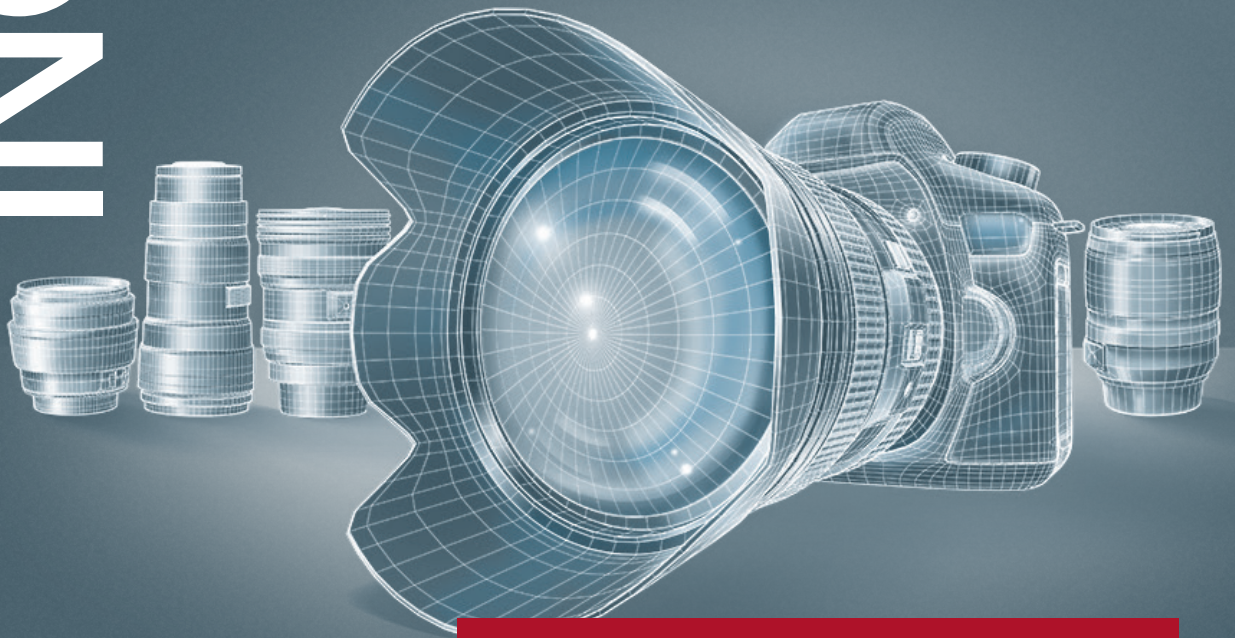


DIVERSITY & INCLUSION

Janus Henderson
— INVESTORS —



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Diversity & Inclusion at Janus Henderson

Our Commitment

Janus Henderson fosters and maintains an environment that values the unique talents and contributions of every individual. It is through the diversity of our people – whose varied skill sets, backgrounds and cultures shape our outlook – that we are able to explore unique avenues and uncover opportunities unseen by others in our industry. We are committed to creating an inclusive environment that promotes cultural awareness and respect by implementing policies, benefits, training, recruiting, and recognition practices that support our colleagues.

Employee Resource Groups

The Employee Resource Groups (ERG) are grassroots, employee-led efforts that offer colleagues with common interests and backgrounds an opportunity to meet on a regular basis and discuss how they can make Janus Henderson a more inclusive workplace. By joining these groups, employees benefit from networking opportunities and exposure as they raise awareness, facilitate cultural education, champion recruiting efforts and affect policy.

Current groups offered at Janus Henderson include*:

- Asian Professional Alliance
- Black Professional Network
- Ethnic & Cultural Diversity Network (EMEA)
- Janus Henderson 50+
- Janus Henderson Veterans Network
- Hispanic/Latino Professional Alliance
- Interfaith Spiritual Alliance
- Janus Henderson Pride (EMEA & US)
- Gender Diversity at Janus Henderson (EMEA)
- Women of Janus Henderson (US)
- South Asian Resource Group
- Working Parents
- Young Professionals (EMEA & US)

*Groups with no location listed are based in the US. We are focused on building out our network across all regions as we move forward.



