

DIVERSITY, EQUITY & INCLUSION

INSIDE

See how diversity, equity & inclusion are valued and supported at Janus Henderson

Learn more and apply at janushenderson.com/careers



JANUS HENDERSON HAS ALWAYS HELD THE BELIEF THAT DIVERSITY, EQUITY AND INCLUSION ARE CRITICAL FOR SUSTAINED SUCCESS.

As a global, active asset manager, our mission is focused on helping our clients achieve their long-term financial goals. By leveraging the diversity of our people, we're able to experience a level of human connection that results in a workplace where trust and collaboration can thrive.

In our business operations, we are committed to acting responsibly, not only in the way we invest and engage with our clients, but also in supporting our people and the diverse communities where we live and work. Our differences are what make us great. And Janus Henderson is a place that recognises and celebrates that. It's embedded into our culture and helps us to attract and engage a broad range of talent, resulting in a more enjoyable work environment, while also being better positioned for long-term growth.

Our Employee Value Proposition – how we can connect you to what matters – includes four primary pillars: Purpose, People, Opportunity and Way of Life.

With that in mind, every Janus Henderson employee is empowered to make a difference by knowing how their role impacts our business. We understand how our culture reflects the values and priorities of our people and communities. We also feel supported on our own career journeys with opportunities for learning, development and assignments where our unique gifts and talents can shine.

When you join us, you'll quickly see that your decision to be part of this firm is more than just a job – it is a way for you to connect with what matters most in your professional and personal life.

In this brochure, you'll begin to see how our values and continuous commitment to this work comes to life and how the collective efforts of our people create an authentic and meaningful impact each day.

We hope you are as excited by what you learn as we are in showing the ways Janus Henderson can support your career.

OUR COMMITMENT

Diversification in our people is just as important as diversification of our investment portfolios. We pay attention to and embrace differences that go beyond demographics to grow and differentiate the company globally. We continue to build upon our promise of creating and maintaining a workplace that is inclusive and values authenticity and the uniqueness of our people.

Janus Henderson fosters and maintains an environment that values the 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 different 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 equitable 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*:

- APAC Global Network
- Black Professional Network
- Ethnic & Cultural Diversity Network
- Janus Henderson 50+*
- Janus Henderson Veterans Network*
- Hispanic/Latino Professional Alliance*
- Janus Henderson Pride
- Gender Diversity Alliance
- Women in IT
- Working Parents
- Young Professionals

*Groups are based in the US. We are focused on building out our network across all regions as we move forward.





FIRM-WIDE HIGHLIGHTS

In support of our commitment to diversity, equity and inclusion (DEI), Janus Henderson:

- Revised policies to ensure we are providing an inclusive environment, with a global Flexible/Agile Work Policy being established in 2018; we continue to provide educational sessions regarding work flexibility and hybrid working.
- Implemented a sabbatical leave programme in 2019.
- Partnered to communicate the Gender Pay Gap Analysis globally 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. We increased our female representation as a percentage of total senior management and met our 2022 Charter target goal and set a new goal of 30% by 2023.
- Introduced the Textio Augmented Writing Platform into the recruiting process to ensure we produce gender and age-neutral job descriptions that are attractive to all.
- Delivered Unconscious Bias Training to employees, globally.
- Expanded our diversity, equity and inclusion learning curriculum and embedded DEI content into all of our professional development 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.
- Offered the Trainee Programme 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.
- Held five global mentoring cohorts since the programme's inception in 2018.
- Hosted over 10 Diversity Talks in 2022 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.
- Recognised by Bloomberg Gender Equality Index and Human Rights Campaign for our inclusive practices and policies.
- As we value the lived experiences of people and understand the value of diversity of thought, we offer a returnship programme in our UK office to create pathways for career leavers to re-enter the workforce and we established new partnerships for our entry level talent programme.
- We continued to look at ways to streamline our communication and leverage the tools available to us such as the internal DEI site and social media.
- Our overall Diversity and Inclusion Employee Engagement is 11% higher than the 50th percentile Newmeasures industry benchmark and 2% higher than the 75th percentile benchmark.
- Committed to the CEO Action for Diversity & Inclusion Pledge and The Equity Collective.
- Implemented global demographic goals for race/ethnicity and gender diversity for 2023.

