





FCA and Practitioner Panel Survey 2025

Please write your firm's unique survey ID in the box below. This can be found in your survey invitation email.

Survey ID:	

Thank you for taking the time to complete this questionnaire.

How the information will be used

Your feedback is important and the results of this survey will be used to improve the work of the Financial Conduct Authority (FCA). In reporting the survey answers, Verian will always group responses so that no individual's or firm's responses can be identified. Your individual response to the survey will therefore be **completely confidential**. This is in accordance with the Market Research Society Code of Conduct.

The intention is to publish the results of this year's survey in summer 2025.

Completing the questionnaire

The questionnaire should be completed by the most senior person (Chief Executive or equivalent) in your firm or group. We estimate the questionnaire should take about 10-15 minutes to complete and there is an opportunity towards the end of the survey to provide comments on any topics that you feel have not been addressed elsewhere in the questionnaire.

Please read the rest of the information on this page, then turn over the page to start the survey.

How do I fill in the questionnaire?

- 1. Most questions can be answered by putting a cross in the box next to the answer that applies to you, like this: ⊠
- 2. Some questions will ask you to "**Please cross** <u>as many boxes</u> as apply." When you see this instruction, please cross as many boxes as apply to you.
- 3. A small number of questions will ask you to write your response in the box provided.
- 4. Please try to answer every question. If there are any questions that you can't answer, simply cross the 'Don't know' box.
- 5. If you have made a mistake or change your mind about an answer you have given, completely block out the box you have crossed like this **and** then put a cross in your preferred box.
- 6. Please use black or blue ink to complete the questionnaire.

We look forward to receiving your feedback.

Where can I get more information?

☑ : fcappsurvey@veriangroup.com

2: 0800 015 0302 (9am-5pm)

■: www.fcapractitionerpanelsurvey.co.uk

Information about how your data is processed and information about your rights in relation to the data we collect is available on the back of the accompanying letter. You can also access our privacy policy at:

www.veriangroup.com/uk-surveys

V1

Sect	tion 1: <u>F</u>	CA Pe	erform	nance								
The	first ques	stions	are ab	out yo	ur gen	eral im	pressic	ns of t	he <u>FC</u>	<u>4</u>		
Q1	Taking into account all of your firm's dealings with the <u>FCA</u> , how satisfied are you with the relationship? Please give an answer on a scale of 1 to 10, where 1 is 'Extremely dissatisfied' and 10 is 'Extremely satisfied'. Please cross one box only Please cross one box only □											
	Extremely dissatisfied									Extremely satisfied		
	1	2	3	4	5	6	7	8	9	10		
Q2	the finar Please give	ncial s	ervices wer on a	indust scale of	ry in th	ne last	year?			CA been in	regulating	
	Not at all effective	LI 033 <u>O</u> I	ile box (only 🗠						Extremely effective		

Section 2: FCA Aims and Objectives

The <u>FCA</u> has a single strategic objective of ensuring relevant financial markets function well and three operational objectives:

• Securing an appropriate degree of protection for consumers

- Protecting and enhancing the integrity of the UK financial system
- Promoting effective competition in the interests of consumers in the financial markets

Q3 How confident are you that the <u>FCA's</u> oversight of the industry delivers on the following statutory objectives?

⇒ Please cross one box in each row

1 Ensuring relevant financial markets function well 2 Securing an appropriate degree of protection for consumers 3 Protecting and enhancing the integrity of the UK financial system 4 Promoting effective competition in the integrated markets	Objective number	Objective	Very confident	Fairly confident	Not very confident	Not at all confident	Don't know
for consumers Protecting and enhancing the integrity of the UK financial system Promoting effective competition in the	1	3					
UK financial system Promoting effective competition in the	2						
, , , , , , , , , , , , , , , , , , , ,	3	5 5 7					
interests of consumers in the infancial markets	4	Promoting effective competition in the interests of consumers in the financial markets					

