



Man Group

Diversity, Equity & Inclusion Report 2022

March 2023



Introduction from our CEO

We continue to work hard to deepen and broaden what we do to improve diversity, equity and inclusion, both at Man Group and across the industry. During 2022, we have made a concerted effort to take our programmes into new avenues and introduce tangible initiatives across more fronts. To be fit for purpose in years to come, we – and our peers across the industry – need to reconfigure the pieces that make up our teams, not just add individuals who fit an existing mould.

There should be no particular ‘type’ of person that joins the financial services industry. In asset management, we speak a lot about diversification – we know a diversified portfolio means better returns and less risk. The same applies to people; with different perspectives, the collective is much smarter and, ultimately, much better for business.

The pipeline is an important part of the puzzle. In the last year, we have been delighted to host several events as part of our partnerships with Girls Are INvestors, which seeks to highlight asset management as a potential career choice for women and non-binary people, and EnCircle, which runs mentoring circles for Black talent in our industry and aims to develop a sustainable pipeline of Black leaders within it. We have also welcomed groups of school and university students for insight days at our offices across the world, as well as hosting our inaugural Tech Insights Week in our London office. These events are vital for young people to understand what a career in investment management can look like, and play a role in encouraging them to choose that path.

I am also incredibly proud that 2022 saw Man Group become a founding member of Progress Together, a first-of-its-kind membership body that aims to drive socio-economic diversity within UK financial services, focusing specifically on progression and retention. This will see us work across the industry to promote best practice, and the measure of success will be greater levels of socio-economic diversity at senior levels, across its membership. We are excited to have the opportunity to play a role in the creation of a more equitable industry.

Our staff now represent more than 70 nationalities and bring expertise to us from across the globe. Recognising their diverse backgrounds and stories, we had many volunteers when we welcomed Breaking Barriers to our offices during 2022. Breaking Barriers is an organisation focused on helping refugees back into the workplace and to add this strand to our DE&I efforts seemed especially pertinent in the current environment. We marked Refugee Week with our people volunteering together for an interview skills workshop run by Breaking Barriers and we have joined Fuse, a network of Breaking Barriers businesses, and look forward to taking further steps with the organisation.

There is no easy solution to creating a diverse workforce or industry. We will need to keep working across an ever-wider range of fronts – be it our external partnerships, the work of our employee networks and our volunteering initiatives – to make our firm as strong as it can be and attract and retain the best people.



Luke Ellis
CEO, Man Group



Robyn Grew
President, Man Group
Chair of Drive's Steering Committee

Drive and DE&I

As we listen to and hear each other, the stories build our culture of understanding and inclusion, and we foster a workplace where we can all feel we belong.

The events Drive has held this year have been inspirational. It's always a privilege to hear our people share their stories, whether this be as part of a mentoring circle on the menopause, on their experiences of working during Ramadan, or talking with our Disability workstream about how we can better provide for our staff who are disabled. Every one of these opportunities helps us be a better firm – better at looking after our people, better at providing the platform for everyone to be the best they can be and, therefore, better at retaining our people and attracting the very best to be a part of Man Group.

We continue to welcome taking this appetite for learning outside and into our industry. To name a few, we

continue our work with the Diversity Project, with the Alternative Investment Management Association (AIMA) DE&I working group and with the Standards Board for Alternative Investments. We embrace the opportunity to work with other organisations to achieve maximum impact and to hold our work up to help others move forward and, in turn, to learn from them. To be invited to contribute and share our experience has meant recording podcasts for FundFire on 'Valuing Difference in the Workplace', with AIMA as part of their LongShort series, and being recognised by Investment Week's Women in Investment Awards for our work as a firm and individually.

Our determination to make a difference is authentic. We will continue to drive forward change both within and outside of Man Group, and I am looking forward to what we can achieve in 2023.

Diversity, Equity and Inclusion at a glance



We have a presence in

11 countries with more than

1,600 permanent employees creating a multi-cultural workforce

of **70+** nationalities.



1 new network



2 new workstreams



90.5% of employees have chosen to provide ethnicity data, helping inform how we tailor our DE&I efforts



100+ events organised by Drive networks, workstreams and volunteers

Highlights

Social Mobility Index: first time we entered the **Top 75**

Dedicated all-female and all-Black employee cohorts for <develop>

Award wins

Man Group was Highly Commended in the Investment Industry Contribution to Gender Diversity & Inclusion category at Investment Week's Women in Investment Awards.

Man Group was Highly Commended in the Championing Social Mobility category at the FT Adviser Diversity in Finance Awards.

Man Group colleagues featured on HERoes, OUTstanding and EMpower Role Model Lists 2022.

Members of Pride@Man featured on LGBT Great's Top 100 Gamechangers 2022 list.

UK Gender Pay Statistics

Our dedication to improving diversity, in all its forms, and our commitment to taking meaningful action remains steadfast.

While we have seen some change since we started reporting, our latest figures show that the 'diversity gap' between men and women remains due to the lower representation of women in higher paid, senior positions and particularly in front office investment roles. We do not see a gender pay gap across similar roles and have a compensation monitoring process in place that reviews pay across the firm globally to ensure that it is fair and proportionate. There is still work to do to address this gender imbalance across our business and more widely in our industry, and we are committed to developing female talent at all levels of the firm. As a result, we expect to see our statistics fluctuate as we continue to work towards closing this gap.

We are encouraged by some of our progress in recent years. In 2022, we achieved 30% female representation on our Executive Committee and, in 2020, we achieved gender parity on our Board of Directors. Our Returner Programme has resulted in the recruitment of four female returners during 2022, with a total of 16 returners joining Man Group since the programme began in 2016. Through this initiative, we have seen more highly qualified women return to work and progress to or take up senior positions in front office investment management roles and in technology. We also continue to focus on coaching and mentoring our high performing women, particularly those on the pathway to senior management.

We have several initiatives, partnerships and programmes to help us attract and develop women from more diverse backgrounds and to encourage diversity, equity and inclusion across our firm and industry. During 2022, we joined the Diversity Project's Pathway programme – an industry-wide effort to address the underrepresentation of women in fund management. We are delighted to participate and especially to have been invited to help design part of the content for the programme.

We have also been a signatory to the HM Treasury's Women in Finance Charter since 2018, pledging to promote gender diversity and setting internal targets for female representation in senior roles. Alongside this, the number of women in senior management roles is also one of our non-financial KPIs, part of our Executive Directors' remuneration. This is designed to drive progress and ensure it remains a key priority for senior leaders across the firm.



