



Man Group

Diversity, Equity & Inclusion Report 2021

March 2022

Introduction from our CEO



Luke Ellis

CEO, Man Group

When I read summaries of the work that is carried out within Man Group around diversity, equity and inclusion I feel an immense sense of pride in the team I am fortunate to lead. The financial services industry has not traditionally been renowned for its focus on DE&I, but this is changing and at Man Group it is an integral part of our culture and is an important part of what I believe makes us stand out.

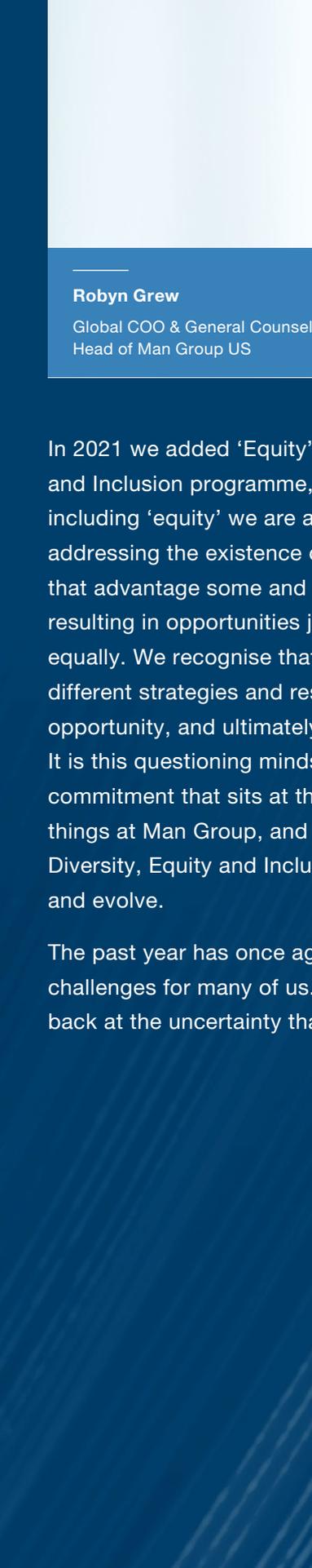
The activities that you will read about in this report are all driven by employees – with the support of senior management – devoting time to make the firm and industry more broadly a better, more inclusive place. These activities are part of ensuring we can attract and retain the best talent.

If 2020 was all about adapting to virtual working and exploring how to support DE&I efforts in that new state, then 2021 was the year of adapting to the hybrid model, with restrictions around the world changing frequently and making planning events increasingly complicated. That said, hybrid working has also brought many benefits and is allowing many people to better tailor their lives to enable them to succeed, which is good for diversity and inclusion. Our own agile working model, which we implemented globally in September 2021, allows for

anything from zero to five days in the office each week, depending on what works best for each role. It has been a great success already and is a silver lining to the cloud that has been Covid-19.

As a firm that specialises in capturing and analysing data to make decisions as part of its core business, the challenge of gathering data around employee diversity is one that we are committed to working through. Building a picture of our population through its personal data is a complex task – not least due to differing global regulations, which inform whether we can request this information. However, we are encouraged by the growing momentum behind this data collection effort and believe that greater transparency will benefit us all.

Even without a complete data set, we know that there is a huge amount of work still to be done to make our firm – and the wider industry – truly representative of the populations we serve. And we will continue to work on this until we reach a point where our DE&I practices are so engrained that they no longer require reports.

A portrait of Robyn Grew, a woman with short brown hair and glasses, wearing a dark blazer over a light blue shirt. She is looking directly at the camera with a slight smile. The background is a soft, out-of-focus indoor setting.

Robyn Grew

Global COO & General Counsel and Head of ESG,
Head of Man Group US

In 2021 we added 'Equity' as a pillar of our Diversity and Inclusion programme, Drive. By explicitly including 'equity' we are acknowledging and addressing the existence of structural inequalities that advantage some and disadvantage others, resulting in opportunities just not being available equally. We recognise that different groups require different strategies and resources to access equal opportunity, and ultimately, achieve success. It is this questioning mindset and unwavering commitment that sits at the heart of how we do things at Man Group, and I know our approach to Diversity, Equity and Inclusion will continue to grow and evolve.

