BLSA Reform Tracker

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Member survey results

H1 2026 update

- *26 member responses*
- *Fielded 23 Jul – 26 Aug 2026*
- *CEOs, chairpersons & senior executives across 10 sectors*



krutham

Executive summary

H1 2026 member survey – 23 July to 26 August 2026 – 26 responses across 10 sectors

Reform sentiment is cautiously positive – but implementation remains the major obstacle to faster progress.

Municipal inefficiencies and a lack of expertise in government departments are the main obstacles cited, followed by political interference and resistance to change.

~50%

Sentiment holds steady

rate reform results "somewhat positive" – broadly unchanged from the previous survey. Optimism is strongest in banking & financial services.

69%

Electricity tops exposure

named energy security among their top 3 reform exposures, ahead of the regulatory environment (62%) and water infrastructure (38%).

23%

Collaboration, limited results

see tangible policy or operational change from business-government collaboration; 42% see only progress in discussions.

68%+

Reform pace shapes capital

say Tracker progress has influenced investment decisions – 28% as a catalyst, 20% as an inhibitor, 24% no noticeable effect.

Overview and methodology

When

23 Jul – 26 Aug 2026

H1 2026 BLSA Reform Tracker member survey

Who

26 responses

CEOs, chairs & senior executives across 10 sectors

Previous round

Dec 2025 – Jan 2026

Broader question set in this round – not directly comparable

What we asked

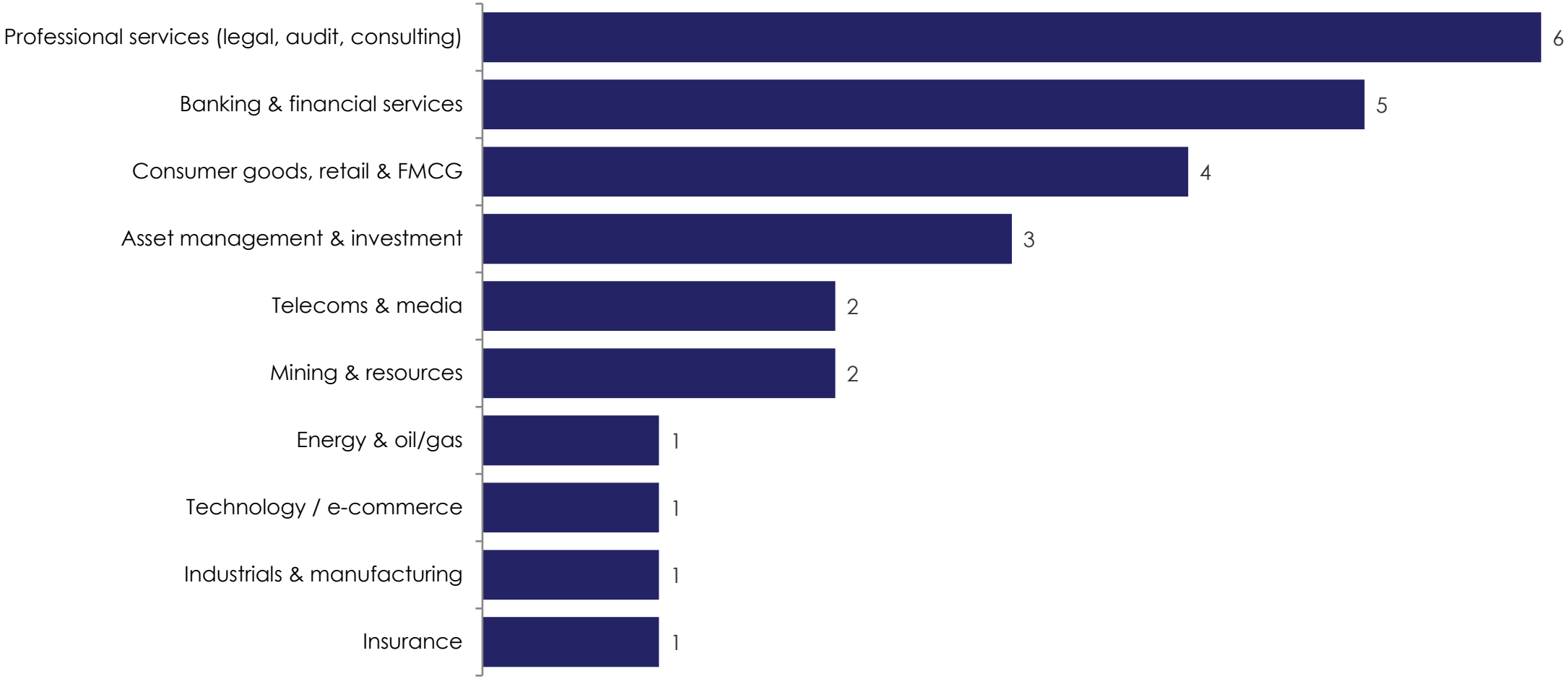
- Rated the effect of government-led reforms on their operating environment over the past six months, and the effect expected over the next six months
- Identified the primary bottleneck to faster implementation
- Assessed whether business-government collaboration has produced tangible outcomes
- Indicated whether reform progress has affected their firm's capital investment decisions

Several questions allowed for open-text responses, which we have grouped by theme.

