STOIX 2026 IMPACT REPORT

Creating positive change through people. Our progress, our shortfalls, and our commitments for the year ahead.

STOIX CHAT CFO
BOLD MOVES. BIG IMPACT.

Certified B Corporation



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INTRODUCTION

WHO WE ARE & WHAT WE STAND FOR

STOIX is a purpose-driven executive search and interim management firm specialising in board-level, financial leadership, and transformation roles. As a certified B Corp, we are committed to using business as a force for good, placing long-term partnerships, integrity and impact at the heart of everything we do.

We work with both high-growth and established organisations across EMEA, the US, and Asia, offering a blend of deep functional expertise, global networks, and a highly personalised approach.

Our team combines thoughtful human judgement with trusted relationships, data insight, and modern technology to ensure a rigorous and efficient process.

Our scale and independence allow us to be agile, collaborative, and free from the constraints of internal conflicts, ensuring that our clients and candidates continue to always come first.





NEIL FRENCH
CO-FOUNDER & DIRECTOR

RORY MCDERMOTT
CO-FOUNDER & DIRECTOR

LETTER FROM THE FOUNDERS

People continue to be at the heart of what we do, both as our core business and in how we operate our own business. When we set up STOIX in 2021, we were convinced there was a different, better way of delivering executive search. We still are. Our ethos was then, and remains, to create positive change through people. By challenging outdated methods, we believe we are providing a better, more flexible service than that of traditional search firms.

We have maintained those core beliefs whilst also growing the business so that after four years we now have a team of seven and a continued 100% track record of delivering retained searches. For us, it's about helping our clients see the potential in candidates they may not have otherwise considered and sometimes changing the way they think about their hiring decisions.

Just as importantly, it's about the relationships that we build with the people we represent. We genuinely care about their careers and want to see them succeed, supporting them as they grow, develop and take the next steps in their journey. Some of these relationships have lasted for many years, and being able to play a small part in someone's career - and see where that journey takes them - is one of the most rewarding parts of what we do.

This third Impact Report covers a year of considerable progress. We have embedded new policies, deepened our engagement with the B Corp community, and continued to push ourselves on the things that matter most: fair work, inclusion, environmental responsibility and governance that lives beyond a document. Not everything has gone to plan, and we say that without apology: difficult global conflicts and trading conditions and personnel changes have meant resources have had to be diverted and tough choices made. Transparency about where we have fallen short is part of what B Corp means to us.

We are particularly proud of the work done this year on our internal frameworks. From ongoing work on the Sustainable Travel Policy and a new Climate Action Plan to our Human Rights and Modern Slavery Policy and expanded bereavement and parental leave commitments, the past 12 months have seen meaningful structural progress across the business.

Our placement data continues to reflect the values we speak about, in particular creating positive change through people. Over 63% of all hires from August 2025 to July 2026 came from underrepresented groups, slightly higher than last year. The most recent Women in Finance Charter suggests that 37% of senior finance roles are currently occupied by women - we have been delivering placements usually well above that average (38% in 2022-23, 39% for 2023-24, 29.3% for 2024-2025 and 43.3% for 2025-2026). We have delivered diverse placements in 48.6% of our appointments in 2022-2023, 66% in 2023-2024, 61% in 2024-2025 and now 63.3% in 2025-2026. We pride ourselves on delivering diverse shortlists of excellent candidates to our clients, and the figures show that this is reflected in their hires.

WE HAVE JUST ONE PLANET, AND WE ALL HAVE A RESPONSIBILITY TO LOOK AFTER IT.

We are also working on this in our own procedures and practises and have now introduced internally an anonymous demographic survey, a confidential discrimination reporting process, and are actively progressing unconscious bias training across the team.

We also strengthened our voice in the wider B Corp community, participating in building-level workshops with our B Corp certified landlord, joining the Better Business Act, and host a series of free events and roundtables for the finance community, to continue to share knowledge, encourage debate and forge meaningful connections. We believe that businesses like STOIX have a responsibility to contribute as well as to generate commercial value and revenue.