Hourly rate

26.3%

Median gender pay gap

Bonus pay

53.5%

Median bonus gap

90.3%

Female employees receiving a bonus

16.7%

Mean gender pay gap

55.1%

Mean bonus gap

89.7%

Male employees receiving a bonus

Pay quartile

Upper quartile

80.1%

Male

Upper middle quartile

83.8%

Male

Lower middle quartile

65.1%

Male

Lower quartile

59.2%

Male

19.9%

Female

16.3%

Female

34.9%

Female

40.8%

Female



The current UK gender pay gap legislation requires employers to report on the pay gap between men and women, and we recognise that there are many who do not identify with these binary categories. At Man Group, we welcome people of all gender identities and encourage self-declaration via our HR system. Our employees are empowered to choose how to display their preferred pronouns as part of their email signatures and on Slack.



Lucy Bond
Global Head of Sustainability, Man Group

Commitments and Memberships

This list is a snapshot of Man Group's various commitments, pledges and memberships, and is not meant to be exhaustive.

Man Group has been a signatory to the **HM Treasury's Women in Finance Charter** since 2018, pledging to promote gender diversity, including setting internal targets and reporting publicly on progress. Since signing the charter, we are pleased to have seen a positive trajectory in the proportion of women in senior management roles, which we define as Executive Committee members and their direct reports. In 2018, we were at 22% (up from 16% in 2016) and we have since met our initial target of 25% female representation in senior management roles by December 2020. Subsequent targets were set at 27.5% by the end of 2022 and 30% by 2024. In 2022, we achieved 30% female representation on our Executive Committee but as of December 2022, had 26% (slightly down from the 27% reached in 2021) female representation in senior management roles more broadly. We remain focused on our initiatives to support and develop women at all levels across Man Group, to ensure that they are able to reach their full potential and progress to senior roles.

We are a member of the Alternative Investment **Management Association (AIMA)** and Robyn Grew chairs the **DE&I Working Group**. In 2022, we worked with AIMA on the paper 'Kickstarting a career in Hedge Funds' which featured a foreword by Robyn Grew and contributions from several Man Group colleagues.

We are a member of the **Diversity Project**, a cross-company initiative championing a more inclusive culture and promoting diversity as a social obligation and a business imperative.

We are a founding member of **Progress Together**, an organisation aiming to level the playing field for employees from all socioeconomic backgrounds, and Man Group's Michael Turner sits on the Board.

We have been a member of **LGBT Great** since 2019 as one of the first 10 corporate members. Members of LGBT Great are committed to improving LGBT+ equality and inclusion for all employees, clients and investors within the global investment industry.

We are members of the **Women in Business** Forum run by the Financial Times in the UK.

Luke Ellis, CEO, and John Cryan, Chair, of Man Group, are members of the **30% Club**, a global campaign taking action to increase diversity at board and senior management levels.

We are a signatory to the UK's **Race at Work Charter**, committed to taking practical steps to ensure our workplace is tackling barriers that black and minority groups face in recruitment and progression, and that we foster a more inclusive environment for all our people. We follow the Charter's five calls to action, which aim to ensure that ethnic minority employees are represented at all levels in an organisation.

Man Group has become a **Disability Confident Committed** employer, joining the UK Government's scheme which seeks to ensure that disabled people have opportunities to fulfil their potential in the workplace.

We are members of **PurpleSpace**, the world's only networking and professional development hub for disabled employees to bring together leaders and allies from all sectors to build disability confidence in the workplace.

Our Drive Networks



Drive is our global internal diversity, equity and inclusion platform, comprised of our **5 networks** and **6 workstreams** that are run by our employees and sponsored by our senior management team.

Drive is designed to inform, support and inspire our people, and is comprised of our employee networks and workstreams that seek to advance Man Group's efforts in promoting inclusion and valuing diversity in all its forms, including gender identity, sexual orientation, ethnicity, neurodiversity, disability and veterans. The networks and workstreams' activities include events, training, resources and peer engagement and support across the firm and externally.

We believe that through creating a collaborative, supportive environment, where diversity is celebrated and individuals are empowered to achieve their potential, we can ultimately deliver the best results for our stakeholders.

The WAM Network

Women at Man (WAM)



WAM is our network dedicated to gender balance at Man Group. I am delighted to have joined as its senior sponsor and to be working with the group to foster gender equity and inclusion within our firm and across our industry. There is still much for us to do and it is incumbent on all of us to work together to ensure opportunities for all regardless of gender.



Eric Burl
Head of Discretionary, Man Group
Eric is the senior sponsor of the WAM network



The Women at Man ('WAM') network promotes gender balance and equality. Its mission is to support and inspire women at all levels within the firm.

2022 was a year of transition for the WAM network, with the new joiners bringing new ideas, new perspectives and representing different areas of the business. Eric Burl was appointed as the network's senior sponsor and Maria Isaza stepped into the role of co-chair alongside Benjamin Bouillou.

The past year's flagship events included a financial awareness series with AAG Financial Education, which covered the topics of investing 101, planning your retirement and mortgages, and was particularly focused

on giving women the support they needed to take control of their finances. During Man Group's Global Inclusion Week, the WAM network hosted an enlightening discussion with Laura Liswood, Secretary General of the Council of Women World Leaders, who spoke about the interlinked relationships between diversity, inclusion and equity within the workplace.

Our Mentoring Circles remained a key initiative and last year we collaborated on a joint session with the Black Employees and Allies at Man (BEAM) network on the topic of visibility. This served as a chance to share experiences, thoughts and foster open discussion around how to make your voice heard, how to advocate

for ideas, opportunities and one's career, and how to network effectively. We also introduced a women-only cohort onto our popular in-house Python and data science training programme, <develop>.

We believe that it is crucial that we initiate conversations around the challenges women in particular face. In this vein, our wellbeing programme welcomed the Eve Appeal to Man Group to discuss the menopause and WAM followed this with a menopause-specific mentoring circle. We have subsequently set up a support group to continue this important conversation and learn how best to support our staff who are perimenopausal or menopausal.

Through its activities, the WAM network is committed to paving the way for potential future employees in the investment industry, particularly women, and then supporting them into senior, front office positions. We have joined the Diversity Project's Pathway programme, which Man AHL's Eva Sanchez Martin and Man GLG's Erin Ennis are participating in. Created by the industry for the industry, this programme looks to develop the female portfolio managers of the future. The bespoke curriculum has been designed to complement the CFA and on-the-job training, and will help participants prepare to take on portfolio management roles.

