

Listed Company Secretary Interview Guide

Introduction

Recruiting the right Company Secretary is about more than assessing technical knowledge. The role requires exceptional governance expertise, sound judgement, strong communication skills and the confidence to advise senior leaders and boards on complex governance matters.

This interview guide has been designed to help employers identify candidates who possess the technical competence, commercial awareness and leadership qualities needed to succeed in the role.

The questions can be adapted to suit organisations of different sizes, sectors and governance frameworks.

Technical Knowledge

1. Can you describe your experience supporting a listed-company board and its committees?

What to look for:

- Practical experience supporting listed-company boards, committees, governance processes and corporate reporting.

2. What experience do you have of the UK Listing Rules and continuing obligations?

What to look for:

- Working knowledge of the listed-company regulatory environment and how the governance function supports compliance.

3. What involvement have you had in annual report governance and UK Corporate Governance Code disclosures?

What to look for:

- Practical experience of corporate reporting, governance disclosures and coordinating input from the board and advisers.

4. How do you stay up to date with changes in governance legislation and best practice?

What to look for:

- Professional development, CGI membership, governance publications and continuing learning.

Governance & Board Support

5. How would you advise a board where governance processes were not being followed consistently?

What to look for:

- Confidence, diplomacy and practical problem-solving.

6. Describe a time you improved a governance process.

What to look for:

- Examples of efficiency improvements, stronger controls or better board engagement.

7. How do you balance supporting the board while remaining independent?

What to look for:

- Strong understanding of the advisory nature of the Company Secretary role.

8. How would you deal with confidential or sensitive board information?

What to look for:

- Professional judgement, discretion and integrity.

Leadership & Stakeholder Management

9. Tell us about a challenging relationship you've managed with a senior stakeholder.

What to look for:

- Communication, diplomacy and influencing skills.

10. How do you prioritise competing governance deadlines?

What to look for:

- Planning, organisation and calm decision-making.

11. Have you ever managed or developed members of a governance team?

What to look for:

- Leadership, coaching and delegation.

12. How do you build credibility with directors and executive leaders?

What to look for:

- Professionalism, commercial awareness and trust.

Scenario-Based Questions

13. A board paper contains information that you believe is incomplete. What would you do?

What to look for:

- Confidence to challenge appropriately while maintaining positive relationships.

14. A director asks you to bypass an established governance process to meet a deadline. How would you respond?

What to look for:

- Integrity, judgement and understanding of governance responsibilities.

15. How have you supported governance processes around market announcements or disclosure obligations?

What to look for:

Understanding of disclosure processes, appropriate escalation and effective collaboration with legal, finance and investor relations.

16. The board wants to introduce a new committee. What governance considerations would you raise?

What to look for:

- Terms of reference, reporting structure, delegated authority and governance effectiveness.

Closing Questions

17. What do you believe makes an effective Company Secretary?

What to look for:

- Balanced understanding of governance, leadership and communication.

18. What governance and regulatory developments do you believe listed companies should be preparing for?

What to look for:

- Current awareness of listed-company governance, reporting and regulatory developments.

19. Why are you interested in this role?

What to look for:

- Motivation, preparation and cultural fit.

20. What questions do you have for us?

What to look for:

- Thoughtful questions about governance, strategy and organisational culture.

Candidate:

Position:

Interview Date:

Interviewer:

Interview Assessment Checklist

Following the interview, consider whether the candidate demonstrated:

- ☐ Strong listed-company governance knowledge
- ☐ UK Listing Rules awareness
- ☐ Corporate reporting experience
- ☐ Shareholder / AGM experience
- ☐ Excellent communication skills
- ☐ Commercial awareness
- ☐ Sound professional judgement
- ☐ Leadership capability
- ☐ High levels of integrity
- ☐ Ability to influence senior stakeholders

Overall Recommendation

- ☐ Strong Hire
- ☐ Hire
- ☐ Hold
- ☐ Do Not Hire

Overall Comments