We were incredibly proud to achieve B Corp certification three years ago, but for us, that was never the finish line. If anything, it marked the beginning of a journey that we know still has a long way to go. The past 12 months have continued to be challenging for so many people. The cost-of-living crisis here in the UK, alongside growing conflict, wars and uncertainty around the world, has made it impossible to ignore the wider impact that businesses can have on people and the planet.

In times like these, being a B Corp feels more important than ever. It keeps us accountable and reminds us to look beyond the day-to-day and think about the difference we want to make, and the legacy we hope to leave behind. We have just one planet, and we all have a responsibility to look after it. Like so many others, we want our young families to grow up in a world that is fairer, kinder, more sustainable and, ultimately, more hopeful.

We're proud to be part of the global B Corp community and to stand alongside like-minded businesses who believe that business can - and should - be a force for good. We look forward to continuing to learn, collaborate and challenge ourselves to do better.

Our journey toward recertification continues, and the self-assessment against the new B Corp standards begins in Q4 2026. We welcome the rigour of the new framework. It holds us to a higher standard, and that is exactly the point.

We recognise that we didn't achieve everything we set out to over the past 12 months, and there were times when progress was slower than we had hoped. But we see that as part of the journey, rather than something to shy away from. The annual impact statement gives us a valuable opportunity to pause, reflect and be honest about where we can do better. Most importantly, it helps us focus on what we want to improve, develop and achieve in the year ahead.

We are grateful to our clients, candidates, and partners for sharing this journey with us. And above all, we are grateful to our team, who bring these commitments to life every single day.

Neil and Rory

Co-Founders, STOIX

LOOKING BACK

OUR B CORP JOURNEY

Since becoming a certified B Corp in August 2023, STOIX has been deeply committed to not only maintaining our certification but truly living the values it represents every day. Being part of the global B Corp community is more than a badge; it is a continuous journey of growth, accountability, and impact.

Our certification marked a significant milestone, but it also set a clear expectation: to constantly assess and improve our environmental, social and governance practices. Maintaining B Corp status requires ongoing transparency, rigorous self-reflection and a willingness to tackle challenges head-on.

Over the past year, we have embedded the B Corp framework into our culture and operations, encouraging our team to hold us accountable and contribute ideas to drive positive change. We actively monitor our progress, seek out opportunities to deepen our impact, and refine policies that promote sustainability, diversity, equity, and inclusion.

With the new B Lab standards now in place, this report marks our first full year of aligning to the seven updated pillars. The formal self-assessment using the B Corp portal kicks off in Q4 2026, ahead of our planned recertification in 2027.

KEY MILESTONES

AUG 2023

B Corp Certified

2025

Second Impact Report published; new B Lab pillars adopted

2026

Self-assessment against new B Corp standards begins

2027

Target recertification date



AT A GLANCE

OUR IMPACT IN NUMBERS

INCLUSIVE PLACEMENTS

63.3%

of placements in 2025–26 from underrepresented groups

43.3%

female placements in 2025–26

COMMUNITY & CONNECTION

£2,000+

raised for Mind via our charity padel event

30 finance community podcasts released

5+ free roundtables and community events hosted across the year

4 thought leadership pieces published

PEOPLE & GOVERNANCE

2

eNPS surveys completed in the 2025/26 cycle (July and January)

3

Advisory Board members now in place

4

new policies drafted: Human Rights & Modern Slavery, AI Policy, Climate Action Plan, Stakeholder Engagement

HIGHLIGHTS FROM THE PAST 12 MONTHS

> Progress across the original five B Corp pillars - Workers, Governance, Community, Customers and Environment - provides context for our commitments under the new framework.

WORKERS & CULTURE

- **Birthday day off.** The policy is published and in effect, giving every employee an additional day of annual leave.
- **Individual learning and development.** Tailored plans are fully embedded across the team and continue to evolve.
- **Employee feedback.** Our bi-annual eNPS survey completed its second cycle in January 2026 and its third in July 2026, giving us a consistent pulse on employee sentiment.
- **Right to Disconnect.** Following a pilot, the policy has now launched to support healthy boundaries between work and personal time.
- **Bereavement support.** The reviewed policy offers enhanced benefits above statutory minimums.
- **Parental leave.** Enhanced policies go beyond statutory minimums and include return-to-work support.
- **Paid volunteering.** Employees can take one paid day each year for charity, volunteering or pro bono work.
- **Bank holiday flexibility.** A policy has launched to provide flexibility for colleagues working with overseas clients.