Firm-wide Accomplishments

In support of our commitment to diversity and inclusion, Janus Henderson:

- Revised policies to ensure we are providing an inclusive environment, with a global Flexible/Agile Work Policy being established in 2018; we continued to provide educational sessions regarding work flexibility in 2019
- Implemented a sabbatical leave programme in 2019
- Partnered to communicate the Gender Pay Gap Analysis in the UK and worked to implement strategies that improve our recruitment and retention of women
- Signed the Women in Finance Charter, committing our firm to increasing female senior management representation to 25% in the UK by 2022. This year, we increased our female senior managers as a percentage of total senior management by 1% to 22%. We increased our global female senior managers as a percentage of total senior management by 5% to 26%.
- Introduced the Textio Augmented Writing Platform into the recruiting process to ensure we produce gender-neutral job descriptions that are attractive to all
- Delivered Unconscious Bias Training to employees, globally
- Expanded our learning curriculum to include generational perspectives and global communication courses
- Enhanced our US Family Leave Pay and our UK Shared Parental Leave Pay to align better with industry standards
- Implemented a global Adoption Assistance Programme
- Implemented the Trainee Programme in the US (previously in place in the UK), which broadens the talent pool by recruiting candidates based on their drive to succeed and desire to learn, versus their academic qualifications
- Launched two new Global Mentoring Programmes in 2018
- Hosted over 20 Diversity Talk series in 2019 to educate employees on cultural and inclusive issues as well as to allow representatives from all areas of the business to voice their opinions and share ideas
- Participated in a variety of community events tied to the objectives of our Employee Resource Groups
- Implemented a diversity supplier programme that showcases our support and commitment to work with small and diverse-owned businesses in 2019
- Has been recognised by Bloomberg Gender Equality Index and Human Rights Campaign for our inclusive practices and policies
- Welcomed eight trainees into the company through the UK's Investment 2020 Programme in September; we have employed 275 trainees since 2010 and 70% have been offered a permanent role following their traineeship
- Hired 80% of the US trainees as permanent employees and offered the US Trainee Programme for a second year with an additional five trainees hired in 2019
- Provided opportunities in the US to 27 interns through the Summer Internship and Discovery Internship Programmes in 2019

January

- Sponsored the Dr. Martin Luther King, Jr. Business Awards Luncheon
- Modified maternal and paternal leave benefits in the UK and US

February

- Diversity Talk: LGBTQ+ Awareness Roundtable
- Launched the Authentic Self and Bring Your Whole Self to Work series
- Participated in the She Can Be campaign

March

- Published the Gender Pay Gap Report
- Diversity Talk: Boosting Self-Confidence

April

- Diversity Talk: Transforming Dreams into Reality
- Offered a Bring Your Whole Self to Work session
- Diversity Talk: The Sandwich Generation

May

- Diversity Talk: Resiliency for Working Parents

June

- Sponsored the Women in Technology Conference
- Participated in Pride Parade in Denver and London
- Launched the Why Pride Matters campaign
- Hosted a Bring Your Whole Self to Work session

July

- Sponsored a Bring Your Whole Self to Work session

August

- Diversity Talk: upReach Mentoring information session
- Diversity Talk: RetireWise

September

- Diversity Talk: Overcoming Adversity – Surviving the Holocaust
- Sponsored Investment News Women Adviser Summit

October

- Diversity Talk: Psychological Resilience
- Celebrated Global Coming Out Day
- Hosted an Authentic Self session

November

- Diversity Talk: Mental Health Wellness for Youth
- Diversity Talk: Looking for Ways to Save for College
- Diversity Talk: Flexible Working – More Than Just a Buzz Word
- Employees celebrated Diwali
- Employees celebrated Transgender Awareness Week

December

- Sponsored a Diversity & Inclusion Comedy Night

Activities listed were executed during the 2019 calendar year.