We were delighted to welcome three women into our Investment Management Team in Trading Platform & Core Technology as Associate Software Engineers after

they completed their courses with Code First Girls, a social enterprise providing free coding courses to women and non-binary people across the UK. The organisation also helps companies recruit more women into technology roles by connecting them with newly trained female developers.

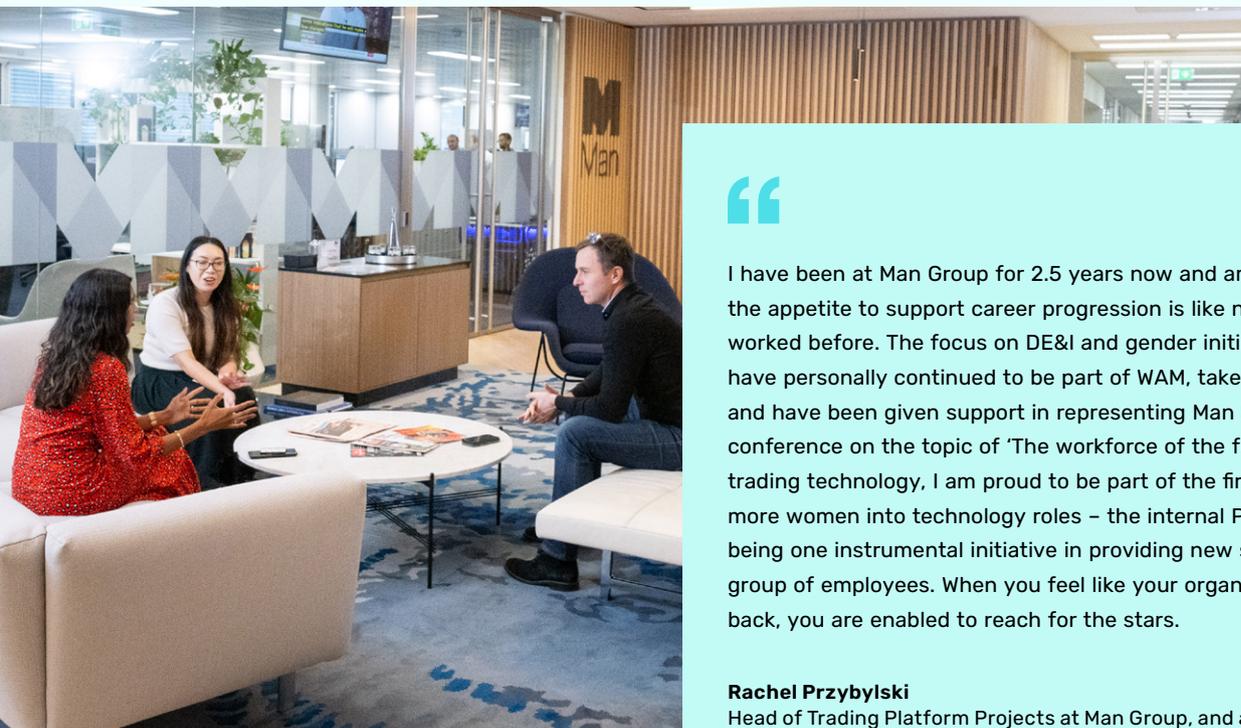
In 2022, we also continued our partnerships with Girls Are INvestors (GAIN), hosting a networking event with them and several Man Group employees also participated in speaking opportunities hosted by GAIN at schools and universities across the UK. We held a joint event with NextGen and SEO London aimed at supporting the next generation of talent and giving them an insight into our firm. Similarly, we hosted a group of 20 female students from the Women's Society Alliance Network for an Insight Day. The students came from universities across Europe to London for an insight into investment management and heard from colleagues across Man Group about the firm, portfolio management, technology and ESG.



Maria Isaza
Global Head of Investment Operations, Man Group
Maria is co-chair of the WAM network

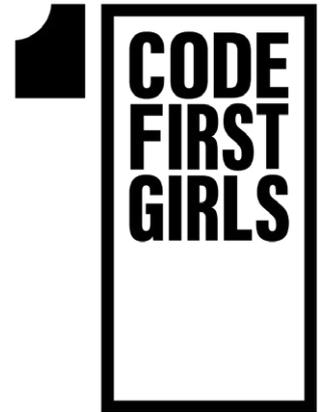


Benjamin Bouillou
Co-Head of Global Equity Trading, Man Group
Benjamin is co-chair of the WAM network



I have been at Man Group for 2.5 years now and am still finding that the appetite to support career progression is like nowhere I have worked before. The focus on DE&I and gender initiatives is constant. I have personally continued to be part of WAM, taken on being a mentor and have been given support in representing Man Group at an industry conference on the topic of 'The workforce of the future'. As a female in trading technology, I am proud to be part of the firm's drive to support more women into technology roles – the internal Python coding series being one instrumental initiative in providing new skills to a broader group of employees. When you feel like your organisation has your back, you are enabled to reach for the stars.

Rachel Przybylski
Head of Trading Platform Projects at Man Group, and a member of the WAM network



We're really proud to partner with Code First Girls. The organisation is on a mission to get more women and non-binary people into technology roles, taking vital action to help reduce the diversity gap in this space. Our partnership with Code First Girls has been a gamechanger in terms of being able to recruit entry level female candidates into technology. We began our partnership last year with our first intake of three candidates joining the Trading Platform Technology team. The candidates we've hired through the programme have come from various backgrounds – they've either switched careers or recently completed their studies, and had no previous experience of technology until they embarked on their Code First Girls journey. We have been incredibly mindful of this through the onboarding process, offering them dedicated training and mentorship to help them assimilate and it's a pleasure to now see them flourishing in their roles. We're excited to continue working with Code First Girls and welcoming new candidates to Man Group in 2023.



Rachel Waters
Deputy Head of Trading Platform Technology, Man Group



I initially worked in accounting but within a few years I realised that wasn't the right job for me. I went back to university and studied Korean, and it was at that point that I came across Code First Girls and saw that I could find a role in technology after completing one of their courses. I always had an aptitude for tech, so this felt like a great opportunity and I signed up. Within the first few weeks, I realised I really enjoyed coding and that this was the right path for me! I came across Man Group on the Code First Girls jobs board and was immediately attracted to the firm's graduate offering – it was evident that this was a company that supported new, junior employees and I have felt this way since I started working here. From day one, there has been structured training in place to support us Code First Girls graduates as we work on developing new skills. I'm also constantly surrounded by people who are always there to offer guidance and willing to help you learn and grow.