IN PROGRESS - GIVE-AS-YOU-EARN

The scheme remains to be explored. Staff changes and difficult trading conditions meant this could not be completed this year; it has been carried forward to 2026-2027.

A CULTURE THAT SUPPORTS OUR PEOPLE



TIME OFF

Birthday leave and bank holiday flexibility



KEEP LEARNING

Individual development plans



FIND BALANCE

Healthy boundaries and family support



GIVE BACK

A paid volunteering day

GOVERNANCE

- **Independent oversight.** Our Advisory Board of three experienced independent members meets monthly with the co-founders, providing external perspective, strategic challenge and accountability.
- **AI governance.** We developed an AI Policy and continue to refine it as the technology evolves, documenting our approach to emerging tools across the team.

COMMUNITY

- **Diverse placements.** Over 63% of placements between August 2025 and July 2026 came from underrepresented groups, an increase on the previous year.
- **Gender diversity.** Women accounted for 43.3% of senior placements, against a Women in Finance Charter benchmark of 37%. This remains an active priority.
- **Free community events.** We hosted five free finance roundtables covering CFO AI, crypto, fintech, CFO finance and CHRO topics, sharing knowledge beyond commercial mandates.
- **Podcast resources.** Our podcast series now has 30 episodes, available free to the finance community.
- **Unity Advisory partnership.** In November 2025 we began a six-month partnership with Unity Advisory, which sponsored eight Chat CFO Podcast episodes covering thought leadership, client breakthroughs and topical discussions.

ONGOING COMMUNITY ENGAGEMENT

We are progressing deeper involvement with BeeHive as part of our wider community engagement.





COMMUNITY

STOIX CHARITY PADEL

In June 2026 we hosted the first STOIX Charity Padel at Bermondsey Padel Box, involving both our team and teams from various clients. Despite the extreme heat, competition was fierce and, more importantly, we raised over £2,000 for Mind and highlighted the crucial work that they do.

Every point played, every fine paid, and every team that showed up made that possible. The event was so successful that we have another planned for October 2026.

£2,000+

RAISED FOR MIND

A shared effort.
A meaningful impact.

CUSTOMERS

Listening to clients and candidates, maintaining connections and helping people make meaningful introductions.

- **Post-completion feedback.** We introduced feedback sessions to gather structured insights from clients and candidates.
- **Optional questionnaires.** Questionnaires provide another way for clients and candidates to share their experience.
- **NED peer forum.** Following last year's NED event, we created a peer forum to keep attendees connected beyond the event itself.
- **Pro bono introductions.** We continue to connect clients, candidates and mentors, including a values-led CFO introduction that resulted in a successful appointment.

BUILDING LASTING CONNECTIONS

LISTEN

Feedback sessions and questionnaires

CONNECT

A peer forum beyond the event

SUPPORT

Pro bono introductions and mentoring connections



NEXT STEP

Improve the consistency of feedback response rates through more automated follow-up in the coming year.

ENVIRONMENT

> Improving visibility of our shared office footprint and managing the equipment we already own.

- **Landlord collaboration.** We held an alignment meeting with our B Corp-certified landlord, Work.Life, to improve visibility of environmental metrics within our shared office.
- **Equipment lifecycle tracking.** We maintain a tracker for office assets, including laptops.
- **Recycling.** We recycle office equipment whenever we can.

ONGOING FOCUS

Access to environmental metrics in our shared office remains a challenge and an area of focus with our landlord.

