



**SOCIETY**  
*for Corporate Governance*

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# **The Corporate Secretary: An Overview of Duties and Responsibilities**

# Introduction

## What Does a U.S. Corporate Secretary Do?

What does a corporate secretary do? Just as no single corporate governance model fits all companies, there is not one right answer to this question, particularly in the U.S. context. Generally, the corporate secretary works closely with a company's board of directors, its Chief Executive Officer (CEO), and senior officers, providing information on corporate governance best practices and tailoring the board's governance framework to fit the needs of the company and its directors, as well as the expectations of shareholders. The corporate secretary also supports the board in the carrying out of its fiduciary duties.

The actual work of the corporate secretary falls into many "buckets" and varies from company to company. This overview highlights several typical areas of responsibility that fall under the corporate secretary umbrella, whether actually performed by the corporate secretary or the corporate secretary staff such as assistant or deputy corporate secretary; corporate governance officer; or other governance professional. Regardless of how many of these roles the corporate secretary plays at any one company, in the post Sarbanes-Oxley Act and Dodd-Frank Act world, governance issues have become increasingly important to and scrutinized by directors, institutional investors, regulators, and other stakeholders. In most companies, the corporate secretary serves as the focal point for communication with the board, senior management, and shareholders, and plays a significant role in the setting and administration of critical corporate matters.

## Core Competencies of Successful Corporate Secretaries

Years ago, the leadership of the Society for Corporate Governance published a list of personal and professional attributes of a successful corporate secretary, which remain just as relevant today. These "core competencies" include:

- A thorough understanding of the company's business
- Basic knowledge of corporate and securities law
- "Executive presence," supported by solid communication skills
- Sensitivity and intuition about what the CEO and directors are thinking and feeling
- Ability to read signals on the horizon and provide early warning to management and the board
- Ability to lead and work within a multi-disciplinary setting to achieve consensus
- Perseverance in the face of challenges
- Attention to detail
- Flexibility and creativity
- Perspective and calm under pressure

## The "Nuts And Bolts" of Key Corporate Secretary Functions

For many corporate secretaries, the core competencies identified above are evidenced in many areas of responsibility, including the following: <sup>1</sup>

- Managing and coordinating board and committee meeting logistics; attending meetings; and drafting minutes
- Serving as a liaison for directors, officers, and shareholders
- Managing and/or directing the process and activities related to the annual meeting of shareholders

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<sup>1</sup> In a June 2018 survey of Society public company members, a majority of the 230 respondents identified these responsibilities as led by the corporate secretary department/function: annual shareholders meeting; board portal administration; corporate policies management; insider trading compliance; manage board compensation, including deferred compensation; manage board equity compensation; manage NYSE/Nasdaq compliance; manage other board-related matters; manage relationships with proxy advisory firms; manage SEC ownership filings, including Forms 3 and 4; manage shareholder proposals; outreach to institutional investors relating to governance issues; prepare board meeting agendas; prepare board meeting materials; prepare committee (other than the governance committee) meeting agendas and materials; prepare governance committee meeting agendas and materials; proxy statement; records management; subsidiary management; and transfer agent oversight. See Society Quick Survey: Corporate Secretary Department Staffing & Responsibilities ("Responsibilities Survey"), June 2018, [https://scsgp.informz.net/SCSGP/data/images/Alert%20Documents/Quick%20Survey%20%20Corporate%20Secretary%20Department%20Staffing%20%20Responsibilities%20FINAL%20v2%20\(002\).pdf](https://scsgp.informz.net/SCSGP/data/images/Alert%20Documents/Quick%20Survey%20%20Corporate%20Secretary%20Department%20Staffing%20%20Responsibilities%20FINAL%20v2%20(002).pdf).

- Managing and/or directing and participating in investor communications and engagement
- Maintaining key corporate documents and records
- Supervising stock transfers
- Ensuring compliance with securities laws and stock exchange requirements
- Ensuring compliance with other laws, regulations, and policies.

