

Stakeholder Engagement

Engaging with our stakeholders is very much a part of our ethos as it strengthens our relationships and helps us to make better business decisions to enable us to deliver on our commitments. The Board is regularly updated on wider stakeholder engagement feedback to stay abreast of customers, suppliers and shareholders' insights into the issues that matter most to them and our business. The below table outlines how we consider these stakeholders and how we engage with them:

Stakeholder	Why we engage	How we engage and outcomes
Consumers	We aim to be at the forefront of providing the best consumer outcomes.	<ul style="list-style-type: none"> • The quality of consumer outcomes is central to our culture, which is reflected in our compliance strategy. • We endeavour to provide consumers the choice of how they want to transact, whilst giving our ARs the tools to improve their productivity. • We continue to enhance our vulnerable customer strategy to ensure that appropriate support is provided when customers need it most. • Customer feedback is a core component in our strategy to ensure consumers receive a first-class experience. We continue to monitor the feedback on the service our advisers provide via the online review company Feefo.
Appointed Representatives	Maintaining an active dialogue and supporting our AR partners is key to our business.	<ul style="list-style-type: none"> • We use a collaborative approach in operational matters such as setting goals and objectives and hold regular review meetings with each AR firm. We also work with specialist ARs and providers to explore new ideas and growing markets. • The significant support we have offered via numerous initiatives has served to strength our relationships. In particular, this includes: <ul style="list-style-type: none"> - Adapting and improving the technology-based solutions at the core of our business, especially in relation to increasing lead generation for our ARs; - Continuing to address important topics at the regular Business Owner forums, where we review ongoing issues, upcoming market developments; - Enhancements to our Learning & Development offering, through the design and implementation of specific adviser training programmes and a streamlined academy course to support new advisers; and - Promoting regular 'clinics' for advisers at which knowhow and supervision matters are discussed. All of which is intended to develop adviser skill and knowledge levels, and ultimately improve the proposition to their clients.
Suppliers	<p>Strong and sustainable relationships with our suppliers and providers are fundamental to our long-term success.</p> <p>Similarly, disciplined procurement practices encourage better</p>	<ul style="list-style-type: none"> • We hold regular roundtable events with our product providers and lead partners where topics such as business process improvements are discussed as a group. • We have reviewed and enhanced our procurement policies and procedures to better document and manage relationships within our supply chain. In particular, we have implemented a new software solution that is

	relationships and greater efficiencies.	designed to capture the key details of any supplier and track their performance.
Shareholders	As owners of the Group, we rely on our shareholders' support and their opinions are important to us.	<ul style="list-style-type: none"> • We have an open dialogue with our shareholders through one-to-one meetings, group meetings and the AGM. Discussions with shareholders cover a wide range of topics including financial performance, strategy, outlook, governance, environmental, social and ethical practices. • Shareholder feedback along with details of movements in our shareholder base are regularly reported to and discussed by the Board and their views are considered as part of decision-making. • We provide detailed financial reports and presentations on the business at the half year and full year.
Employees	Our employees are our most valuable asset. Their immense knowledge, skills and experience are key to our success and are vital to ensuring we maintain the high standards of customer service.	<ul style="list-style-type: none"> • We focus on creating a working environment in which people thrive and where our core values are communicated effectively and upheld. We believe that a positively engaged workforce is one that is more productive, happier and fulfilled, which in turns leads to improved performance, greater customer satisfaction and reduced employee attrition. • The launch of our behaviours framework MABology has been exceptionally well received. We continue to monitor the progress of this initiative through our Employee Engagement forum, and conduct regular engagement surveys to help shape our priorities. • We hold regular forums at which colleagues are given the opportunity to learn about key business updates, to review and discuss strategic objectives, and to feedback on how we can collectively achieve our goals. These comprise "MABFest", our quarterly staff update, as well as other sessions e.g. our weekly "Friday Joy" online updates. • We regularly share feedback and recognition across the business via our 'MABplause' channel, which all employees can access on our intranet. We also solicit more detailed and specific feedback, at least once every 12 months, via our engagement survey.
Communities	An important component of being a good corporate citizen is to recognise the role we can play in supporting the communities around us and implementing initiatives to do so.	<ul style="list-style-type: none"> • We engage with the communities in which we operate to build trust and understand the local issues that are important to them. Key areas of focus include: <ul style="list-style-type: none"> - how we can support local causes and issues, create opportunities to recruit and develop local people; and - partnering with local charities and organisations at an individual office level to raise awareness and funds. • We are proud of the positive impact of our charity, The Mortgage Advice Bureau Foundation ("Foundation"). The

		<p>Foundation supports charitable projects that create awareness amongst MAB stakeholders of the growing needs of their local communities.</p> <ul style="list-style-type: none"> • The impact of decisions on the environment both locally and nationally is considered, and comprises a notable focus as part of our wider ESG related activity.
<p>The Government and regulators</p>	<p>The evolving regulatory landscape has a direct and material impact on the day-to-day operation of our business.</p>	<ul style="list-style-type: none"> • We engage with the Government and regulators through a range of industry consultations, forums, meetings and conferences to communicate our views to policy makers relevant to our business. • We have dedicated specialist Legal, Compliance and Risk experts, (with many decades of combined experience) who are focussed on ensuring we meet our regulatory obligations. Most recent examples include: <ul style="list-style-type: none"> - enhancing the policies and process relating to Appointed Representative oversight, as expected of us by the FCA; and - instigating a comprehensive review of the material activities of the business in the context of embedding further policies and processes to address the requirements of the new Consumer Duty.

Further information on the ways in which the Board engages with stakeholders is set out in our full annual report.