

CMA Stakeholder Survey 2026

Questionnaire

V5 31/01/2026

INTRODUCTION:

Good morning/afternoon/evening. My name is and I am calling from Ipsos, an independent research company.

We are conducting a research study on behalf of the Competition and Markets Authority – the CMA. The research will allow the CMA to better understand the experience stakeholders have when engaging with the CMA. It will give a comprehensive picture of stakeholders' experiences, what is working well and where the CMA can improve in the future.

You have been identified by the CMA as a stakeholder and therefore someone whose experience they would really value hearing about. You may have recently received a letter from the CMA's CEO, Sarah Cardell, inviting you to take part in this survey [[IF DO NOT RECALL, OFFER TO EMAIL A COPY OF THE LETTER IF IT HELPS TO REASSURE](#)]

The survey will take around 20 minutes to complete.

Your responses will be treated with the strictest confidentiality, and results will only be shared with the CMA in an aggregated and anonymous format. We will not disclose the responses or identity of any single participant without your explicit permission to do so. Participation in the survey is voluntary, and you can withdraw from the survey at any time.

Ipsos adheres to the Market Research Society (MRS) Code of Conduct and all applicable laws governing data protection. For more information about your rights, please refer to our privacy notes, which are available online [[PROVIDE LINK TO PRIVACY NOTICE IF REQUESTED](#)].

We have been given your name and contact details from the CMA in relation to your engagement with them over the past 18 months or so. In answering the questions in this survey, please only consider your dealings with the CMA over the past 18 months or so.

ASK ALL

QCONSENT. Can you please confirm that you understand and accept these points and are happy to proceed with the survey on this basis?

- 1) Yes
- 2) No [[SCREEN OUT](#)]

ASK ALL

QRECORDING: Before we start, are you happy for me to audio record the interview? This is to free me from having to take notes and will speed up the interview. Recordings are kept securely by Ipsos for validation and analysis purposes only and deleted within 18 months of the end of the project.

- 1) Yes
- 2) No – I do not want the interview to be audio-recorded
[CONTINUE ON NON-RECORDED LINE & ENSURE DETAILED NOTES ARE TAKEN AT OPEN-ENDED QUESTIONS.](#)

SCREENER QUESTIONS

ASK ALL

SQ2 Have you personally had direct contact with the CMA in the past 18 months?

By direct contact, we mean any contact you have had with the CMA, whether this is one-to-one contact or as part of a group, such as emails, letters, calls, meetings, and so on.

SINGLE CODE

IF THEY ANSWER “NO”, ASK “Do you have a relationship with the CMA or interest in its work [CODE 2], or no involvement at all with the CMA [CODE 3]?”

1. Yes [GO TO SQ3a]
2. No, but I do have a relationship with the CMA or interest in its work [GO TO SQ4 – CLASSIFY AS NON-CASEWORK]
3. No, and I have no involvement with the CMA or interest in the CMA [CLOSE]

ASK IF HAD DIRECT CONTACT WITH CMA (SQ2=1)

SQ3a Was this contact for a specific piece of CMA casework or a project outside CMA casework?

By casework we mean a case undertaken using the CMA’s legal powers to promote competition and protect consumers. Examples include a merger or market investigation or a competition or consumer enforcement case among others. Casework would include main or third party involvement on a case, and any advisory or information gathering role as part of a case.

SINGLE CODE

1. CMA casework [GO TO SQ4 – CLASSIFY AS CASEWORK]
2. Project outside CMA casework [GO TO SQ4 – CLASSIFY AS NON-CASEWORK]
3. Both casework and non-casework [GO TO SQ3B]

ASK IF HAD BOTH CASEWORK AND NON-CASEWORK CONTACT (SQ3a=3)

SQ3b

Which contact did you have more involvement with the CMA about?

