CHARTERED GOVERNANCE Hong Kong

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Board Review Best Practice:

A Guide for Hong Kong-listed Companies

NOVEMBER 2025

Contents

1. Introduction

As corporate governance expectations continue to evolve globally, discussions around Board effectiveness have been steadily gaining traction in Hong Kong. Recent updates to the Hong Kong Corporate Governance Code have placed renewed emphasis on Board performance; alongside heightened expectations around the independence and performance of individual Directors, the revised Code calls on Boards to conduct regular performance reviews.

What's changed?

- From 1 July 2025, HKEX has elevated Board performance reviews from recommended practice to a Code Provision. Issuers are now expected, on a comply-or-explain basis, to carry out a Board performance review at least once every two years, and more frequently if business complexity or change warrants it (see HKEX Rules and Guidance Update No. 148).
- Disclosure expectations have also been tightened. Annual reports should explain the review's scope, methodology and findings, highlight key areas for improvement and the actions taken or planned, and – if no review occurred in the reporting period – state that fact and when the next review will be conducted.
- For more information, please visit the HKEX Corporate Governance Guide for Board and Directors, May 2025. All references to 'HKEX guidance' in this toolkit relate to the contents of the HKEX Guide.

The specifics of the Hong Kong corporate landscape bring an interesting dynamic to Board performance reviews. With a service-driven economy and a market where a significant proportion of listed entities remain family-owned, the tone and expectations around Board reviews can differ markedly from Western markets.

In countries where the practice is more established, regular Board reviews – both internal and externally facilitated – play a key role in strengthening Board performance and cohesion. Far from being seen as a mere compliance exercise, reviews are widely regarded as a chance to reflect on how the Board functions as a team, aligns around shared priorities, and adapts to an increasingly complex business environment. As regulatory and investor expectations continue to develop in Hong Kong, Boards that approach reviews with openness and rigour will be better placed to build resilience, improve decision making, and drive long-term success.

The purpose of this toolkit is to support that journey – equipping Chairs and Governance Professionals (acting as Company Secretaries) with a clearer understanding of what an effective review entails, and the confidence to deliver one within their own organisations. We share these tools as practitioners who work across international markets and have seen a range of approaches that work in different contexts. Our intent is to offer options and examples – not to prescribe a single 'right way' – so that Chairs and Governance Professionals can select what best suits their Board.

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2. Early considerations

An effective Board performance review begins with an effective conversation between the Chair and the Company Secretary to align on scope and expectations. Below are some key considerations that ought to be discussed and agreed early in the process:

- **Review this year or not**
  If not, how will we 'explain' in Corporate Governance Report? ▶ See 5.4

- **Approach**
  Internal, internal with external support, or external? ▶ See 3.1

- **Timing**
  When is the optimal time to kick-off the review? ▶ See 3.2

- **Scope**
  Inclusion of individual Director/Chair reviews and Committee reviews? ▶ See 3.3

- **Participants**
  Beyond Board members, who should take part? ▶ See 3.4

- **Focus areas**
  What are the priority areas of focus for the review? ▶ See 3.5

- **Method**
  Surveys, interviews, or hybrid? Meeting observation, if external? ▶ See 4

- **Confidentiality**
  How do we guarantee the confidentiality of sensitive information? ▶ See 4.5

- **Reporting and disclosure**
  What outputs are required (report, slides, action tracker)? ▶ See 5

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3. Preparing for your Board performance review

At the highest level, all Boards are similar i.e. collectives of individuals who meet, receive information and make decisions. Below the surface, however, Boards experience different dynamics, business challenges and performance issues, which should be reflected in the Board review approach.

3.1 Deciding the approach

Broadly speaking, Boards have three different options when conducting a performance review, and the HKEX guidance allows for flexibility in the approach chosen:

Internal review

Typically facilitated by the Chair or Company Secretary, this approach uses in-house tools such as surveys and interviews to gather Directors' reflections on various areas of Board performance. This format offers an informal, resource-efficient way for Boards to reflect on effectiveness, but also provides less scope for anonymity, which may impact the Board's ability to confront difficult issues.

Most appropriate when...
the Board is broadly stable, relationships are strong, and the aim is a light 'health-check' rather than deep evaluation. Useful where budgets and timelines are tight, and there are no highly sensitive issues that require strict anonymity.