This survey follows the first one, conducted from December 2025 to January 2026, with results published in the second quarterly review. The questions in this survey were broader, so the results are not directly comparable.

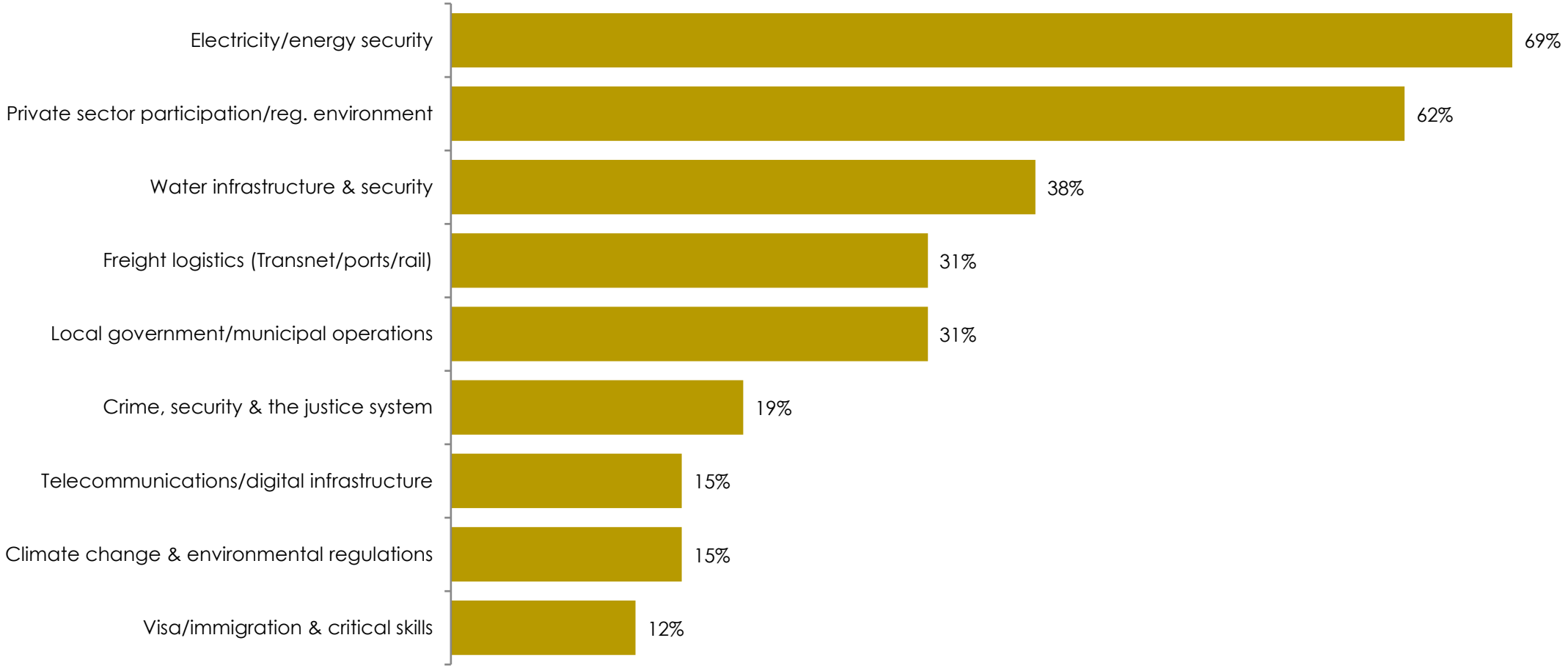
Which sector/industry are you in?