ADD IF NECESSARY: Please think about the contact which took the most of your time – was that part of a CMA casework or a project outside CMA casework

READ OUT AND SINGLE CODE

1. CMA casework [GO TO SQ4 – CLASSIFY AS CASEWORK]
2. Project outside CMA casework [GO TO SQ4 – CLASSIFY AS NON-CASEWORK]
3. About the same for both [GO TO SQ4– CLASSIFY AS CASEWORK]
4. Not sure [GO TO SQ4 – CLASSIFY AS CASEWORK]

PROGRAMMING INSTRUCTION – HIDDEN QUESTION:
ASK ALL
SQ4: Pipe in data from sample (column K in sample file)
SINGLE CODE ONLY

Advocacy (eg political, SCA and devolved nations engagement)	1
APPI - Advocacy	2
APPI - Devolved Nations	3
BAU	4
Business As Usual (BAU eg attended a round table, call for information, on-going stakeholder engagement outside of case work)	5
Competition enforcement/act	6
Consumer enforcement	7
DMU	8
Markets (review or study or investigation)	9
Mergers	10
OIM	11
Regulatory appeal	12
Remedies/remedies review	13
SAU	14
SCA	15

PROGRAMMING INSTRUCTION – HIDDEN QUESTION:

ASK ALL

SQ5: Pipe in data as worded from sample (column H in sample file)

PROGRAMMING INSTRUCTION – HIDDEN QUESTION:

ASK ALL

SQ6: Stakeholder Role. Pipe in data from sample (column J in sample file)

1. Main party
2. Third party
3. Advisor
4. Government stakeholder / NDPB / Regulator
5. Representative body / Interest group
6. Other

PROGRAMMING INSTRUCTION – HIDDEN QUESTION:

ASK ALL

QUOTA1 (Casework vs Non-casework)

1. Casework (SQ3a=1) OR (SQ3b=1,3,4)
2. Non-casework (SQ2=2) OR (SQ3a=2) OR (SQ3b=2)

PROGRAMMING INSTRUCTION – HIDDEN QUESTION:

ASK ALL

QUOTA2 Stakeholder Type

1. Businesses (SQ6 = 1-2)
2. Advisors (SQ6 = 3)
3. Public and representative bodies (SQ6 = 4-5)
4. Other (SQ6 = 6)

ASK ALL

SQ7 Thinking about your most recent involvement with the CMA, how large a part of your role was it? Would you say...

[READ OUT AND SINGLE CODE]

1. Working with the CMA was a minor part of my role
2. Working with the CMA was the main part of my role, but not all of my role
3. Most of my role is focused on involvement with the CMA
4. Don't know

ASK ALL

SQ8 Where is your organisation primarily based?

[READ OUT AND SINGLE CODE. IF MORE THAN ONE LOCATION, ASK WHERE THEIR HEADQUARTERS IS BASED. IF MORE THAN ONE HEADQUARTERS, ASK FOR THE HQ WHICH THE PARTICIPANT REPORTS TO]

1	England
2	Wales
3	Scotland
4	Northern Ireland
5	Outside of the UK

MAIN QUESTIONS

Overall stakeholder experience with the CMA – differentiated by casework/non-casework

ASK IF CASEWORK (QUOTA1=1)

Q1a. Thinking about the case you were most recently involved in and based on your understanding of the CMA and its role, how would you rate your overall experience of interacting with the CMA on this case?

READ OUT AND SINGLE CODE

- 1 Very good
- 2 Fairly good
- 3 Neither good nor poor
- 4 Fairly poor
- 5 Very poor
- 6 Don't know [DO NOT READ OUT]

ASK IF NON-CASEWORK (QUOTA1=2)

Q1b. Based on your understanding of the CMA, its role and your most recent interaction with it, how would you rate your overall experience of engaging with the CMA?

READ OUT AND SINGLE CODE

- 1 Very good
- 2 Fairly good
- 3 Neither good nor poor
- 4 Fairly poor
- 5 Very poor
- 6 Don't know [DO NOT READ OUT]

ASK IF Q1a=1-2 OR Q1b=1-2

Q1c.i Why did you rate your experience of interacting with the CMA as good?

PROBE: Why do you say that?