Internal review with external support

This model blends the familiarity of an in-house process with expert input from a third party. The review is still owned and led internally, but external advisors provide tools such as survey templates and platforms, anonymised reporting, and benchmark data, as well as light-touch facilitation for interviews or Board discussions. The key benefits of this model are adding credibility and a fresh perspective, as well as reducing the burden on the Company Secretariat, while allowing the Board to retain control over the tone and scope of the review. However, it may also carry some of the limitations of a purely internal review, particularly if feedback is filtered or difficult issues are not explored in depth.

Most appropriate when...
Boards want the ownership of an in-house process but would benefit from independent tools (anonymous surveys, benchmarks) and a touch of external credibility. Ideal for moderate sensitivity issues (e.g. Board papers, meeting effectiveness, Committee interfaces) where a fresh perspective helps without a full external mandate.

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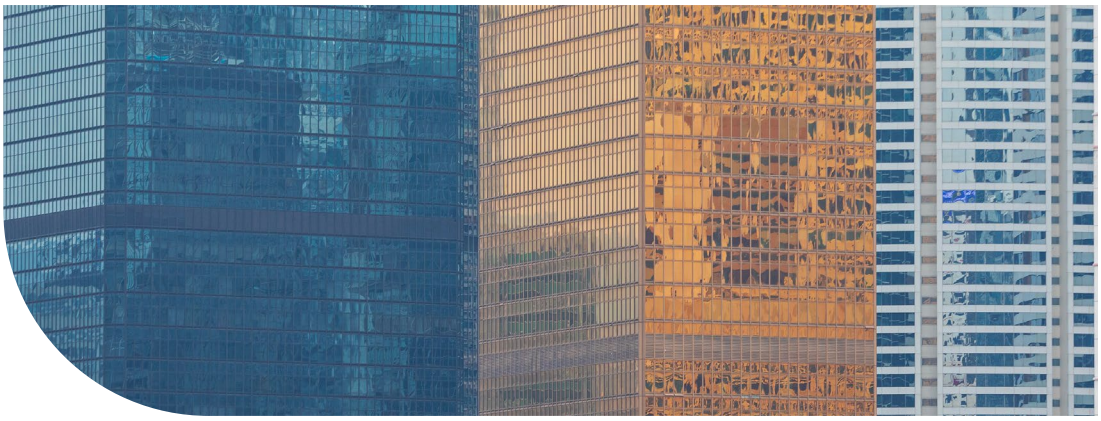
External review

These exercises are led by an independent Board reviewer and tend to include surveys, interviews and, increasingly, meeting observation. External reviews can provide a safe and confidential space for Board members to discuss sensitive topics, and offer greater scope for expert facilitation, independent challenge, and external referencing and benchmarking. The cost of such exercises is an important consideration, particularly for smaller companies.

Most appropriate when...
more sensitive topics are in play (e.g. dynamics and succession), there has been significant change (e.g. new Chair or major transaction), or stakeholders expect visible independence (e.g. regulators, investors). Best when robust challenge, benchmarking, and assured confidentiality are required, and budget/time allow.

For a first formal review, a gentle introduction often works best: the Company Secretary can lead the process with light external support, signalling a developmental – not investigatory – tone. Boards should consider discussing the findings in an informal setting (e.g. over dinner) before the formal Board session; recommendations are typically better received verbally, with time for context and questions.



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3.2 Timing

Many companies launch their Board reviews to coincide with the year-end as a 'look back' on the Board's performance over the past 12 months; however, with so many competing priorities at that time of year, it's unlikely to be the optimal time to conduct the exercise.

Often the 'sweet spot' is to conduct the review shortly after the annual strategy and budget cycle and far enough before AGM season to act on the findings. This timing lets you assess effectiveness in the context of a key Board meeting and reflect findings and progress meaningfully in the annual report, without the rush or the summer lull undermining participation.

Generally, a Board review takes around 8 weeks from start to finish, however it is best to allow for delays – kicking off the review at least 12 weeks before any reporting deadline is prudent. Additionally, if the review is external, time should be built in for the facilitator selection process.