Olivia Mendez
Associate Engineer, Man Group

The Pride@Man Network

LGBTQ+



As we continue in our efforts to support and promote LGBTQ+ equality and inclusivity, we are acutely aware of how much there is still to do. Allies play a critical role; without their active support and advocacy, the LGBTQ+ community would not have achieved what it has and will not achieve what is needed to ensure we build a more diverse and representative firm and industry.



Robyn Grew
President, Man Group
Robyn is the senior sponsor of the Pride@Man network



The Pride@Man network is committed to making Man Group an inclusive and supportive workplace for all, celebrating all gender identities and sexual orientations.

For Pride@Man, it's not just about celebrating Pride Month in June – we celebrate Pride throughout the year. 2022 was no exception as the network set out to inform, support, celebrate and inspire people within our firm and across the industry.

Since the inception of Pride@Man, we have built a community of almost 200 members, all committed to celebrating and continuing the progress we've made for LGBTQ+ inclusion and awareness. We are committed to offering a safe space that supports our LGBTQ+

employees and the community, including for parents of LGBTQ+ children. Through our educational, social and external events, we have led discussions and awareness of the issues affecting the LGBTQ+ community.

We have spread awareness of issues that affect the LGBTQ+ community and given back to this community through our global charitable efforts. In early 2022, joined by the Albert Kennedy Trust, a charity close to the network, who hosted a lunch and learn event to share their work and highlight issues that continue to impact LGBTQ+ youth, including homelessness or hostility.

We continued to raise awareness of and mark notable days in the LGBTQ+ calendar, including International Holocaust Remembrance Day, LGBT+ History Month,

the International Day Against Homophobia, Biphobia & Transphobia, Transgender Awareness Week, World AIDS Day and more. To mark these observances, our members have shared profiles of prominent role models and allies of the LGBTQ+ community, highlighting their stories and experiences, and the work they are doing to promote inclusion and equality in all spheres.

Representation and role models play a vital role in our community, and we were proud to have three Man Group colleagues feature on the LGBT Great Top 100 Gamechangers list in 2022. Man Group's Robyn Grew, Tom Taylor and Angus Jacobs were recognised among the most inspiring people who are helping to change the game for LGBTQ+ diversity, equity and inclusion across the global financial services industry. This was followed by both Robyn Grew and Carol Ward once again being recognised in the OUTstanding LGBT+ Role Model lists, featuring within the top 20 of the LGBTQ+ Executives and Ally Executives lists, respectively.

Allyship is a key part of the work we do as a network, especially through our partnership with LGBT Great, a global membership organisation specialising in developing LGBTQ+ diversity and inclusion within our industry. Our social events in 2022 underscored this focus, particularly during Pride Month. As part of London's Pride celebrations, the Pride@Man network joined an event hosted by LGBT Great, in partnership with the Diversity Project, and sponsored by Man Group, St. James' Place and BlackRock in Soho. There was a great atmosphere with attendees from many investment

firms and their families with something for everyone: a DJ pumping out a mixture of old and new dancefloor classics, a performance from drag queen Ruby Violet and balloon artists for the children. In the US, our colleagues in New York and Boston attended the Boston Red Sox and New York Mets Pride night games for an enjoyable evening of baseball and Pride celebrations.

To close the year, we launched our Pride@Man Report internally. The report takes stock of all that the network has achieved since its launch in 2018, showcasing our events, achievements and featuring educational write ups from our people on how to be an effective ally, how to speak to children about LGBTQ+ matters and how to support the transgender community at work. We also introduced our Pride@Man Ambassadors – a group of enthusiastic, passionate members of the Pride@Man community who are available to offer a friendly face and a confidential listening ear to anyone at the firm who has questions or concerns about LGBTQ+ issues.



Carol Ward
President, Man GLG
Carol is co-chair of the Pride@Man network



Evan Jacobs
Head of Liquid Product Legal & Head of Legal Operations, Man Group
Evan is co-chair of the Pride@Man network



Pride@Man Member Profiles

Matt Goldklang

LGBTQ+

Role: Climate Scientist, Man Numeric

Location: New York



What does Pride mean to you?

Pride is dancing and resilience. It's an ode to the queer folks who came before us and fought for society to see us. It is also a call of unity to gather strength for those still fighting for safety in their identity.

Why are role models important?

Role models are important for us to have mirror. My role models have helped me navigate the world as a gay man and shown me narratives to live by. I'm forever grateful to the people who taught me how to be me.

Charlie Beeson

Ally

Role: Deputy Chief of Staff for Infrastructure, Man Group

Location: London



What does being an ally mean to you?

Understanding the differences, unique challenges and ways of supporting all of the different profiles under LGBTQ+ is super important and interesting! For me, being an ally means never leaving anyone out of this awesome, inclusive community whilst doing what I can to learn and understand everyone that bit better.

Why did you become an ally?

I've always valued bringing my "true self" to work and want to do what I can to ensure everyone feels comfortable doing the same.



The BEAM Network

Black Employees and Allies at Man (BEAM)



Through the BEAM network, we recognise and encourage conversations on the specific challenges faced by the Black community in the workplace. We want to listen to our people, offer sponsorship, and tailor initiatives to support Black talent at Man Group and beyond.



Robyn Grew
President, Man Group
Robyn is the senior sponsor of the BEAM network

The Black Employees and Allies at Man ('BEAM') network is committed to making Man Group an organisation where Black professionals want to build a career and thrive in the workplace.

The collaboration of our people runs through our network and we have been focused on supporting them to build their careers and develop both personally and professionally. In 2022, we introduced a dedicated BEAM network buddy system for new Black joiners at the firm, helping introduce them to our community.

As part of our efforts to support our Black employees' professional development, we organised peer mentoring

circles with WAM focusing on visibility. We also had our first dedicated cohort of Black employees participate in Man Group's <develop> technical training programme – the group finished the first Python 101 course and has now progressed to Data Science 101.

We continued to mark both Black History Month US and UK in 2022, honouring the triumphs and recognising the contributions of Black people throughout history and the work that continues today. To mark Black History Month UK, BEAM members shared testimonials about their heritages (highlighting the immense diversity of Black cultures at the firm!) and what Black History Month

means to them. As part of our ongoing community outreach, a group of BEAM members also went to the Sarah Bonnell School, a comprehensive school for girls in East London, where they spoke about their career journeys and what it is like to work in the City.

2022 was the first year we closed our US offices in recognition and celebration of Juneteenth. To mark this occasion, Michelle Danso led a conversation with Brian Robinson, partner at Goldman Sachs and head of Prime Brokerage Sales for the Americas, on the significance of this event.