[OPEN TEXT RESPONSE]

ASK IF Q1a=4-5 OR Q1b=4-5

Q1c.ii Why did you rate your experience of interacting with the CMA as poor?

PROBE: Why do you say that?

[OPEN TEXT RESPONSE]

Operational level feedback on cases and our guidance materials

INTERVIEWER PROMPT (READ IF THE RESPONDENT IS UNSURE ABOUT THE DEFINITIONS):

RFI – Request for Information

“A Request for Information (RFI) is a formal and usually legally enforceable request requiring an organisation to provide specific information as part of active CMA casework.”

CFI – Call for Information

“A Call for Information (CFI) is an informal and voluntary consultation that invites individuals or organisations to share feedback or information on a topic of interest to the CMA.”

ASK ALL CASEWORK (QUOTA1=1)

Q2a.i) Thinking about the case you were most recently involved in, have you responded to a CMA Request for Information, also known as an RFI?

SINGLE CODE

- 1 Yes
- 2 No
- 3 Can't recall

ASK ALL CASEWORK (QUOTA1=1)

Q2a.ii) Again, thinking about the case you were most recently involved in, have you responded to a CMA Call for Information, also known as a CFI?

SINGLE CODE

- 1 Yes
- 2 No
- 3 Can't recall

ASK IF RESPONDED TO A RFI (Q2a.i=1)

Q2b.i) How clear or unclear were the questions asked by the CMA in the RFI that you responded to?

READ OUT AND SINGLE CODE

- 1 Very clear
- 2 Fairly clear
- 3 Neither clear nor unclear
- 4 Fairly unclear
- 5 Very unclear
- 6 Don't know [DO NOT READ OUT]

ASK IF RESPONDED TO A CFI (Q2a.ii=1)

Q2b.ii) How clear or unclear were the questions asked by the CMA in the CFI that you responded to?

READ OUT AND SINGLE CODE

- 1 Very clear
- 2 Fairly clear
- 3 Neither clear nor unclear
- 4 Fairly unclear
- 5 Very unclear
- 6 Don't know [DO NOT READ OUT]

ASK ALL CASEWORK (QUOTA1=1)

Q2c Have you read any of the CMA reporting on this case such as working papers, press notices, case page updates, statements of objection, provisional or final decision reports?

SINGLE CODE

- 1 Yes (read any of these)
- 2 No
- 3 Can't recall [DO NOT READ OUT]

ASK IF READ ANY REPORTING (Q2c=1)

Q2d Taking into account all reporting from the CMA you may have seen, how clear or unclear would you say the CMA reporting was?

READ OUT AND SINGLE CODE

- 1 Very clear
- 2 Fairly clear
- 3 Neither clear nor unclear
- 4 Fairly unclear
- 5 Very unclear
- 6 Don't know [DO NOT READ OUT]

ASK ALL

Q2e.i) In the past 18 months, have you tried to access any CMA guidance materials? For example, documents, videos, blogs?

SINGLE CODE

CODE "Yes" IF TRIED TO ACCESS – INCLUDING IF THEY TRIED BUT WERE UNSUCCESSFUL IN ACCESSING THE MATERIAL(S)

- 1 Yes → GO TO Q2e.ii
- 2 No → GO TO Q3
- 3 Can't recall → GO TO Q3

ASK ALL WHO HAVE EVER TRIED TO ACCESS MATERIALS (Q2ei = 1)

Q2e.ii) And in the past 18 months, have you accessed any CMA guidance materials? For example, documents, videos, blogs?

SINGLE CODE

- 1 Yes → GO TO Q2f
- 2 No → GO TO Q2g
- 3 Can't recall → GO TO Q2g

ASK IF ACCESSED ANY CMA GUIDANCE (Q2eii = 1)

Q2f Which area of the CMA's work did the guidance materials relate to?