Approximate timeline:

Kick-off	Agree 'early considerations' (see Section 2) with Chair
Week 1	Finalise survey content and schedule interviews (if applicable)
Week 2–3	Issue surveys (allow participants 2 weeks to complete)
Week 4	Conduct interviews (if applicable)
Week 5-6	Draft findings: Chair and Company Secretary preview report for sensitive themes
Week 7	Board workshop: agree key actions, owners, and dates
Week 8	Publish action tracker to Board portal; prepare disclosure text

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3.3 Scope

The HKEX guidance notes that, in addition to assessing the Board's performance as a whole, the process may include Committee and individual Director reviews. It is good practice to include these reviews as standard to complement the overall Board review:

Board review
An assessment of the Board's performance as a whole, completed by all Board members.

Committee reviews
Separate evaluations of Committee performance, completed by Committee members. These reviews assess Committee composition, meeting effectiveness, oversight, and the quality of reporting to the Board.

Chair review
An assessment of the Chair's effectiveness completed by other Board members. The review addresses the Chair's relationships, meeting management, and any areas for improvement. The results are usually shared with the Lead Independent Director, or equivalent, in the first instance.

Individual Director reviews
A short self-evaluation survey addressing individual contributions to the Board, as well as any personal training/development needs. The results of this review are typically shared with the Chair-only to facilitate any subsequent one-on-one discussions.

The HKEX guidance also makes reference to 'Transaction-focused Reviews'. These are assessments of Board performance in the context of a significant corporate event (e.g. M&A). Such reviews can be particularly insightful in terms of understanding how the Board performed in a challenging, fast-moving environment. The review may consider the flow of information to the Board on the transaction, the effectiveness of decision-making, oversight of implementation post-transaction, and any lessons learned.

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3.4 Participants

Effective reviews involve a focused group - broad enough to capture how the Board engages with key stakeholders and the wider business, but not so large that the message is diluted. Beyond the Non-Executive Directors, the core participants typically include the CEO, CFO and Company Secretary, plus two or three senior executives who interact most with the Board (often the COO, CHRO and General Counsel).

Regular attendees may also be included in Committee reviews where relevant (for example, the Head of Internal Audit for the Audit Committee).

External advisers can participate in Committee reviews where they have had sufficient touchpoints during the year - for instance, the external audit partner for the Audit Committee and the remuneration consultants for the Remuneration Committee.

For the process to work well, all participants should be clear on their roles and responsibilities before it begins, and should know exactly who will see attributable responses. This builds confidence in the process and avoids surprises.

Who does what?

Chair:
Sets tone and expectations of participants, approves scope and method, leads Board discussions, sponsors actions.

Company Secretary:
Manages project end-to-end; owns timetable, surveys, confidentiality, findings, disclosures, and action tracker.

Lead NED (or equivalent):
Confidential channel for feedback on Chair performance.

CEO/Executives:
Provide management perspective; support action implementation.

Committee Chairs:
Input Committee priorities; receive Committee reviews; own follow-up items.

Board:
Completes survey/interviews; agrees priorities and actions.

Clearly responsibilities will shift if an external facilitator is engaged, and they will work closely with the Company Secretary throughout the process. Another benefit of external facilitation is that it frees up the Company Secretary to engage in the review as a participant rather than a project manager.

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3.5 The line of enquiry

Every Board review should cover certain core areas of governance as standard. The HKEX guidance suggests that reviews ought to address the areas below, which are very much in line with international best practice, although clearly the line of enquiry should be adapted to the context of each Board:

Board composition & skills: appropriateness of the skills/experience mix, refreshment and succession priorities; anticipation of future skills needs (with explicit link to the skills matrix).

Board culture & dynamics: boardroom behaviours, quality of support/challenge, Board and management relationships, quality of debate and decisions.

Board practices: agendas, governance practices, Committee structure.

Information quality & timeliness: sufficiency and timing of Board papers/materials to enable preparation and decision-making.

Board meetings: whether meetings fulfil their intended purposes.

Compliance & training: adherence to legal/regulatory requirements and whether Directors' development needs are supported.

Risk management & internal controls: time/attention devoted to risk; adequacy of processes for identifying, reviewing and overseeing risks/controls.

Stakeholder engagement: how the Board listens and responds to shareholders and other key stakeholders, and how feedback is reflected in decisions.

Beyond these core areas, a review should be thoughtfully tailored to reflect the unique context of the Board; effective tailoring enhances the relevance and impact of the output and recommendations, and encourages greater engagement with and ownership of the process from Directors.

