

The Board recognises the importance of maintaining good and constructive communication with our stakeholders and has a comprehensive programme of engagement throughout the year.

Our Directors engage directly and indirectly with our stakeholders. This enables them to be kept informed of material issues and to take stakeholder interests into account when setting our purpose, values and strategy. Consideration of our stakeholders is an integral part of the Board's decision-making process.

→ You can find out more on our key stakeholder groups and how we engage with them on **pages 61-62**

→ Our Section 172(1) Statement is on **pages 68-69**

Engagement with our investors

To ensure that Board members understand the views of major shareholders, feedback is provided to the Board through regular reporting detailing the opinions or concerns expressed by shareholders. The Directors also receive regular updates on the market, share price performance, shareholder activity, significant equity analyst research and analyst consensus.

During the year, the Board Chair met with a number of existing and prospective investors to answer questions on the Directorate changes that took place during the year, and what this means for the culture and future direction of the business. For further information on how Directorate changes have been managed, please see page 49.

The Board Chair, the Senior Independent Director and Board Committee Chairs are available to shareholders on request and also during the AGM, to discuss specific governance matters.

Investor engagement cycle FY25

Q1

- Piper Sandler Global Exchanges and Trading Conference – New York City
- IR roadshow in US and Canada
- FY24 results announcement
- FY24 annual report and accounts
- FY24 results virtual roadshow

Q2

- Piper Sandler Trading Tour – Chicago
- 2024 annual general meeting
- Q1 trading update

Q3

- HY25 results announcement
- HY25 results virtual roadshow
- Debt investor roadshow – London

Q4

- Q3 trading update
- Berenberg UK Corporate Conference – London
- UBS Pan-European Small & Mid Cap Conference – London
- Citi Meet the C Suite Conference – London
- FY25 trading update

Engagement with employees

The Board acknowledges that our talent is fundamental to building the momentum needed for our accelerated growth strategy.

We connect with our employees through various channels and initiatives.

The People Forum

The People Forum serves as a vital connection linking our global workforce with Board-level decision-making, creating an essential channel for employee feedback. Each session is attended by Sally-Ann Hibberd, our Non-Executive Director and Chair of the Board's Sustainability Committee, and she ensures employee perspectives from across our locations reach the Board's discussions and influence strategic decisions.

Forum representatives serve two-year terms and are selected with careful attention to diversity across gender, ethnicity, location, age, and tenure, creating a membership that truly reflects our workforce.

Meeting on a regular basis, the Forum addresses critical workplace matters while giving members a platform to highlight emerging concerns. Key focus areas for this year encompass workplace culture, return to office policies, organisational transformation, performance management systems, compensation and rewards, employee engagement survey outcomes, and development of the IG Employee Network.

Diversity and Inclusion (D&I)

Creating a workplace where all individuals feel secure, valued, and empowered to reach their potential remains a key priority for the Board. Given this commitment, the Board has determined that diversity and inclusion requires collective ownership and input from all Board members rather than delegation to a committee. This approach reflects the critical nature of D&I, which is why oversight responsibility sits directly with the full Board as a formally reserved matter. Further details can be found in our approach to diversity on pages 20-21.

Board members also participated in a Powering Inclusion Programme, which provided essential perspectives on the crucial connection between diverse, inclusive practices and high-quality decision-making.

Town halls

Our Executive Directors connected with employees through a series of town halls throughout the year, sharing updates on our financial performance following results announcements and addressing the significant organisational changes occurring across the business. These sessions provided clarity on new strategic priorities, leadership transitions, and divisional restructuring to ensure our people remained well informed during a period of considerable change. The town halls also served as forums to reinforce our commitment to improved communication and transparency in response to employee feedback.