The past year has once again presented significant challenges for many of us. However, when I look back at the uncertainty that engulfed us at times,

I am reminded of the way our company culture has grounded and centred us, and how it has nurtured our teams. We have stopped, listened and adapted. And together we have fostered an incredible spirit of collaboration and support, which I know will serve us well in the future.

We have worked hard to achieve a fabulous amount in the last 12 months and you will read much about that work, both internal and external, in this report. We look forward to what 2022 holds, specifically continuing to focus on the benefits of allyship and exploring intersectionality, and we remain steadfast in our commitment to continue asking questions, to challenge the status quo and to ensure diversity, equity and inclusion is firmly on every corporate agenda.

Diversity, Equity and Inclusion at a glance

3

The number of new DE&I workstreams launched – **Social Mobility, Neurodiversity and Disability.**

85%

The percentage of the Man Group population that has chosen to provide ethnicity data. While there is undoubtedly more to do, this gives us a clearer picture and informs how we tailor our DE&I efforts.

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Our **first ever firm-wide Allyship Week** took place in March, formalising our focus on allyship and embedding this concept through all of our DE&I work.



Diversity, Equity and Inclusion in numbers

14



The number of places we climbed in the Social Mobility Index despite significantly more entrants.

We also:

Introduced technology enabling employees to include **gender pronouns on email signatures**

Rolled out our new **Supplier Code of Conduct**, outlining the minimum standards Man Group expects of its suppliers, as pertaining to considerations around any economic activities, impact to the environment, as well as engagement with wider communities

Devised a **new training module, Dignity at Work**, which was rolled out in the UK and US

Were proud to be shortlisted for **awards** including:

- Best Employer for Fathers, Working Families Best Practice Awards
- Social Mobility Initiative of the Year, European Diversity Awards

The Pride@Man Network

LGBT+



Pride@man is committed to supporting LGBT+ employees, ensuring they are comfortable and visible in the workplace. It offers a safe space and network of support, including for parents of LGBT+ children struggling with their sexuality. Pride@man seeks to spread awareness of issues that affect the LGBT+ community and facilitate giving back to this community through charitable work. We also ensure, through educational and social events, that we can get to know each other and meet our allies in our workplace.

Robyn Grew

Global COO & General Counsel and Head of ESG, Head of Man Group US
Robyn is the senior sponsor of the Pride@Man network

Our network activity in 2021 has been wide-ranging and we have been struck by the incredible level of engagement from employees throughout the year.

Firstly, allyship is a topic we have consistently explored. We continued our work with **LGBT Great**, a global membership organisation specialising in developing LGBT+ diversity and inclusion within the investment and savings industry. Robyn Grew took part in a fireside chat with Matt Cameron, LGBT Great's Global Director, focused on International Holocaust Remembrance Day, considering what the Holocaust might teach us about altruism and allyship.

During Man Group's first ever **Allyship Week** in March, we hosted another session created by LGBT Great on The 5 Traits of Impactful Allyship: Self-Discovery, Empathy, Courage, Responsibility and Persistence. The aim of Allyship Week was to highlight the importance of championing one another and standing as allies to diverse communities.

Empowering the next generation is something we have considered deeply, too. Partnering with colleagues in our family network, FAM, we hosted Henry Hudson from **People Change Minds** for a practical, non-judgemental and positive session on how to speak confidently to children and teenagers about LGBT+ matters. Henry discussed gender



identity and sexual orientation, as well as the need for acceptance, support and encouragement on the part of children and parents.

To mark **Mental Health Awareness Week**, Man Group welcomed Jonny Benjamin MBE and Neil Laybourn to talk to Robyn about their mental health awareness campaign, **The Stranger on the Bridge**. They shared their moving story, where Jonny stood on London's Waterloo Bridge in January 2008 and prepared to take his own life. That was until a stranger walking across the bridge – Neil – saw him and talked Jonny down from the edge. Much of Jonny's struggle had been linked to accepting his sexuality. This session underlined the challenges young LGBT+ people can face and the importance of creating environments where people can simply be themselves.

We recognise the importance of visibility. We launched technology during 2021 that enables our people to choose how to display their gender pronouns, empowering them to include pronouns as part of their email signatures and include alongside other personal information within our HR systems. We have also taken part in **LGBT Great's Project 1000**, encouraging 1000 LGBT+ employees and their allies to become visible across the investment and savings industry, helping, inspiring and motivating others to be themselves at work.