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tl	low well would you say your firm understand hrough the following objectives? • Please cross <u>one</u> box in each row 🗷	ds what [·]	the <u>FCA</u>	is trying	to achie	eve
Objective number	Objective	Very well	Fairly well	Not very well	Not at all	Don't know
1	Ensuring relevant financial markets function well					
2	Securing an appropriate degree of protection for consumers					
3	Protecting and enhancing the integrity of the UK financial system					
4	Promoting effective competition in the interests of consumers in the financial markets					
	low confident are you that the FCA's oversight bjective Please cross one box only Very confident Fairly confident Not very confident Not at all confident Don't know					
tl	low well would you say your firm understand hrough the secondary international competition of Please cross one box only ☑] Very well] Fairly well] Not very well] Not at all well] Don't know					

Section 3: Communication and Engagement

The next questions are about the ways in which the <u>FCA</u> communicates with your firm.

Q10 To what extent do you agree or disagree with the following statements? ⇒ Please cross one box in each row ⊠										
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree					
Overall, the <u>FCA's</u> communications to my firm are <u>CLEAR</u>	· ·									
Overall, the <u>FCA's</u> communications to my firm are <u>CONSISTENT</u>										
Overall, the <u>FCA's</u> communications to my firm are <u>RELEVANT</u>										
Q11 Thinking about each of the different channels of communication that the <u>FCA</u> uses, would you say that the <u>FCA</u> contacts your firm too often, not enough, or would you say the level of contact is about right? Please cross <u>one</u> box in each row										
		Too ofter	n About	right	Not enough	Don't know				
Telephone]						
Email]						
Postal mail]						
In person meetings]						
Through <u>FCA</u> hosted events (e.g. we conferences)	binars,]						
Through social media (e.g. X (former as Twitter), LinkedIn)	ly known]						
Q12 What information sources de the FCA? Please cross as many boxes as	-	to keep u	p to date v	with reg	julation ar	nd				
☐ <u>FCA</u> hosted events	1117] <u>FCA</u> web	site						
FCA speeches / FCA speake industry events	ers at		Letters fr	om the <u>f</u>	<u>-CA</u>					
☐ External advisers (lawyers, c etc.)	onsultants	☐ The media ☐ LinkedIn								
☐ <u>FCA</u> Regulation round-up		☐ Trade associations								
☐ <u>FCA</u> Supervision Hub (form customer contact centre)	erly] Blogs] Podcasts							
☐ <u>FCA</u> supervisors			None of	the abov	ve					

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Section 4: Impact of <u>FCA</u> Regulation

The next questions are about your views on the impact of <u>FCA</u> regulation.

Q13 To what extent do you agree or disagree with the following statements? Please cross one box in each row									
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know			
The work of the <u>FCA</u> enhances the reputation of the UK as a financial centre									
FCA regulation has helped my firm to deliver better outcomes for consumers									
The <u>FCA</u> acts proportionately, so that the costs imposed on firms are proportionate to the benefits gained									
<u>FCA</u> regulation is aligned with rules imposed by other regulators									
Q14 To what extent do you agree of Please cross one box in each row I	_	with the	following	g stateme	ents?				
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know			
The regulatory framework is clear and well-understood by all market participants									
The regulatory framework is trusted by all market participants									
The <u>FCA</u> is effective at supporting the development of digital market and new technologies in financial products and services									
The work of the <u>FCA</u> is effective in promoting international trade in the financial services industry									
The <u>FCA</u> is able to adapt its regulatory requirements to respond efficiently to innovation and new challenges									

