

2026 Board Monitor

Hong Kong



Public boards in Hong Kong are seeking stability in their boards to meet upcoming volatility.

This analysis examines new non-executive director appointments made during 2025 at Hong Kong's Hang Seng companies. Information was gathered from publicly available sources, BoardEx, and a Heidrick & Struggles proprietary database.

2025 Snapshot:

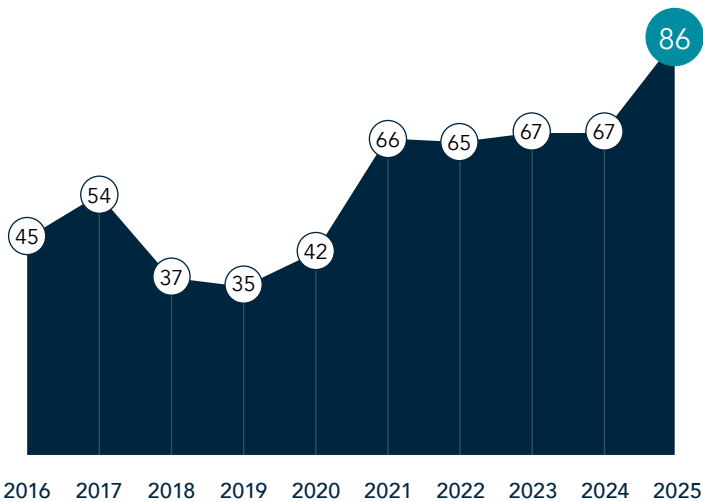
86 board seats were filled

51% of companies appointed new directors

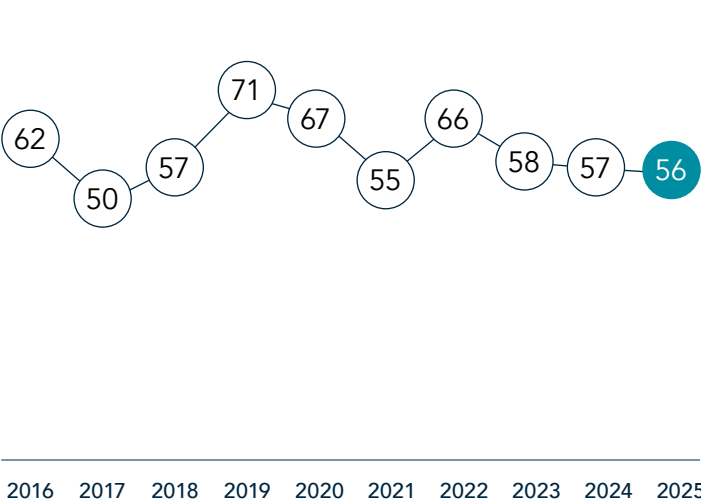
Shifting board recruitment patterns to respond to change.

Leaders almost universally expect their strategy and operating model to change in the next 2–3 years. Yet in Hong Kong nearly half of CEOs and directors report a gap between the strengths their boards have today and the capabilities they'll need for the future. In response, organizations filled the most board seats they have in the last 10 years by a wide margin. And the newly appointed directors are more experienced, with a lower share of seats filled by first-time public board members and a higher share by those with prior CEO and CFO experience. At a time when boards need to build new capabilities, organizations in Hong Kong are doing what they can to optimize the profile of their boards to handle upcoming volatility.