Within each of these (as well as other) areas, it is important for the corporate secretary to take primary responsibility for anticipating and addressing a company's governance needs, keeping the board current on trends and issues, periodically assessing the board's structure and governance practices, and suggesting opportunities for the board to better perform its responsibilities.

To more fully understand the corporate secretary's role at a specific company, it is helpful to review state statutes and corporate bylaws, from which the powers and duties of the corporate secretary and other corporate officers are derived.

Lastly, it is worth noting that many corporate secretaries have additional responsibilities that compete for their time. For example, if the corporate secretary is a lawyer, he or she may also serve as general counsel or have responsibility for a significant legal area such as securities compliance, mergers and acquisitions, or employee relations and benefits. The corporate secretary may also lead the ethics or corporate compliance, sustainability, investor relations, or other departments/functions.

## Board and Committee Meetings

Planning and preparation for meetings is one of the more traditional responsibilities of the corporate secretary, and yet requires significant expertise and knowledge.

Among other things, the corporate secretary must address each of the following:

**Scheduling:** A corporate secretary must understand the obligations of the board and board committees, and ensure that the frequency, timing, and length of meetings are sufficient to carry out their responsibilities.

A corporate secretary must understand and comply with meeting notice requirements and schedule meetings to maximize director attendance in the context of timing conflicts and other scheduling issues. In addition, the corporate secretary is often tasked with meeting logistics including transportation, lodging, meeting sites, boardroom setup, supplies, technology (e.g., audio and video), security, and food and beverage.

**Agendas:** Agenda-setting is closely tied to, but discrete from, scheduling. Typically a corporate secretary creates an annual calendar of activities to ensure compliance with state, federal, listing, and other requirements, as well as compliance with the company's own articles of incorporation, bylaws, corporate governance guidelines, committee charters, and other corporate governance documents.<sup>2</sup> The annual calendar is then used to inform each discrete meeting agenda. A corporate secretary should work closely with the CEO and other members of management, as well as the board chair, lead director, and/or committee chairs (as the case may be), in creating, maintaining, and updating the agenda.

**Materials and Presentations:** Materials must be prepared, reviewed by all relevant members of management and board/committee leadership and, when appropriate, securely disseminated, prior to the meeting. The corporate secretary must consider the adequacy, consistency (with prior and subsequent documents), ease of use and accessibility, and quality of the materials. A corporate secretary must be concerned not only with how documents may be viewed by current users, but also subsequent readers, which could include regulators or plaintiffs' lawyers in the event of an investigation or litigation. A corporate secretary must ensure that draft documents are easily discerned from final versions and managed in accordance with the company's record retention guidelines or policy. The corporate secretary must also ensure that all users of the information understand how to keep the information secure and facilitate users' compliance with the company's record retention requirements.

**Executive Liaisons:** Generally, every standing board committee has a primary designated executive point person. While practices vary, the CEO is commonly the point person for the board; the chief financial officer is commonly the point person for the audit committee; the chief human resources officer is commonly the point person for the compensation committee; and the corporate secretary is commonly the point person for the nominating and governance committee. As the executive liaison to the nominating and governance committee, the corporate secretary may – among other things - prepare governance updates that are included in each director's meeting materials; facilitate and coordinate director onboarding, orientation, and education programs; prepare background materials for the annual board and committee evaluations; serve as the liaison for director search firms; prepare draft director skill

<sup>2</sup> Sample annual calendars are posted on the Society's website on the [Board Meetings](#) and [Board Committees](#) pages.

matrixes; review board independence and potential conflicts of interest; and conduct committee charter compliance audits.

**Documenting Meetings:** The corporate secretary typically drafts, distributes, and maintains minutes of board and committee meetings.<sup>3</sup> Minute-taking is an art, requiring solid writing skills and an understanding of what to record, the level of detail to record, and sensitivity to issues that require special attention.