Q15 The next question is for principal firms who appoint and are responsible for overseeing appointed representatives. An appointed representative is a firm or person who carries on a regulated activity on behalf, and under the responsibility of, a firm authorised by the FCA (the principal firm). As a result of the FCA's actions in the last 12 months, how have principal firms in your sector changed the way they oversee their Appointed Representatives? Has oversight in your sector... ⇒ Please cross one box only □ Increased ☐ Stayed the same ☐ Decreased ☐ Non-applicable – firms in my sector do not appoint or oversee Appointed Representatives ☐ Don't know **Section 5: Enforcement and Identifying Risk** In the next section we will ask about the <u>FCA's</u> role in identifying emerging risks within the industry and associated enforcement action. Q16 Do you feel there are any significant or emerging risks in your market that the FCA is not currently aware of? ⇒ Please cross one box only ☐ Yes ☐ No □ Don't know Q17 Which of the following best describes your view of the FCA's approach to identifying In order to identify risks, would you say that... ⇒ Please cross one box only ...the <u>FCA</u> is mainly **REACTIVE**, that is they rely on information/ intelligence provided by the industry ...the <u>FCA</u> is mainly **PROACTIVE**, that is they take steps to uncover risks themselves ...the <u>FCA</u> uses both approaches equally □ Don't know

		•								
Q18	As far as you're aware, which of the follo	_		t actions	has the <u>FC</u>	<u>:A</u>				
	Please include anything you know about through permedia coverage.	ersonal know	/ledge, notii	fications fror	n the <u>FCA</u> , o	r wider				
	⇒ Please cross <u>as many</u> boxes as apply									
	☐ Issued a public censure ⑤ Go to Q19									
	☐ Issued a fine/ financial penalty ⑤ Go to (Q19								
	☐ Limited a firm or individual's activities/ Wi	thdrawn se	elected pe	rmissions	⇒ Go to Q	19				
	☐ Withdrawn authorised status ⑤ Go to C	219								
	☐ Launched criminal prosecution Go to Q19									
	☐ Something else (please write in) ☐ Go to	Q21								
	☐ Not aware of any enforcement actions be	eing impos	ed 🕽 Go	to Q21						
	☐ Don't know ⇒ Go to Q21									
Q19	Q19 How effective do you think each of the following enforcement actions has been in reducing further harm to the industry? ⇒ Please cross one box in each row ⋈									
	Trease cross <u>one</u> box in each row E	Very	Fairly	Not very	Not at all	Don't				
		effective	effective	effective	effective	know				
Issuir	ng of a public censure									
Issuir	ng of a fine/ financial penalty									
	ing of a firm or individual's activities/ drawal of selected permission									
	drawal of authorised status									
Laun	ch of criminal prosecution									
	·	_	_	_	_	_				
	If, at Q18, you selected either 'Limited activit 'Withdrawn authorised status', please go stra Otherwise, please answer Q20.			ted permis	sions' or					
O20	As you may know, the FCA can withdraw	v normics	ions from	firms or	individual	c thoy				
Q20	find to be in breach of regulations, to sto	_			maividuai	s triey				
	As far as you are aware, has the <u>FCA</u> wit	hdrawn p	ermission	ns from a	ny firms o	r				
	individuals? ⇒ Please cross one box only ⊠									
	☐ Yes									
	_									
	□ No									

Q21	1 Thinking now about ANY enforcement action the <u>FCA</u> has taken as a result of poor business practices by another firm or individual. What actions, if any, has your firm taken in response to such enforcement action?										
	⇒ Please cross <u>as many</u> boxes as app	oly 🗷									
	☐ Implemented a specific review	of your ow	n business	5							
	☐ Carried out a review of your co	nduct risks	5								
	☐ Made a change to your business model										
	☐ Called meeting(s) to specifically discuss the issue										
	☐ Introduced or changed training modules										
	☐ Something else (please write in)										
	☐ None of these ☐ Don't know										
	The <u>FCA</u> Threshold Conditions are and continue to satisfy - in order to						satisfy -				
Q22	How familiar is your firm with to Please cross one box only ☑ Uery familiar	the <u>FCA's</u>	Threshold	d Conditio	ons?						
	☐ Fairly familiar										
	•										
	☐ Not very familiar☐ Not at all familiar										
	_										
	☐ Don't know										
Q23	To what extent do you agree or Please cross one box in each row	_	with the	following	g stateme	ents?					
	o Hease closs <u>one</u> box in each for t	_		Neither							
		Strongly agree	Agree	agree nor disagree	Disagree	Strongly disagree	Don't know				
Thres	s that fail to meet the <u>FCA's</u> shold Conditions are identified aptly, with their status withdrawn re appropriate										
_	<u>FCA</u> is quick to intervene to stop ntial harm within the industry										

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Section 6: People

The next questions are about <u>FCA</u> staff and <u>FCA</u> supervisors.