We continued our external engagement efforts with Robyn Grew speaking on a podcast with Michael Barrington-Hibbert, founder of & CEO of Barrington

Hibbert Associates and co-founder of 10,000 Black Interns, where she discussed the challenges she has encountered and how these experiences have driven her to champion allyship for all underrepresented groups. Our colleagues Marina Ebrubah and Lucy Bond, also spoke at the Into University bootcamp at King's College London, and then Marina spoke on a panel with BlackRock's Black employee network on career progression.

Our outreach in the industry continued through our partnership with Black Women in Asset Management (BWAM), an organisation championing the positive impact of the talented Black women in the asset management industry. Man Group's Anita Richards participated in the BWAM Leadership Programme last year.



A key highlight for BEAM this year has been our external engagement activity. Our work with Black Women in Asset Management, TalkAboutBlack and EnCircle are just a few examples of our efforts to support and elevate Black talent, as well as prepare the next generation of leaders within our firm and across our industry.

Marina Ebrubah

Head of Client Due Diligence at Man Group, a member of the BEAM network and an ambassador for the Diversity Project

Marina Ebrubah spoke at the inaugural BWAM conference, discussing how to remain authentic and true to one's values while navigating the workplace. The conference brought together inspirational Black female leaders to share insights and encourage attendees to advance their careers in asset management through cultivating strong relationships with diverse industry peers.

BEAM was also proud to host its first in-person industry gathering since the pandemic. The EnCircle Mentoring event, run in partnership with EnCircle and #TalkAboutBlack, took place at Man Group's London offices and brought together around 100 Black financial services professionals. EnCircle is aimed at Black professionals looking to take the next step in their career and BEAM is a proud sponsor of the initiative. The evening included a panel session run by Marina Ebrubah

on the importance of mentoring and sponsorship, with Man Group's Anji Kang-Stewart and Chris Pyper as speakers. Guests wrapped up the evening with music and drinks at our offices – it was a thoroughly enjoyable event and a wonderful opportunity for people to finally meet face-to-face.



Michelle Danso
Global Head of Prime Brokerage & Trading Legal,
Man Group
Michelle is co-chair of the BEAM network



Chris Pyper
Chief of Staff for Infrastructure, Man Group
Chris is co-chair of the BEAM network





The FAM Network

Families at Man (FAM)



Our people are our most important asset and supporting them in their family life, work life and wellbeing is the core purpose of the FAM network. Through our events and initiatives, the network seeks to help our people navigate life events throughout their careers and is dedicated to raising the profile of Man Group as a family friendly employer where every individual has the support they need to succeed.



Mark Jones
Deputy Chief Executive Officer, Man Group
Mark is the senior sponsor of the FAM network

The Families at Man ('FAM') network is committed to fostering a supportive and inclusive environment, where people with children, eldercare responsibilities (or any similar circumstance) can receive the support they need to continue and thrive in their careers.

In 2022, the network's initiatives catered to a broader audience set within Man Group, including those trying to conceive, those with children and those with caring responsibilities. We held a mix of virtual and in-person activities throughout the year and the hybrid format proved to be truly inclusive, involving colleagues globally, and we wish to continue this approach in 2023.

We held an event focused on fertility and baby loss, which was incredibly impactful and sparked conversation among colleagues from across the business. Numerous employees came forward to share their experiences of miscarriages and fertility issues with the firm through a series of testimonials outlining how they have been supported by their managers and teams through these difficult times. These conversations also sparked the creation of Man Group's statement on fertility treatment and/or baby loss, which outlines the support available to employees to ensure that they have the time and flexibility they need.

One of the flagship events of this year was our Elderly Care Series, which looked at the different ways in which we can support elderly relatives who are navigating various challenges. With three sessions over two weeks, the series covered dementia with a talk by the Alzheimer’s Society, sight loss by the Royal National Institute of Blind People and later life care with AAG Financial Education.

The network continued to support working parents as well, with a paediatric first aid course organised by Man Group’s Switzerland office. The annual children’s Christmas party took place in-person in our London office for the first time since the Covid-19 pandemic and was attended by over 100 children and featured games and dancing with Santa’s elves, soft play, face painting, and arts and crafts.

In 2022, we saw 49 employees take our Enhanced Parental Leave benefit, of which 45 were male. We’re incredibly pleased that the benefit has helped so many families during a special and memorable time. We have continued our partnerships with WorkLife Central, an organisation offering tailored, expert-led resources to support parents and professionals in their work and home lives.



Nicki Hodges
Data & Distribution Manager, Man Group
Nicki is co-chair of the FAM network



David Bonsall
Chief of Staff, Trading Platform & Core Technology, Man Group
David is co-chair of the FAM network

