

# DIVERSITY, EQUITY & INCLUSION

## INSIDE

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

Learn more and apply at [janushenderson.com/corporate/careers](https://janushenderson.com/corporate/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 define and achieve financial outcomes through differentiated insights, disciplined investments, and world-class service. 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 attract and engage a broad range of talent, resulting in a more enjoyable work environment, while also better positioning the firm for long-term growth.

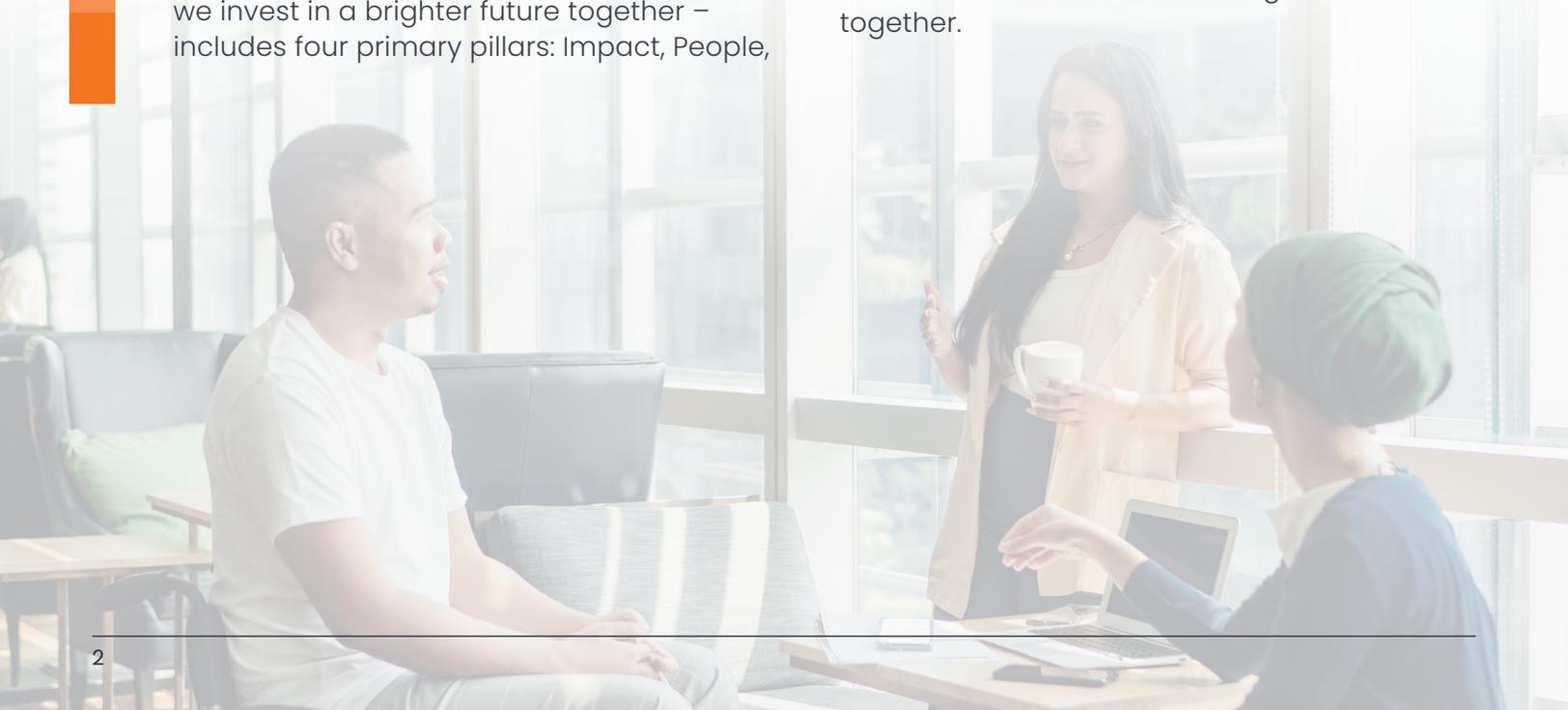
Our Employee Value Proposition – how we invest in a brighter future together – includes four primary pillars: Impact, People,

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 being 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 come 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 invest in a brighter future together.



## OUR COMMITMENT

Diversification among our people is just as important as diversification within 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 that values the authenticity and 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 understand diversity improves results and we are committed to creating an inclusive environment that promotes cultural awareness and respect by implementing equitable policies, benefits, training, recruiting, and recognition practices.