Key considerations include the size and independence of the Board, and the tenure of individual Directors, including the upcoming schedule for Board rotation or planned departures.

Family ownership remains a defining feature of many Hong Kong issuers and warrants a distinct approach, especially around succession, role clarity, and the Board–management dynamic. While family representatives can be sceptical at the outset, once the review proves its value, they often become the most engaged and loyal users of the process.

Industry context should also be taken into account when scoping the review; in fast-evolving service sectors (e.g. financial services and tech), Boards are often challenged on how responsive they are to external market trends, digital disruption, and evolving business models. Board oversight of the external environment and understanding of competitor strategies may, as a result, be more prominent in these reviews.

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4. Conducting your Board performance review

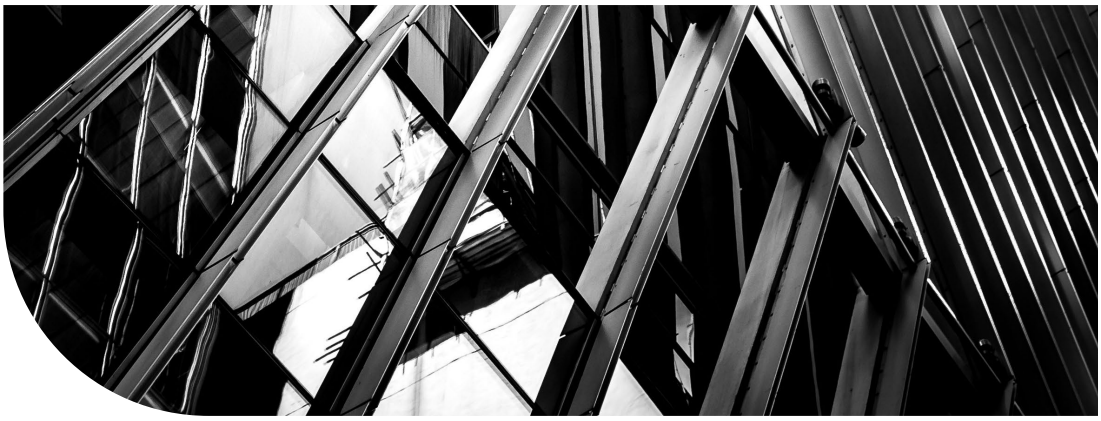
The choice of techniques used in a Board performance review can ensure that the exercise yields honest, constructive insights and leads to meaningful improvements. From structured questionnaires and individual interviews to meeting observation, the tools used should be carefully tailored to suit the Board's size, culture, and budget.

4.1 Surveys

Surveys remain one of the most widely used techniques for conducting Board reviews. This technique is particularly effective as a structured method for gathering the views of all participants on a consistent set of issues, ensuring that diverse perspectives are captured efficiently. In Hong Kong and wider Asia, many Directors report greater comfort providing initial feedback via a structured survey – particularly for a first external review - because it allows careful phrasing of constructive feedback without simultaneously having to manage a face-to-face interaction with another party.

To maximise relevance and engagement, surveys should be carefully tailored to the specific context of each company, for example referring to a recent company transaction (and the Board's oversight thereof), or changes in the Board's composition, such as the recent onboarding of new NEDs.

Survey invitations are rarely met with outright enthusiasm – the phrase 'survey fatigue' has become a well-known staple of today's corporate environment. Thought should therefore be given to keeping surveys concise – around 20 questions – and ensuring that content evolves year-on-year to reflect the changing priorities of the Board and the business. A secure, user-friendly survey platform should also be used to ensure the process is as straightforward as possible for participants.



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The way in which questions are asked should also be carefully considered, as illustrated by the following examples of weak and strong questions:

Weak question:

The Board's composition is appropriate:

☐ Agree ☐ Disagree

- Yields blunt agree/disagree answer with no diagnostic value
- Lack of rating scale risks masking mixed views
- More vulnerable to acquiescence and response bias

Strong question:

How would you rate the Board's composition in the following areas:

	Poor ◄——————————► Excellent				
Size					
Skills & experience					
Diversity					

Please describe the key changes you believe should be made to the Board's composition over the next 3–5 years to support delivery of the company's strategic goals.