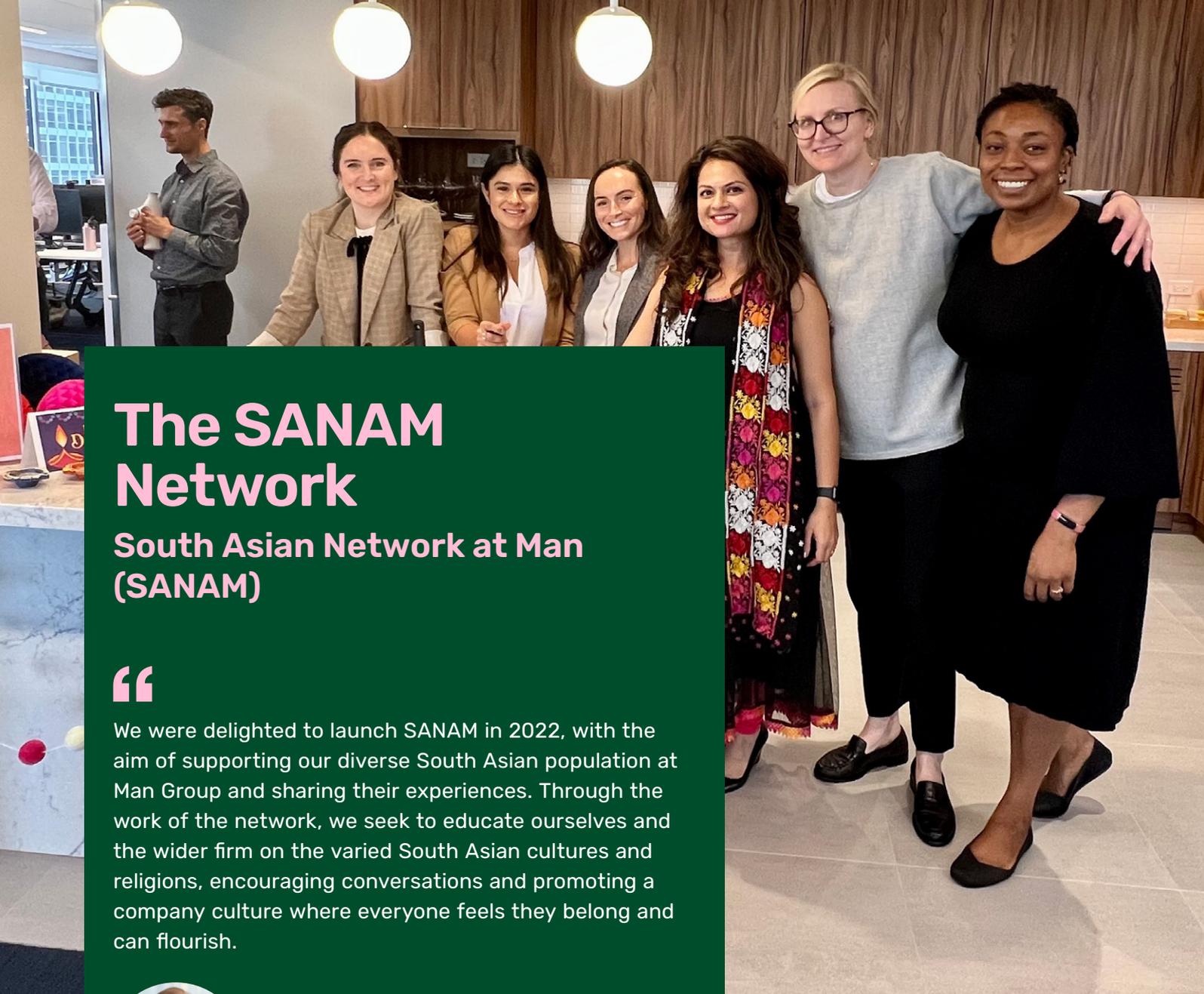
Paternity Leave - Lessons from the chaos

I’ve been incredibly fortunate to have spent the last four months with my third (and final) child, Zoe. I wanted to share a few takeaways, some of which people told me before, as I am now to you, but none of which I appreciated.

- Each day is a choreographed dance transforming to mess; a Bake Off cake being upended on the walk to the judges. Not napping ‘at the right time’, bolognaised clothes, the sun being apparently too hot to go outside. The only way I didn’t go mad was to just roll with it, which for me was tough, but I learnt something here.
- People don’t understand.
A selection of responses from complete strangers. All made me count to ten.
“Where is your wife? Is she ok?”
“It’s great to see a dad give mum a break”
“Remember to keep her hydrated and talk to her when out”
“Luckily it looks like your wife packed a bag”
- I didn’t initially understand why I was doing it. Zoe and I have a great little partnership going on. Cute little smiles and looks, with the occasional wave back to me when held by someone else, but she won’t remember it.
My wife is back to full time career work, but that was inevitable whether now or in 6 months. I obviously got a lot from it, and feel I have become more accommodating, relaxed, while appreciative of what my wife has done for our three children and I.
But mostly my two boys don’t see it as odd, nor I hope will they ever, that men can take time out to care for their young children if they so wish, and I hope they consider it if they have the chance.
- You won’t do it all
Doing daily yoga, sitting a professional exam, running 5k each day. Nope.
I had expectations of what 4 months ‘off’ would be. I was wrong, but that’s not to say I’m disappointed. I am much happier with what I actually accomplished, and it was something I never even contemplated.
I’ve learnt to enjoy these moments of chaos.



Chris Bright
OMT Front Office Relationship Manager, Man Group



The SANAM Network

South Asian Network at Man (SANAM)

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We were delighted to launch SANAM in 2022, with the aim of supporting our diverse South Asian population at Man Group and sharing their experiences. Through the work of the network, we seek to educate ourselves and the wider firm on the varied South Asian cultures and religions, encouraging conversations and promoting a company culture where everyone feels they belong and can flourish.



Antoine Forterre
Chief Financial Officer and Chief Operating Officer,
Man Group
Antoine is the senior sponsor of the SANAM network

The South Asian Network at Man ('SANAM') is committed to building an inclusive South Asian community where employees can meet to educate, network and represent their backgrounds.

In July 2022, during South Asian Heritage Month, we launched SANAM, a network committed to building an inclusive South Asian community where employees can meet to educate, network and represent their backgrounds. Our launch events in London and the US were a huge success, giving colleagues an opportunity to get to know our mission and mingle with each other

while enjoying music and food from the South Asian subcontinent. Since then, our network has grown to 160 people, and we're delighted to have new members and allies on board. As part of our internal education series, we invited colleagues to take part in and learn about the various South Asian cultural and religious festivities. Man FRM's Faisal Javaid and Man Group's Berk Gurhan hosted a session on Ramadan with Natalie Saad of the Diversity Project, which covered the significance and practicalities of the month and things to consider for Muslim colleagues and clients. We also marked the

Festival of Lights celebration in October, highlighting how Hindus, Jains and Sikhs celebrate the occasion in their own unique ways and that the message of the festival remains the same.

One of our aims is to create a safe space for South Asian colleagues to come together and openly discuss issues relevant to them. We introduced our Chit Chat Chai series with this in mind - it is an informal peer discussion forum for our colleagues to share experiences and discuss ways in which to handle a variety of situations (ideally with a hot cup of chai in hand!). A different SANAM member leads each session and recent topics for discussion have been developing confidence and how to deal with feeling like an 'outsider'.

Representation and mentorship are important and, as part of this, we are working closely with the Talent team at Man Group to match South Asian mentors and mentees across the firm.

In six months, we have made a great deal of progress internally but as we look to 2023, we want to put more force behind each of our initiatives and improve engagement internally and externally, supporting people from our community and working with our partner organisations to help diversify the pipeline of talent coming into Man Group.



Priya Patel
Senior Client Service Manager, Man Group
Priya is co-chair of the SANAM network



Faisal Javaid
Head of Investment Risk, Man FRM
Faisal is co-chair of the SANAM network



Being a part of Drive has helped me develop a network within Man Group and supported both my personal and professional development. I was involved in WAM and NextGen before joining the small working group that created SANAM.

There are a number of South Asian role models at the firm and working with some of them to launch SANAM has been an invaluable experience. I have been able to learn from them about how they have grown in their careers, and this has helped vastly as I've navigated new roles and changed career paths at the firm in the past few years.