## EMPLOYEE RESOURCE GROUPS

Our Employee Resource Groups (ERG) are grassroots, employee-led efforts that offer colleagues with common interests and backgrounds an opportunity to meet regularly 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\*:



\*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.

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.

Implemented a sabbatical leave programme in 2019.

Provided global mentoring since the programme's inception in 2018.

Partnered to communicate the Gender Pay Gap Analysis globally and worked to implement strategies that aim to improve our recruitment and retention of women.

Hosted over 35 Diversity Talks annually 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.

Signed the Women in Finance Charter, committing our firm to increasing female senior management representation.

Participated in a variety of community events tied to the objectives of our Employee Resource Groups.

Leveraged augmented writing platform to ensure we produce gender- and age-neutral job descriptions that are attractive to all.

Implemented a diverse business supplier programme in 2019 that showcases our support and commitment to working with small and diverse-owned businesses.

Delivered Unconscious Bias Training to employees globally.

Was recognised by Bloomberg Gender Equality Index, Human Rights Campaign, and LGBT Great for our inclusive practices and policies.

Expanded our diversity, equity and inclusion learning curriculum and embedded DEI content into all of our professional development courses.

Achieved an overall Diversity and Inclusion Employee Engagement score of 85%, which is aligned with the 75th percentile Newmeasures industry benchmark.

Enhanced our global family leave and leave pay to align better with industry standards.

Committed to the CEO Action for Diversity & Inclusion Pledge and Race at Work Charter.

Implemented a global Adoption Assistance Programme and medical reimbursement scheme to meet the diverse needs of our employees.

Moved to a Disability Confident Level II employer.

## INCLUSIVE OFFERINGS AND 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:

### Community involvement perks

Matching Gift Programme

Donations for Doers Programme

8 hours of paid community investment time

Company-sponsored events and drives

### Career development

#### Mentoring Programme, composed of the following components:

- Internal mentoring (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 and coaching

Online learning portal

Tuition/qualification reimbursement

### Financial assistance

Competitive base pay and bonus structure

401(k) with employer match/company pension scheme

### Personal support

Transportation assistance (varies by country: complimentary parking, public transportation pass, or bike purchase programme)

Industry-leading maternal/paternal cover

#### Family services:

- Pregnancy and mental health resources
- Adoption assistance
- Back-up child and adult care available in the US and UK
- Medical reimbursements are available to support employees' diverse needs

### 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.

**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.

#### 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.

**Medical needs rooms:** Private rooms are available on selected floors to tend to personal needs and/or utilise for religious observances.

## INCLUSIVE OFFERINGS AND SERVICES

### Health and well-being

Employees can protect their health and well-being and that of their family and prepare for the future with top-quartile benefit offerings\* and perks, such as:

**On-site gym and wellness programme:** Employees can 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 to ClassPass allows employees to search, book, and experience top-rated fitness classes, as well as well-being services such as massages and facials, in person or online.

**MDLIVE:** Janus Henderson's discounted telemedicine offering enables employees to see the doctor via webcam, email, or over the phone.

**Dispatch Health:** At-home emergency care is available to Colorado-based employees.

**Complimentary subscriptions for Headspace,** the mindfulness app.

\*Ask Janus Henderson's Talent Acquisition 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 paid time-off policy, which increases with tenure, enables employees to do just that.

Accrual-based PTO programme

Sabbatical opportunities to employees who have completed 10 years of service

Paid holidays

### 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

Employee events and celebrations

Sports Day

Hybrid, flexible and agile working environment

14er Challenge (Colorado)

Company-sponsored Sporting Leagues through the Sports and Social Committee

## EMPLOYEE RESOURCE GROUPS

### Empowering women at work

At Janus Henderson, we are committed to fostering a team of empowered individuals by providing opportunities as well as flexibility to help ensure 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.

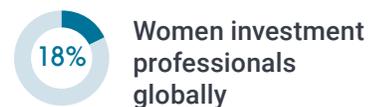
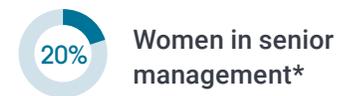
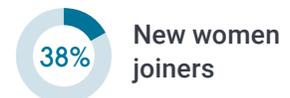
**Employee Resource Groups:** Gender Diversity Alliance, Women in IT

**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 and initiatives:

- Career-pathing roundtables hosted by female senior leaders within firm
- Book club discussions
- Women's History Month celebrations
- International Women's Day and International Men's Day campaign
- Training sessions focused on authenticity and allyship
- Women in Investment and Technology events
- Educational sessions on the importance of flexible work arrangements and gender diversity themes
- Men for Inclusion campaign
- Played an instrumental role in the expansion and enhancement our of parental benefits
- Participate in Diversity Project, Women in ETFs, Financial Women's Association Singapore, City Hive, and various chamber of commerce events
- Participate in various gender diversity community development initiatives
- Offer peer mentoring opportunities
- Offer 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 been recognised by the Bloomberg Gender Equality Index for our inclusive practices and policies.



