Janus Henderson
INVESTORS

DIVERSITY, EQUITY, & INCLUSION

INSIDE

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

MARKETING COMMUNICATION | OUTSIDE OF THE U.S.: FOR PROFESSIONALS AND QUALIFIED INVESTORS ONLY | NOT FOR ONWARD DISTRIBUTION
THE VALUE OF AN INVESTMENT AND THE INCOME FROM IT CAN FALL AS WELL AS RISE AND YOU MAY NOT GET BACK THE AMOUNT ORIGINALLY INVESTED.

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 superior 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.

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 in our 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.

ERGs currently offered at Janus Henderson include:

JANUS HENDERSON THE ABILITY ALLIANCE

JANUS HENDERSON BLACK PROFESSIONAL NETWORK

JANUS HENDERSON CULTURAL CONNECTIONS

JANUS HENDERSON SEASONED PROFESSIONALS
LOOKING FORWARD | LEADING OTHERS

JANUS HENDERSON VETERAN'S NETWORK

JANUS HENDERSON HISPANIC/LATINO PROFESSIONAL ALLIANCE

JANUS HENDERSON PRIDE

WOMEN'S NETWORK
JANUS HENDERSON INVESTORS

JANUS HENDERSON WORKING PARENTS

JANUS HENDERSON YOUNG PROFESSIONALS

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.
Delivered Unconscious Bias Training to employees globally.	Was recognised by the Human Rights Campaign and LGBT Great for our inclusive practices and policies.
Expanded our DEI learning curriculum and embedded content focused on fairness into all of our professional development courses.	Achieved an overall Diversity and Inclusion Employee Engagement score of 87%, which is above the 50th percentile Newmeasures industry benchmark.
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.
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
16 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)	**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
Industry-leading maternal/paternal cover	

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 fitness challenge, on-site fitness classes, and more.

Wellhub+: A corporate membership to Wellhub+ allows employees to access multiple gyms and studios, premium versions of top-tier wellness apps, and receive personalized support for physical health, mental wellness, nutrition, financial guidance, and more.

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

Complimentary subscriptions for Calm, 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

Paid holidays

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	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 Women's Network is a group dedicated to creating a community within Janus Henderson through professional development, networking, knowledge sharing, and awareness of gender diversity in the working environment.

Mission: Ignite potential and amplify voices. We strive to create an inclusive space where women are empowered to learn, lead, and inspire change. Through shared knowledge, meaningful connections, and unwavering support, we transform diversity into strength and innovation into opportunity.

38% **Female employees in the workplace globally***

62% **Male employees in the workplace globally***

42% **Female new joiners***

58% **Male new joiners***

28% **Females in senior management****

72% **Males in senior management****

20% **Female investment professionals globally**

80% **Male investment professionals globally**

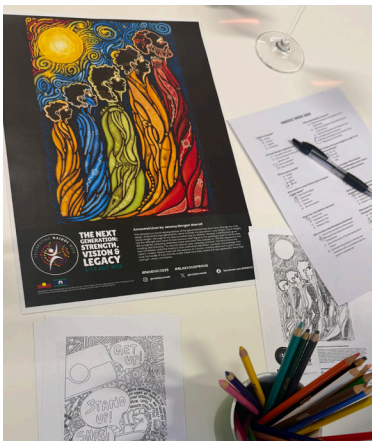
*Those that identify as female or male.

**Senior Management is defined as Strategic Leadership Team (SLT) comprised of Executive Committee members plus executives who help drive the strategic priorities of the firm who help drive the strategic priorities of the firm. As of 31 December 2025.

1%

Former military professionals

As of 31 December 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.

Mission: Janus Henderson Veterans Network is dedicated to creating an environment of support and development for former and/or current military professionals, their families and allies.

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.

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.

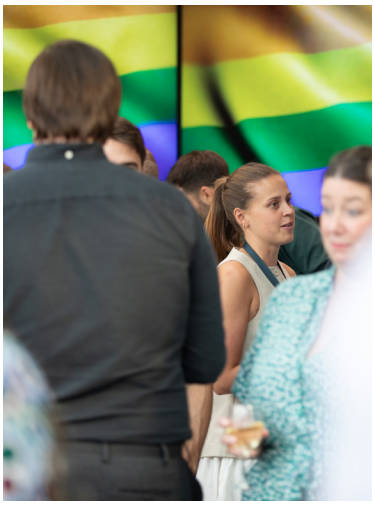
LGBTQ+ Employees

As of 31 December 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.

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: Black Professional Network, Hispanic and Latino Professional Alliance, Cultural Connections.

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 31 December 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.

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.

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 disabilities 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.

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, North America Client Group Management**

Employees with disabilities

As of 31 December 2025.

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