



Sumeet Maheshwari
*General Manager | Corporate Secretarial
Mahindra & Mahindra Limited*

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

Yes, it is important to connect with Directors between meetings. In the quarterly Board Meetings, the transactions are predominantly run through PPTs that does not allow the Independent Directors or Non-executive Directors' time to deep dive into the proposal and challenge the Management. Our MD does regular briefing to the Board on special upcoming Events/Approvals/Projects.

2. How does your company ensure engagement with stakeholders?

The company actively engages with all stakeholders, including Regulators, through active representations/participation in Policy decision making, holding Analyst Meet & Press/Media Meet every quarter over the Financial Results etc. The presentations are also uploaded on the Stock Exchange websites, besides on the company website, for dissemination to the public. The company regularly puts up Press Releases to inform important updates, besides giving all regular updates, as required under the Listing Regulation, etc. All the Shareholders are treated at par and provided with all necessary information from time to time. We do have an Investors Relation Team (IR) to look into specific requirements of Institutional Investors of the company. The IR Team helps in addressing the query/concerns of the large shareholders.

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

We have divided the Board Agenda into 2 parts, Statutory or Regular, and Special Agenda which needs deliberation. This helps Directors to focus & decide time to devote in reading the Agenda Papers.

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

Our company has won Golden Peacock Award for Corporate Governance (CG) twice and have all necessary policies in place, along with the procedures/guidance to adhere with the policies. Some of the basic ingredients for effective CG which are in place are diverse and independent Board, clearly defining roles and responsibilities of Management/KMPs, have robust risk management, transparency in financial documents, regular communication with stakeholders and upholding ethical conduct through strong policies and compliance procedure. We also have separate Codes of Conduct (CoC) for the Directors and Employees. We also have Ethics Counsellor divided across the Business & locations to assist the employees in case of doubt or dilemma while dealing with a peculiar condition, Regular workshops are conducted to make employees aware of CoC and other ethical policies.

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

I presume effective, transparent and timely communication can make the collaboration effective between senior management and Board members.

To hear what other Company Secretaries have to say

[**CLICK HERE**](#)

www.excellenceenablers.com