Diversity & Inclusion at Janus Henderson

Diversity Partnerships

To ensure we adhere to best practices for developing an inclusive work environment and to assist us in broadening our talent pool, Janus Henderson proudly partners with the following organisations. In addition to those listed here, we also partner with local organisations, including various chambers of commerce.



Arrupe Corporate Work Study Programme

Janus Henderson is a partner of the Arrupe Corporate Work Study Programme, provided by Denver's Arrupe Jesuit High School. Students enrolled in the programme fill entry-level office positions in banking, law, medicine, finance and many other exciting career fields. The experience provides a tremendous opportunity for economically disadvantaged students to get a college-prep education.



Girls Who Invest

Girls Who Invest is a nonprofit organisation dedicated to increasing the number of women in portfolio management and executive leadership in the asset management industry. Their mission is to have 30% of the world's investable capital managed by women by 2030. Janus Henderson is proud to leverage Girls Who Invest as a recruiting partner.



INROADS

INROADS aims to increase the number of ethnically diverse employees in corporate management in the US and to help change the way these candidates gain entry into the business world. Janus Henderson actively partners with INROADS to fill internship positions and ultimately seeks to provide these candidates with full-time positions.



Investment 20/20

Investment 20/20 is a UK-based organisation driven by the mission of bringing more diverse talent into all aspects of investment management. Janus Henderson partners with Investment 20/20 through our Trainee Programme, which recruits candidates based on their drive to succeed and desire to learn, rather than academic qualifications.



Stonewall

Janus Henderson is proud to be a Diversity Champion with Stonewall, Europe's leading LGBT+ charity. Stonewall works with over 770 organisations worldwide to integrate diversity and inclusion into all parts of the business. As a Diversity Champion, we are committed to working closely with Stonewall to understand the needs of our LGBT+ employees and to fostering a workplace that celebrates equality for all.



Diversity Project North America

Janus Henderson is proud to be a founding member of The Diversity Project North America. The Diversity Project North America seeks to drive measurable and sustainable change by offering content aimed at developing and sharing tested practices and benchmarks so the industry can evolve as a whole.



Diversity Project

The Diversity Project seeks to achieve diversity across all dimensions, including gender, ethnicity, socio-economic background, LGBT+, SMART working, returners, neuro-inclusion and disability. This is a cross-company initiative that works with its 65+ member firms to complement and amplify existing initiatives through a joined-up and intensive approach with a sense of urgency.

Inclusive Offerings & Services

We are committed to providing an exceptional employee experience. That means ensuring our offerings meet the unique needs of our employee base. We are proud to offer the following:

Work Environment

- Flexible working policy
- Sit-to-stand desks
- Availability of medical needs and nursing rooms
- Health, Well-Being & Fitness Programme
- Employee events
- Complimentary beverages
- Community involvement perks
 - Matching Gift Programme
 - 8 Hours of Community Investment Time
- Company-sponsored events & drives



Career Development

- Mentoring Programme, composed of the following components:
 - Internal mentoring (experienced professionals mentor advancing professionals)
 - Reverse mentoring (young professionals mentor experienced leaders)
 - Community mentoring (employees are encouraged to develop mentoring relationships that benefit our communities through partnerships with various organisations)
 - Cross-company mentoring (external schemes aimed at developing the diversity and inclusion of talent at participating organisations)
- Talent Mobility Programme
- Professional development courses available to employees at all levels of the organisation
- Leadership development offerings
- Communication training & coaching
- Online learning portal
- Tuition/qualification reimbursement



Financial Assistance

- Competitive base pay and bonus structure
- 401(k) with employer match/company pension scheme
- Monetary long-service awards
- Employee discounts



Personal Support

- Employee Assistance Programme
- Transportation assistance (varies by country: complimentary parking, public transportation pass or bike purchase programme)
- Industry-leading maternal/paternal cover
- Family services:
 - Competitive maternity and paternity leave benefits
 - Pregnancy and mental health resources

Diversity & Inclusion at Janus Henderson



Employee Resource Groups Efforts

Our Employee Resource Groups are each allocated a budget for the year and are provided with resources and guidance for achieving their objectives.