Finally, we continue to champion the LGBT+ community more broadly and took part in the Rock the Ribbon initiative on **World AIDS Day**, where we encouraged our employees to wear red to mark the moment. This was an opportunity for us to unite in the fight against HIV, show support for people living with HIV and to commemorate those who have died from an AIDS-related illness.



Carol Ward

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

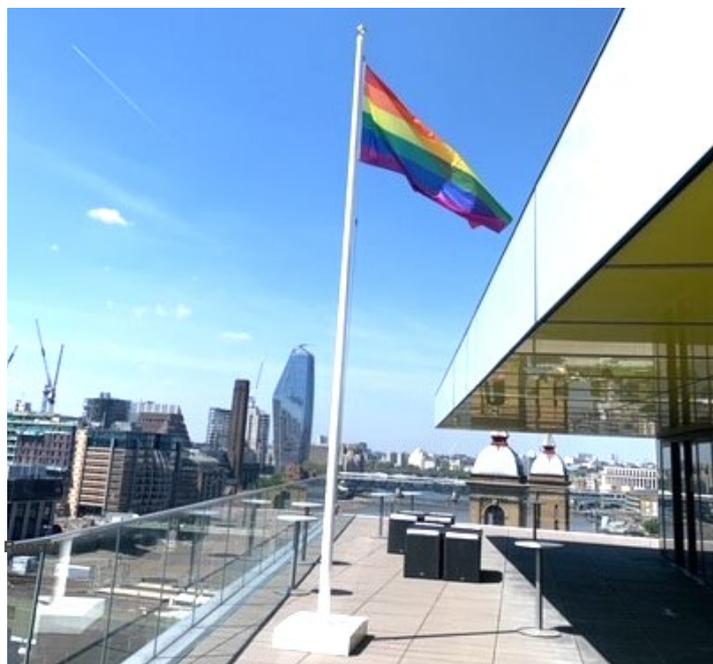


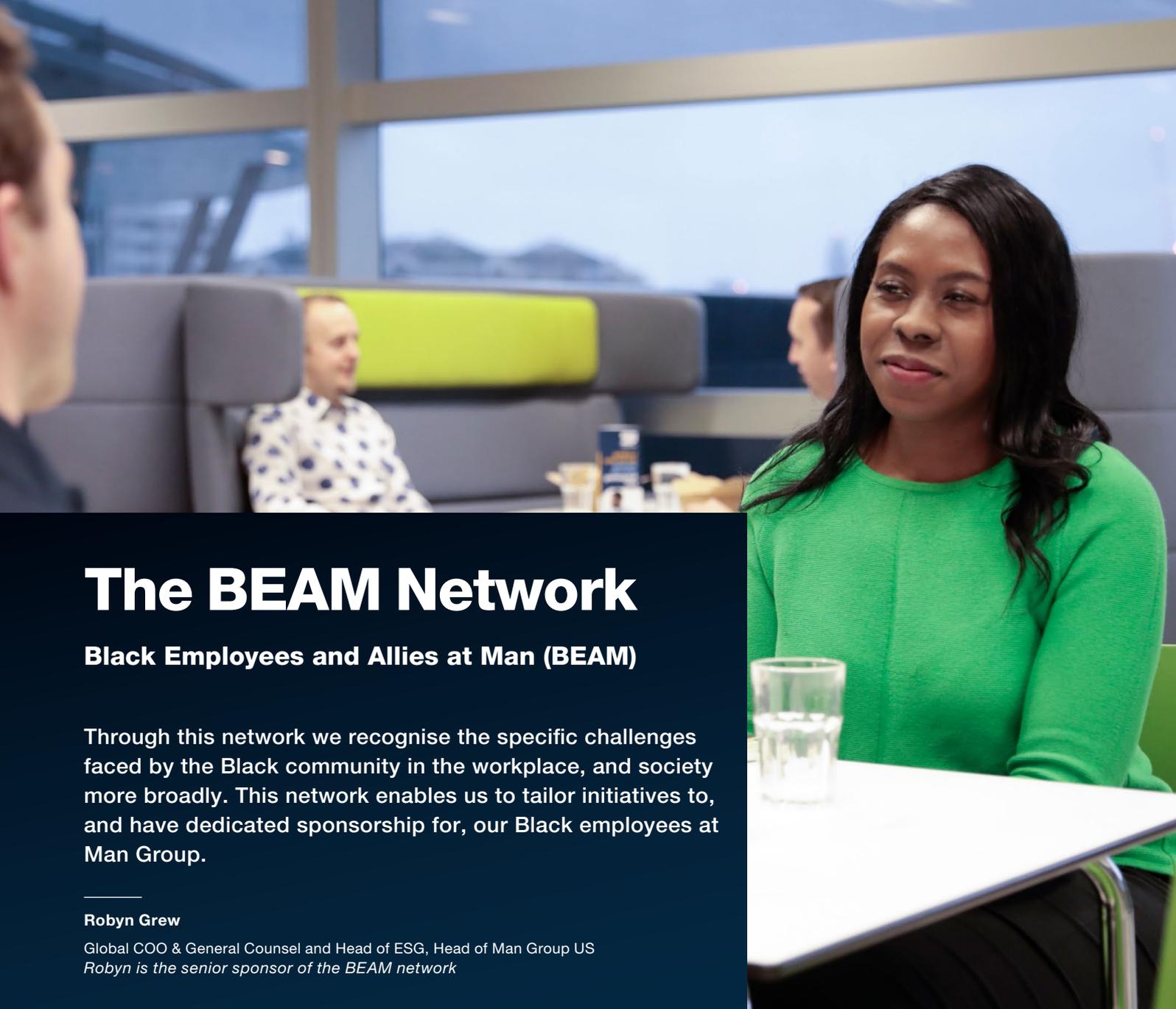
Angus Jacobs

Talent Coach and Consultant, Man Group
Angus is co-chair of the Pride@Man network



Man Group Diversity, Equity & Inclusion
March 2022





The BEAM Network

Black Employees and Allies at Man (BEAM)

Through this network we recognise the specific challenges faced by the Black community in the workplace, and society more broadly. This network enables us to tailor initiatives to, and have dedicated sponsorship for, our Black employees at Man Group.

Robyn Grew

Global COO & General Counsel and Head of ESG, Head of Man Group US
Robyn is the senior sponsor of the BEAM network

US and UK Black History celebrations marked key moments for our BEAM network in 2021, prompting us to ask difficult questions and hear from inspirational individuals.

Since 1976, each US president has officially designated February as **US Black History Month** and endorsed an annual theme. The focus for 2021 was *Black Family: Representation, Identity and Diversity, exploring the African diaspora and the spread of Black families across the US*. As part of examining these ideas, it was my honour to moderate a conversation for the network with Wes Moore – social entrepreneur, bestselling author, US army veteran and former CEO of the Robin Hood

Foundation, one of the largest anti-poverty forces in the US. Wes's personal experiences and views on the importance of philanthropy and altruism were fascinating and thought-provoking.