■ Current %

\* Senior Management is defined as Executive Committee and their direct reports (excluding Administrative Staff). As of 31 December 2023.



Former military professionals

## Investing in those who served

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:** 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 and initiatives:**

- Encouraged donations to Operation Gratitude and Cellphones for Soldiers
- Supported the Tuskegee Airmen, Inc., Mt. Carmel Veterans Service Center, Team Rubicon, and the British Commonwealth Armed Forces, USNA Parents Club of CO/WY
- 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
- Established a partnership with Vanguard Veteran



## 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. Janus Henderson Young Professionals is a group of millennial and Gen Z employees that works to explore modern career trends, develop team-building opportunities, and foster a culture of generational inclusiveness.

**Employee Resource Group:** 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 and initiatives:**

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



## LGBT+ Employees

As of 31 December 2023.

### 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 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:** Janus Henderson Pride

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

#### ERG-sponsored events and initiatives:

- Founding member of 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
- Played a critical role in the implementation of a medical reimbursement for additional gender affirmation and surrogacy benefits
- 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 and allows us to be more innovative in our efforts to find solutions to global challenges. Our diverse outlook and diversity of thought helps set us apart from other firms in our industry.

**Employee Resource Groups:** APAC Global Network, Black Professional Network, Hispanic and Latino Professional Alliance, Ethnic and Cultural Diversity Network

**Mission:** The missions of the above-mentioned groups vary slightly, but 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.



Ethnically diverse employees



Ethnically diverse employees in senior management

■ Current %

As of 31 December 2023.



### ERG-sponsored events and initiatives:

- Held office celebrations for Lunar New Year, Holi, Eid, and Diwali
- Recognised Black History Month, Hispanic Heritage Month, Windrush, Stephen Lawrence Day, Juneteenth, and Vaisakhi through external and internal campaigns
- Contributed content for our Race Equality Week Campaign, which focuses on topics such as racism, injustice, allyship, 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 and encouraged employees to self-identity
- Served as a member of various chamber of commerce organisations and the Diversity Project
- Played an important role in implementing our floating holiday programme
- Ensured facilities were available for employees to practise their faith in the workplace
- Co-created *Yes, You Can: Financial Planning Strategies for Diverse Communities*, a community-based educational programme designed to address the unique financial challenges of diverse communities.
- Hosted cultural-themed book and film club discussions

## Working parents

We strive to create a place where employees can bring their whole selves to work. 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:** Working Parents

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

### ERG-sponsored events and initiatives:

- Actively supported internal and external youth work experience and community projects
- Corporate member of WorkLife Central (UK)
- Hosted book discussions
- Implemented a global fitness challenge for working parents
- Sponsored parenting seminars and workshops sessions
- Played an instrumental role in expanding our flexible/hybrid working policies, surrogacy benefits, and enhanced parental leave policies
- Conducted management discussions regarding the impacts of COVID on caregivers in the workplace
- Encouraged utilisation of and enhancements to our back-up care programme

## Our all-inclusive approach to diversity

We understand the various dimensions of diversity within Janus Henderson and offer unique ERGs to ensure we are creating a culture that is inclusive for all.

**Employee Resource Group:** Seasoned Professionals

**Mission:** To facilitate awareness and support the variety of services and benefits unique to this age group and provide a voice in the development, retention, and recruitment of older professionals within Janus Henderson.

### ERG-sponsored events and initiatives:

- Offered money management workshops
- Partnered with the other ERGs 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's leadership team and all of our ERGs work to provide an open forum for employees and family members living with mental and physical limitations by understanding different types of disabilities through open communication and providing opportunities. Efforts have included lunch and learns geared toward educating managers of employees with disabilities and a regular review of company policies to ensure we are supportive of those with specific needs.

**Employee Resource Group:** The Ability Alliance

**Mission:** Focuses on physical as well as invisible disabilities and neurodiversity by forming connections, identifying education and awareness opportunities, and increasing support for employees and potential candidates.

**ERG-sponsored events and initiatives:**

- Supported Challenged Athlete Foundation, Activity Alliance UK, and Handicap Welfare Association
- Participated in the AIDS Walk and Positively Purple Campaign
- Sponsor of the Anchor Center for Blind Children Gala
- Hosted information sessions regarding disabilities in the workplace, dementia and neurodiversity
- Attended local career fairs
- Hosted information sessions on caregiving for children and adults with special needs
- Designated as a Disabilities Confident Level II Employer
- Offered introduction to sign language classes in various regions

“ 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 31 December 2023.