MAKING OFFICE ASSETS GO FURTHER

TRACK

Maintain visibility of office equipment

EXTEND

Manage assets throughout their useful life

RECYCLE

Recycle equipment wherever possible



Work.Life - our B Corp-certified office provider

THE YEAR AHEAD

OUR COMMITMENTS 2026-2027

The following section reports our progress against the seven new B Corp pillars. Each item reflects a commitment made in our 2025 Impact Report, tracked through our internal progress tracker. Status is indicated as follows:

✓	**COMPLETED**	Action taken and embedded
→	**IN PROGRESS**	Under way; not yet fully complete
○	**TO DO**	Not yet started

We also set out our goals for the next 12 months.

01 **CLIMATE ACTION**

02 **ENVIRONMENTAL STEWARDSHIP & CIRCULARITY**

03 **FAIR WORK**

04 **GOVERNMENT AFFAIRS & COLLECTIVE ACTION**

05 **HUMAN RIGHTS**

06 **JUSTICE, EQUITY, DIVERSITY & INCLUSION**

07 **PURPOSE & STAKEHOLDER GOVERNANCE**

FOCUS FOR THE NEXT 12 MONTHS

Complete the Sustainable Travel Policy.
Develop the supplier review framework.
Conduct the data-protection audit.
Publish an external AI policy.
Implement the stakeholder engagement policy.
Hold an employee wellbeing day.
Expand charitable events.

PILLAR 01

CLIMATE ACTION

> Climate Action sits at the intersection of our operational decisions and our longer-term commitment to environmental responsibility. This year we have made meaningful structural progress, with policies and plans now drafted, though several remain subject to internal sign-off.

SUSTAINABLE TRAVEL POLICY

→ **Strengthen Sustainable Travel Policy - In progress**

Work on a strengthened Sustainable Travel Policy remains in progress. The draft must be retrieved and reviewed before approval; the policy has not yet been signed off.

CARBON LITERACY TRAINING

✓ **Launch carbon literacy training**

Our internal team member completed their carbon literacy trainer certification, building in-house expertise to delivering this training across the broader team.

CLIMATE ACTION PLAN

✓ **Develop Climate Action Plan (targets and timelines)**

We have issued a comprehensive Climate Action Plan setting out our defined priorities, measurable targets, and timelines toward net zero. This represents a significant step in formalising our environmental commitments.

PILLAR 02

ENVIRONMENTAL STEWARDSHIP & CIRCULARITY

> Our approach to environmental stewardship focuses on extending the life of what we already own, reducing waste, and making greener choices in our day-to-day operations. This year we made concrete progress on asset tracking and lifecycle management.

OFFICE EQUIPMENT LIFECYCLE

- [x] **Extend lifecycle of office equipment (reuse/redistribute) - Inventory tracker launched**
- [x] **Create office equipment tracker - Laptop ownership tracked**

We launched an inventory tracking system for office equipment, including a dedicated laptop ownership tracker. This ensures we have clear visibility of assets, can extend their productive life, and can responsibly redistribute or recycle equipment at end of life rather than defaulting to replacement.

WASTE DATA TRACKING

- [ ] **Track waste data with office provider**

Our shared office environment with our B Corp-certified landlord Work.Life presents a genuine challenge in terms of granular waste data visibility. We intend to progress conversations with our landlord and plan to raise this formally at the next building workshop. This is an area where we are dependent upon provider cooperation.

NET ZERO PURCHASING

- [ ] **Progress towards net zero (energy-efficient purchasing)**

We are committed to embedding energy efficiency criteria into our procurement decisions, starting with hardware and technology choices. This has been formalised as part of our Climate Action Plan sign-off.

GREENER COMMUTING

- [ ] **Promote greener commuting (Cycle to Work)**

Building upon our existing BHN Extras Cyclescheme offering, we are working to more actively promote sustainable commuting options across the team. Formal promotion efforts are planned for the coming months.

PILLAR 03

FAIR WORK

> Fair Work is one of the areas in which STOIX has made the greatest strides this year. We have introduced new entitlements, deepened our feedback culture, and our various parental leave policies go beyond the statutory minimums.

RIGHT TO DISCONNECT

✓ **Right to Disconnect policy — Policy launched**

We have launched a Right to Disconnect policy to support healthy boundaries between work and personal time.