JANUARY

Sponsored the Dr. Martin Luther King, Jr. Business Awards Luncheon
Diversity Talk: Impostor Syndrome
Offered Women in IT Movie Club

FEBRUARY

Panel discussion with Strong Women Achieving Together
Diversity Talk: Why we Help: The Neuroscience of Transformation Volunteering
Diversity Talk: Black History & Sakura Square: The Intersectionality of Martin Luther King Jr.'s vision and the Internment of Japanese Americans
Information session with ColleagueInvest - Exploring 529 Plans
Launched the Black History Film Club
Diversity Talk: The Cultural Impact of Food and Overall Health & Well-Being
Diversity Talk: The Immortal Life of Henrietta Lacks and the Impact in 2022
Celebrated Chinese New Year

MARCH

Published the Gender Pay Gap Report
Diversity Talk: International Women's Day Women in Tech Panel Discussion
Get to Know our Employee Resource Groups Information Session
Diversity Talk: Transgender Day of Visibility Panel Discussion
Sponsor of the World Denver International Women's Day Conference

APRIL

Sponsored the Women in Leadership Symposium: Paragon of Womanhood: Restoration, Reintegration, and Reemergence
Participated in the Lord Mayor's Appeal She Can Be Work Experience
Sponsored a Veteran's Fundraising Event
Launched Global Unconscious Bias Training

MAY

Launched Women in Technology Book Club
Diversity Talk: Career Conversations with Young Professionals
Offered an Authentic Self Session
Get to Know our Employee Resource Groups Information Session
Offered the upReach Work Experience Programme

JUNE

Sponsored the Asian Chamber of Commerce Golf Tournament
Participated in LGBT Great Role Model Campaign
Supported and Celebrated Juneteenth and Pride Month
Diversity Talk: Understand Neurodiversity

Activities listed were executed during the 2022 calendar year.

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:

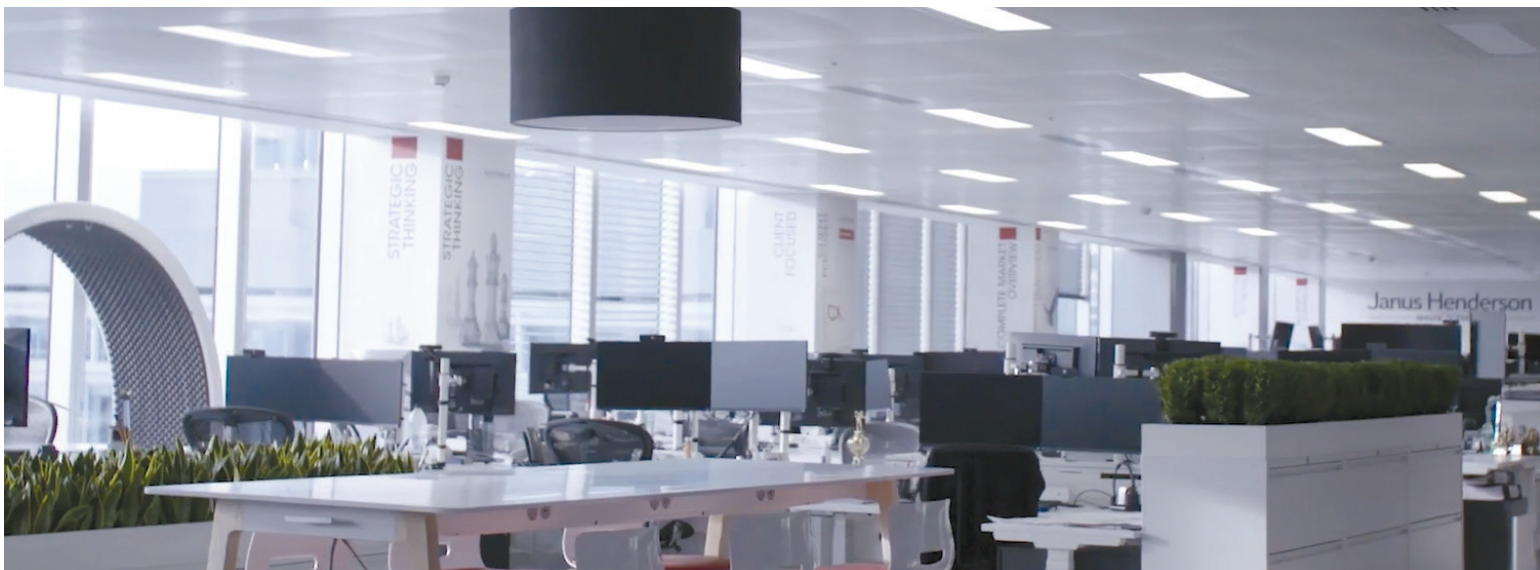
Work Environment

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

Career Development

- Mentoring Programme, composed of the following components:
 - Internal mentoring and mentoring circles (experienced professionals mentor advancing professionals)
 - 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





Through our Leadership Academy, we help employees leverage their potential as leaders. From entry-level aspiring leaders to the seasoned professional seeking continued learning and inspiration, our broad curriculum offers something for everyone:

- Aspiring to Lead: Aimed towards high performers who are looking to become leaders
- Learning to Lead: Designed for newly promoted managers or those new to Janus Henderson
- Lead and Inspire: Created for experienced leaders looking to grow their skill set through a suite of leadership course work
- Lead and Transform: Intended for senior leaders looking to advance their leadership skills through executive coaching and education
- The LEAD Programme: The Leadership Excellence and Development (LEAD) Program is a global, immersive, and high-impact experience thoughtfully designed for the future leaders of our business
- Women in Leadership: This programme offers an opportunity for senior women to share leadership experiences and unique challenges in a learning environment with female peers.
- McKinsey Leadership Academy: Designed for diverse professionals, employees that are 1-2 levels from C-suite can participate in the 3-month offering delivered through virtual, expert-led sessions and small group discussions; early to mid-career leaders can participate in a 6-month offering focused on immersive digital course, individual and group projects.

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
 - Adoption assistance
 - Back up child and adult care available in the US and UK

Inclusive Workplace

Janus Henderson is committed to providing an inclusive work environment for all our employees by meeting the individual needs of various populations. Specific results of this ongoing effort include:

- **Employee Assistance Programme (EAP):** Through the EAP, employees receive five free visits with a master's-level counselor per family member, per issue, every 12 months.
- **Ergonomic Evaluations and Customized Work Stations:** Work stations can be adjusted to promote healthy ergonomics and/or to meet the requirements of your disability. Standing desks are also available as an option.
- **Floating Holidays:** Employees receive two Floating Holidays (16 hours) each year. These additional hours enable employees to recognise religious and cultural events not on the official holiday calendar.
- **Medical Needs Rooms:** Private "Medical Needs" rooms are available on selected floors to tend to personal needs and/or utilise for religious observances.

Health & Well-Being

Protect the health and well-being of you and your family and prepare for the future with top-quartile benefit offerings* and perks, such as:

- **On-site Gym and Wellness Programme:** Squeeze in a workout over lunch and benefit from a comprehensive programme that includes an annual walking challenge, on-site fitness classes and more.
- **ClassPass:** A corporate membership for all things well-being is available to you. As an employee you can search, book and experience top-rated fitness classes in person or online, as well as well-being services such as massages and facials.
- **MDLIVE:** Take advantage of Janus Henderson's discounted telemedicine offering that enables you to see the doctor via webcam, email or over the phone.
- **Dispatch Health:** At-home emergency care is available to Denver-based employees.
- **Complimentary subscriptions for Headspace,** the mindfulness app.

*Ask Janus Henderson's Recruiting Team for a full list of benefit offerings.