n=26 senior executives — 31% CEOs or chairpersons — across 10 sectors



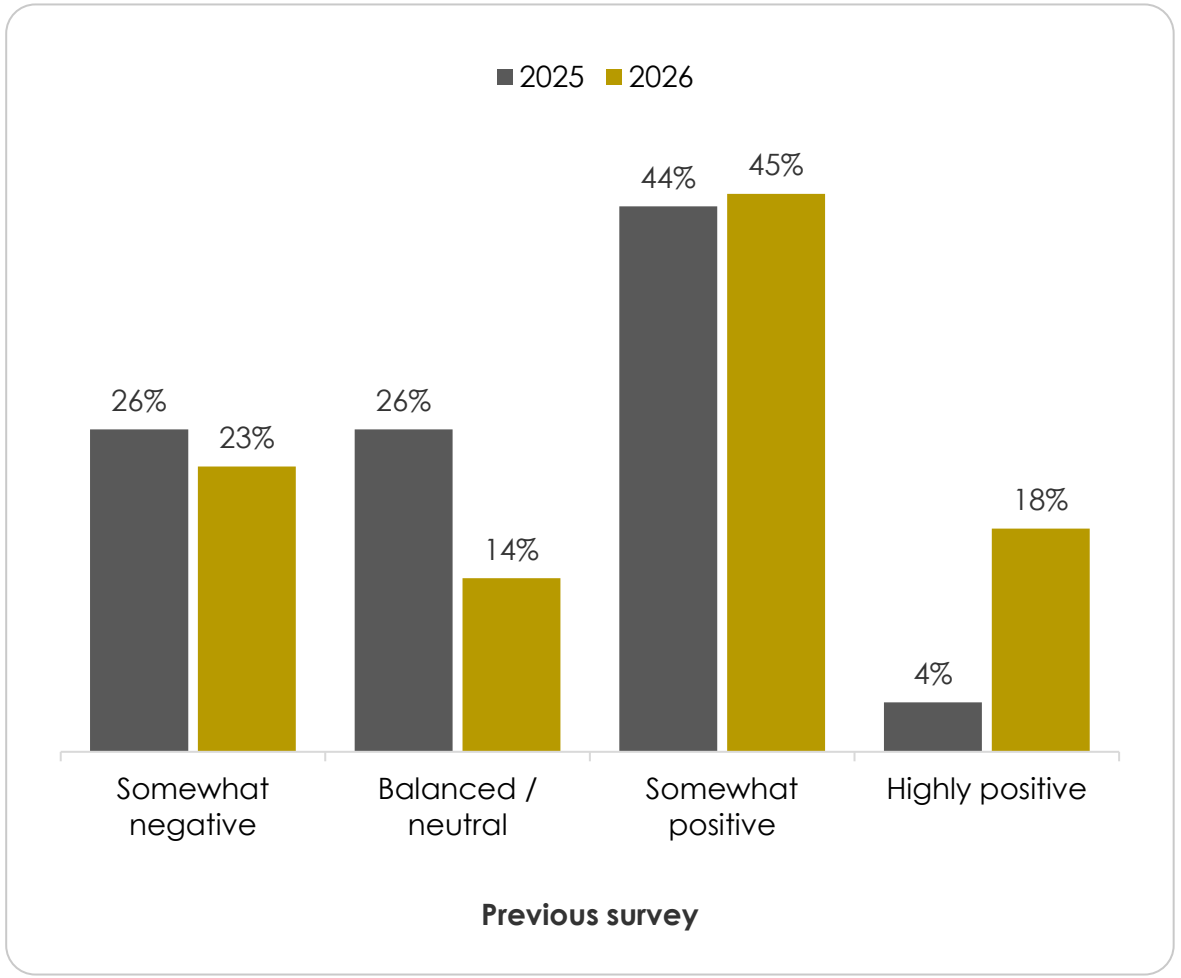
In which of the following reform areas has your firm had the most direct exposure?