## Advising Directors and Officers

The corporate secretary may advise directors and officers on, and/or facilitate, a number of matters, including those related to:

- Administration of post employment-related plans and filings
- Board and board committee composition
- Board and committee evaluations
- CEO evaluations
- Charitable contributions by, or to entities supported by, officers and directors
- Communication between and among directors and officers
- Corporate governance policies and practices
- Director and officer fiduciary and other responsibilities
- Director and officer orientation and onboarding
- Director and officer recruitment and selection
- Director and officer succession planning
- Director and/or executive compensation and associated plans and filings
- Director independence and other director qualification matters
- Environmental, social, and governance disclosure, practices, and trends
- Insider stock trading policies
- Ongoing director and officer education and training
- Potential conflicts of interest
- Proxy advisor policies and positions
- Public and/media relations
- Regulatory and legal requirements and compliance
- Reputational risk factors
- Shareholder communications and engagement strategy, activism activities, and stewardship priorities.

## Annual Meeting of Shareholders

The annual meeting of shareholders is a significant event for most public companies. The corporate secretary typically plays a major role in this event. Duties range from creating documents supporting the event, securing space for an in-person meeting or recommending a virtual-only meeting format and associated virtual meeting platforms and service providers, ensuring adequate security, scripting and engaging relevant members of the board and management, and ensuring that the shareholder vote is accurately and impartially tabulated, recorded, and disclosed.

The corporate secretary is typically responsible for determining who has responsibility for each component of the annual meeting, which commonly involves coordination with representatives from some of or all the following internal disciplines and external service providers:

### Internal

- Accounting

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<sup>3</sup> In a Society public company member survey conducted in August 2021, respondents indicated that their company's corporate secretary or assistant/deputy corporate secretary most commonly (but not always) regularly served as the secretary of the board's standing committees. See Society Quick Survey: [Corporate Secretary's Office](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data_All_210809.pdf), August 2021, [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data\\_All\\_210809.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data_All_210809.pdf).

- Board and committee leadership
- Corporate security
- Event planning
- Facilities management
- Finance
- Graphics and layout designers
- Human resources and benefits
- Information technology
- Investor relations
- Legal
- Senior management

#### External

- 401(k) Plan trustee
- Broadridge or other proxy service processor
- Communications and/or investor personnel for script writing and/or question and answer
- Corporate security
- Facilities management personnel for site selection and set up and, if the meeting is held at an offsite location, transportation to and from the location
- Inspector of election (which may be the company's transfer agent)
- Investor relations if the meeting will be webcast
- Mailing/distribution facility
- Outside advisors (e.g., outside counsel, compensation consultant)
- Outside auditor
- Virtual meeting platform providers
- Printer
- Proxy advisors
- Proxy solicitor
- Transfer agent
- Vote tabulator

The corporate secretary usually has primary responsibility for the legal documents associated with the annual meeting, including the preparation and distribution of the proxy statement and notice of meeting. The corporate secretary's responsibilities may also include the annual report and Form 10-K filing for SEC registrants. Production of these documents requires knowledge of applicable federal and state laws and regulations and relevant stock exchange standards. The corporate secretary also needs to coordinate input from a diverse group of people, including internal and external legal, financial, investor relations, compensation, and public relations personnel, as well as the CEO and the board. There is also a host of ancillary documents for which the corporate secretary is responsible, including meeting admission procedures, inspector of election documentation, certificates of mailing and other related materials.

The corporate secretary may also have budgetary responsibility for the annual meeting and responsibility for determining whether to use "notice and access" for proxy distribution, selecting financial printers, and determining mailing and production schedules.

Negotiations with investors regarding shareholder proposals are also frequently the responsibility of the corporate secretary. These activities usually involve confirming the propriety of the proposal under relevant state law and SEC rules; discussions with the shareholder proponents; acting as a liaison between the proponents, the board, and senior management; and determining whether the proposal is properly included in the proxy materials or requesting exclusion of the proposal through the SEC's no-action process.

