

# DIVERSITY, EQUITY, & INCLUSION

## INSIDE

See how our core value of *Diversity Improves Results* is supported and exemplified at Janus Henderson

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# JANUS HENDERSON HAS ALWAYS HELD THE BELIEF THAT DIVERSITY IMPROVES RESULTS.

As a global active asset manager, our mission is to help our clients define and achieve financial outcomes through differentiated insights, disciplined investments, and world-class service. By leveraging the diversity of thought among our people, we're able to achieve a level of human connection that results in a workplace where trust and collaboration can thrive.

We are committed to acting responsibly in the way we invest, engage with clients, and support our people and the communities where we live and work. Janus Henderson celebrates and recognises the unique differences of every employee because that is what makes us great. Diversity is 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 – is built on four pillars: Impact, People, Opportunity, and

Way of Life. 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 and development and through 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 will see how our values and commitment to diversity, equity and inclusion (DEI) come to life and how the collective work of our people creates an authentic and meaningful impact each day.

We hope you are as excited by what you learn as we are in highlighting the ways Janus Henderson invests in a brighter future together.



## OUR COMMITMENT

Diversification among our people is just as important as diversification within our investment portfolios. We acknowledge 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 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 (ERGs) are grassroots, employee-led efforts that bring together colleagues with common interests and backgrounds. Open to all employees, these groups provide an opportunity for members to meet regularly and discuss how they can make Janus Henderson a more inclusive and high-performing workplace. By joining an ERG, 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:



## FIRM-WIDE HIGHLIGHTS

In support of our commitment to 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.

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.

Hosted over 35 sessions 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.

Worked to implement strategies that aim to improve our recruitment and retention efforts.

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

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

Was recognised by the Human Rights Campaign and LGBT Great for our inclusive practices and policies.

Delivered Unconscious Bias Training to employees globally.

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

Expanded our DEI learning curriculum and embedded content focused on fairness into all of our professional development courses.

Moved to a Disability Confident Level II employer.

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

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

## 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, comprised 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 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:

- Family planning resources
- Mental health support
- Adoption assistance
- Back-up child and adult care in the US and UK
- Medical reimbursements 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 examples 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:** US 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 PTO 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 (London)

Hybrid, flexible, and agile working environment

14er Challenge (Colorado)

Company-sponsored sporting leagues through the Sports and Social Committee

# EMPLOYEE RESOURCE GROUPS

## Gender diversity 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:** Champion an inclusive and respectful environment that celebrates and supports women across the organisation, alongside their allies. Together, we are building a culture of empathy, respect, and equal opportunity, where diversity is not just accepted but embraced as a source of strength and innovation.



Female employees in the workplace globally\*



Female new joiners\*



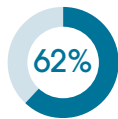
Females in senior management\*\*



Female investment professionals globally



Male employees in the workplace globally\*



Male new joiners\*



Males in senior management\*\*



Male investment professionals globally

\*Those that identify as female or male.

\*\*Senior Management is defined as Executive Committee plus senior executives who help drive the strategic priorities of the firm. As of 30 June 2025.





Former military professionals

As of 30 June 2025.



## Investing in those who served

At Janus Henderson, we recognise the value that former military professionals add to this firm and we 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 and military spouses to apply their previous experiences to the Janus Henderson work environment by bridging the gaps between military life and corporate culture.

## 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's Young Professionals is a group of 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 engage, develop, and connect young professionals at Janus Henderson (or new to JHI) through opportunities in professional development, social networking, and community engagement.





## LGBTQ+ Employees

As of 30 June 2025.

### Advancing LGBTQ+ 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 LGBTQ+ employees and allies by fostering corporate inclusion and reducing barriers to advancement and success.



## Leveraging our differences to drive results

Celebrating the 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 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 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\*



Non-ethnic diverse employees



Non-ethnic diverse employees in senior management

\*Ethnically Diverse are employees that identify as American Indian, Alaskan Native, Asian, Black/African/ Caribbean, Hispanic/Latino, Mixed/Multiple Ethnic group and/or Two or More Races

As of 30 June 2025.



## Working parents

We strive to create a workplace 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 strategies, information, and tips to help working parents balance their career and family.

## Our all-inclusive approach to generational 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 various age groups and provide a voice in the development, retention, and recruitment of professionals within Janus Henderson.



## 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 inclusion.

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 learn sessions 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.

“ 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 Client  
Group Management



Employees with  
disabilities

As of 30 June 2025.



## OUR EMPLOYEE VALUE PROPOSITION

Janus Henderson is more than a job – it's a shared commitment to 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 resources, 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.

### OUR COMMITMENT TO YOU

#### IMPACT

Roles where you can make a real impact

#### PEOPLE

Trust, communication, and collaboration

#### OPPORTUNITY

Supporting your ambitions and investing in you

#### WAY OF LIFE

Reflecting the values and priorities of our people and communities



# 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
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**VALUES**

CLIENTS COME FIRST - ALWAYS	EXECUTION SUPERSEDES INTENTION	TOGETHER WE WIN	DIVERSITY IMPROVES RESULTS	TRUTH BUILDS TRUST
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LEARN MORE ABOUT DIVERSITY & INCLUSION AT  
JANUS HENDERSON AT [JANUSHENDERSON.COM/CAREERS](https://www.janushenderson.com/careers)

**Janus Henderson**  
INVESTORS

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