Employee Engagement Survey

The Board reviews the results of our employee engagement survey to gain valuable insight into how our people are feeling globally. It was anticipated that with the extent of organisational change, employee engagement would decline. In FY25, we received an employee engagement score of +1eNPS, which was 28 points below the Financial Services benchmark. While direct comparison with prior years is not possible due to a change in survey methodology, the FY25 score showed a 10 point improvement from the last survey in November 2024, which is positive overall in the context of ongoing corporate change. Our managers received particularly positive feedback, with management support identified as a key strength alongside freedom of opinion and organisational fit. The survey highlighted opportunities to enhance our approach to rewards and recognition, strengthen strategic clarity, and create more visible growth pathways for our people.



“By participating in the People Forum, I serve as a bridge between our employees and the Board, bringing their perspectives into our decision-making process.”

Sally-Ann Hibberd

Non-Executive Director and Chair of the Board's Sustainability Committee

Site visit to APAC

Wu Gang and Susan Skerritt engaged with our operations in October 2024, gaining first-hand insights into our APAC divisional hub and regional strategy.

Singapore

The Directors' programme encompassed a full immersion into our Singapore operations, beginning with an overview of the local financial services landscape and regulatory environment. Interactive workshops brought together teams from across the region, with the Directors participating in deep-dive sessions covering marketing innovation, compliance frameworks, financial operations, and client servicing models under our new divisional structure.

A key focus was our ESG initiatives, particularly our strategic partnerships supporting education and food security through Cornerstone Community Services and Food from the Heart. Our employees demonstrated strong community engagement, with over 80% participation in volunteering activities that directly benefit underprivileged families in Singapore.

The visit culminated in an engaging dialogue with the Head of Singapore and Deputy General Counsel, Sebastian Jones, where Directors and staff explored themes of strategic leadership, operational excellence, and how local empowerment drives regional success.

Melbourne

The itinerary included a welcome tour of the Melbourne office, an overview of IG Australia's business landscape, and a comprehensive town hall with both the Sydney and Melbourne offices. The Directors participated in targeted sessions with the Local Leadership Team, Compliance, Dealing, and Client Teams to gain insights into their functions and roles within IG's Australian operations.

The visit also featured an ESG update highlighting our Community Programme, where employees from the IG Australia office utilised volunteering days, including support for our key partnerships with Western Chances and Teach For Australia. Western Chances is a not-for-profit organisation empowering young people in Melbourne's western suburbs through scholarships and mentoring programmes, while Teach For Australia works to ensure education gives every child greater choice for their future by recruiting and training leaders committed to equity in classrooms where they are needed most.

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The visit to the Melbourne office provided us with a great opportunity to connect with our talented team and to learn in some detail about our operations in Australia. It also allowed us to really appreciate how the new divisional structure would empower our local team to respond in a differentiated way in this highly competitive marketplace."

Wu Gang, Non-Executive Director

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Having our Non-Executive Directors engage directly with our teams was invaluable. Their insights into strategic leadership and governance gave us a clearer perspective on how our local operations align with the Group's global vision. This kind of direct engagement strengthens our connection to the broader IG mission."

Senior Leader

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Singapore is an exciting market where IG has a trusted name recognition and significant opportunity for continued growth. Spending time with the strong executive team afforded us the chance to understand the key market drivers and the plans for strategic expansion based on IG's differentiated capabilities in the region."

Susan Skerritt, Non-Executive Director



A particular highlight was the IG Inspire Breakfast, where Susan Skerritt was joined by AFLW star and professional boxer Tayla Harris. This session provided unique perspectives from both the corporate and sporting worlds, discussing leadership, resilience, and the importance of advocacy in creating inclusive environments.

Site visit to the Geneva office

Marieke Flament, Helen Stevenson and Mike McTighe visited our Switzerland office in November 2024, providing a valuable opportunity for our Non-Executive Directors to engage directly with our Swiss operations and local team.



Our Geneva visit highlighted IG's unique market position and opportunities, especially the strategic value of its Swiss banking licence."