## THE RECRUITMENT LIFE CYCLE

### Encouraging a diverse candidate pool

- Incorporate 'equal opportunity' statements on all job descriptions 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. For example, we have formed a 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 entry-level talent programmes within diverse school environments.
- All entry-level talent programmes are advertised on DEI-focused job boards (e.g. myGwork, STEM women, DisabledWorkers, HIVE Diversity). We also post roles on Handshake, targeting ethnically diverse colleges and universities.
- Partner with internal Employee Resource Groups to utilise their networks for hiring. 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.
- Dedicated DEI Advisor in London to further improve our UK DEI recruitment efforts.
- 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.

### Entry-level programmes globally

- Internships (Global) – Provide seasonal internship opportunities for scholars in our community.
- Graduate Scheme (UK & US) – Aimed at providing the investment teams with a pool of future analysts and PMs.
- Apprenticeship Scheme – Piloted our first full apprenticeship cohort in Operations in 2019. This is an 18+ month programme providing an apprenticeship qualification as well as on-the-job training for diverse students. We currently have apprenticeships available annually throughout Operations, Global Technology, Finance, Risk and Compliance in the UK.
- 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.
- Work Experience/Work Study – Provides work experience for economically disadvantaged students.
- CareerWise (US) – A Colorado statewide apprenticeship programme providing job training for high school students from diverse backgrounds.
- College Summer Internship Programme – Aimed at creating a pipeline of future diverse talent.
- Annual Trainee Programme in the UK that focuses on inclusive hiring (no educational requirements; hire based on potential).
- Leverage volunteer talent ambassadors within the firm who can talk to prospective employees about their experience and career with JHI.



## THE RECRUITMENT LIFE CYCLE (CONTINUED)

### A fair hiring process

- Partner with the Talent Development team to deliver internal recruitment training for managers to address 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 regarding underrepresented groups.
- Encourage diverse interview panels and applicant pools.



## 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 under-representation 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

The Arrupe Corporate Work Study Programme provides economically disadvantaged students who are enrolled in the programme with entry-level office roles as they prepare to apply for and enter college.



### Greenwood Project

Greenwood Project introduces Black and Latino students to careers within the financial industry via paid summer internships and educational field trips.



### 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.



### Diversity Project North America

Janus Henderson is proud to be a founding member of The Diversity Project North America, which 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.



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## RECOGNITION AND 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**



### Race at Work Charter

As a signatory of the Race at Work Charter, we publicly commit to improving equality and equitable opportunities in the workplace.

### 2023 Bloomberg Gender Equality Index (GEI)

Janus Henderson was included in the 2023 Bloomberg Gender Equality Index (GEI), which distinguishes companies committed to transparency in gender reporting and advancing 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.



### 2023-2024 Human Rights Campaign Corporate Equality Index

Janus Henderson's advancement of LGBTQ+ workplace equality has garnered recognition from the Human Rights Campaign 2023-2024 Corporate Equality Index (CEI). We are proud to be recognised as a Leader in LGBTQ+ Workplace Inclusion.

## RECOGNITION AND PLEDGES



### 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, our graduate intake, 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.

### 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 receiving a living wage is not only the right thing to do for our employees, but also for our business: It 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 Investing in a Brighter Future Together. Our Employee Value Proposition (EVP) came to life based on what our people have told us about their experiences working here. Supported by four pillars – Impact, People, 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

#### IMPACT

**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 employees 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
- ▶ Prioritising employees' well-being



# INVESTING IN A BRIGHTER FUTURE TOGETHER

**PURPOSE**  
Investing  
in a brighter  
future together

**MISSION**  
We help clients define and achieve  
superior financial outcomes through  
differentiated insights, disciplined  
investments, and world-class service

## STRATEGY

PROTECT  
& GROW  
OUR CORE

AMPLIFY  
OUR  
STRENGTHS

DIVERSIFY  
WHERE WE  
HAVE THE RIGHT

## VALUES

CLIENTS  
COME FIRST  
– ALWAYS

EXECUTION  
SUPERSEDES  
INTENTION

TOGETHER  
WE WIN

DIVERSITY  
IMPROVES  
RESULTS

TRUTH  
BUILDS  
TRUST

LEARN MORE ABOUT DIVERSITY & INCLUSION AT  
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**Janus Henderson**  
INVESTORS

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