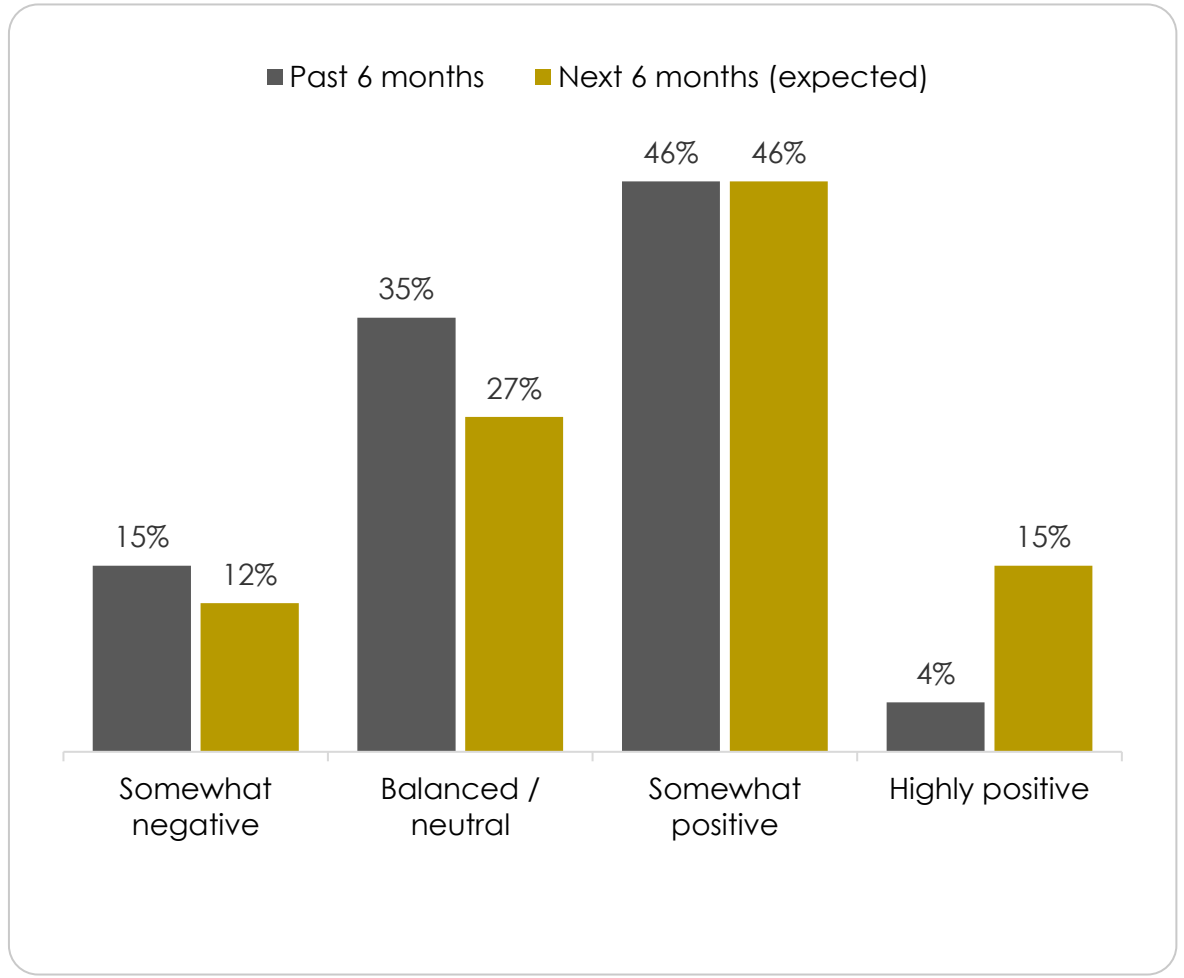
Top-3 reform areas where members had the most direct exposure over the past 6 months (n=26 responses)



How would you rate the overall impact of government-led reforms?

Sentiment is cautiously positive and members expect confidence to build in the latter part of the year (YoY n=23 responses, 6months outlook n=26 responses)

