprises and identifies a number of “good practices” based on national experiences of a large number of participating countries. It extends the guidance provided by Chapter VI of the OECD Guidelines on the Corporate Governance of State-Owned Enterprises on the “Responsibilities of Boards of State-Owned Enterprises”. The report draws information from a questionnaire-based exercise as well as previous publications and background papers commissioned by the OECD.

The report is an outcome of the OECD Working Party on State Ownership and Privatisation Practices project on “Enhancing the role of the boards of directors of state-owned enterprises”. It was given final approval and declassified by the WP SOPP in December 2012. The draft report was prepared by Sara Sultan and Hans Christiansen of the Corporate Affairs Division of the OECD Directorate for Financial and Enterprise Affairs. Substantive input was provided by Jim Colvin acting as external consultant to the OECD. The development of the report has also benefited from comprehensive consultations with the Business and Industry Advisory Committee (BIAC), the Trade Union Advisory Committee (TUAC), civil society, academia and OECD partner economies.



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