- Breaks composition down so you can see specific areas where improvement is needed
- Includes rating scale and avoids 'all or nothing' response
- Allows you to track each dimension over time
- Invites comments to illustrate ratings and elicit recommendations for improvement

Combining quantitative questions (such as rating the effectiveness of an area on a 1–5 scale) with questions that invite narrative feedback is an effective way to collect different types of data while also keeping the respondent engaged. The most valuable feedback will be found in the narrative comments, but quantitative outputs can be valuable in terms of benchmarking progress year-on-year and, when working with an external facilitator, comparing results with peer organisations.

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4.2 Interviews

Interviews are an effective tool for gaining deeper insights into Board dynamics and performance. This format allows for two-way, in-depth discussions, enabling facilitators to adapt the focus of the conversation in real time, surface underlying issues, and help build consensus around a smaller number of detailed, actionable recommendations. In internal reviews, the facilitator is often the Company Secretary.

Interviews can sometimes feel daunting for Directors, particularly those participating in a Board review process for the first time. Setting a clear, professional tone from the outset – one that emphasises open dialogue rather than interrogation – is crucial in helping participants feel at ease. At the same time, facilitators need to be flexible in their approach and should avoid overengineering the process; sending a full list of questions in advance for example can diminish spontaneity and limit opportunities to dig deeper into areas of importance with each Director.

Practical considerations also matter. While virtual interviews offer convenience, conducting interviews face-to-face often yields richer insights. Nuances such as body language, tone, and conversational dynamics can provide valuable context that would otherwise be missed, helping to build a fuller, more nuanced picture of the personalities and dynamics within the Board.

Consideration should also be given to the sequence in which interviews are conducted. Interesting insights that surface in the first few discussions may influence the interviewer's line of questioning, while issues raised late in the process may not be explored as fully with the wider group. Ideally, material concerns would surface consistently across multiple Directors, but this is not always guaranteed.

4.3 The hybrid approach

Many Boards find that a hybrid approach – using both surveys and interviews – delivers the best results. Surveys create a structured foundation for the interviews, which then allow facilitators to explore emerging themes, address inconsistencies, and develop more targeted, forward-looking recommendations.

After the survey phase, the facilitator should conduct a preliminary analysis of the responses, identifying key themes and areas of consensus, as well as areas where there is a spread of opinion. Ideally each interviewee should be provided with a briefing note that reminds them of their survey responses and puts their ratings in the context of the wider Board. The interview allows Directors to expand on their survey responses, while also being an opportunity for the facilitator to seek feedback on comments/recommendations that have been made by other Board members.

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4.4 Meeting observation

In recent years, Boards have been drawing on a wider range of techniques to gain a more rounded view of Board effectiveness. One method that has seen a notable rise in externally facilitated reviews is Board meeting observation, along with a review of the corresponding Board papers, which can add important context to the evaluation's findings.

The challenges of Board observation are self-evident – those under observation tend to modify their behaviour, meaning that the session may not fully reflect usual proceedings – but observation nonetheless offers valuable insights into interpersonal relationships, communication styles, and the overall tone of discussion. Subtle but important factors, such as the seating arrangement in the boardroom, have even been observed to influence the quality and inclusiveness of debate – an aspect that would be difficult to assess through surveys or interviews alone.

In the event that the external facilitator is invited into the boardroom as an observer, expectations should be clear on both sides (i.e. the facilitator is there to observe Board processes and dynamics, as opposed to judging business decisions). The facilitator ought to have access to the relevant Board papers and should be in a position to opine on the quality of the materials.

4.5 Other considerations: data collection and analysis

Regardless of the technique(s) used during the evaluation, the input from participants will inevitably contain sensitive company data, for example, a large transaction or project that is not yet in the public sphere. Where an external evaluator is engaged, it is essential that Boards have full visibility over how their data is collected, stored, and analysed, to guarantee confidentiality, ensure compliance with the Personal Data (Privacy) Ordinance, and maintain trust in the evaluation process.

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5. Post-Review: How to get the most out of your recommendations

An unfortunate reality of the Board review process is that, while significant time and resources are often dedicated to scoping and conducting the review, comparatively little attention is paid to how the findings are communicated to the Board and how the recommendations are actioned. Ultimately, the true value of a Board review lies not in the exercise itself, but in the quality of the recommendations provided and, critically, in the Board's commitment to implementing meaningful change thereafter.