If your firm has specific, named FCAI supervisors, please answer Q24 and then go straight to Section 7.

Otherwise, please go straight to Q25.

Q24 In relation to your FCA supervisors, to what extent do you agree or disagree with the following statements?

⇒ Please cross <u>one</u> box in each row 🗷									
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know			
My <u>FCA</u> supervisors are knowledgeable about <u>FCA</u> rules and requirements									
My <u>FCA</u> supervisors have sufficient experience									
My <u>FCA</u> supervisors exercise good judgement									
My <u>FCA</u> supervisors are appropriately qualified and have the necessary skills to undertake the role									
My <u>FCA</u> supervisors' approach is consistent with that from the leaders of the <u>FCA</u> , and the <u>FCA</u> 's wider policy approach									
My <u>FCA</u> supervisors have sufficient knowledge to understand my firm									

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Q25 In relation to <u>FCA staff</u> (e.g. the <u>FCA</u> Supervision Hub, [formerly <u>FCA</u> customer contact centre]), to what extent do you agree or disagree with the following statements? □ Please cross <u>one</u> box in each row □									
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know			
<u>FCA</u> staff are knowledgeable about <u>FCA</u> rules and requirements									
FCA staff have sufficient experience									
FCA staff are appropriately qualified and have the necessary skills to undertake the role									
Guidance provided by <u>FCA</u> staff is consistent with that from the leaders of the <u>FCA</u> , and the <u>FCA</u> 's wider policy approach									
Section 7: <u>FCA</u> Focus and Proces	sses								
Q26 Thinking now about the <u>FCA's</u> work to promote effective competition within the									
Q26 Thinking now about the FCA's industry.	work to p	romote e	ffective co	ompetitio	n within t	he			
industry. Do you think the emphasis the right or too little?	FCA place			-					
industry. Do you think the emphasis the	FCA place			-					
industry. Do you think the emphasis the right or too little?	FCA place		following Too much	areas is t	coo much,	about Don't			
industry. Do you think the emphasis the right or too little? Please cross one box in each row	<u>FCA</u> l place	es on the	following Too much	areas is t	coo much,	Don't know			
industry. Do you think the emphasis the right or too little? → Please cross one box in each row Supporting innovation within the indust Ensuring products and services provide f	<u>FCA</u> l place	es on the	following Too much emphasis	About right	Too little emphasis	Don't know			
industry. Do you think the emphasis the right or too little? Please cross one box in each row Supporting innovation within the indust Ensuring products and services provide for customers	<u>FCA</u> l place	es on the	Too much emphasis	About right	Too little emphasis	Don't know			

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Q28 Would you say that over the last 12 months operational resilience has become more of a priority for your firm? ⇒ Please cross one box only ☐ Yes ☐ No □ Don't know Q29 Which of the following best describes how you feel about the number of data/ information requests your firm receives from the FCA? ⇒ Please cross one box only ☐ Fewer than I think we should receive □ About right ☐ A lot, but I understand why it is needed ☐ More than seems necessary for the FCA to do its business ☐ Don't know Q30 To what extent do you agree or disagree with the following statements about data/ information requests your firm receives from the FCA? ⇒ Please cross one box in each row Neither agree nor Strongly Strongly Don't disagree agree Disagree disagree know Agree The <u>FCA</u> gives my firm enough time to compile the data/information that they request The FCA only asks for data/ information about my firm that they П П П П П cannot get from other sources The FCA makes good use of the data/ П П П П information that my firm provides The information requested by the <u>FCA</u> is often difficult to collate The FCA reviews the information it requests and feeds back in a timely П П П П П manner The FCA clearly explains why it wants the data/information that it asks my firm to provide



If your firm is involved in wholesale markets, please answer Q31-Q36. Otherwise, please go to Q37.