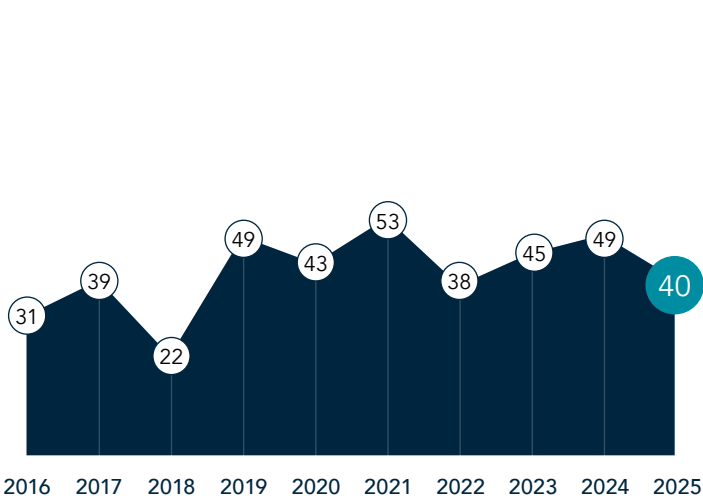
Number of seats filled



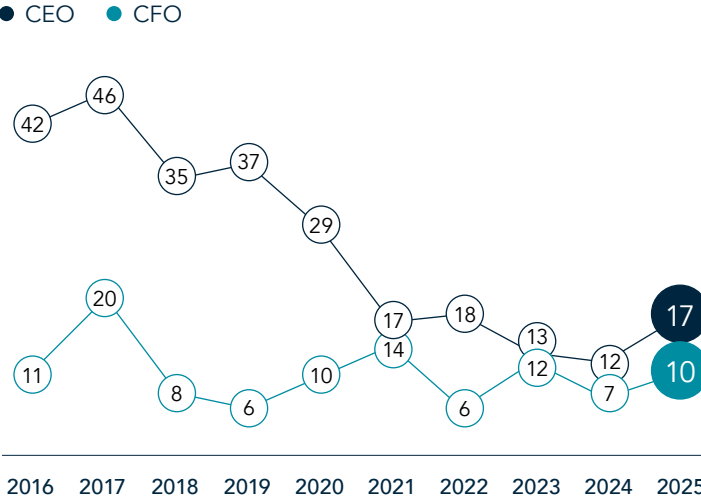
Active executives (%)



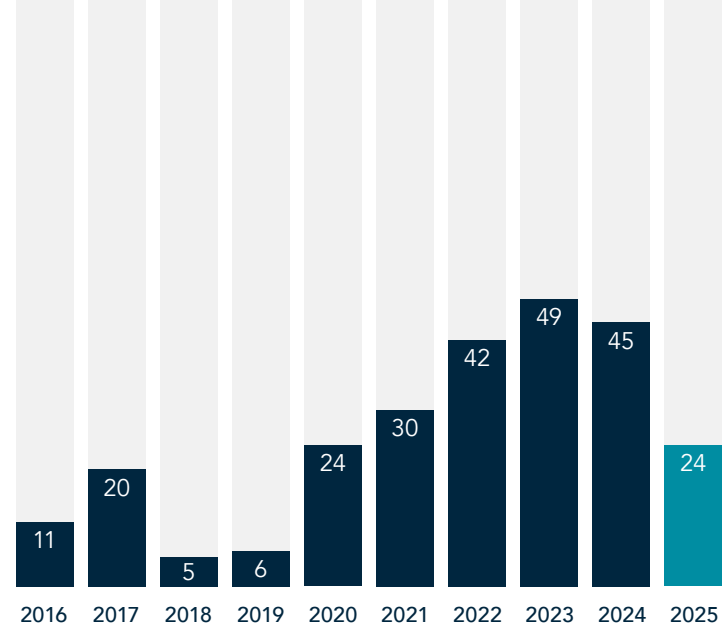
First-time public board members (%)



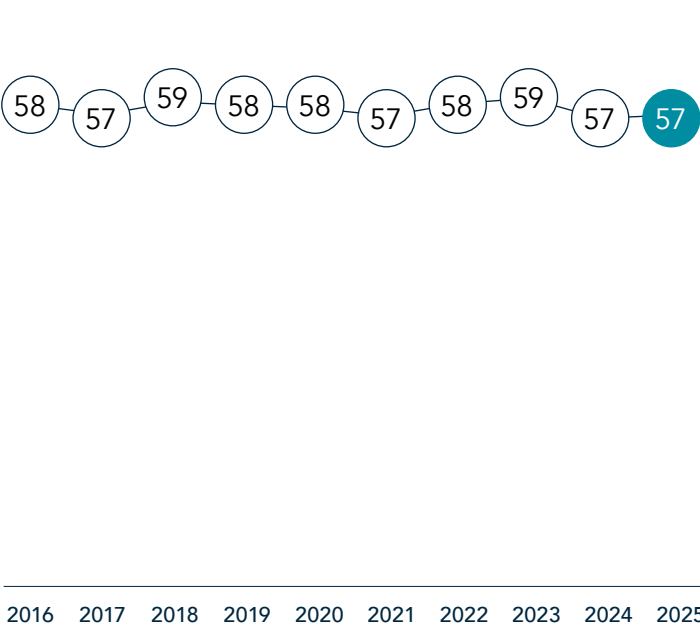
CEO & CFO experience (%)



Share of seats filled by women (%)



Average age at appointment



Alignment drives value creation.

[Our global research](#) shows that enterprise-wide alignment, combined with board strengths in foresight and renewal, is associated with improved performance.

Boards own the levers.

Boards have the responsibility to develop capability, cultivate alignment, and steward succession for their organization.

CEO & Board of Directors Practice

Heidrick & Struggles' CEO & Board of Directors Practice has been built on our ability to execute top-level assignments and counsel CEOs and board members on the complex issues directly affecting their businesses.

We pride ourselves on being our clients' most trusted advisor and offer an integrated suite of services to help manage these challenges and their leadership assets. This ranges from the acquisition of talent through executive search to providing counsel in areas that include succession planning, executive and board assessment, and board effectiveness reviews.

Our CEO & Board of Directors Practice leverages our most accomplished search and leadership consulting professionals globally who understand the ever-transforming nature of leadership. This expertise, combined with in-depth industry, sector, and regional knowledge; differentiated research capabilities; and intellectual capital, enables us to provide sound global coverage for our clients.

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