5.1 Review output: what to expect

In recent years, there has been an appetite to reduce the length of materials reported to the Board; the findings of a Board review exercise should be no different. Reports that balance punchy, actionable insights with a reassuring depth of rigour and analysis are typically well-received, and thoughtful use of cover letters or Executive Summaries can also enhance the overall impact.

Facilitators will draw upon survey feedback, interview notes and – in the case of external reviews – meeting observation when drafting their findings, and reports will typically combine graphical output – to provide a 'snapshot' of Board sentiment – with narrative recommendations and observations.

Recommendations should be clear, specific and actionable. For internal reviews, the Board may benefit from developing the recommendations themselves – an approach that can foster greater buy-in and commitment to implementing actions. Boards engaging an external reviewer should expect some degree of benchmarking against peer companies – whether anecdotal or quantitative – to place the Board's performance into context.

It is not uncommon for Board reviews to surface sensitive issues, including criticism for individual Directors or even the Chair. In many cultures – including Hong Kong – people often go to great lengths to avoid situations that may be perceived as embarrassing or uncomfortable, meaning that thought should be given as to the most appropriate way to deliver sensitive feedback. Thresholds for what counts as 'sensitive' vary by market. In Hong Kong, recommendations often land better when positioned verbally and with care, rather than in writing. Private briefings should be used for delicate points, with the written report reserved for themes and actions that can be safely shared with the full Board.

5.2 Creating buy-in for the recommendations

If one of the purposes of a Board review is to address challenges and improve performance, it is surprising how many Boards see the same recommendations year after year. Often, recurring recommendations in Board reviews are not the result of negligence on behalf of the reviewer. The real problem is that Board members have not sufficiently bought into recommendations, leading to weak follow-up, little real improvement, and the same issues being flagged again the following year.

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Once recommendations have been presented, it is good practice to dedicate time – perhaps an hour at a Board meeting – for Directors to clarify their understanding of the findings and recommendations, raise any concerns, and agree on priorities for the year ahead. Reviews often highlight several areas for improvement; Boards should consider which items require immediate attention and which can be addressed over the long-term. Identifying quick wins can also help to build early momentum and demonstrate progress.

5.3 Key outputs following a Board review

Once the Board has aligned on the recommendations and agreed on key priorities, it is important to translate these into a clear and practical implementation plan. Developing an action tracker helps demonstrate the Board's commitment to self-improvement – without a structured tracker, even well-intentioned improvements risk being deprioritised or forgotten amid competing demands. An action tracker should outline each recommendation, the specific actions that require monitoring, the assigned owner, timeframes for completion, and a space to monitor progress.

Sample Action Tracker

Recommendation	Action	Owner	Due	Status	Notes
1.7 The Board should hold a meeting at a key site overseas in the coming year, with opportunities to engage with local management / staff and operations.	June 2026 Board meeting scheduled to take place in Sydney, Australia.	Company Secretary	30 November 2025	Completed	Exact dates and logistics to be confirmed.

Consideration should also be given to how frequently the action tracker is reviewed by the Board. In many cases, dedicating 5 or 10 minutes at each Board meeting to revisit progress helps maintain momentum and ensures that the recommendations remain a live part of the Board's agenda.

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5.4 Disclosures

Effective disclosure of the Board review process involves striking a balance between transparency – providing shareholders and other interested parties with meaningful insights – and preserving confidentiality, particularly around sensitive areas.

HKEX guidance states that, at a minimum, disclosures should provide 'sufficient information' covering the review's scope, mode, methodology and findings. Key aspects of board performance that merit improvement (e.g. skills to add) and the measures taken or planned to address them, should also be included.

If no review has been conducted in the reporting period, Boards must state that fact and indicate when the next review will be conducted. In a 'gap year', you may also disclose actions taken during the period (e.g. progress on prior findings or priority areas set for the next review).

Sample Disclosure for ABC Holdings

The Board conducted a performance review during the reporting period, consistent with HKEX guidance. The review was organised internally using a confidential survey of all directors and selected senior executives.

The scope covered overall Board and Committee effectiveness, including composition and skills mix, culture and dynamics, meeting practices, information flows, strategy and risk oversight, and stakeholder engagement.

