

2026 Route to the Top Singapore

Companies in Singapore are not converging on a single CEO archetype, reflecting differing views on the leadership capabilities and experiences needed for the future.

This analysis examines the backgrounds of sitting CEOs at Singapore's STI 30 companies as of January 5, 2026. Information was gathered from publicly available sources, BoardEx, and a Heidrick & Struggles proprietary database.

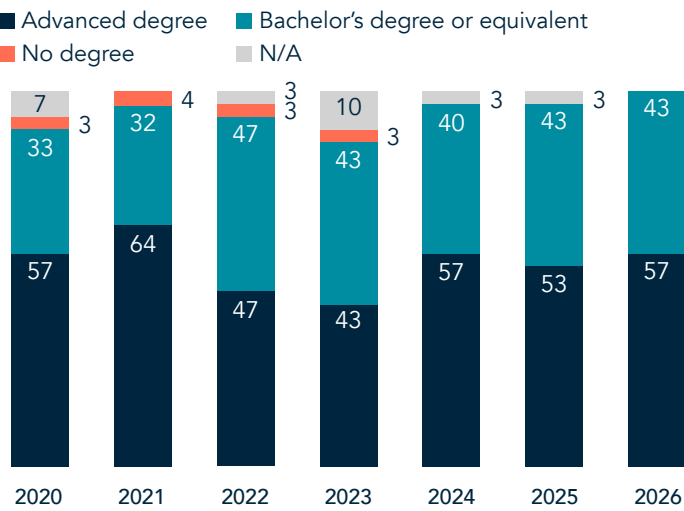
There is no universal CEO profile for the future.

Recent research found that most organizations in Singapore lack alignment—among leaders, between business strategy and leadership pipeline management, and across executive succession planning. That divergence within organizations is reflected across the market as well: there is no clear consensus on what the CEO of the future should look like.

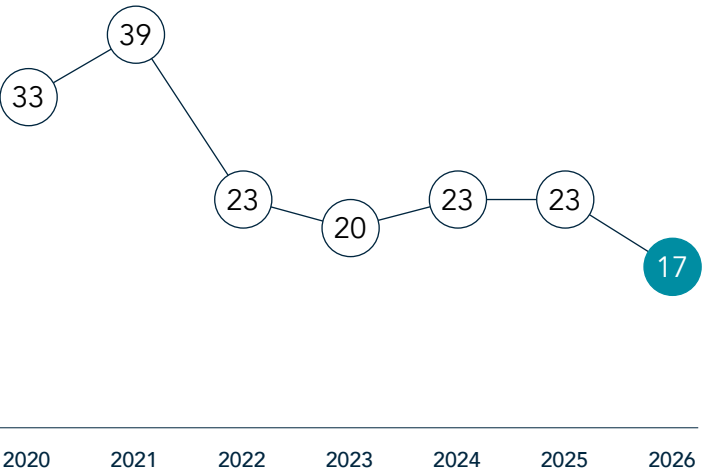
The landscape shows that CEOs are becoming more highly educated overall, yet fewer hold MBAs. And no consistent pattern emerges in prior CXO or cross-sector experience.

Rather than converging on a single CEO archetype, companies are charting distinct paths toward the leadership they will need for the future

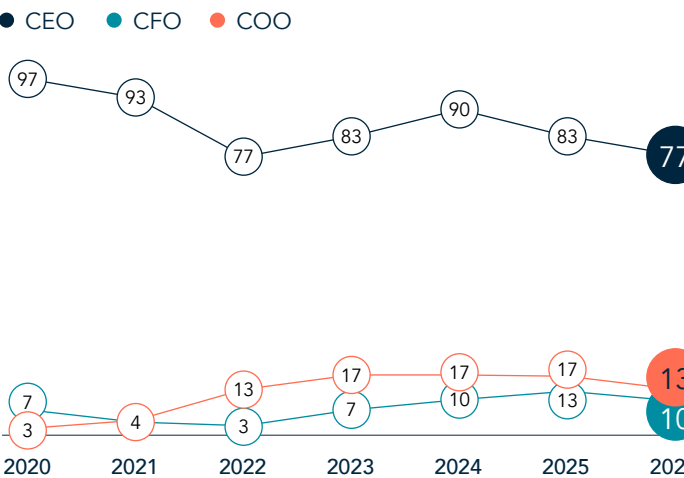
Highest level of education completed (%)



