



MIB – Women in Finance 2025

In January 2024 we set an ambitious target to increase female representation in our senior roles to 40% by December 2025. As of August 2025, we are pleased to see that we have 41.4% female representation in senior management, which exceeds the revised target that we committed to achieve.

At MIB, we know the importance of attracting a diverse community of brilliant people to building the modern, dynamic organisation we need for the future. Creating a welcoming and inclusive workplace, where every colleague can do their best work, is fundamental to our success now and in the future.

Our CEO joined us on 1 July 2024, and I took on the role of Chief People Officer earlier this year. The importance of belonging, inclusion, diversity and equity (BIDE) is high on our agenda as we embark on our new long term business strategy, *Accelerating to Zero*.

We believe in a workplace where everyone can be themselves. Through our different ideas, personalities and experiences, we redefine what is possible every day. And regardless of colour, age, race, gender, sexual orientation or anything else we consider ourselves to be, there is a place for everyone at MIB. A place where every employee can bring their best self to work every day.

We know that being open about differences in pay between people is one of the ways we can help make the world of work fairer, more transparent and better for everyone. This is why we publish our salary ranges internally, advertise vacancies with the expected salary and complete regular pay audits.

Earlier this year we enhanced our recruitment practices by implementing a new applicant tracking system, which provides us with more insight on applicants and successful candidates, and the ability to anonymise details to reduce unconscious bias. In addition to expecting recruiters and search companies to provide a diverse shortlist for vacancies, we also started advertising on diversity job boards.

Supporting the many talented women across our organisation continues to be an essential part of making progress. Over the last twelve months we have worked with our Gender Equality Network to launch a refreshed mentoring offering across MIB, enabling increased connections and development for both mentors and mentees. We also celebrated International Women's Day by hosting an interactive event and creating a community, designed to equip women with the mindset, tools, and confidence to lead with authenticity and impact. We will continue to build on this.

Our female representation on our board has also seen an increase from 21% to 25%. We have seen some change in our Board membership over the last year, including welcoming two female independent non-member non-executive directors to offer further diversity of thought.

We continue to fully support our 'lifestyle friendly policies' which represent best in class in-sector benefits. These include:

- 26 weeks' of fully paid parental leave regardless of gender
- A reduction to a four-day week for up to three months with no loss of pay on return to work for the primary carer
- Five days' leave on full pay for IVF treatment
- One month's unpaid leave for all employees for study, travel or personal development
- A Carer's Passport and extra five days' leave for those with caring responsibilities
- Specific wellbeing initiatives to support women in the workplace
- Increased levels of flexible working, through the company-wide adoption of agile working.

We'll continue to:

- Review all senior roles to help us achieve our targets as part of Women in Finance
- Work with our employee networks to drive action that will further reduce our diversity pay gaps
- Identify further opportunities to support the progression of talented women into senior roles, through proactive coaching and aligned mentors
- Commit to ensuring a diverse shortlist for every role wherever possible.

Duncan Forbes
Chief People Officer