



# CONVERSATION WITH COMPANY SECRETARIES

## **Mangal K Kulkarni**

Company Secretary, Head-Legal and Compliance Officer  
Sonata Software Limited

### **What encouraged you to become a CS?**

I feel the unique position and role of a Company Secretary encouraged me to be one. It is an enabler to connect with all the stakeholders, right from the highest office - the Board, and then with management shareholders, and authorities. More importantly, it gives us a real insight into the company's business CS' role is a combination of responsibility and ability. Responsibility to ensure to comply, follow good governance in both letter & spirit, for & on behalf of all the stakeholders, and the ability to bring in the changes required to achieve the same. That indeed is very encouraging.

### **How do you deal with shareholders grievances at the AGM (including those that could not be responded to during the AGM)?**

A dedicated resource and email ID is assigned to serve the shareholders, and to resolve AGM related and all other queries / grievances. We provide guidance and assistance to individual shareholders, as and when required. We continuously monitor to ensure that the shareholders are given the opportunity to speak and express their views. Q&A session is kept open for more time, to accommodate more questions, and we also facilitate and allow additional queries, if any, through email, and ensure that they are addressed promptly. We believe in constant improvement.

### **Considering the increasing demands made on a CS, how do you manage your time?**

By prioritizing, delegating, automation and effective use of software tools, in managing tasks more accurately. I try to echo that we all have the same 24 hours, and get inspired by people at the highest level, who manage their time so well.

### **What good practices, not prescribed by law, have you put in place?**

More effective communications to shareholders (FAQs, surveys, quarterly financial summary to shareholders), strengthening monitoring system for insider trading, initiatives to handhold and assist shareholders proactively, on a case-to-case basis, in retaining shares before IEPF transfer. But still a lot more to do.

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