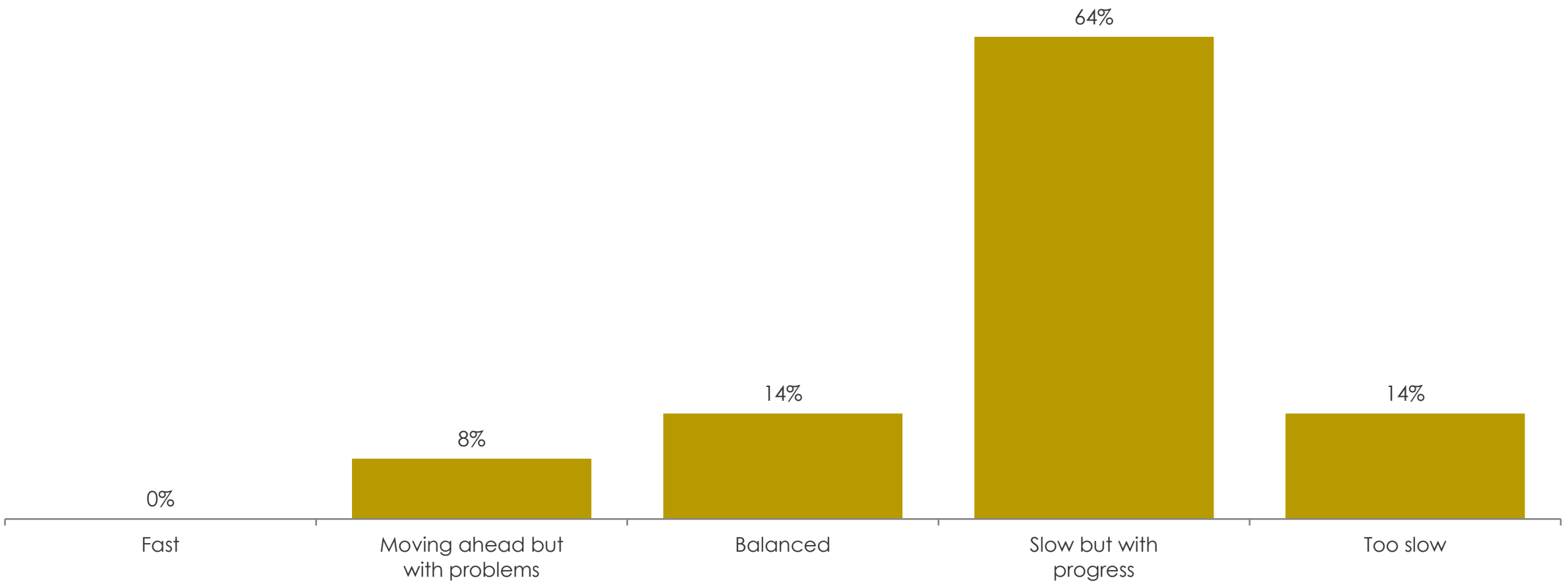




Note: the 2025 figures are drawn from the previous BLSA Reform Tracker member survey, conducted in [December 2025 – January 2026]; the 2026 figures are from the current H1 2026 survey, fielded 23 July – 26 August 2026 (n=23 and n=26 respectively; not all respondents answered both rounds).

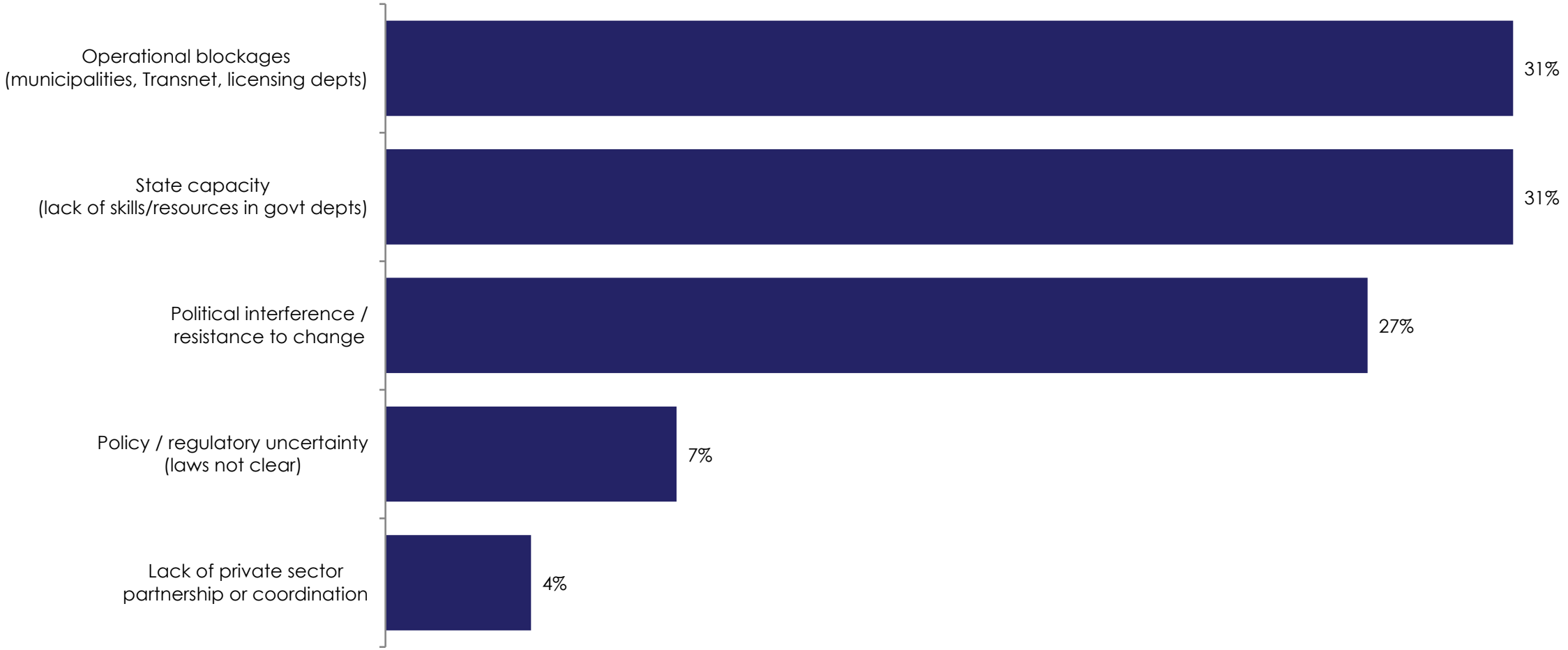
In the previous survey, we asked "how would you describe the current pace of reform implementation?

