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## Overview

This standard is about the Company Secretary's responsibility for having oversight of communications with shareholders and other stakeholder groups where appropriate.

## Performance criteria

*You must be able to:*

- P1 Ensure appropriate and cost effective methods of communication with shareholders and other key stakeholders are selected
- P2 Ensure that announcements and circulars to shareholders and other key stakeholders are distributed
- P3 Ensure that the payment of dividends have been arranged
- P4 Issue and sign-off documentation regarding rights and capitalisation issues
- P5 Ensure good working relationships with institutional shareholders and Investor Relations personnel are maintained in line with stewardship best practice
- P6 Oversee all shareholder correspondence concerning dividends, calls, transfers, forfeitures, issues, and other general enquiries in respect of shares
- P7 Ensure share ownership registration and deal with transfers and other matters affecting share holdings
- P8 Acquires the relevant information about shareholders interests in the company
- P9 Ensure that Directors' and employees' share schemes comply with the law and the organisation's constitution and policies
- P10 Review and evaluate shareholder and key stakeholder communications and make recommendations for improvements

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## Knowledge and understanding

*You need to know and understand:*

- K1 Channels and methods of communication appropriate for use with shareholders and other key stakeholders
- K2 The content of announcements and circulars
- K3 Methods of payment of dividends
- K4 Documentation concerning rights and capitalisation issues and sign-off procedures and responsibilities
- K5 How to deal with general enquiries concerning dividends, calls, transfers, forfeitures and the issuing of shares
- K6 How to maintain an up to date share register
- K7 How to implement and administer Directors' and employees' share schemes
- K8 Methods of identifying, prioritising and responding to shareholder and key stakeholder issues
- K9 Methods of encouraging and enabling engagement with institutional shareholders in line with stewardship best practice
- K10 Criteria for evaluating communications with shareholders and other key stakeholders
- K11 Appropriate monitoring and evaluation systems of shareholder and other key stakeholders communications
- K12 The disclosure of information, the rights attached to shares and the thresholds of disclosure
- K13 The risks and costs of mismanaged shareholder and other key stakeholders relations

## Skills

- Performing consistently in a range of situations under pressure and adapting behaviour appropriately
- Balancing the needs of the situation and task with the needs and concerns of shareholders and other key stakeholders
- Retaining focus on a course of action or need for results when challenged or criticised
- Managing resources
- Planning, organising and coordinating resources and
- Establishing clear objectives
- Converting long-term goals into action plans
- Monitoring and evaluating the work of direct reports regularly and effectively
- Being aware of and taking into account the needs and perceptions of shareholders and other key stakeholders in arriving at decisions and proposing solutions to problems and challenges
- Achieving the commitment of the shareholders and other key stakeholders to decisions and actions
- Keeping an open mind with regard to possible solutions to problems
- Listening actively and reflecting on the reactions and inputs from shareholders and other key stakeholders
- Influencing others
- Persuading shareholders and other key stakeholders to change views based on an understanding of their position and a recognition of the need to listen to this perspective and providing a rationale for change
- Communicating engagingly and effectively
- Championing the organisation's vision and values
- Engages with others and wins support
- Clearly communicates instructions and vision
- Ensuring that communications are tailored and focused to reflect the shareholders and other key stakeholders interests
- Achieving clear results and making an impact
- Balancing short and long-term goals
- Pursuing demanding goals when confronted with rejection or questioning
- Ensuring legal compliance and obligations are met
- Displaying clear commitment to a course of action when challenged
- Showing commitment to pursuing an ethical solution to a difficult issue or problem
- Demonstrating commitment to completing tasks in a timely and effective manner
- Managing and controlling own emotions within the work environment

## Links to other NOS

Governance NOS  
GOV6, GOV7, GOV8, GOV12, GOV13

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<b>Originating organisation</b>	CfA Business Skills @ Work
<b>Original URN</b>	CS5
<b>Relevant occupations</b>	<p>1000 Managers and Senior Officials</p> <p>1114 Senior officials of special interest organisations</p> <p>1131 Finance Managers and Chartered Secretaries</p> <p>1135 Personnel, training and industrial relations managers</p> <p>2000 Professional Occupations</p> <p>2421 Chartered and certified accountants</p> <p>2422 Management accountants</p> <p>4000 Administrative and Secretarial Occupations</p> <p>4214 Company Secretaries</p>
<b>Suite</b>	Company Secretary
<b>Key words</b>	Shareholders, key stakeholders, capitalisation, Investor Relations, Governance best practice, stewardship best practice, transfers and forfeitures, ownership registration, employees share schemes, organisational constitution and policies