Time Away From Work

- Relax and reenergise with Janus Henderson's generous Paid Time Off (PTO) policy. We know it's important to take a break and spend time away from the office, and Janus Henderson's policy, which increases with tenure, enables employees to do just that.
- Accrual-based PTO Programme
- Nine official paid holidays
- Two floating holidays per year
- Eight hours of paid Community Investment Time per year
- Sabbatical opportunities to employees who have completed 10 years of service

Our Culture

Come to work each day with a passion to be the very best for our clients and surround yourself with the energetic, dynamic and dedicated people who make us different. In addition, experience workplace fun with our unique employee events and programmes. Specific programmes and events tied to our culture include:

- Employee Volunteer Days
- Sports Day
- 14er Challenge
- Annual Christmas/Holiday Party
- Hybrid, Flexible and Agile Working Environment
- Company-sponsored Sporting Leagues through the Sports and Social Committee

EMPLOYEE RESOURCE GROUPS

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

Empowering Women at Work

At Janus Henderson, we are committed to fostering a team of empowered individuals by providing opportunities as well as flexibility – ensuring professional success and personal fulfillment. The Gender Diversity Alliance and Women in IT are groups dedicated to creating a community within Janus Henderson through professional development, networking, knowledge sharing, and awareness of gender diversity in the working environment.

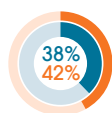
Employee Resource Group(s): Gender Diversity Alliance/Women in IT (EMEA & US)

Mission: Create a 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 community events including: International Women's Day and International Men's Day campaign
- Offered sessions focused on authenticity and allyship
- Support Women in Investment and Technology events
- Sponsored sessions on the importance of flexible work arrangements and gender diversity themes
- Introduced the Men for Inclusion campaign
- Member of the Diversity Project and Gender Networks
- Participation in Diversity Project, Women in ETFs, Financial Women's Association Singapore, City Hive, and various chamber of commerce events
- Colorado Women's Chamber of Commerce and City Hive Events
- Active participation in various community development initiatives
- Peer mentoring
- Learning and development opportunities including the "Women and Men Leading Together" and "Women and Investing" sessions
- Sponsor employees to participate in external women leadership programmes
- Signatory of the Women in Finance Charter

Additionally, Janus Henderson has also been recognised by the Bloomberg Gender Equality Index for our inclusive practices and policies.



Women in the Workplace Globally



New Women Joiners



Women in Senior Management*



Women Investment Professionals Globally

■ Current % ■ 2023 Goal %

* Senior Management is defined as Executive Committee and their direct reports (excluding Personal Assistants). As of 30 June 2022.

Valuing our former Military Professionals

At Janus Henderson, we recognise the value that former military professionals add to this firm and are committed to strengthening our team with qualified military professionals, including those with disabilities and those currently serving in the military.

Employee Resource Group(s): Janus Henderson Veterans Network

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

ERG-sponsored Events:

- Encouraged donations to Operation Gratitude and Cellphones for Soldiers
- Supported the Tuskegee Airmen, Inc., Team Rubicon and the British Armed Forces
- Connect military professionals to resources and nonprofits
- Partner with Talent Acquisition to identify new military resources for recruitment
- Provide internal support for former military employees

Investing In Our Future

At Janus Henderson, we believe in investing for the future – and that includes the future of our workforce. Join a team of innovators and work alongside some of the greatest minds in the industry as we help our clients achieve their dreams. The Janus Henderson Young Professionals is a group of millennial- and Generation Z-age employees dedicated to the development and retention of their population. The group also works to explore modern trends, develop team-building opportunities and foster a culture of generational inclusiveness.

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.

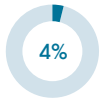
ERG-sponsored Events:

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



Former Military Professionals





LGBT+ Employees

As of 30 June 2022.

Advancing LGBT+ Equality

Janus Henderson is committed to fostering a team of empowered individuals by providing opportunities as well as flexibility for professional success and personal fulfilment. Janus Henderson Pride is dedicated to sustaining and advancing a culture that supports LGBT+ employees and allies. The group also works to explore modern trends, develop team-building opportunities, and foster a culture of corporate inclusion by reducing barriers for advancement and success.