LEARNING AND DEVELOPMENT

✓ **Roll out individual L&D and development plans — Fully embedded**

Individual Learning and Development plans are now fully rolled out and embedded across the team. Each team member has a tailored plan aligned to their career goals and STOIX's growth objectives. This was one of our clearest commitments from the 2025 report and we are pleased to confirm it is complete.

BEREAVEMENT POLICY

✓ **Enhanced Bereavement Policy — Policy launched**

We have enhanced our Bereavement Policy to provide more comprehensive and compassionate support for employees experiencing loss.

BIRTHDAY DAY OFF

✓ **Birthday day off policy — Published**

All employees are now entitled to take their birthday as an additional day of annual leave.

ENPS SURVEY

✓ **Run bi-annual eNPS survey — Three surveys completed**

We delivered our first eNPS survey in July 2025, a second in January 2026 and a third in July 2026. This gives us a consistent, structured view of employee sentiment and experience, and provides a baseline for tracking culture over time. We will continue this cycle bi-annually.

BANK HOLIDAY FLEXIBILITY

✓ **Bank holiday flexibility - Internal policy issued July 2026**

Our Bank Holiday Flexibility Policy allows eligible employees to work on a UK bank holiday and take an alternative day of leave, subject to prior line-manager approval and operational needs.

GIVE-AS-YOU-EARN

→ **Explore Give-As-You-Earn scheme — Rolled forward to 2026-2027**

We intended to explore the introduction of a Give-As-You-Earn scheme that would enable employees to contribute to charitable causes directly from their salary, pre-tax. This has been rolled over for the next 12 months - we need to assess provider options and gauge team interest before committing to a specific approach.

PARENTAL POLICIES

✓ **Review and enhance parental policies and return-to-work support — Policy launched**

We have both reviewed and introduced new parental leave policies, exceeding statutory requirements and introducing a structured return-to-work support framework.

VOLUNTEERING

✓ **Offer 1 volunteer/pro bono day per employee per year — Policy launched**

We now provide every employee one paid day per year to spend on volunteering or pro bono work for a charitable or environmental cause of their choice.



EMPLOYEE WELLBEING DAY FOR 2026-2027

○ During the next 12 months we will hold an employee wellbeing day currently planned in Brighton, to promote a healthy and happy work life balance and enhance team bonding.

PILLAR 04

GOVERNMENT AFFAIRS & COLLECTIVE ACTION

> STOIX believes that responsible business extends beyond our own operations. We have a responsibility to engage with the wider B Corp community, support policy frameworks that advance fair and sustainable business, and contribute to collective knowledge across our sector.

B CORP COMMUNITY ENGAGEMENT

→ **Engage with B Corp landlord meetings - Workshop attended February 2026**

→ **Join B Corp building workshops and knowledge-sharing - Workshop attended March 2026**

We are actively participating in the community of B Corp-certified businesses in our building, led by our landlord Work.Life. We attended a building-level workshop in February 2026 and a further knowledge-sharing session in March 2026. These conversations are shaping our approach to shared sustainability goals and collective action.

B CORP SELF-ASSESSMENT

○ **B Corp self-assessment (beginning Q4 2026) - Scheduled for autumn 2026**

Our formal self-assessment using the B Corp portal was scheduled to begin in April 2026 but has had to be delayed due to personnel changes. This is an essential step in preparing for our 2027 recertification and benchmarking ourselves against the new standards.

FREE EVENTS AND ROUNDTABLES

✓ **Hosted workshops and free networking events - Completed**

We hosted and contributed to five free events and roundtables for the finance community across the year:

- CFO AI Breakfast led by Neil French
- Crypto Roundtable (22 January)
- Fintech Roundtable (22 January)
- CFO Finance Roundtable (29 January)
- CHRO Roundtable (5 February)

These events are part of our commitment to sharing knowledge and creating value beyond the commercial relationship.

BETTER BUSINESS ACT

Join the Better Business Act led by B Lab

STOIX has formally joined the Better Business Act, aligning with B Lab's campaign to reform UK company law so that all businesses must consider the impact of their decisions on people, communities, and the environment. This reflects our conviction that systemic change requires collective voice.

