

Board Governance continued

Board activities during the year

Board meeting agendas during the year included consideration across the key areas of strategy, governance, risk and financial performance, as set out in the schedule of matters reserved to the Board and the agreed annual forward calendar.

Strategy

- Held four strategy sessions and a number of other deep-dive sessions, as well as discussions on strategy during Board meetings. This focused on the strategic development of the business, at which the Board analysed strategic business initiatives, our client base and their feedback
- Held detailed workshop on the four-year plan
- Received regional updates
- Examined sector themes and trends that could be used to help inform strategic development. The Board also reviewed the competitive environment, identified and developed strategic options and opportunities through internal teams, and agreed strategic development priorities, including the sale of Nadex and Small Exchange.

Business, operational highlights and current trading

- Received regular business performance updates on business progress and the issues and challenges faced by management through the CEO Report, CFO Report and COO Report and reports from the Chief Risk Officer on risk and compliance matters
- Reported on matters of interest such as the future of work, cyber security including protection from ransomware attacks, and IT resilience

Quarterly forecast and budget

- Received updates on performance against budget, prior year, and market analyst consensus
- Discussed risks and opportunities for the FY22 budget, and approved the FY23 budget and four-year plan, including integration of tastytrade

	June 2021	July	September	October
Board and Committee meetings	<ul style="list-style-type: none"> → Nomination Committee → Remuneration Committee 	<ul style="list-style-type: none"> → Board → Board Risk Committee → Audit Committee → Remuneration Committee → ESG Committee 	<ul style="list-style-type: none"> → Board → Nomination Committee → Remuneration Committee → Audit Committee → Board Risk Committee → Joint Audit and Board Risk Committee 	<ul style="list-style-type: none"> → Standing Committee
Key announcements	<ul style="list-style-type: none"> → Board change (resignation of Lisa Pollina) → Completion of tastytrade acquisition 	<ul style="list-style-type: none"> → FY21 results → Board change (appointment of Susan Skerritt) → Board change (resignation of Bridget Messer – took effect on 22 September 2021) 	<ul style="list-style-type: none"> → Result of AGM → Q1 revenue update 	<ul style="list-style-type: none"> → Publication of prospectus for EMTN Programme



Culture, people, governance, risk and regulation

- Evaluated the effectiveness of our risk management and internal-control systems, reviewed and approved our Risk Appetite Statement and key regulatory documents, including the ICAAP, the ILAA documents and Recovery Plans
- Discussed the employee engagement survey results
- Analysed the impact of emerging risks, including those related to tax
- Received progress updates for the IG Brighter Future Strategy
- Approved our Financial Education Strategy
- Approved our Equality, Diversity and Inclusion Strategy and Operation Plan
- Approved the Health and Safety Policy

Financial performance

- Reviewed our financial performance and approved all financial results announcements and the Annual Report
- Discussed our proposed Capital Allocation Framework

Dividends

- Approved and recommended the payment of dividends throughout the year in line with our policy

Other

- Considered the shareholder engagement programme
- Received regular reports from Board Committee Chairs, including on whistleblowing
- Approved a comprehensive debt refinancing programme
- Reviewed our corporate insurance programme
- Evaluated the effectiveness of the Board, each Board Committee and individual Director
- Approved the annual review of the Modern Slavery Statement
- Approved the Tax Strategy and the Tax Risk Management Policy
- Attended a TCFD training session

November

- Board
- Board Risk Committee
- Remuneration Committee
- Nomination Committee
- ESG Committee

December

- Standing Committee

January 2022

- Board
- Audit Committee
- Remuneration Committee
- Nomination Committee
- ESG Committee

March

- Board
- Board Risk Committee
- Remuneration Committee
- Nomination Committee

May

- Board
- Audit Committee
- Board Risk Committee
- Remuneration Committee
- Nomination Committee
- ESG Committee

- Completion of debt refinancing exercise

- Proposed sale of Nadex and Small Exchange

- HY22 results

- Q3 revenue update
- Completion of sale of Nadex and Small Exchange