

2026 Route to the Top Hong Kong

As traditional CEO credentials plateau, greater alignment across leadership, talent, and succession may be the key to unlocking long-term value in Hong Kong organizations.

This analysis examines the backgrounds of sitting CEOs at Hong Kong's Hang Seng Index constituent companies as of January 5, 2026. Information was gathered from publicly available sources, BoardEx, and a Heidrick & Struggles proprietary database.

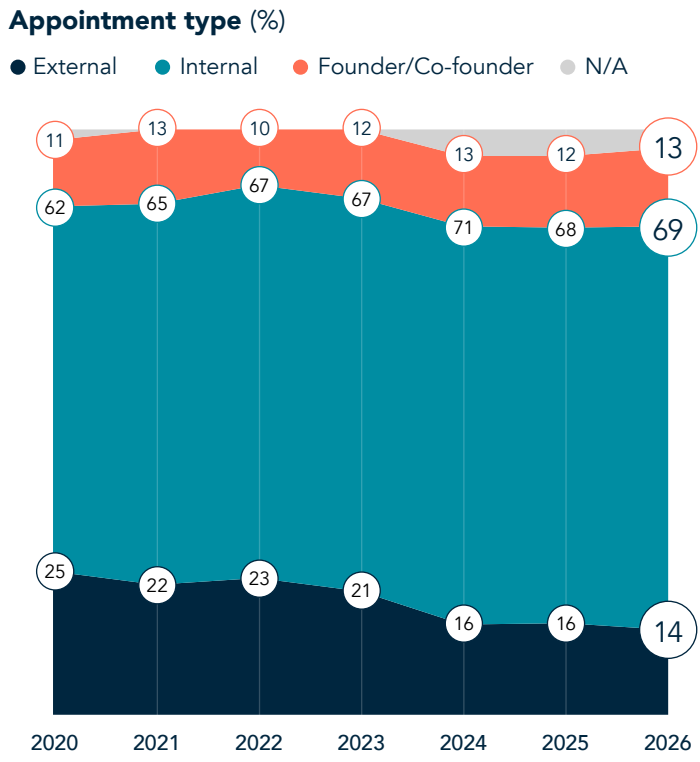
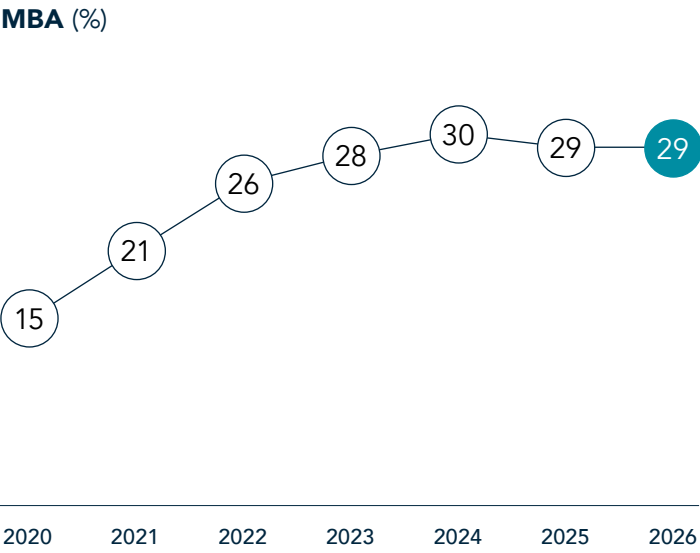
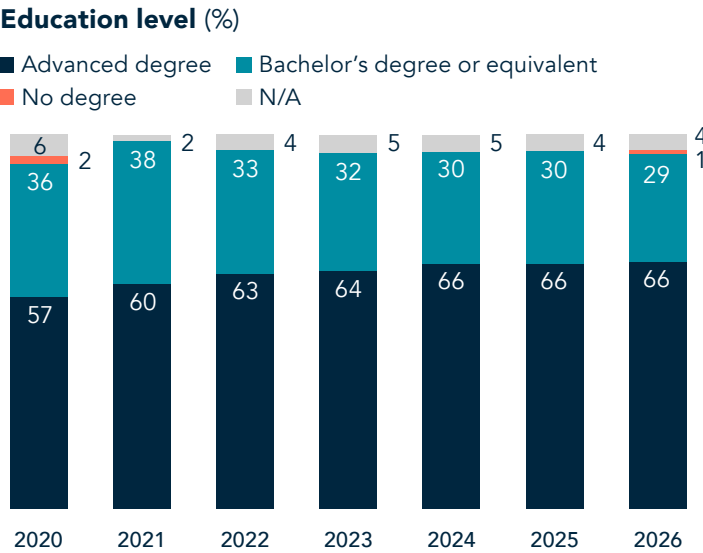
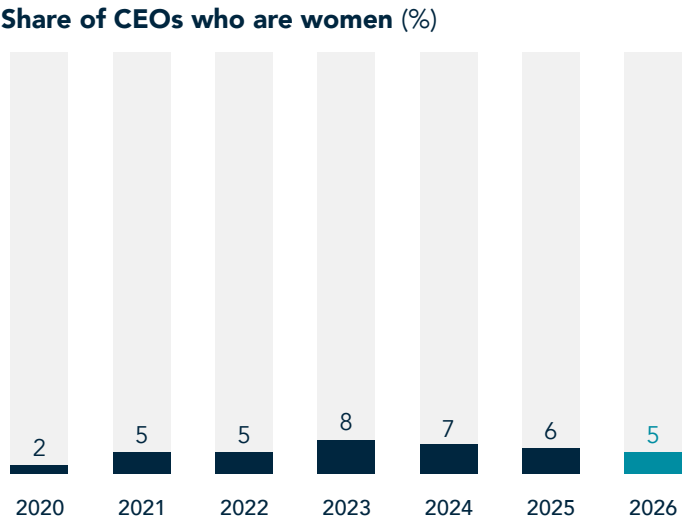
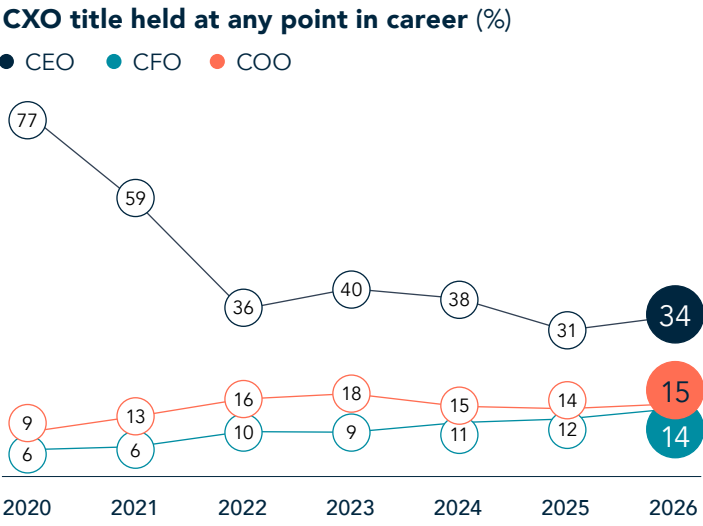
Traditional CEO credentials may be reaching a plateau.

The profile of CEOs in Hong Kong appears to be stabilizing. After years of change, education levels and prior CEO experience have both remained relatively steady in recent years. Meanwhile, boards appear to be placing greater emphasis on exposure across sectors and deep knowledge of the organization itself.

This shift comes at a time when alignment remains a significant

challenge. Recent research found that most organizations in Hong Kong lack alignment—among senior leaders, between business strategy and leadership pipeline management, and across executive succession planning.

As organizations become more aware of the disconnects within their business, alignment will become a key differentiator for growth moving forward.



Alignment can unlock greater value.

Regardless of leaders' backgrounds, aligning leadership, talent decisions, and succession processes around a shared direction can improve organizational outcomes and unlock long-term value.

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