Women

Employee Resource Group(s): Women of Janus Henderson (US)/Gender Diversity at Janus Henderson (EMEA)

Mission: Create an inclusive community within Janus Henderson that connects the goals and interests of women through professional development, networking, knowledge sharing and awareness of the working woman's environment.

ERG-sponsored Events:

- Career pathing roundtables hosted by female senior leaders within firm
- Book club discussions
- Celebrated Women's History Month
- Sponsored of community events including: International Women's Day, The Lord Mayor's She Can Be campaign and the Women's Foundation of Colorado
- Offered sessions focused on authenticity
- Sponsored Investment Week's Women in Investment Awards and the Women in Technology Awards
- Sponsored sessions on the importance of flexible work arrangements



Veterans

Employee Resource Group(s): Janus Henderson Veterans Network

Mission: The Janus Henderson Veterans Network provides an understanding group that encourages veterans to apply their unique experiences to the Janus Henderson work environment by bridging the gaps between military life and corporate culture.

ERG-sponsored Events:

- Facilitate donations to Operation Gratitude
- Connect military professionals to resources and nonprofits
- Partner with Recruiting to identify new military resources for recruitment
- Provide internal support for former military employees



Young/Entry-Level Professionals

Employee Resource Group(s): Young Professionals

Mission: To establish a voice in the development and retention of young professionals within Janus Henderson to foster an inclusive environment through career advancement, networking and mentorship programmes.

ERG-sponsored Events:

- Coffee Talk Networking Programme pairing young professionals with senior leaders
- Senior Leader Lunch & Learn series
- Host informal networking events and sports and social activities for young professionals
- Offered financial educational courses for young professionals

LGBT+

Employee Resource Group(s): Janus Henderson Pride

Mission: The Janus Henderson Pride is committed to sustaining and advancing a culture that supports LGBT+ employees and allies by fostering corporate inclusion and reducing barriers for advancement and success.

ERG-sponsored Events:

- Celebrated Global Coming Out Day in the London and Denver offices
- Participated in the Denver AIDS walk
- Established a partnership with Stonewall, Europe's leading LGBT+ charity
- Celebrated and provided educational materials for Trans Awareness Week
- Participated in Pride Festivals in the US and UK
- Sponsored employees to participate in the AltW conference and Stonewall conference
- Partnered with LGBT Great
- Held a LGBTQ Awareness Discussion for employees

Ethnic/Cultural Diversity

Employee Resource Group(s): Asian Professional Alliance/Black Professional Network/Hispanic/Latino Professional Alliance/South Asian Resource Group/Ethnic & Cultural Diversity Network

Mission: The missions of the above-mentioned groups vary slightly, however, all seek to further the company's diversity efforts, build cultural awareness and expand the capabilities of our company through our diverse experiences and perspectives.

ERG-sponsored Events:

- Held office celebrations for Chinese New Year and Diwali
- Recognised Black History Month and Hispanic Heritage Month through internal campaigns
- Co-sponsored a number of diversity learning sessions focused on improving the cultural intelligence of our employees
- Sponsored employees' participation in ethnically diverse leadership courses offered by various community partners

Working Parents

Employee Resource Group(s): Working Parents

Mission: To provide survival strategies, information and tips to working parents to help in balancing their career and family.

ERG-sponsored Events:

- Sponsored activities during Janus Henderson's 'Take Our Daughters and Sons to Work' event (US)
- Became a corporate member of CityParents (UK)
- Hosted a book discussion
- Implemented a global fitness challenge for working parents
- Sponsored 'Resiliency for Working parents' and 'Mental Health for Youth' sessions
- Played an instrumental role in expanding our flexible/agile working policies and enhanced maternal and paternal leave policies



Learn more about Diversity & Inclusion at Janus Henderson
at janushenderson.com/careers.

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