AI POLICY

Internal AI policy - In place since July 2025

STOIX's internal AI Tool Usage Policy took effect on 1 July 2025. It covers approved tools, data protection, security and human review, and prohibits using AI to rank or evaluate candidates.

EXTERNAL AI POLICY - TO BE DEVELOPED IN 2026-2027

AI is extremely fast moving and we use artificial intelligence tools extensively to ease administrative burden, streamline processes and enhance consistency. It is in no way a substitute for human behaviour and executive search at the end of the day comes down to people, the people hiring, the workplace culture and the successful candidate's fit. There are considerable ethical, confidentiality and data challenges and legal and regulatory frameworks lag behind the exponential growth in AI. We are conscious that our clients, candidates and suppliers are concerned about this. An external AI policy remains planned and will need to be regularly reviewed.

CHARITABLE EVENTS - TO BE DEVELOPED IN 2026-2027

Building upon the success of the first STOIX Charity Padel on 25th June 2026 we are already planning the next one for October 2026. We are also intending to increase the number of charitable events that we hold including some in partnership with key clients.

PILLAR 05

HUMAN RIGHTS

> We take our responsibilities under human rights seriously, not as a compliance exercise but as a reflection of the values that underpin STOIX as a business. This year we have made significant progress in formalising our position.

HUMAN RIGHTS AND MODERN SLAVERY POLICY

✓ **Adopt Human Rights and Modern Slavery Policy — Policy published**

We have created a comprehensive Human Rights and Modern Slavery Policy that sets out our ethical stance and formalises accountability across our operations and supply chain.

SUPPLIER ETHICS REVIEW

○ **Design supplier ethics review framework — Started and rolled forward to 2026-2027**

We remain committed to evaluating the practices of our third-party suppliers against our social and environmental standards but were unable to complete this this year. We prepared and issued a Supplier Ethics & Responsible Business Questionnaire for completion to our existing suppliers and will use it for new ones. A framework to assess current and future suppliers is yet to be designed and implemented.

DATA PROTECTION AUDIT — STARTED AND ROLLED FORWARD TO 2026-2027

○ **Conduct internal data protection audit**

Due to resourcing and time constraints we were unable to do this this year. We will conduct a comprehensive internal data protection audit, covering anti-virus protocols, access controls, two-factor authentication, and file security. Given the sensitivity of the candidate and client data we hold, this is a priority for the coming year.

PILLAR 06

JUSTICE, EQUITY, DIVERSITY & INCLUSION (JEDI)

> Diversity and inclusion are at the core of what STOIX does, both internally and through the placements we make. Our data this year reflects continued progress, and we have taken important structural steps to make our commitment more transparent and accountable.

ANONYMOUS DEMOGRAPHIC SURVEY

☑ **Run annual anonymous demographic survey - Launched September 2025**

We launched our first annual anonymous demographic survey in September 2025. This gives us structured data on the composition of our team and will be refreshed annually. Understanding our own diversity profile is the foundation for meaningful progress.

CONFIDENTIAL DISCRIMINATION REPORTING

☑ **Launch confidential discrimination reporting - Active; risks being tracked**

We have launched a confidential reporting process for discrimination concerns. This is now live and being actively monitored. Creating a safe route for concerns to be raised is essential to building genuine psychological safety in the team.

DIVERSITY AWARENESS DATES

☑ **Mark D&I awareness dates - Launched and coordinated with marketing**

We are now actively marking key diversity and inclusion awareness dates throughout the year, in coordination with our marketing team. These dates provide an opportunity to educate, reflect and demonstrate our commitment to inclusion and diversity publicly.

UNCONSCIOUS BIAS TRAINING

→ **Add unconscious bias training to onboarding - Training completed and delivered**

Our internal facilitator has completed their unconscious bias training qualification, enabling us to deliver this as a live session during onboarding.

ANNUAL DIVERSITY REPORT

○ **Publish annual Diversity Report**

We are committed to publishing an annual Diversity Report, building on the placement metrics and team demographics we already track. This will provide a consistent, transparent, and publicly available account of our diversity performance over time. This is now being finalised and will be published shortly. A summary of the findings follows later in this statement.

