

BOARD TRENDS IN 2026

Board



2026 IS A NEW INNINGS

Corporate chieftains must take new guard. We attempt a list of issues where they “cannot take their eyes off the ball”.





#1

To invest more time on human capital –

- Workforce agility and skill gaps
- Focus on wellbeing of workforce
- Integrating GenZ in the workforce
- Adapting gender neutral practices
- Adapting to newer expectations of employees from their companies

#2

To focus on strategy, and not routine matters.

#3

To ensure that the Board's role moves from a quarter to quarter role, to a more proactive role.



#4 To focus on accountability of the Board, with some investors asking for increased and transparent accountability.

#5 To rework committee composition, to address skillset gaps, as may exist. Also, to ensure that there is strong leadership at the committee level.

#6 To have ESG factors embedded into the strategy. Greenwashing to be prevented. To focus on sustainability and ESG reporting, including on BRSR and BRSR Core, including disclosure requirements, and the need for assurance.

#7 To ensure preparedness for SEBI LODR Regulations, 2015 amendments, including minimum information norms relating to Related Party Transactions.



#8 To ensure preparedness relating to DPDP Act and Rules, and its impact on the company.

#9 To ensure preparedness relating to implementation of Labour Codes, and its impact on the company.

#10 To have active engagement with all stakeholders, especially with stakeholders becoming more attentive to details published by companies.

#11 To have engagement, beyond AGMs, with shareholders.

#12 To analyse the use, implementation, impact and cost of using AI.



#13 To ensure that disclosures meet quality standards, and the intent is to disclose correct and complete information.

#14 To ensure continuing training and familiarisation programmes to enhance the knowledge of the Directors. This should include evolving subjects like AI, ESG and regulations.

#15 To set the right tone at the top. This should include a proper strategy on communication, including in times of crisis. This should also include a culture where complaints, especially whistleblower complaints, are not ignored.

#16 To focus on reputation risk.

#17 To have policies to deal with social media activities of employees.



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