The corporate secretary may have either primary or shared responsibility for drafting the script and agenda for the annual meeting and helping directors and management prepare to respond to shareholder questions at the meeting. The corporate secretary usually also coordinates security arrangements, including admission procedures and working with corporate security on how to handle disruptive or emergency situations at the meeting.

The corporate secretary is usually involved in soliciting proxies either directly or by working closely with the company's investor relations department and/or external proxy solicitors to help achieve a quorum and deliver the vote. The corporate secretary is also responsible for assuring that the vote is properly and impartially tabulated, that the results are duly reported in the minutes of the meeting, and that the vote results are timely disclosed in a Form 8-K filing. The corporate secretary also may work with the communications and/or investor relations department to announce the voting results via press release.

## Shareholder Engagement

In addition to interacting with shareholders in connection with the annual meeting, the corporate secretary may be responsible for leading or may share responsibility with the investor relations function for the company's shareholder outreach program. Understanding shareholders' views on current and emerging governance practices is essential to building and maintaining strong governance programs and in keeping the board informed of investor sentiment. During the post-proxy season, the corporate secretary at many companies will invite their institutional investors to participate in discussions regarding board composition, executive pay, shareholder rights, and social and environmental topics. In addition to governance-related topics, some investors will request a business update. In those circumstances, investor relations often will participate in the meetings and provide that update. At some companies, the head of investor relations may also wear the governance hat and communicate with investors regarding governance practices in addition to financial performance, thereby limiting the role of the corporate secretary in the process.<sup>4</sup>

The corporate secretary may also be responsible for the company's stock watch programs, alerting management to accumulations of company stock by activist fund managers or other unusual trading in company securities.

## Corporate Records

The corporate secretary is responsible for maintaining and, in many cases, creating critical corporate records.

The corporate secretary must understand what documents need to be created, the level of detail to be contained in the documents, whether the document requires further action, and whether it is consistent with prior records (in both substance and form), conflicts with corporate policies, creates concerns under existing agreements, results in a violation of law, or has tax implications.

The corporate secretary is responsible for storing, maintaining, retrieving, certifying, and explaining corporate documents, and for establishing and effecting a document retention policy for these records that includes the length of time records are to be retained, document security/safety, document back-up (hard copy and/or electronically), and access.

The corporate secretary is often responsible for documents relating to subsidiaries, joint ventures, consortiums, and other entities, many of which may be at locations other than corporate headquarters, including internationally. In such cases the corporate secretary must consider whether and to what extent to rely on local partners to help maintain and create corporate records, as well as to what extent to exercise oversight. In addition, the corporate secretary should help ensure that each subsidiary remains "in good standing" and complies with obligations relating to meetings and approvals. The corporate secretary is often involved with the staffing of subsidiaries, including officer and director composition, succession, and communications.

As an officer, the corporate secretary may also execute documents on behalf of the company.

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<sup>4</sup> In a July 2018 Society survey of public company members, the corporate secretary or assistant corporate secretary or similar governance professional (stand-alone role) was most commonly (50%) identified as having primary responsibility for the company's governance engagement/outreach with investors, followed by the investor relations head/function (39%), and a combined general counsel/corporate secretary or similar governance professional (23%). That survey also revealed investor relations as the most common participant in actual engagement meetings with investors (72%), followed by the Corporate Secretary or Assistant Corporate Secretary or similar governance professional (stand-alone role) (51%). See Society Quick Survey: [Corporate Governance Engagement](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Topical%20Pages%20Documents/Quick_Survey_-_Corporate_Governance_Engagement_Outreach_With_Investors_Final.pdf), July 2018, [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Topical%20Pages%20Documents/Quick\\_Survey\\_-\\_Corporate\\_Governance\\_Engagement\\_Outreach\\_With\\_Investors\\_Final.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Topical%20Pages%20Documents/Quick_Survey_-_Corporate_Governance_Engagement_Outreach_With_Investors_Final.pdf). According to the Responsibilities Survey (FN1), the corporate secretary department/function commonly (67%) had lead responsibility for outreach to institutional investors on governance issues. Nasdaq's "ESG Engagement: State of the Market" (February 2021) revealed the Corporate Secretary or General Counsel, along with the Investor Relations Officer, as the central point of contact with institutional investors on environmental, social, and governance topics. See [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/ESG\\_Engagement\\_State\\_of\\_the\\_Market\\_1\\_-1.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/ESG_Engagement_State_of_the_Market_1_-1.pdf).