I have made friends within SANAM. Members of our network can freely talk about things that are relevant to the South Asian diaspora - despite our varying cultures, faiths and religions, we are peers and have more similarities than differences. As a result, we are a network built on unity and we are accommodating to each other's needs.

In the UK particularly, South Asians have focused on the importance of building and having community and we are trying to emulate this with our network. We want to create a forum for the wider community of colleagues, who identify with the South Asian community, to be represented and know they have a space to come to.



Syra Sanghera
Business Manager - Arctic, Man Group



Drive Workstreams

Social Mobility

The **Social Mobility** workstream has three aims: to increase aspirations and improve the chances of young people from lower socioeconomic backgrounds; to ensure we include those candidates in our pipeline; and to retain and develop our existing talent by creating an environment where people can succeed regardless of socioeconomic background.

During 2022, we marked Social Mobility Awareness Day with a conversation featuring internal role models talking about their route into a career in financial services. We have opened conversations across the organisation to raise awareness around the 'unwritten rules of the workplace' and progression. Man Group also became a founding partner of Progress Together. This body intends to share and promote best practice on driving socioeconomic diversity at senior levels within the industry.

The workstream continues to engage with school and university students from lower socioeconomic backgrounds to encourage them in their aspirations and to introduce them to the world of finance as a career choice. In 2022, the workstream engaged with more than 450 students. We have held Insights Days and a Tech Insight Week, open to students through IntoUniversity and Generating Genius.

We have also continued with mentoring circles, held for teachers at some of our partner schools, along with visiting those schools to run workshops on trading (introducing the idea of investing to students) and the 'art of selling'.

We were delighted to feature in the top 75 of the Social Mobility Index and to have been recognised with Highly Commended in the Championing Social Mobility category at the FT Adviser Diversity Awards.



In 2021, the UK government tasked the City of London to boost socioeconomic diversity in the UK financial services industry. I sat on the Advisory Board of this taskforce, which then created Progress Together, a membership body tackling the socioeconomic diversity challenge at senior levels. I am delighted that Man Group is a founding partner of Progress Together and to contribute by sitting on the Board as a non-executive director. Through this initiative, we intend to promote best practice, survey our members and the industry to study progress, and engage with our members to drive socioeconomic diversity at senior levels in the financial services industry. This is a truly exciting initiative that I hope will make a real difference.



Michael Turner

CEO of Man FRM and Man Solutions, and a member of the Social Mobility workstream

NextGen

NextGen is a forum for early career professionals at Man Group. It offers a platform to connect with peers and creates an encouraging environment to grow as individuals and as a network, alongside more experienced professionals across the business.

In 2022, the workstream has grown to have almost 300 members, expanded its presence in APAC and launched new initiatives.

The newly-launched Neuron series was created as a platform for younger employees at Man Group to present on their roles – what they do and how it impacts the wider business – while also offering a safe space to practice presenting to larger groups. We held four Neuron sessions featuring colleagues from across the Corporate Development, Company Secretarial, Technology, Finance and Responsible Investment teams.

The First Five Years interview series, one of our flagship initiatives, continued through 2022 with three sessions led by senior colleagues who shared insights on the early stages of their careers and provided direction and guidance on steps we can all take to get the most out of our careers.

Through these initiatives, a calendar of social events, regular newsletters and active participation on Slack, the NextGen group is an engaged forum of professionals from across Man Group. With a commitment to connect colleagues from across all levels of experience, NextGen has continued to offer opportunities for our people to learn, grow and network within the firm.



Neurodiversity

The **Neurodiversity** workstream is working with Exceptional Individuals to provide support to those employees who are neurodiverse and to our people managers.

In 2022 we renewed our partnership with Exceptional Individuals for a second year and continued to benefit from the advice and guidance from the organisation.

Exceptional Individuals hosted several educational webinars for Man Group employees with topics ranging from Neurodiversity Inclusive Design to Being Unapologetically Neurodivergent. Manager Masterclasses provided managers the opportunity to understand how neurodiversity can affect employees and how their strengths could be better targeted. Parental support sessions offered an open and safe forum for Man Group employees with neurodivergent children to share experiences and advice. Finally, regular drop-in sessions were organised for employees to book in time with an expert to discuss neurodiversity matters.

Employees continue to have access to Workplace Needs Assessments, which help to recommend assistive technology, training or coaching sessions, along with access to the Exceptional Individuals hub for more resources and webinars on demand.



Our partnership with Exceptional Individuals has been positive for all of us at Man Group, offering us workshops and opportunities for peer support. I have benefitted both as a parent to a neurodivergent child and as a senior manager within the firm. The workshops have raised awareness of neurodiversity, helping us better understand the daily challenges neurodiverse individuals face, how to support them and accommodate their needs. Learning and thinking differently creates diversity in thought. I appreciate and champion the power of neurodiverse thinking - it supports better analysis and decision making, which businesses should undoubtedly tap into.



Tania Cruickshank
General Counsel, Man Group

Disability

The **Disability** workstream is working with PurpleSpace, a networking and professional development hub for disabled employees.

Man Group offices across the world went purple during the week of the 5th December to take part in Purple Space's #PurpleLightUp campaign, celebrating and recognising disabled employees' contribution. We continued to benefit from the community, information and resources with our corporate membership to Purple Space. On the International Day of Persons with Disabilities, we hosted a talk with Winston Ben Clements, a diversity and inclusion consultant and speaker specialising in disability awareness.

We also signed up with Hidden Disabilities, introducing sunflower lanyards in our London office for those with hidden disabilities and for their allies. By taking part in this global symbol of non-visible conditions, we want to cultivate the culture of inclusivity and empathy for those who may need extra considerations in the workplace.

We remain Disability Confident Committed, and now have an internal working group of colleagues to drive forward our mission to raise awareness and foster inclusivity for people of all abilities at Man Group.



Amigos de Man

During National Hispanic Heritage Month in September, we introduced the **Amigos de Man** workstream, which brings together Latin and Hispanic employees at Man Group. These communities are among the most underrepresented in global finance and the network aims to address this issue by supporting career development, celebrating Latin/Hispanic culture and participating in community service.

The workstream began engaging with the broader firm through events showcasing traditions unique to Latin culture. The first event held marked Dia de Muertos (The Day of the Dead) where we shared traditional pan de muerto and hot chocolate in our London, New York and Boston offices, introducing many colleagues to this important celebration.

To introduce another tradition, we launched a quiniela. Similar to playing a fantasy league, participants aim to accurately predict the outcomes of the football matches played in the FIFA 2022 World Cup. The quiniela was incredibly successful, garnering participation from colleagues across the world while also sharing with them fun, informative facts about Latin/Hispanic culture throughout the tournament.

