



Nitin Bagaria
Company Secretary
Bata India

1. Is it important to connect with Directors between meetings? If so, how do you do it?

On various occasions, we connect with various board members between meetings. For instance, to seek strategic guidance on public announcements, investor presentations, annual reports, press releases, etc.; to discuss the key focus areas that they would like to discuss at the next meetings, to update on action points, etc.

2. How does your company ensure engagement with stakeholders?

Customer engagements are done through our stores, websites, social media platforms. For shareholders, apart from Shareholders' Meetings, we engage through post earnings' calls, one-to-one meetings with investors. For Vendors, distributors and other associates, engagements happen through meetings, etc.

3. What do you do to ensure that tabled items are minimum?

Delegation of matters to dedicated committees is a great tool to enable the Board to focus on priorities, business and any critical matter. We have constituted dedicated committees for Real Estate and for Technology. These committees are in addition to the statutory committees.

4. What steps have you taken to ensure effective corporate governance practices within your company?

We ensure effective corporate governance practices by establishing a clear governance framework with defined roles for the board and management, promoting board diversity and adhering to a robust code of conduct. We emphasize on transparency through regular disclosures and stakeholder engagement, while maintaining strong internal controls and compliance with regulatory requirements. Performance evaluations for both the board and management further enhance accountability and governance standards.

5. What are the ways to create a balanced and effective collaboration with senior management and Board members?

To create balanced and effective collaboration between senior management and Board members, we have established clear communication channels and defined roles and responsibilities. Aligning on shared goals and implementing feedback mechanisms encourages open dialogue, while guidance of board members on strategic matters leverages their insights. Additionally, providing training opportunities, establishing conflict resolution protocols and celebrating successes together further strengthens relationships and enhances overall organizational effectiveness.

To hear what other Company Secretaries have to say

[**CLICK HERE**](#)

www.excellenceenablers.com