Reform is seen to be moving, but not quickly: 78% described the pace as slow (n=26 responses)



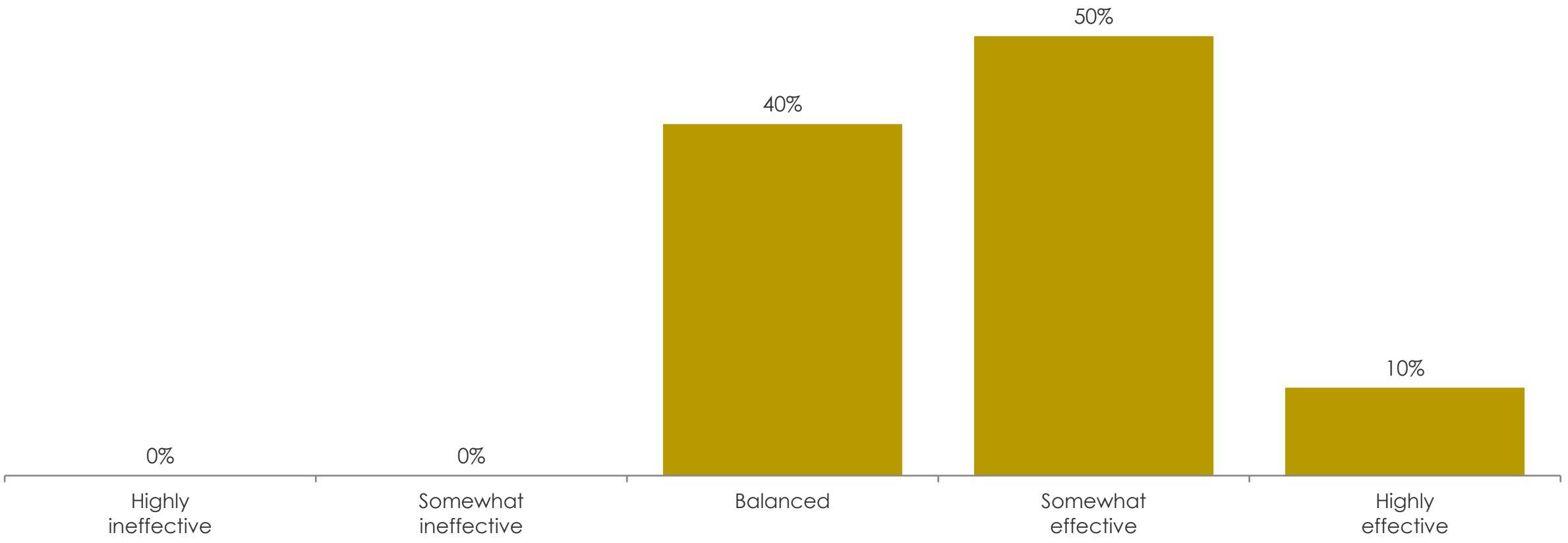
What is blocking faster implementation?

Primary bottleneck preventing faster reform implementation (n=26 responses)



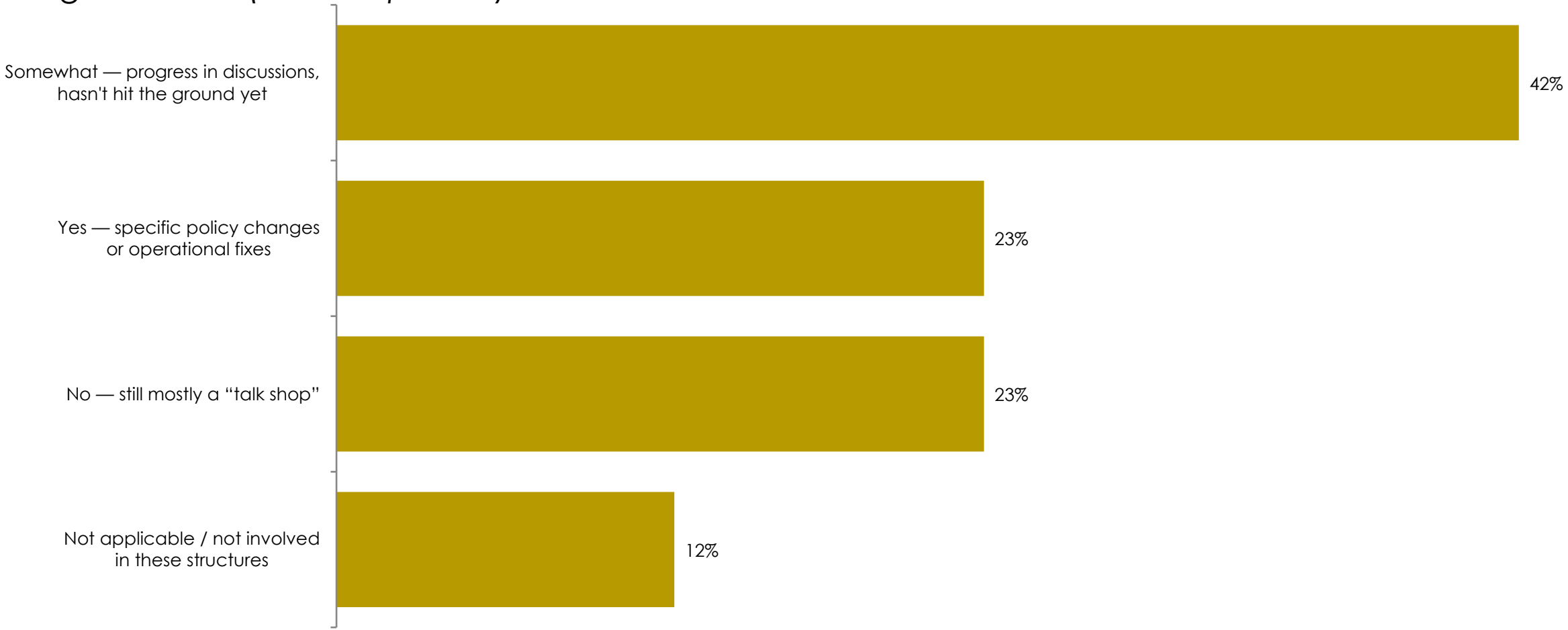
The previous survey showed strong support for business-government collaboration.