We continued these heartening conversations as part of our **UK Black History Month** agenda. Michael Barrington-Hibbert is the founder of Barrington Hibbert-Associates and co-founder of **10,000 Black Interns**, an initiative led by the investment management industry seeking to provide internships for Black candidates. In conversation with Robyn Grew, Michael explained the initiative's origins and evolution. We later announced a partnership with Barrington Hibbert-Associates

and plan to build on our relationship as an active inclusion partner. We are excited to see how this develops in 2022, as attracting and retaining Black employees remains firmly at the top of our agenda.

Building and strengthening allyship remains a key focus for this network, within the firm and beyond. As well as participating in Allyship Week, we were pleased to feature in an industry paper produced by AIMA: *How to be an Ally. Stories from the Hedge Fund Industry*. Throughout the year we diligently championed our members who participated in panels on topics ranging from their individual experiences in the industry through to the broader question of how to accelerate inclusion. We know there is still a great deal of work to be done, but we are encouraged by the open nature of the discussions we are having within Man Group and we are hopeful that progress will be made.

Early engagement in talent is a crucial strand of our strategy to attract, retain and promote Black employees. Participating in the Skills Workshop, organised by #TalkAboutBlack in partnership with the CFA Society UK, EnCircle and the Diversity Project played an important role in this engagement. Kevwe Ighorodje (Junior Quant in Man AHL) and Lucy Bond (Head of HR, UK & EEA) jointly presented to university age students (interns and graduates) on the topic of how to approach a career within the asset management industry, including practical tips as well as insights into broader trends in the space.