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:

- Founding member in InterInvest, an industry network of LGBT+ employees and allies
- Active members of LGBT Great
- Offered a series of lunch & learns with Janus Henderson employees and external business partners
- Supported Denver and London Pride Parades
- Advanced LGBT+ awareness through internal and external communication campaigns
- Celebrated LGBT+ identities within the workplace, including bi and trans identities
- Promoted and monitored our Trans Inclusion Policy
- Provided opportunities for the wider organisation to engage with LGBT+ charities
- Facilitated networking opportunities and social events for Pride members and the wider business
- Sponsored members of the ERG to attend external conferences
- Brought key recruitment partners together to discuss and address challenges of LGBT+ recruitment
- Partnered with peer firms to sponsor a LGBT+ inclusion panel discussions and events



Leveraging our Differences to Drive Results

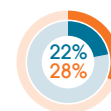
Celebrating the unique backgrounds and cultures within our organisation helps us appreciate each other but it also allows us to be more innovative in the way in which we find solutions to global challenges. It is our diverse outlook and diversity of thought that helps set us apart from others in our industry. Our Employee Resource Groups (ERGs) help us identify opportunities, recruit and develop talent, and create an inclusive workplace where employees can be their authentic selves.

Employee Resource Group(s): APAC Global Network/Black Professional Network/Hispanic and Latino Professional Alliance/Ethnic & Cultural Diversity Network

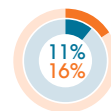
Mission: The missions of the above-mentioned groups vary slightly, however, all seek to further the company's diversity efforts, build cultural awareness and expand the capabilities of our company through our diverse experiences and perspectives.

ERG-sponsored Events:

- Held office celebrations for Chinese New Year and Diwali
- Recognised Black History Month, Hispanic Heritage Month, Windrush, Steven Lawrence Day and Vaisakhi through external and internal campaigns
- Contributed content for our StrongerTogether Campaign, which focuses on topics such as racism, injustice, ally ship, gender equality, religion, and privilege
- 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
- Conducted research for our global demographic employee questionnaire
- Member of various chamber of commerce organisations and the Diversity Project
- Played an important role in implementing our floating holiday programme
- Hosted information sessions on race and religion in the workplace
- Ensured facilities were available for employees to practise their faith in the workplace
- Educated employees on various religious observances
- Co-created the Yes, You Can: Financial Planning Strategies for Diverse Communities, which is a community-based educational programme designed to address the unique financial challenges diverse communities face.
- Hosted cultural related book and film club discussions.



Ethnic Diverse Employees



Ethnic Diverse Employees in Senior Management

■ Current % ■ 2023 Goal %

As of 30 June 2022.





Working Parents

We create a place where employees can bring their whole selves to work. The Working Parents is a network of colleagues enhancing and leveraging existing tools and resources by promoting an open environment of sharing and education.

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:

- Active supporter of internal and external youth work experience and community projects
- Corporate member of WorkLife Central (UK)
- Host book discussions
- Implemented a global fitness challenge for working parents
- Sponsored parenting seminars and workshops sessions
- Played an instrumental role in expanding our flexible/agile working policies and enhanced maternal and paternal leave policies
- Supporter and sponsor of Working Families UK
- Conducted management discussions regarding the impacts of COVID on caregivers in the workplace
- Encouraged utilisation and enhancements for our back-up care programme

Our All-Inclusive Approach to Diversity

We understand the various dimensions of diversity within Janus Henderson so we also offer unique ERGs to ensure we are creating a culture that is inclusive for all. The Janus Henderson 50+ ERG is an established network for facilitating awareness and support to help with the variety of services and benefits that are unique to this age group.

Employee Resource Group(s): Janus Henderson 50+

Mission: They are an established network for facilitating awareness and support to help with the variety of services and benefits that are unique to this age group. They provide a voice in the development, retention and recruitment of older professionals within Janus Henderson.

ERG-sponsored Events:

- Offered money management workshops
- Partnered with the other Employee Resource Groups to implement the floating holiday benefit
- Initiated the need for a sabbatical leave policy and provided insight into the design of the Janus Henderson policy
- Provided educational materials for our StrongerTogether Campaign
- Partnered with community-based organisations to support youth and aging adults in the community

Employees with Disabilities

At Janus Henderson, we work diligently to understand the complexities of the disabilities experienced by our employees and their families and respond with initiatives that foster an inclusive environment.