Collaboration was rated as being effective by more than half (n=23 responses)



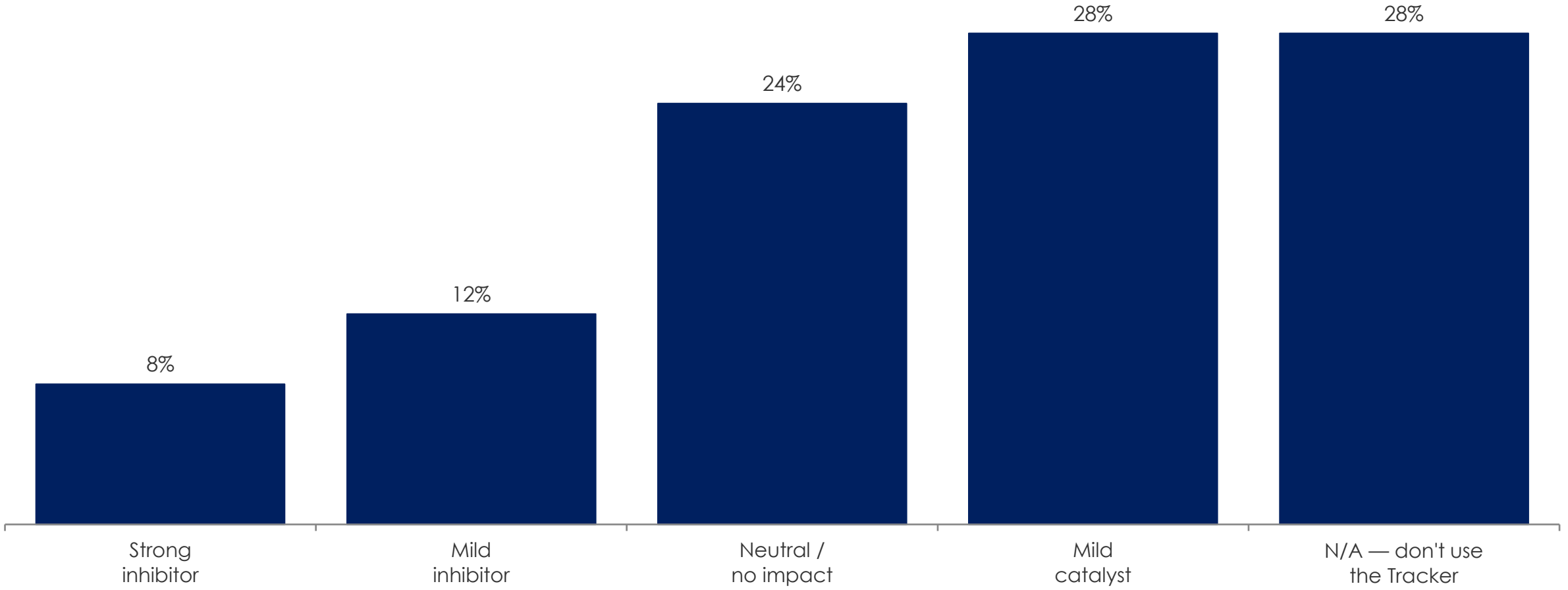
Has this collaboration translated into tangible outcomes for your business or sector?

