



MIB – Women in Finance 2026

In August 2025, we were proud to achieve 41.4% female representation in senior management, exceeding the ambitious target we set ourselves of 40% by December 2025.

Reaching that milestone was an important achievement, but it is not our destination. Gender balance is not simply a metric to report against. It is fundamental to building a stronger, more innovative and higher-performing organisation, where different perspectives, experiences and ideas help us make better decisions and achieve better outcomes.

That is why we have set ourselves an even more ambitious goal: achieving 50% female representation in senior leadership by December 2029.

As of August 2026, female representation in senior management stands at 42.4%. We believe we are on track to meet our target. While this represents a small improvement from last year, we remain focused on sustaining progress and ensuring we continue to build a strong pipeline of female talent into leadership roles.

Having taken on the role of Chief People Officer this year, I am personally committed to creating an organisation where everyone feels they belong, can fulfil their full potential and has an equal opportunity to succeed. As a female executive, I understand both the value that diverse leadership brings and the responsibility we have to create environments where talented women can thrive, progress and lead.

At MIB, attracting and retaining a diverse community of talented people is essential to delivering our long-term strategy, Accelerating to Zero. We want every colleague to feel they can bring their whole self to work and be valued for the unique perspectives, experiences and strengths they contribute. Inclusion is not a separate agenda; it is integral to our culture, our decision-making and our future success.

I am particularly proud of the progress we have made in strengthening support networks and development opportunities across the organisation. During my time as Chair of MIB's Gender Equality Network, we reintroduced mentoring, delivered CPR education and launched our RISE programme. RISE, which stands for Reclaim, Inspire, Strengthen and Elevate, creates space for female colleagues to connect authentically, build confidence, share experiences and support one another in navigating the realities of working life and career progression.

Earlier this year, we also brought our employee resource groups together to form a single Inclusion Action Group. Supported by Inclusion Advocates from across the organisation, the group plays a vital role in identifying barriers, shaping practical solutions and helping us foster a culture where every colleague feels seen, heard and valued. I am delighted to sponsor this group and look forward to the positive impact it will continue to have across MIB.

We have also continued to strengthen diversity at Board level. Female representation on our Board has increased from 25% to 28.6%, including the appointment of two female independent non-member non-Executive Directors whose experience and perspectives further strengthen the quality of discussion and decision-making.

Alongside these initiatives, we remain committed to our lifestyle-friendly policies, which continue to provide meaningful support for colleagues at different stages of life and career. These include enhanced parental leave regardless of gender, support for carers, dedicated wellbeing initiatives, flexible and agile working arrangements, and policies designed to help colleagues balance personal and professional commitments.

While I am encouraged by the progress we have made, I recognise there is more to do. Achieving sustainable change requires ongoing focus, commitment and accountability. We will continue to review senior-level opportunities through a gender lens, support the progression of talented women through mentoring and development, address diversity pay gaps, and seek diverse candidate shortlists wherever possible.

I am passionate about ensuring MIB is a place where women can build fulfilling and successful careers, and where talent, potential and ambition are recognised regardless of gender. I remain fully committed to achieving our Women in Finance Charter target and to creating a culture where everyone has the opportunity to succeed.

Emma Stone
Chief People Officer