READ OUT AND CODE ALL MENTIONED [MULTICODE]

IF UNSURE ASK PARTICIPANT FOR THEIR BEST ESTIMATE OR USE THE OTHER PLEASE SPECIFY CODE

- 1 Competition Enforcement
- 2 Regulatory Appeals
- 3 Office for the Internal Market
- 4 Subsidy Advice Unit
- 4 Consumer Protection
- 5 Digital Markets
- 7 Markets
- 8 Mergers
- 9 Other (please specify) _____
- 10 Don't recall / Don't know [DO NOT READ OUT]

ASK IF ACCESSED OR TRIED TO ACCESS ANY CMA GUIDANCE (Q2ei=1)

Q2g Thinking about the CMA guidance materials that you accessed or tried to access, how easy or difficult was it to find?

READ OUT AND SINGLE CODE

- 1 Very easy
- 2 Fairly easy
- 3 Neither easy nor difficult
- 4 Fairly difficult
- 5 Very difficult
- 6 Don't know [DO NOT READ OUT]

ASK IF ACCESSED ANY CMA GUIDANCE (Q2eii=1)

Q2h How clear or unclear did you find the CMA guidance materials provided on their website?

READ OUT AND SINGLE CODE

- 1 Very clear
- 2 Fairly clear
- 3 Not very clear
- 4 Not at all clear
- 5 Don't know [DO NOT READ OUT]

ASK IF ACCESSED ANY CMA GUIDANCE (Q2eii=1)

Q2i Overall, how helpful, if at all, was the guidance for your business or organisation?

READ OUT AND SINGLE CODE

- 1 Very helpful
- 2 Fairly helpful
- 3 Not very helpful
- 4 Not at all helpful
- 6 Don't know [DO NOT READ OUT]

ASK IF GUIDANCE NOT EASY OR NOT CLEAR OR NOT HELPFUL [Q2g=4-5 OR Q2h=3-4 OR Q2i=3-4]

Q2j What, if anything, could the CMA do to improve the guidance on its website?

PROBE: Why do you say that?

[OPEN TEXT RESPONSE]

Specific attributes of CMA's Performance linked with the 4Ps

ASK ALL CASEWORK (QUOTA1=1)

Q3a Thinking now about the CMA's performance on the case you were most recently involved with. To what extent do you agree or disagree with the following?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. The CMA defined and scoped the case clearly
2. The CMA offered engagement at the right times during the case
3. The CMA made clear expectations of what was required from you and your organisation during the case
4. The CMA took a proactive approach to engaging with you and your organisation on the case
5. The CMA looked for opportunities to streamline the case processes where possible
6. The CMA was targeted in how it gathered evidence on the case
7. The CMA encouraged participation from a wide range of stakeholders on the case where appropriate

1 Strongly agree

2 Tend to agree

3 Neither agree nor disagree

4 Tend to disagree

5 Strongly disagree

6 Not relevant [DO NOT READ OUT]

7 Don't know [DO NOT READ OUT]

ASK ALL CASEWORK (QUOTA1=1)

Q4a And during the case, how frequently did the CMA do the following?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. Responded promptly to requests
2. Engaged constructively with you and your organisation on the case
3. Provided clear guidance to help you and your organisation understand case processes and decision-making
4. Managed the case in a transparent way
5. Showed an understanding of the burden the process puts on your organisation and took steps to limit this where possible

1 Always

2 Often

3 Occasionally

4 Rarely

5 Never

6 Not relevant [DO NOT READ OUT]

7 Don't know [DO NOT READ OUT]

ASK ALL CASEWORK (QUOTA1=1)

Q5a Thinking about the decisions made in the case. To what extent do you agree or disagree with the following?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. The CMA ensured decision-makers were accessible at the right times on the case
2. The CMA made well-reasoned case decisions based on sound analysis
3. The CMA sought to resolve the case in a way that addressed the CMA's concerns at the earliest stage
4. The CMA's approach to remedies on the case was proportionate to the harm identified

- 1 Strongly agree
- 2 Tend to agree
- 3 Neither agree nor disagree
- 4 Tend to disagree
- 5 Strongly disagree
- 6 Not relevant [DO NOT READ OUT]
- 7 Don't know [DO NOT READ OUT]