Janus Henderson has a dozen active ERGs, each providing a network for those with similar interests and backgrounds. The leadership team and all the ERGs work to provide an open forum for employees and family members living with mental and physical limitations by understanding the different types of disabilities through open communication and by providing opportunities. Efforts have included lunch and learns geared to educate managers of employees with disabilities and a regular review of company policies to ensure we are supportive of those with specific needs.

Each year, the members of the ERGs identify unique philanthropic efforts to support through funding from Janus Henderson. Through their outreach, Janus Henderson has:

- Supported Challenged Athlete Foundation, Activity Alliance UK, and Handicap Welfare Association
- Participated in the AIDS Walk
- Sponsor of the Anchor Center for Blind Children Gala
- Hosted information sessions regarding disabilities in the workplace and neurodiversity

ERG-sponsored Events:

- Attended local career fairs
- Hosted information sessions on caregiving for children and adults with special needs
- Offered sessions on best practices for employees with disabilities in the workplace
- Disabilities Confident Level I Employer

“People with disabilities fare better in flexible organizations that value diversity, cooperation and the personalized consideration of employee needs. This is what I’ve experienced at Janus Henderson while living with chronic illness and pain.”

Molina Gallegos,
Janus Henderson
Distribution



**Employees with
Disabilities**

As of 30 June 2022.



THE RECRUITMENT LIFE CYCLE

Encouraging a Diverse Candidate Pool

- Incorporate 'equal opportunity' statements on all job descriptions in 2019 to demonstrate our commitment to a fair hiring process.
- Partner with recruitment firms that are committed to providing diverse candidate shortlists and spend time with these firms to educate them on what DEI means at Janus Henderson. Special relationship with e2w in the UK, a recruitment firm dedicated to reducing the gender pay gap by supplying strong female candidates for mid-senior level roles.
- Partner with diverse local schools in Denver to educate young people about the investment industry. We also have a long-standing relationship with Pathways CTM (UK) – a social enterprise dedicated to helping young people launch careers within the financial services sector. We assist them with student events, and they help us raise awareness of our junior talent programmes within diverse school environments.
- All junior talent programmes are advertised on DEI focused job boards (e.g. myGwork, STEM women, DisabledWorkers, HIVE Diversity). We post roles on Handshake, targeting ethnically diverse colleges and universities.
- Partner with internal Employee Resource Groups to utilise their networks for hiring (e.g. Women in Technology, Veterans, Pride Network). Work with Direct Employers in the US to post our positions on job boards including diversity sites, military and disability networks, college and university sites and other state and government agencies.



- Attend university and career fairs and school events with Pathways (a social enterprise that is providing employability training, support and opportunities for schools and students) and Investment 2020 (providing entry level opportunities to Investment Management firms with no barriers to entry). Help to educate young people about the range of opportunities that exist in asset management firms.
- We have a dedicated DEI Advisor in London to further improve our UK DEI recruitment efforts.

Entry Level Programmes Globally

- Annual Trainee Programme in both UK and US that focuses on inclusive hiring – No educational requirements, hire based on potential.
- #10000 Black Internships (UK) – Continuing our partnership with this initiative set up to provide front office internship opportunities.
- Action West London (UK) – An organisation set up to help connect Black men to employment opportunities. We will work with them to provide candidates for our entry level programmes.
- Graduate Scheme (UK) – Aimed at providing the investment teams with a pool of future analysts and PMs.
- Apprenticeship Scheme (UK) – Piloted our first full apprenticeship cohort into Ops in 2019. 18-month programme providing an apprenticeship qualification as well as on-the-job training for diverse students.
- Returners Programme (UK) – Inaugural programme in 2020 resulting in one hire in Fixed Income. Provides opportunities for those individuals who have been out of the workplace for 18+ months. (Further hires halted due to COVID budget restrictions).
- upReach (UK) – 'Investment Industry Springboard' initiative partner – Hosted work experience week for undergraduate students from less-privileged backgrounds. Aim of the 1-year programme is 'to support less-advantaged undergraduates secure internships and jobs in the Investment Industry'. It is a 'mentor-led' programme with a group of JHI employees actively mentoring these university students including assisting with CVs and mock interviews.
- Arrupe Corporate Work Study (US) – Providing real life work experience for economically disadvantaged students from Arrupe Jesuit High School in Colorado.