## Stock Transfer

Maintaining shareholder records and providing for the transfer or replacement of stock certificates is ultimately the responsibility of the corporate secretary. In most companies, however, this function is handled by a dedicated unit or by an outside transfer agent with the corporate secretary acting as the corporate liaison. Stock administration for officers and employees may reside with one or more functions including human resources, legal, the corporate secretary, and/or finance/accounting.<sup>5</sup> As liaison, the corporate secretary will be responsible for providing instructions for issuance or removal of securities legends, or may advise the transfer agent as to personnel who are authorized to give instructions for issuance of shares upon equity exercise or the treatment of share repurchases by the company.

## Escheatment

Although escheatment functions are usually handled by the company's treasury function, the corporate secretary may have responsibility for escheatment-related matters for shareholders and bondholders.

## Securities Markets

Depending on the company and the background of the corporate secretary, the corporate secretary often serves as liaison with the securities markets on which the company's shares are listed and may be responsible for ensuring the company's compliance with securities laws and exchange listing standards. In cases where the company is listed outside the United States, the corporate secretary should consider local partners to help maintain compliance.

Securities markets duties may include some or all of the following:

- Monitoring or administering trading black-out periods and trading plans, and pre-clearing purchases and sales of the company's securities by directors, officers, and other insiders in accordance with the company's insider trading policy
- Preparing and filing Section 16 reports with the SEC
- Understanding and complying with the stock exchange's listing standards and annual and interim filing and notification requirements
- Preparing and filing proxy statements; Form 10-Ks, 10-Qs, and 8-Ks; and registration statements with the SEC
- Preparing and filing state annual reports and related filings
- Drafting documents required for compliance with debt preferred stock or other instruments.

## Compliance

In addition to securities compliance-related matters, and depending on the company's governance structure and the background of the corporate secretary, he or she may have other compliance duties, which may include some or all of the following:

- Ensuring compliance with bylaws, corporate charters, and other governance documents
- Ensuring compliance with committee charters and corporate governance guidelines
- Preparing internal and external communications on governance and board related matters
- Administering and ensuring compliance with the company's code of corporate conduct/ethics and hotline
- Foreign Corrupt Practices Act (FCPA) compliance
- Developing processes to identify and approve related-party transactions
- Developing and administering other corporate-wide policies and policy manuals intended to keep the company current with governance best practices.

## Concluding Thoughts

### Does the Corporate Secretary Have to be a Lawyer?

Many corporate secretaries are lawyers and some serve as their company's general counsel or in another legal

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<sup>5</sup> See Society Quick Survey: [Stock Administration Organization/Staffing](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/SUMMARY_StockAdministrationStaffing.pdf), July 2020, [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/SUMMARY\\_StockAdministrationStaffing.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/SUMMARY_StockAdministrationStaffing.pdf).

position with responsibility for advising on legal matters.<sup>6</sup> But while a legal background is helpful when carrying out the duties of the secretary, it is not required. In fact, at times, having a corporate secretary who also provides legal advice creates questions as to whether particular communications made to management are legal advice -- which may be subject to the attorney-client privilege or general corporate/business advice, which is not. Thus, the “dual hat” corporate secretary/lawyer must always be careful to distinguish (and, as corporate secretary, document) which “hat” is being worn, and whether it is legal or managerial advice that is being given to directors and management.