A majority of members (65%) report meaningful progress from the collaboration, but less than half see tangible results (n=26 responses)



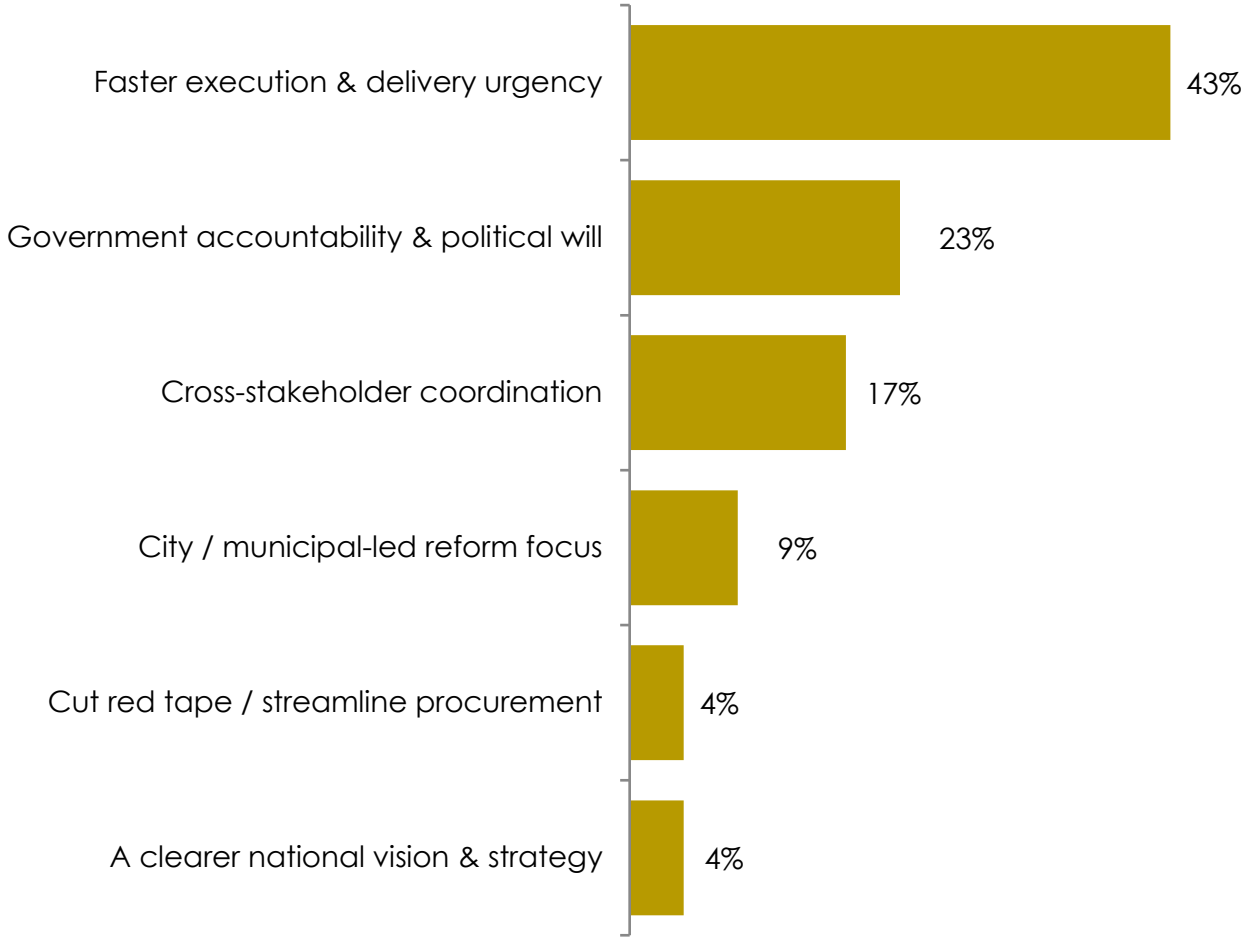
Has reform progress or lack thereof ,as reflected, in the Tracker been an inhibitor or catalyst for capital investment?

Slightly more members see reform progress as a catalyst for investment than as an inhibitor(n=25)



What members would change

Members want faster delivery and stronger accountability (n=23 responses)



"Too often reforms lose momentum between planning and implementation. A greater focus on delivery, with clear ownership and timelines, would make a meaningful difference."

— CEO, Mining & Resources

"Coordination of various government stakeholders into a unified taskforce on industry challenges, with clear measures of success, funded capacity and an authority to act."

— CEO, Consumer Goods, Retail & FMCG

Thank you

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