Section 8: Market Excellence

The next questions are about your views on the impact of <u>FCA</u> regulation specifically in relation to wholesale markets.

Q31 To what extent do you agree or disagree with the following statements? Please cross one box in each row Please cross one box in each row										
				Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know	
The <u>FCA</u> is effective wholesale mark		regulating								
FCA regulation participants det wholesale mark	ermini		e in							
FCA regulation wholesale mark		s the integri	ity of							
FCA regulation is proportional versus the costs	in term									
☐ Streng	ross on othened ened mained	e box only 🛭	<u>-</u>			osition in	wilolesa	ie markets	ilds	
Taking everything into account, can you tell us how the FCA's actions have impacted the UK's position in the wholesale markets during this time. Please give an answer on a scale of 1 to 10, where 1 is 'Significant negative impact' and 10 is 'Significant positive impact'. Please cross one box only ☑										
Significant negative impact								gnificant positive impact	Don't Know	
1	2	3	4	5	6 7	8	9	10		

+	+	+
Section 9: Market Abuse		

Market abuse can occur in a number of ways:

- Delayed or misleading disclosures listed issuers do not disclose inside information in a timely manner or issue misleading statements
- Insider dealing people with access to inside information disclose it unlawfully and/ or use it to trade in their own financial interests
- Market manipulation participants trade in a way designed to manipulate the price of a financial instrument

price of a financial instrument					
Q34 Overall, how much of an issue do you be this is a → Please cross one box only ☐ Very big issue ☐ Fairly big issue ☐ Not a very big issue ☐ Not an issue at all ☐ Don't know	elieve ma	rket abuse	e is in the	UK? Do y	ou feel
Q35 Over the last 12 months, how effective of UK markets from Please cross one box in each row	lo you thi Very effective	nk the FC Fairly effective	A has bee	en in prot Not at all effective	ecting Don't know
Delayed or misleading disclosures from listed issuers					
Insider dealing					
Market manipulation					
Q36 How effective has the FCA been in comb regulators in other global markets. Has to Please cross one box only ☑ ☐ Much better ☐ A little better ☐ About the same ☐ A little worse ☐ Much worse ☐ Don't know			se in the l	JK compa	ared to

Q37 To what extent do you agree the and controls response is proportion of the property of th		<u>A's</u> anti-n	noney lau	ndering (AML) syst	ems
Q38 To what extent do you agree the and controls response is effection. Please cross one box only Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree Don't know			•			ems
Section 10: <u>FCA</u> Executive Team						
Q39 As of January 2025, the FCA's see Braviner Roman, Therese Cham Jessica Rusu, Emily Shepperd, Some Before today, how many of the Please cross one box only ☐ All of the senior executive team ☐ Most of them ☐ Go to Q40 ☐ Some of them ☐ Go to Q40 ☐ One or two of them ☐ Go to Q41 ☐ Don't know ☐ Go to Q41	bers, Sherteve Smanns FCA's ser	ree Howa rt and Sic nior execu	ard, Sarah obhán She	Pritchard eridan.	, Sheldon	Mills,
Q40 Thinking of the senior executiv			to what	extent do	you agre	e or
disagree with the following sta Please cross one box in each row						
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
The <u>FCA's</u> senior executive team has a strongly positive presence at industry events						
The <u>FCA's</u> senior executive team has a strongly positive media and political presence						

Section 11: Suggestions for the <u>FCA</u>

Q41	Now thinking about your opinion of the <u>FCA</u> in general, if you could choose one thing you would like to see the <u>FCA</u> doing more or less of, or doing differently/ better, what would it be?
	→ Please write your answer in the box below
	⇒ Please write your answer in the box below
Sect	ion 12: Staying in touch
Q42	Would you be willing to be re-contacted by Verian regarding this research? You can be assured that your name will never be passed to anyone outside of Verian without your permission. Please cross one box only Yes No
	Thank you for taking the time to complete the questionnaire. If you do not intend to enter your responses into the online survey, please return this paper questionnaire to the following address:
	Verian PO Box 1071 Cressex Business Park High Wycombe HP12 3WY

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