After a strong start, there are many plans to build on this momentum in 2023 by broadening our scope and partnering with fellow Drive networks and initiatives, and ultimately working to improve Latin/Hispanic inclusion at our firm and within the industry.

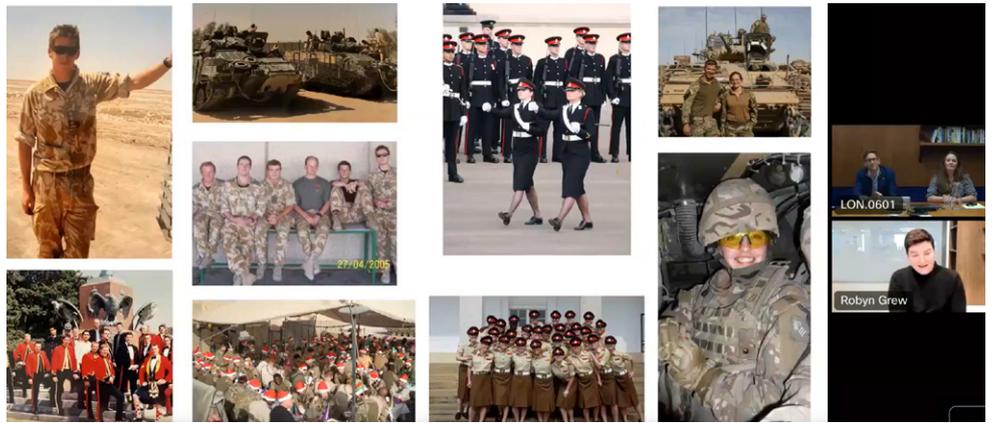


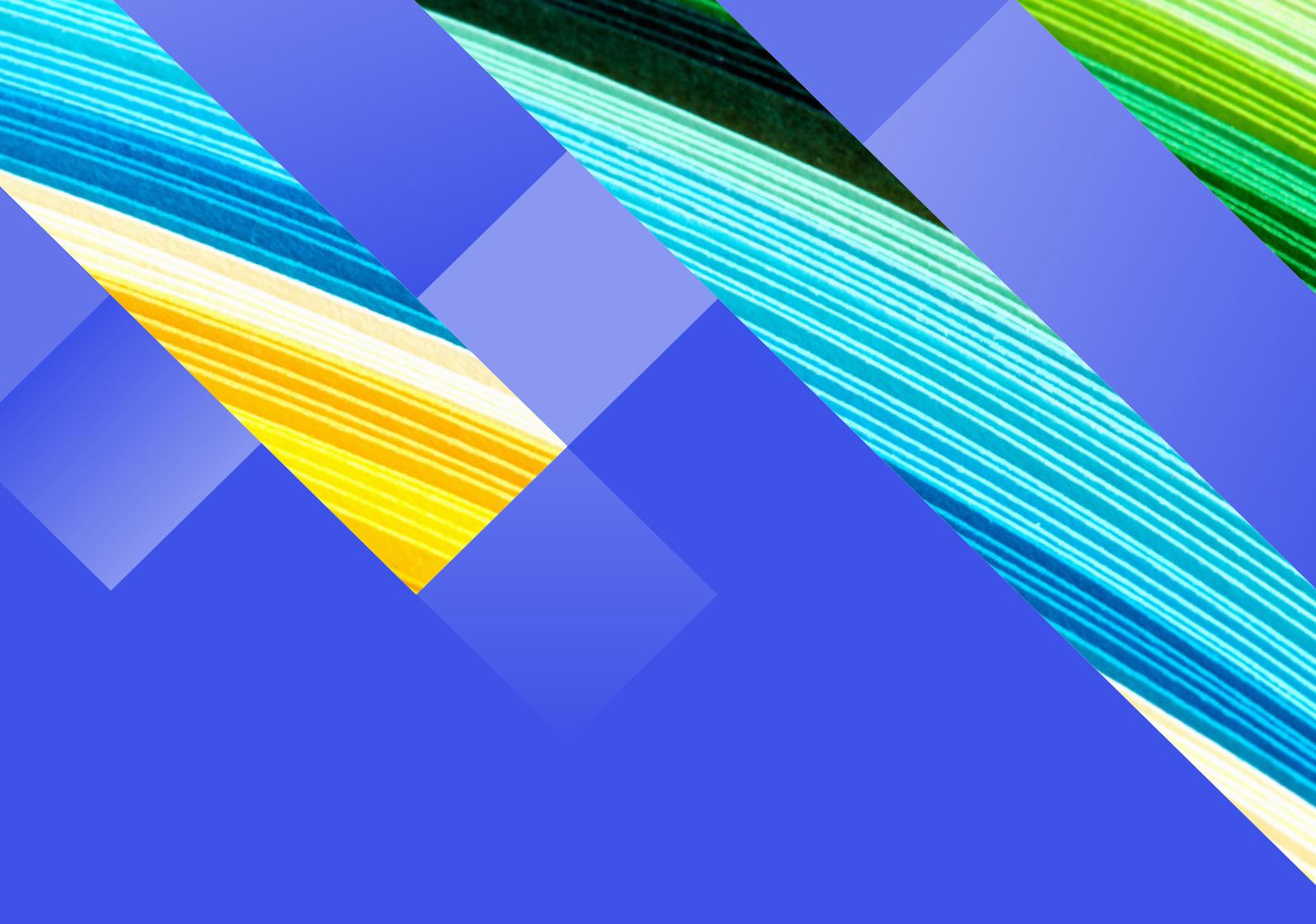
Veterans at Man

To mark Remembrance Day, we held a fundraising collection in aid of the Poppy Appeal for the Royal British Legion, we hosted an internal webinar led by Robyn Grew, who interviewed Man Group's Milly Sawers and Rory Ferguson. Both Milly and Rory served in the armed forces before joining financial services and, in this session, they spoke about their careers and experiences in the military, how these have been helpful in their non-military roles, and why they feel there is a place for a **veterans' workstream** within the DEI programme at Man Group.

The aims of this workstream are multi-fold – firstly, to formalise the veteran status at Man Group and create a community of people from similar backgrounds that can come together and foster camaraderie. Secondly, to help allies understand the work of veterans, and help translate and transition their experiences into financial services. Finally, to support those at the firm who have loved ones serving in the military.

As we strive to build a more diverse and inclusive firm, we value veterans as one of the pillars of Drive – they bring a unique, highly skilled perspective and are invaluable to the success of our organisation.





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