We are mindful too of the way in which intersectionality impacts DE&I. In 2021, we were delighted to be part of the Black Women in Asset Management (BWAM) Accelerator Programme; a six-month initiative bringing together high-performing Black women from across the investment management industry. The programme aims to provide participants with an evidence-based curriculum designed to support Black women who aspire to break the concrete wall and lead with impact. Described as offering organisations “an amazing opportunity to invest in the black women within their workforce” by Jacqueline Taiwo, Chair and Co-founder of BWAM. Our team was delighted to help design the curriculum and proud to see our colleague Marina Ebrubah, Head of Client Due Diligence, graduate from the programme in October.



Michelle Danso

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



When Alpha Tech ran the *Black Women in Alpha Tech* intern week in the summer, partnering with Generating Genius, they appealed for staff to act as mentors to the students.

Anita Richards volunteered and was paired with student Afoma Ukah. The pair met initially to discuss where Afoma might like to focus her future career. Happily, Anita was able to introduce Afoma to people who worked in the areas that were particularly interesting to her, and during several meetings they shared their expectations of candidates and the skills they seek for their teams. As part of her mentoring role, Anita reviewed Afoma's CV and guided her through external application processes, sharing her experiences and what the assessment centre might involve. In fantastic news for both Afoma and the firm, Afoma joined Man Group in 2021 as a Team Analyst, focused on Business Technology.

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When I saw the request come through for mentors, I just thought to myself: that is something I could do. It's been fantastic to help Afoma build her confidence as she starts her career.

—

Anita Richards
Business Analyst, Platform Technology, Man Group
Anita is a member of the BEAM network

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Lucy Bond (left) and Kevwe Ighorodje (right) participated in the Skills Workshop, organised by #TalkAboutBlack.



In observance of Black History Month UK, we were delighted to host a conversation with Michael Barrington-Hibbert.



In observance of Black History Month US, we were delighted to host a conversation with Wes Moore.

The WAM Network

Women at Man (WAM)



WAM (Women at Man) is our network dedicated to gender balance at Man Group. I am proud to have replaced Sandy Rattray as the senior sponsor of WAM, leading as an ally and helping to promote the network's mission.

Shanta Puchtler

President, Man Group

Shanta is the senior sponsor of the WAM network



2021 saw growth in WAM membership as well as a vote of support for initiatives we introduced last year, as we were inundated with requests to repeat certain activities.

Among the most popular WAM projects were the internal **mentoring circles** we put in place in 2020. We know that mentorship is a powerful tool in the DE&I toolbox, and last year these circles continued to act as an incredibly effective forum for exploring important ideas. Sessions on personal resilience and navigating the return to the office, among other topics, proved popular and we will continue to invest resources in these activities this year.

Another initiative that worked well in 2021 was the launch of **masterclasses with an external coach, Liz Margree, designed to improve presence, authority and impact**. Masterclasses were open to staff of all genders, working in small groups and sharing their experiences from the workplace and beyond.

It's 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 also set up a support group to continue this important conversation and learn how best to support our staff who are peri-menopausal or menopausal.

Highlighting heroic women has been another particularly uplifting strand to our network activity. We marked **International Women's Day** in 2021 with a session celebrating everyday heroes. Three of our executives took part in fireside chats with their own personal heroes, including Elaine Bedell (CEO of the Southbank Centre), Rachel Craven (Product Lead for the Cochrane Library) and Sonja Laud (CIO at LGIM). We observed the theme of #choosetochallenge and celebrated these women's achievements at the same time as raising awareness of bias and the ongoing need to take action for equality.

We recognise that our own colleagues have fascinating and inspirational experiences of their own to share, which is why we launched **a new internal events series called *How I did it***. Designed to combine practical advice and personal stories, we kicked off the series with a session on how our staff have navigated appearing on industry panels and at conferences during the global pandemic. Lucy Bond led a conversation with Rachel Przybylski (Staff

Engineer, Head of Regulatory Quality Assurance) and Alison Hollingshead (Chief of Staff, Trading Platform & Core Technology) to share tips and tricks for those considering a similar step, as well as the importance of diversity on panels more broadly.



