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2026 ASX200 Listed Chairs Survey

For decades, chairing an ASX200 company has been widely viewed as the apex of Australian corporate leadership — the job reserved for the nation's most capable, trusted and influential company directors.

Yet responses to the HSF Kramer survey of ASX200 Board Chairs suggest that prestige alone may no longer be enough to keep many of Australia's top Board leaders in the listed market. And that shift carries significant consequences for Australia's economic resilience, productivity and global competitiveness.

96%

Feel they add value in their Chair role given the time commitment involved.

58%

Say a prominent private capital board would be more appealing than their listed company chair role.

60%

Said legal reform to lessen class actions would improve role fulfilment.

54%

Want regulators to take a less aggressive stance.

75%

Find proxy adviser engagement challenging, with 62% saying less influence by proxy advisers would make their Chair role more fulfilling.

82%

Describe shareholder engagement as positive and 57% find it insightful.

Top priorities and focus

Productivity
Organic growth
Risk management
Leadership succession

52%

Support incentive based remuneration within narrower limits than executives.

56%

Do not feel appropriately compensated for the time they devote to the role.

84%

Cite risk-reward imbalance as the top reason for pay dissatisfaction.

66%

Expect Australia's listed markets to contract over the coming years.

Top challenges cited

Economic uncertainty
Cyber threats
Compliance risk and cost
AI
Geopolitics



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Key contacts



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