Marieke Flament, Non-Executive Director

The itinerary included comprehensive presentations on IG Bank's unique market position as the only entity within the Group holding a banking licence, highlighting the strategic advantages this provides across our operations. The visit featured detailed discussions on Switzerland's dynamic cryptocurrency landscape, where favourable market conditions and regulatory clarity create significant growth opportunities for the Group.

During inspirational meetings with the local team, the NEDs gained valuable insights into the Swiss market dynamics and macro-economic environment, which remains highly positive for our business development. The sessions fostered meaningful engagement between Board members and employees, strengthening connections across the organisation.

The visit also included strategic discussions on how IG Bank's banking licence differentiates our Swiss operations within the broader Group structure, and how the favourable crypto regulatory environment in Switzerland aligns with our long-term strategic objectives.

IG Employee Networks

Our Non-Executive Directors attended sessions hosted by some of IG's Employee Networks: IGU, IG INSPIRE, IG Black and IG Open.



Outcomes of mechanisms implemented to support female talent



As the new network chair for INSPIRE, I value the direct engagement with our Non-Executive Directors, particularly their clear support for diversity and inclusion. Our discussions with the Board addressed the network's recent evolution, particularly our alignment with the new organisational structure and our enhanced provisions for supporting our female colleagues. We underscored the critical role of allyship and INSPIRE's initiatives to ensure broader audience participation in our events. In the upcoming financial year, we plan to increase joint events across the internal networks to promote intersectionality and continuing to forge strong partnerships with external networks, like our work with WIBF in London and WILD in Chicago. INSPIRE's commitment to empowering women at IG Group remains steadfast, as evidenced by the successful trial of our mentorship programme in the EU, set for global rollout in FY26, alongside new global initiatives to foster a truly inclusive culture across the business, where all colleagues have access to the same opportunities to contribute to IG's success and develop their careers.

Rebecca Hibberd
IG INSPIRE

High-performance culture and inclusive practices



In its second year, IGU has shown great strength and growth during changing times in the business. Our meeting with Non-Executive Directors looked into how we're moving towards a culture where high performance and merit are being prioritised. The Board reassured us that excellence and diversity are complementary – not competing – values and we have taken that message forward into our regular network meetings and planning sessions.

For FY26, IGU is dedicated to creating safe, inclusive spaces for disabled and neurodiverse colleagues within IG. We will keep working on influencing and challenging policies to help our network members feel heard and understood, while they grow in their careers, making sure our high-performance culture thrives through diverse perspectives and inclusive practices to strengthen our appeal to our increasingly diverse customer base.

Lilian Kaunda
IGU (I Get U)

Results of "industrial tourism" and implementation of best practices



We restructured our committee to align with the Group's divisional model, enabling greater regional autonomy and delivering more personalised support for Black employees globally. Our significant progress in collaborating with external partners has enhanced our profile and expanded meaningful career opportunities through key achievements including charitable fundraising for rural schools and securing prominent speakers to provide career insights to our members. We've adopted rigorous data analysis to better understand our employee landscape, tracking membership demographics and Black employee representation across countries, which resulted in a 25% increase in membership and successfully reaching 151 new joiners, directly supporting our mission delivery. Additionally, our proactive outreach ensures all new starters are introduced to the network with personal connections, supplementing standard induction processes.

Lwazi Nsibanyoni
IG BLACK

FY25 achievements and strategic growth



IG Open demonstrated significant momentum in FY25, successfully delivering five impactful events across the UK, Poland, and South Africa. These events strengthened our presence both internally and externally, fostering meaningful connections within our diverse communities. Our strategic partnerships with InterBank, external NGOs, and Lord Browne Partners have elevated IG Open's profile beyond the company, positioning us as a thought leader in LGBTQ+ inclusion within the financial services sector.

Central to our approach is a commitment to data-driven decision making. We've implemented comprehensive analytics to track membership composition across our three key demographics – disclosed, undisclosed, and allies – enabling us to better understand regional variations and tailor our support accordingly. This analytical framework has supported our growth to 237 registered members, reflecting the network's expanding reach and impact.

Dawid Zabinski
IG OPEN