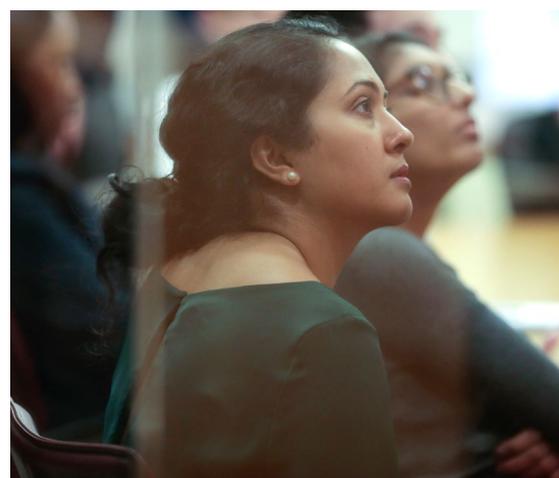
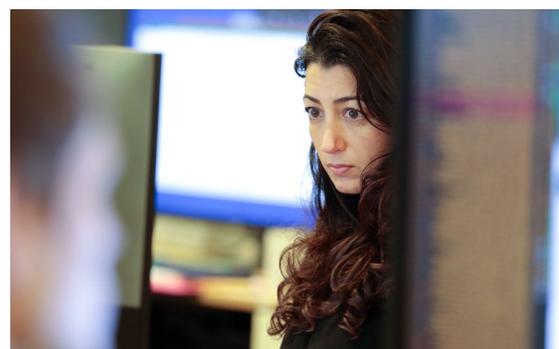
Rachel Waters

Head of Investment Management Technology,
Man Group
Rachel 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



The FAM Network

Families at Man (FAM)



Families at Man (FAM) is our network for families of all shapes and sizes. We are committed to creating and supporting an inclusive environment at Man Group. FAM promotes greater individual and family wellbeing, with a clear focus on the balance between work and family life. The network is passionate about raising the profile of Man Group as a family friendly employer in order to improve diversity of representation at all levels of the organisation. We also focus on elder care, helping our employees to look after their parents and carers.

Mark Jones

Deputy CEO, Man Group

Mark is the senior sponsor of the FAM network



Our family-focused network continued to prioritise wellbeing in 2021, with mental health at its heart.

To mark **Children's Mental Health Week** in early 2021, we provided a set of resources for children and parents and welcomed graphic designer and illustrator, Harkiran Kalsi (Harky), to host a Doodle Art session. The theme of the session focused on self-care and kindness and was open to all employees and family members of all abilities.

This theme was underlined in our support of **World Mental Health Day**. **YoungMinds** is the UK's leading charity fighting for children and young people's mental health, and we were proud to

join its **#HelloYellow** initiative by encouraging our employees to wear something yellow, post a picture and donate to the charity.

We continue to work with **My Family Care**, which helps provide resources for both elder care and childcare, in our support of employees with families of all sizes and circumstances. These include webinars, written literature and short videos on key family topics, as well as crucial back-up childcare.

As part of a focus on eldercare issues, we organised a virtual session for colleagues in England with not-for-profit organisation **Beacon** to provide employees with advice on how to navigate the maze of applying

for Continuing HealthCare – a fully-funded package of care that some people are entitled to receive as a result of disability, accident or illness. It covers the full cost of the person’s care and residential accommodation but is widely recognised as being very hard to secure. The session was recorded in order to preserve it as a future resource for employees.

We continued to design and carry out **virtual events for our employees’ children**, building on our virtual experiences from the beginning of the pandemic, and we saw brilliant engagement and participation from colleagues worldwide. Events included a magic show and cookery class, followed by an extremely popular Lego workshop and arts and crafts sessions.

We had hoped to hold our annual **Children’s Christmas Party** in our offices as usual, but moved this to a virtual format too – the benefit of which was that children across the globe were able to attend and we were able to celebrate all together.



Nicki Hodges

Senior Data and Distribution Associate, Man Group
Nicki is the chair of the FAM network



Man Group is pleased to have been named as a finalist in the ‘Best for Fathers’ category of the Working Families Best Practice Awards. Employers of all sizes from different sectors compete annually to reach the shortlist for the unique business awards for flexible, agile organisations.



UK Gender Pay Statistics

We recognise how important it is for employers in the UK to annually calculate and publish their gender pay gap; the measure designed to show the difference between the average earnings of men and women across an organisation. As a data-driven firm, we believe in the power of data to firstly paint a picture and secondly, to allow us to dig deeper under the surface of difficult issues and adapt our approach accordingly.