## Is the Corporate Secretary the Chief Governance Officer?

Due to the increasingly expansive role, responsibilities, expectations, and demands of the corporate secretary, some companies have added the chief governance officer (or similar) title to the corporate secretary’s position or created a new chief governance officer position to signal the increasing governance responsibilities within the organization. However, this is not legally required and is not currently a common practice.<sup>7</sup>

## Is the Corporate Secretary Role Held by the General Counsel? Who Does the Corporate Secretary Report to?

The corporate secretary is an officer of the company and is elected by the board of directors. Beyond that, reporting lines vary significantly from company to company depending upon its size, staffing, overall organizational structure, culture, and other matters. The corporate secretary role may or may not be held by the general counsel.<sup>8</sup> If the corporate secretary is also the general counsel, he or she usually reports directly to the CEO and may also report functionally to the chairman of the board or to the lead independent director. If the corporate secretary is not the general counsel, he or she may report directly to the general counsel, or in some cases to the CEO, or another officer.<sup>9</sup>

Regardless of reporting relationships, the corporate secretary is often in a unique position of advising the board, the CEO, and management and, therefore, must build a trusting relationship with each contingent. The corporate secretary’s role is often one of diplomat and mediator and requires confidentiality, discretion, good judgment, objectivity, and sensitivity.

## Sources for Further Information

This brief monograph outlines the general parameters of the role of the corporate secretary. Volumes have been written on the individual aspects of the job, and more detailed accounts of the overall role are also available through the Society’s website.

The Society for Corporate Governance maintains and publishes information to assist corporate secretaries in carrying out their duties. The Society promotes the voluntary exchange of information through member committees; online forums; local chapters; publications and research; and webinars, seminars, and conferences.

For further information on Society programs, publications, and reference materials, visit: [www.societycorp.gov.org](http://www.societycorp.gov.org) or contact:

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<sup>6</sup> In a Society public company member survey in August 2021, nearly 80% of respondents indicated that their company’s corporate secretary was a lawyer and just over half of respondents indicated that their company’s general counsel was also the corporate secretary. See Society Quick Survey: [Corporate Secretary’s Office](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data_All_210809.pdf), August 2021, [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data\\_All\\_210809.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data_All_210809.pdf).

<sup>7</sup> In a Society compensation survey of members (all company types) conducted at the end of 2020, 5% of the 393 respondents reported having this title.

<sup>8</sup> In a Society member survey conducted in August 2021, just over half of respondents indicated that their company’s general counsel was also the corporate secretary. See Society Quick Survey: [Corporate Secretary’s Office](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data_All_210809.pdf), August 2021, [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data\\_All\\_210809.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/Data_All_210809.pdf).

<sup>9</sup> In a Society member survey (all company types) conducted in January 2020, 57% of respondents indicated that their corporate secretary reported to the CEO; 36% to the general counsel or chief legal officer; and 15% to the board of directors or a board committee. See Society Quick Survey: CSIA Thought Leadership Project, January 2020, [https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/CSIAThoughtLeadership\\_SurveySummary\\_1\\_10\\_2020\\_003\\_.pdf](https://higherlogicdownload.s3.amazonaws.com/GOVERNANCEPROFESSIONALS/a8892c7c-6297-4149-b9fc-378577d0b150/UploadedImages/CSIAThoughtLeadership_SurveySummary_1_10_2020_003_.pdf).



*Founded in 1946, the Society for Corporate Governance, Inc. is a professional membership association of approximately 3,400 corporate and assistant secretaries, in-house counsel, outside counsel, and other governance professionals who serve approximately 1,600 entities, including 1,000 public companies of almost every size and industry. Members are responsible for supporting their board of directors and executive management in matters such as board practices, compliance, regulation and legal matters, shareholder relations, subsidiary management, and sustainability. We support our members by providing them with the knowledge, skills, and tools, via “best practice” information and guidance in the form of practical and regulatory resources, white papers, conferences, governance “essentials,” webinars, and online forums, and networking opportunities, to promote effective, responsible corporate governance for the benefit of their boards, management, and shareholders.*

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