Overall, the review indicated that the Board continues to provide effective strategic oversight and maintains sound governance and control disciplines.

Areas for enhancement were identified, notably:
- earlier circulation and clearer summarisation of Board papers;
- more structured succession planning and skills development (including in emerging areas);
- further strengthening of stakeholder engagement feedback loops.

Actions taken and planned include:
- refining agenda planning and paper deadlines;
- instituting a targeted director development programme;
- updating the Board skills matrix to inform refreshment; and
- enhancing follow-up tracking on stakeholder engagement outcomes.

The Nomination Committee will monitor progress and incorporate findings into composition planning.

The Board will consider engaging external input for future cycles as appropriate.

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6. Selecting the external facilitator

If a decision is made to engage an external facilitator, there are several points to consider. First and foremost, Boards must ensure that the external facilitator is independent from the company; independence will enable the facilitator to deliver honest, unfiltered feedback, as well as signalling a credible and legitimate process to regulators and shareholders. Some external reviewers offer additional services, including Board recruitment. While there are benefits in engaging the same supplier to service various Board needs, Boards should also be wary of providers who use the review as an opportunity to sell on other services.

Below are some of the key considerations for Chairs and Company Secretaries when selecting an external facilitator:

Independence & conflicts	Establish whether the facilitator has any prior or existing relationships with the Board or company.
Methodology fit	Confirm the approach (including how it can be tailored to your requirements), how anonymity is protected, and how recommendations are formulated and presented.
Team	Establish who will actually do the work and request details of the team's experience.
Benchmarking	Assess the ability of the facilitator to make meaningful comparisons to other Boards and share best practices.
Sector experience	Check whether the facilitator has recent experience with companies of a similar profile (e.g. HK-based, family-owned) and an understanding of local regulatory nuances.
Confidentiality	Written protocols on storage location, retention/deletion, no-AI-training commitments, and compliance with relevant regulation.
Deliverables	Understand what exactly the Board will receive at the end of the process in terms of reporting and assistance (e.g. with disclosure drafting).
References	Seek references from two recent clients.
Project management	Agree on an approximate timeline with milestones and deadlines.
Fees & terms	Request transparent pricing with inclusions/exclusions (travel, extra interviews, observation).

It is important for at least the Chair and Company Secretary to meet the shortlisted facilitators before arriving at a final decision; the facilitator's ability to build rapport with the Board – while also offering independent challenge – is a crucial part of a successful Board review.

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7. Conclusion

Effective Board reviews are a critical lever for enhancing Board performance and, by extension, driving long-term value for companies. Far more than a compliance exercise, a well-executed review provides a structured opportunity for reflection, challenge, and alignment at the highest level of governance.

While a review captures a snapshot of Board effectiveness at a particular moment, its true value lies in how the findings are used. When approached thoughtfully, reviews can generate lasting benefits – identifying areas for improvement, reinforcing strengths, and fostering a culture of continuous development. Over time, recurring reviews can be used to track progress, respond to changing circumstances, and embed good governance practices more deeply into the Board's ways of working.

To maximise impact, Boards should view the review process as an evolving tool. For example, the insights from an external review can inform and enhance future internal reviews, with external reviewers re-engaged the following year in a lighter-touch capacity to provide continuity and objective input.

Ultimately, the most effective Boards view the review not as an endpoint, but as a catalyst for meaningful improvement. In a landscape where expectations of governance continue to rise, the ability to assess and improve Board performance is not just good practice – it is essential to sustaining corporate resilience and long-term success.

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About Lintstock

Established in 2002, Lintstock acts as retained advisor to the Boards of over 120 companies across five continents, specialising in Board performance reviews. The firm undertakes leading-edge research into topical governance issues, and has served as a longstanding research advisor to the All Party Parliamentary Corporate Governance Group – in 2023 it launched Board Oversight in Difficult Times – Out of COVID into War at the Houses of Parliament, and also partnered with the 30% Club to publish Evidencing the Contribution of Gender Balance to Board Effectiveness.

Lintstock regularly hosts seminars on Board effectiveness and best practice at its offices in Borough Market, and conducts webinars and workshops for Directors, Company Secretaries and governance professionals around the world.

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CHARTERED GOVERNANCE Hong Kong

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