We are encouraged that our latest report shows the mean gender pay gap has narrowed in 2021 from 18.2% to 16.1% and the mean and median bonus pay gap has reduced to 51.6% and 44.1%, respectively. That said, we know there is a huge amount still to be done at Man Group and across the industry to address the lower representation of women in higher paid, senior positions and in front office investment management roles.

We have worked hard in recent years to address this issue and women currently represent 50% of our board and 27% of our senior management roles; up from 17% and 21%, respectively, three years ago. As well as placing emphasis on retaining existing female talent, we continue to explore new pathways into the firm to improve gender balance. One example is our Returner Programme, launched in 2016, which has had a positive impact: we have taken on 14 women returners, hired 12 into full-time positions and are currently recruiting for 6-8 returners to join us during the course of 2022.

Although we are heartened by the progress so far, we know that change takes time. We continue to channel energy into our diversity, equity and inclusion initiatives and won't stop until our efforts have paid off.

Hourly Rate

26.1%

Median Gender Pay Gap

16.1%

Mean Gender Pay Gap

Bonus Pay

44.1%

Median Bonus Gap

51.6%

Mean Bonus Gap

95.0%

Female Employees Receiving a Bonus

94.6%

Male Employees Receiving a Bonus

Pay Quartile

Upper Quartile

79.8%

Male

20.2%

Female

Upper Middle Quartile

85.3%

Male

14.7%

Female

Lower Middle Quartile

64.3%

Male

35.7%

Female

Lower Quartile

58.7%

Male

41.3%

Female



NextGen

Next Generation Workstream

Our NextGen workstream is a forum for early career professionals at Man Group. It offers a platform for them to connect with peers and aims to create an encouraging environment so they can grow, both as individuals and a group, alongside more experienced professionals. The network also acts as a vital sounding board for the firm on topics such as the future of the workplace.

NextGen has continued to amplify its activity through initiatives including a **lunch club** and the **First Five Years interview series**, which sees more experienced employees share their learnings from the first five years of their careers in an interview style session.

During 2020 and 2021, NextGen put in place a support network for candidates who have joined as part of our intern and graduate programmes. In their roles as “buddies” to the new staff, they have provided valuable advice and practical tips on meeting other employees remotely, our agile working framework, where to find information and a social network.

Challenging Man Group to think differently

Last year, NextGen challenged Man Group to go paperless, encouraging all staff to reduce reliance on paper and printing. This initiative worked alongside our corporate social responsibility initiatives and specifically, our pathway to net zero carbon. As part of this project, NextGen produced digital leaflets with quick tips and tricks for more effective laptop use, including using notetaking apps and digital signatures, and created a series of short tutorial videos to encourage people to explore more sustainable working practices.

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In the second half of 2021, Robyn Grew and Luke Ellis assigned a team from NextGen a project to explore the future of the workplace. The task we were given was to examine the way in which the pandemic accelerated existing trends in remote-working, e-commerce and automation, and to explore how Man Group should approach this opportunity. Our team spent time investigating the topic, collecting data, analysing findings and creating proposals, all under the guidance of a senior business sponsor – Carol Ward (President of Man GLG) – and Talent Consultant Sarah Okuma. The project culminated in a presentation to Robyn and Luke, which was a great opportunity for us to work on our presentation skills in front of our most senior stakeholders.

Elise Blackford

Communications and Marketing Executive, Man Group

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As a young professional, especially as a new joiner, it can be overwhelming meeting new people and learning new processes, but having the knowledge that there are others in the same position is often reassuring. In 2021, we set-up a bi-weekly Lunch Club to give young professionals at Man Group a space to socialise, learn about each other’s roles, share ideas and discuss current issues. It meant we could easily meet and network with people we wouldn’t necessarily interact with in our day-to-day work.

The club brought together 15 people from a variety of departments and engines including Finance, Compliance, Operations, Man FRM and Man GPM. With support from senior stakeholders, we have been able to branch out into a catered edition of the lunch club and we hope to start expanding it further in 2022.

I think it’s fantastic that Man Group actively encourages young professionals to develop, and take ownership of, new ideas for improving diversity and inclusion within the firm.