THE RECRUITMENT LIFE CYCLE (CONTINUED) WHAT'S NEXT

- CareerWise (US) – A Colorado statewide apprenticeship programme providing job training for high school students from diverse backgrounds.
- College Summer Internship Programme (US) – Creating a pipeline of future diverse talent.
- CollegeTrack (US) – Focused on supporting students with limited resources to chart their course to and through college while providing summer internships.
- Girls Who Invest (US) – Girls Who Invest, a three-year summer internship programme, gives Janus Henderson the opportunity to mentor and provide investment internships to college women.
- Greenwood Project (US) – Creating career pathways in the financial services industry for Black, Hispanic and Latinx students.
- INROADS Summer Interns (US) – Business career opportunities for ethnically diverse college students.

A Fair Hiring Process

- Partnering with the Talent Development team to deliver internal recruitment training for managers – addresses factors that can limit the inclusivity of a recruitment process, such as unconscious bias.
- Proactively share department specific diversity statistics with hiring managers to raise awareness of diversity issues in their departments.
- Unconscious bias training given to all staff.
- Encourage diverse interview panels.

Broaden Data & Expand Reach

- Created a Talent Ambassador Programme within the firm so employees can talk about their experience and career working with JHI.
- Continue to roll out interview training either with firmwide sign up sessions or individual sessions tailored to business area needs.
- Improved our social media presence on LinkedIn by redesigning our Careers section on the site.
- Start to explore disability and neurodiversity and how to align hiring practices accordingly.
- In the UK, partner with our DEI Advisor to make suggested changes/improvements.

Outreach Programme & Virtual Careers Fair

- Develop a formal outreach programme to get members of the investment teams into the community to talk to schools, universities, and colleges about the Investment Management industry and JHI.
- Explore ways to connect with Historically Black Colleges and Universities and Minority Serving Institutions in the US.

Internship Conversion

- Finalise a framework that allows us to offer to strong, diverse internship candidates a permanent role, the summer after they finish college.

Alumni

- Develop a plan to keep in contact with ex-employees, interns, etc.



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.



#10000 Black Interns

We joined forces with leading fund managers to address the chronic underrepresentation of Black talent in British financial institutions. Collectively, we are looking to offer 10,000 internships to Black students across the UK to help kick-start their career in investment management.



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.



College Track

College Track equips students confronting systemic barriers to earn a bachelor's degree in pursuit of a life of opportunity, choice, and power through access to equitable educational opportunities and internships.



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.



Greenwood Project

Greenwood Project introduces Black and Latinx students to careers within the financial industry via paid summer internships, educational field trips and their summer financial institute for high school students.



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.



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.



Diversity Council Australia

Diversity Council Australia (DCA) is the independent not-for-profit body leading diversity and inclusion in the workplace. They provide unique research, inspiring events and programmes, curated resources, and expert advice across all diversity dimensions to a community of member organisations.



Working Families Member

Janus Henderson is a proud member of Working Families, UK's work-life balance charity, whose mission is to remove the barriers that people with caring responsibilities face in the workplace. As a member of Working Families, we have access to tools, guides, and policies needed to promote and implement flexible and family-friendly business practices.



The Equity Collective

The Equity Collective is dedicated to educating, empowering, and developing the next generation of diverse leaders in the industry. Members have entered into a multi-year commitment which includes exclusive sponsorships with Boys & Girls Clubs of America, HIVE Diversity, and Team IMPACT.

RECOGNITION & PLEDGES

CEO Action for Diversity & Inclusion

CEO Action for Diversity & Inclusion™ is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. This commitment is driven by a realisation that addressing diversity and inclusion is not a competitive issue, but a societal issue that CEOs can play a critical role in addressing.

CEO **ACT!ON** FOR DIVERSITY & INCLUSION



Civic 50

Janus Henderson is proud to be named as a Civic 50 Colorado 2020 Honoree for being one of the state's most community-minded companies. The Civic 50 is based on Points of Light's Corporate Civic Engagement Framework that provides a road map for companies committed to leveraging their time, talent, and resources to drive social impact in their business and communities. The annual survey evaluates the following four dimensions of Janus Henderson's community engagement programme: Investment, Integration, Institutionalization, and Impact.