PILLAR 07

PURPOSE & STAKEHOLDER GOVERNANCE

> How we govern ourselves and how we engage with the people and organisations our decisions affect is fundamental to our identity as a B Corp. This year we have deepened our internal accountability structures and are building the formal frameworks to underpin them.

IMPACT REVIEW ON COMPANY DAYS

→ **Embed Impact Review into quarterly company days**

We are working to fully embed a structured Impact Review into each quarterly company day, ensuring that our B Corp commitments are discussed as a standing agenda item with shared ownership across the team. This moves accountability from a reporting exercise to a live part of our culture.

THOUGHT LEADERSHIP

✓ **Thought Leadership Piece — Published**

Four thought leadership pieces were completed and published during the last year, demonstrating expertise and contributing insight to our sector beyond commercial activity. This reflects our belief that sharing knowledge is a form of positive impact in its own right.

STAKEHOLDER ENGAGEMENT POLICY — STARTED AND ROLLED FORWARD TO 2026-2027

○ **Create and embed a Stakeholder Engagement Policy**

We have developed and published a Stakeholder Engagement Policy to formalise how we gather meaningful input from our employees, key clients, and key suppliers. This will ensure that the perspectives of those most affected by our decisions are actively reflected in our strategy and operations. We now need to implement it, which is a priority for the next 12 months.



STOIX RESEARCH

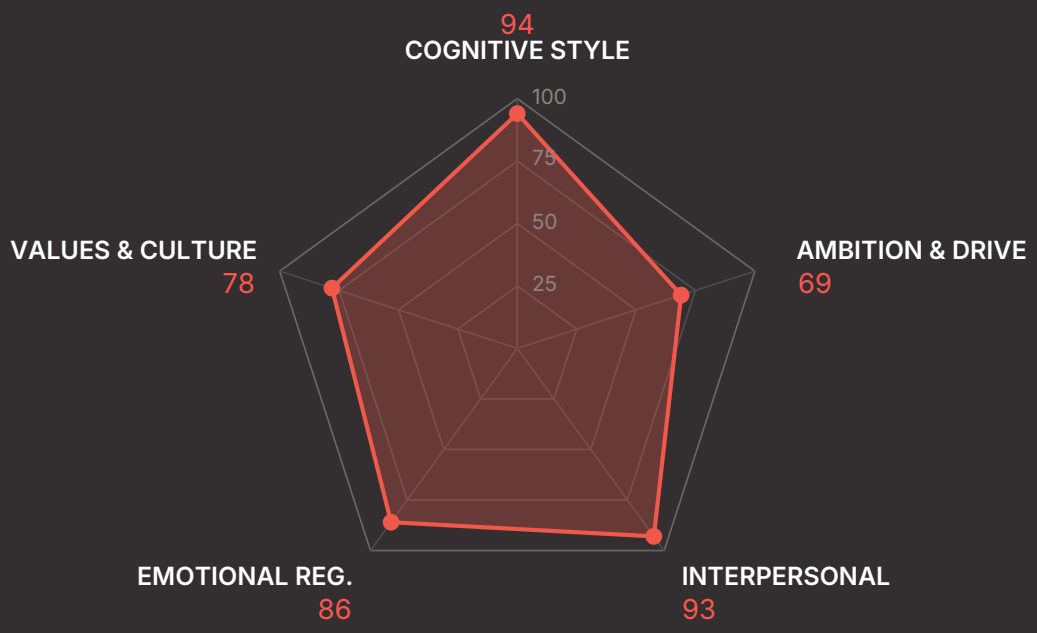
INTERNAL COGNITIVE DIVERSITY REPORT 2026

At STOIX, we're passionate about building a genuinely inclusive workplace, and we believe that diversity of thought, alongside diversity of background, identity and experience, makes for a stronger company. Rather than leave this to instinct, we measure it directly. As part of our commitment to B Corp principles, we use Hogan personality profiling across our hiring and people development practices, giving us an evidence-based view of how our team thinks, works and interacts.