ASK ALL NON-CASEWORK (QUOTA1=2)as abo

Q3b Thinking about the CMA's performance based on your most recent engagement. To what extent do you agree or disagree with the following?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. The CMA took a proactive approach to engaging with you and your organisation
2. The CMA worked well to achieve a good understanding of the sector affected at an early stage
3. The CMA set out clear expectations for your engagement with them
4. The CMA provided helpful updates on the progress of ongoing work
5. The CMA defined and scoped the work clearly

- 1 Strongly agree
- 2 Tend to agree
- 3 Neither agree nor disagree
- 4 Tend to disagree
- 5 Strongly disagree
- 6 Not relevant [DO NOT READ OUT]
- 7 Don't know [DO NOT READ OUT]

ASK ALL NON-CASEWORK (QUOTA1=2)

Q4b And during your engagement, how frequently did the CMA do the following?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. The CMA responded promptly to requests
2. The CMA engaged constructively with your organisation
3. The CMA managed the project in a transparent way
4. The CMA sought to minimise the burden on your organisation's resources when engaging with the CMA
5. The CMA took a collaborative approach to engaging with you and your organisation

- 1 Always
- 2 Often
- 3 Occasionally
- 4 Rarely
- 5 Never
- 6 Not relevant [DO NOT READ OUT]
- 7 Don't know [DO NOT READ OUT]

ASK ALL NON-CASEWORK (QUOTA1=2)

Q5b Reflecting on your engagement with the CMA. To what extent do you agree or disagree with the following?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. The CMA offered engagement to you and your organisation at the right times
2. The CMA ensured decision-makers or senior staff were accessible at the right times
3. The CMA made the purpose of the engagement clear to you and your organisation
4. The CMA looked for opportunities to streamline their processes where possible
5. The CMA encouraged participation from a wide range of stakeholders where appropriate

1 Strongly agree

2 Tend to agree

3 Neither agree nor disagree

4 Tend to disagree

5 Strongly disagree

6 Not relevant [DO NOT READ OUT]

7 Don't know [DO NOT READ OUT]

Improvements the CMA could make and what the CMA has done well

ASK ALL CASEWORK (QUOTA1=1)

Q6a Still thinking of the case you were involved with most recently, what if anything did the CMA do that worked well when interacting with you on this case?

PROBE: Why do you say that? What else did it do that worked well?

[OPEN TEXT RESPONSE]

ASK ALL CASEWORK (QUOTA1=1)

Q7a And, what, if anything, could the CMA have done to improve the way it interacted with you on the case?

PROBE: Why do you say that? What else the CMA have done to improve how it interacted with you?

[OPEN TEXT RESPONSE]

ASK ALL NON-CASEWORK (QUOTA1=2)

Q6b Still thinking of your most recent engagement with the CMA, what if anything did the CMA do that worked well?

PROBE: Why do you say that? What else did it do that worked well?

[OPEN TEXT RESPONSE]

ASK ALL NON-CASEWORK (QUOTA1=2)

Q7b And what, if anything, could the CMA have done to improve the way it engaged with you?

PROBE: Why do you say that? What else the CMA have done to improve how it engaged with you?

[OPEN TEXT RESPONSE]

Interaction with non-UK authorities

ASK ALL

Q7c Have you worked, interacted or engaged with a competition and consumer protection authority from a non-UK country or jurisdiction recently?

1. Yes
2. No
3. Don't know

ASK IF HAVE WORKED/INTERACTED WITH NON-UK AUTHORITY (Q7c=1)

Q7d How does your experience of working with that authority compare with the CMA?

IMPORTANT TO PROBE FOR THE FOLLOWING: How does the pace that they work at compare with the CMA? Why do you say that?

IMPORTANT TO PROBE FOR THE FOLLOWING: How does the quality of engagement compare with the CMA? Why do you say that?