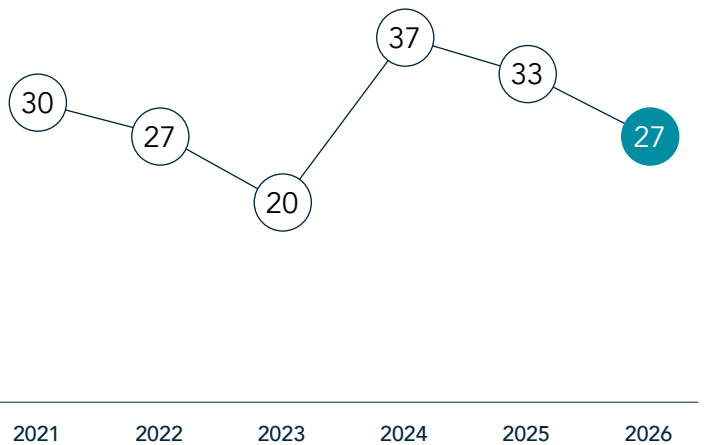
MBA (%)



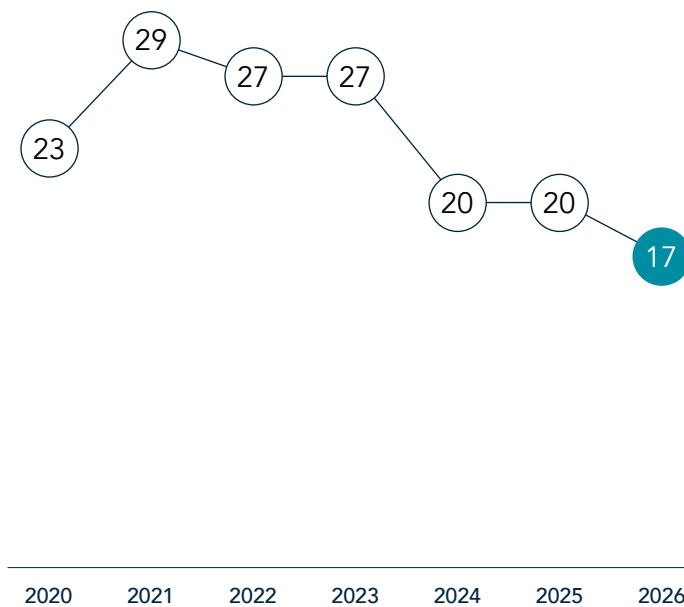
CXO title held at any point in career (%)



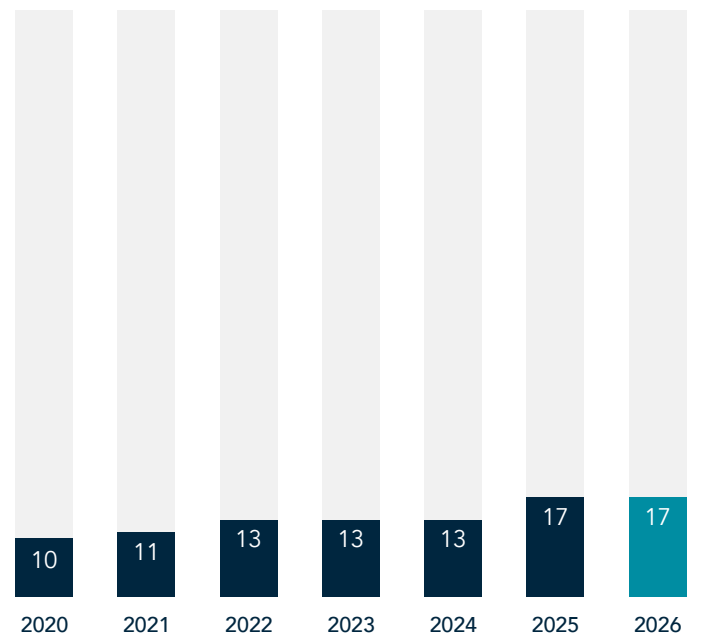
Cross-sector experience in previous two roles (%)



Share of CEOs who are non-nationals (%)



Share of CEOs who are women (%)



Alignment can unlock greater value.

There may be no single right path to future-ready leadership, but greater clarity on the path each organization is taking can help align its leaders, talent decisions, and succession processes around a shared direction, leading to improved outcomes and long-term value.

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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.

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