2022 Bloomberg Gender Equality Index (GEI)

Janus Henderson was included in the 2022 Bloomberg Gender-Equality Index (GEI), which distinguishes companies committed to transparency in gender reporting and advancing women's equality. Those included in the GEI were selected based on how they promote gender equality across four separate areas – company statistics, policies, community engagement, and products and services.



2022 Human Rights Campaign Corporate Equality Index

The firm's advancement of LGBTQ+ workplace equality has garnered a second consecutive year of recognition from the Human Rights Campaign 2022 Corporate Equality Index (CEI). Janus Henderson Investors is proud to be recognised as a Best Place to Work for LGBTQ Equality.



Women in Finance Charter

Janus Henderson is committed to improving diversity for the benefit of the company, our clients, and our people. We will continue with the work underway on our Investment 2020 trainee programme, on our graduate intake, on identifying diverse and innovative recruitment feeds and identifying ways of addressing unconscious bias through a range of training initiatives. We will continue to support and promote our flexible working policies and leverage our Diversity and Inclusion Regional Councils across the organisation to ensure that good regional practices are shared and implemented effectively.

Our UK female representation is 36% of the total employee population. When we signed the Charter in June 2017 our female senior managers percentage was 16%. In the last year we have seen a decline in female senior managers as a percentage of total senior management by -2% to 25%. We have already met our 2022 Charter target goal early of 25% senior management women representation in the UK. We believe we are on track to reach our new goal of 30% by 2023.

Disability Confident Commitment

As a Disability Confident Committed Employer, we ensure our recruitment process is inclusive and accessible to people with disabilities.



Living Wage Employer

Janus Henderson is proud to be recognised as a Living Wage Employer and participate in Living Wage Week. We support the idea that a hard day's work deserves a fair day's pay. Making sure that all Janus Henderson employees are on the living wage is not only the right thing to do for our employees but also for our business. Making sure that our employees are on a living wage is a long-term investment in our people which aligns with our culture and provides our employees and clients with an exceptional experience.

OUR EMPLOYEE VALUE PROPOSITION

Janus Henderson is more than a job – it's about Connecting You To What Matters. Our Employee Value Proposition (also called an EVP) came to life based on what our people have told us about their experiences working here. Supported by four pillars – People, Purpose, Opportunity and Way of Life – these words capture what it means to be part of Janus Henderson's inclusive community, and have access to benefits, well-being, and other opportunities that represent what matters to our people.

Our EVP was developed through an extensive series of internal interviews and engagement survey data. It was tested among interviewees to ensure the statement's accuracy and authenticity.

OUR COMMITMENT TO YOU

PURPOSE

Roles where you can make a real impact

- ▶ Keeping the client at the heart of everything we do
- ▶ Truly global with a growth mindset
- ▶ Delivering *Simple Excellence*
- ▶ A strong focus on ESG
- ▶ A learning organisation where everyone's ideas are valued
- ▶ Uncompromising ethics and high integrity

PEOPLE

Trust, communication and collaboration

- ▶ Living our values
 - ▶ We put our clients first
 - ▶ We act like an owner
 - ▶ We succeed as a team
- ▶ Empowering each other with Knowledge Shared
- ▶ Welcoming and caring environment
- ▶ Recognising you for great work

OPPORTUNITY

Supporting your ambitions and investing in you

- ▶ Virtual and in-person learning
- ▶ Skills development
- ▶ Global and internal mobility
- ▶ Entry-level talent programmes
- ▶ Coaching and mentoring
- ▶ Leadership development
- ▶ Professional qualifications

WAY OF LIFE

Reflecting the values and priorities of our people and communities

- ▶ A diverse and inclusive workforce
- ▶ Community relations and volunteering opportunities
- ▶ Janus Henderson Foundation and charitable giving
- ▶ Active employee resource and social groups
- ▶ Commitment to work-life balance
- ▶ Your wellbeing as priority



OUR EMPLOYEES



LEARN MORE ABOUT DIVERSITY & INCLUSION AT
JANUS HENDERSON AT JANUSHENDERSON.COM/CAREERS.

Janus Henderson
— INVESTORS —

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