[OPEN TEXT RESPONSE]

Perceived impact on their business of the case

ASK IF [CASEWORK](#) AND [MAIN/THIRD PARTY](#) (QUOTA1=1 AND SQ6=1-2)

Q8a And thinking about the decision overall on this case, would you say it had a positive or negative impact on your business?

PROBE: Why was that?

OPEN ENDED QUESTION

ASK IF [CASEWORK](#) AND A [PROFESSIONAL ADVISOR](#) (QUOTA1=1 AND SQ6=3)

Q8b And thinking about the decision overall on this case, would you say it had positive or negative impact on the business of your client from their perspective?

PROBE: Why was that?

OPEN ENDED QUESTION

Perceived changes over time and wider CMA perceptions asked to all stakeholders

ASK ALL

Q9 Over the past 12 months, the CMA has introduced a new 4Ps framework to guide how they work. The four Ps are as follows: pace, predictability, proportionality and process.

Have you noticed any change in the way the CMA operates in the following areas, or has it stayed the same? For each area, please tell me if it has changed for the better, changed for the worse, or not changed at all.

READ OUT RESPONSE OPTIONS (INCLUDING “Not applicable...”, BUT NOT “Don’t know”)
AND READ OUT EACH STATEMENT

INTERVIEWER: IF “Changed for the better” OR “Changed for the worse”, ASK IF THAT’S A LOT OR A LITTLE BETTER/WORSE

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. The pace at which the CMA works
2. The quality of engagement with businesses/organisations
3. The administrative burden it puts on businesses/organisations through its work
4. The clarity and consistency of its decision-making and actions

1 A lot better

2 A little better

3 No change

4 A little worse

5 A lot worse

6 Not applicable: I have not had enough engagement or engaged over a long enough period to observe any change

7 Don’t know [DO NOT READ OUT]

ASK ALL

Q10 To what extent do you agree or disagree with the following statements about your overall engagement and interaction with the CMA over the past 18 months?

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. They communicate effectively
2. The pace at which the CMA carries out its work is reasonable given its legal duties and requirement for procedural fairness and rigour
3. Their staff have a high level of technical expertise
4. They are risk averse
5. They use their regulatory powers effectively
6. Their level of commercial awareness is poor

- 1 Strongly agree
- 2 Tend to agree
- 3 Neither agree nor disagree
- 4 Tend to disagree
- 5 Strongly disagree
- 6 Don't know [DO NOT READ OUT]

Strategic outcomes

ASK ALL

Q11 The CMA's strategy includes six broad, cross-economy outcomes that its work contributes to. I'm now going to read these out and for each one I'd like you to tell me how you rate the CMA's contribution to each of these outcomes.

Please answer the following to the best of your ability based on your opinions and perceptions on how you think the CMA contributes to each outcome.

READ OUT RESPONSE OPTIONS AND READ OUT EACH STATEMENT

SINGLE CODE FOR EACH STATEMENT

RANDOMISE ORDER OF STATEMENTS

1. Dynamic, competitive markets, which drive investment, innovation and growth
2. Strategically important markets and scaling businesses flourishing
3. Lower prices and fairer outcomes for consumers, particularly in essential markets, easing the burdens on household budgets
4. Consumers engaging confidently in markets, without fear of exploitation
5. Fair-dealing businesses being able to compete on a level playing field
6. Providing expert advice and recommendations to government which shape pro-competitive policies that drive growth, support consumers, and secure value for money in public services.

- 1 Very good
- 2 Fairly good
- 3 Neither good nor poor
- 4 Fairly poor
- 5 Very poor
- 6 Not relevant [DO NOT READ OUT]
- 7 Don't know [DO NOT READ OUT]

Wrap up question

ASK ALL

Q12 Are there any other comments you would like to make about your experience of engaging with the CMA?

[OPEN TEXT RESPONSE]

ASK ALL

QRECON. Thank you for your time today, that is the end of the questions. We may want to further explore your responses to some of the questions answered. If necessary, would you be willing to be re-contacted in the next 24 months to answer any questions we have and help deepen our understanding?

- 1) Yes
- 2) No