Following the publication of our first cognitive diversity report in 2025, we have refreshed the underlying scores to reflect the changes across our team since then and are pleased to share the summary findings for STOIX as it stands in mid-2026.

STOIX TEAM DIVERSITY FINGERPRINT

Overall spread of Hogan scores across the current team, by dimension



Each axis reflects the average spread of scores across a basket of related Hogan scales for that dimension; a value closer to the outer edge means wider diversity of scores across the team. Based on Hogan HPI, HDS and MVPI assessments. Current STOIX team, n=5.

FIVE DIMENSIONS OF DIFFERENCE

01 COGNITIVE STYLE AND PROBLEM-SOLVING

The team spans a genuinely broad range of thinking styles, from highly theoretical and idea-driven to practical and execution-focused. This blend supports both innovation and delivery: some team members naturally push toward new ideas and ways of working, while others bring a steady, grounded focus on getting things done well. Having both in the mix reduces the risk of a business that is either all ideas and no delivery, or all delivery and no fresh thinking.

02 AMBITION, DRIVE AND WORKING TEMPO

Motivational drivers vary widely across the team, from status- and achievement-oriented energy to a quieter, mastery-driven focus on doing good work for its own sake. This range gives STOIX both entrepreneurial push and steady operational consistency. It also means that success can look different to different people, which makes shared clarity on goals and priorities especially valuable.

03 INTERPERSONAL STYLE AND TEAM INTERACTION

Interpersonal style is the area of widest variation on the profile, spanning from more reserved, task-focused working styles through to highly sociable, relationship-led ones, with a good spread in between. This diversity supports adaptability: the team is equally capable of quiet, independent work and highly collaborative, client-facing work, and reflects the range of demands of an executive search business.

04 EMOTIONAL REGULATION AND RISK UNDER PRESSURE

The team includes a healthy proportion of highly resilient, steady-under-pressure profiles, balanced by others whose energy under stress shows up more visibly. This mix brings real strength: calm, stabilising influence in some areas, and a readiness to react quickly and push through friction in others. Used well, this combination supports both composure and momentum during demanding periods.

05 VALUES AND CULTURAL ORIENTATION

Personal values across the team range from purpose- and knowledge-driven, to socially and status-oriented, to more self-contained and security-focused. This diversity of values is a source of creative tension and complementary perspective, though it also means that shared understanding of what STOIX stands for, and why, cannot be assumed. It has to be actively built and reinforced.

CONCLUSIONS

> STOIX's cognitive diversity, across thinking style, drive, interpersonal behaviour, emotional response and values, is a genuine asset. It supports better problem-solving, stronger innovation, more robust decision-making and greater resilience as a business. Used deliberately, this diversity is a competitive advantage, not just a talking point.

To get the most from it, four things matter:

CLARITY

Shared goals and definitions of success need to be made explicit, not assumed, given how differently drive and ambition show up across the team.

PEOPLE FIRST

The breadth of interpersonal styles means genuine inclusion has to be actively fostered, so that quieter, more reserved working styles are as valued and heard as more outwardly sociable ones.

GROWTH

The team's mix of theoretical and practical thinkers should be used deliberately, pairing curiosity-led and delivery-led strengths on key projects.

OWN THE OUTCOME

Emotional and value-based diversity should be actively monitored, so that resilience and momentum are sustained even where individual responses to pressure differ.

Used strategically, STOIX's cognitive diversity positions the business for both high performance and long-term adaptability.

THANK YOU

Our third year as a B Corp has been one of real progress, honest reflection, and continued commitment. We are proud of what we have built together, and clear and committed about what still remains to do.

To our clients and candidates: thank you for trusting us with such important moments in your professional lives, and for sharing our belief that how you do business matters as much as what you achieve.

To our wider community of B Corp peers, partners, and fellow travellers: thank you for the accountability and the inspiration.

And to our team: every commitment in this report exists because of the energy, care, and thoughtfulness you bring to the work. You are the reason STOIX is what it is.

Neil and Rory
Co-Founders, STOIX

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