Stuart Quinnell

Graduate Financial Accountant, Man Group

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Social Mobility

In early 2021, we launched our Social Mobility Workstream with three aims:

- **to increase aspiration and improve the life chances of young people from lower socio-economic backgrounds;**
- **to ensure we include those candidates in our pipeline; and,**
- **to retain and develop our talent by creating an environment where people can succeed regardless of background.**

To mark the launch, Robyn Grew hosted an event with Anne-Marie Canning MBE, CEO of the Brilliant Club. The Brilliant Club is a charity that works with schools and universities across the UK with the aim of increasing access to a broader range of people. The session discussed the importance of social mobility, why it matters within communities and society, and how we can help support and encourage a pipeline of talented individuals from varied backgrounds.

From a volunteering perspective, the workstream has focused on three partner schools in the UK – based in Hampshire, Lancashire and Greater Manchester, respectively – all of which have a higher than

national-average level of eligibility for free school meals. Man Group volunteers have engaged during the year with students at these schools through presentations and informal talks, all with the aim of introducing asset management as a viable career choice and challenging aspirations.

As part of this workstream, we have also teamed up with a charity focused on helping candidates from lower socio-economic backgrounds access university education. We are proud that our employees have volunteered as mentors to the young students, many of whom are the first in their family to attend university. This work has extended to the US and to Asia too.

Teachers have also been a key audience for our social mobility workstream initiatives. We have specifically developed and led teacher mentoring circles within a school and have formalised a mentoring programme with Teach Unlimited Foundation, in Hong Kong, to support young people grow, develop and achieve.

One year on from launch, we are delighted with the relationships that we have been able to establish and will be seeking to build on and broaden these in 2022 and beyond.

Members of the Hong Kong office pictured together and with members of the Teach Unlimited Foundation (TUF).



We are pleased to have signed the Social Mobility Pledge. In doing so, we have committed to outreach, access and recruitment. We have joined a coalition of 500 organisations taking the step to boost opportunity and social mobility.



Social Mobility
PLEDGE

Amy Edwards leads the Social Mobility Workstream, which has been working with IntoUniversity, an educational charity that supports young people from disadvantaged backgrounds to aspire and achieve. Man Group is participating in its Corporate Mentoring Scheme, aimed at helping a young person fulfil their potential and make a difference to their life.

We were also pleased to donate funds via the Apprenticeship Levy scheme to enable several training courses for IntoUniversity's staff.

Recognition for our progress to-date came in two forms last year. Firstly, we have completed the Social Mobility Index for our second year, rising from 113th place to 99 out of over 200 entries. We were also very pleased to be shortlisted at the European Diversity Awards for Social Mobility Initiative of the Year.

Mike Turner (CEO of Man Solutions) is a member of the Social Mobility Workstream. Mike was appointed to the Advisory Board of the UK Government commissioned taskforce set up by the City of London Corporation to increase socio-economic diversity at senior level within the UK Financial and Professional Services. Research commissioned by the taskforce has showed that almost 9 in 10 senior roles in financial services are held by people from higher socio-economic backgrounds (as defined by parental occupation at 14). This compares with a third of the UK working population as a whole. The taskforce will be setting up a membership body to create a safe space for participants to share best practices and benchmark progress against peers.



I'm mentoring a 17 year-old student, who is full of energy and passion but unsure how she can gain work experience while studying and what her career path options might be. It's rewarding to have the opportunity to help her navigate her own journey.

Amy Edwards

Deputy Global Head of Financial Crime, Man Group



Socio-economic diversity has for too long been an under-appreciated element of diversity. It is something that is often hidden and not spoken about. The City of London taskforce is seeking to redress the under-representation of people from lower socio-economic backgrounds with the vision of equity of progression – where high performance is valued over 'fit' and 'polish'. Coming from a working-class background in the north of England, I feel well positioned to help drive this agenda forward. It has been great speaking to people across the industry, as well as within Man Group, about their passion for this area.

Mike Turner

CEO, Man Solutions



Neurodiversity

Neurodiversity is another key area of focus for Man Group and to mark **Neurodiversity Celebration Week**, we launched a partnership with active inclusion recruitment partner Exceptional Individuals to roll out a **firmwide neurodiversity programme**. We want to nurture an inclusive workplace where neurodiverse colleagues are set up to succeed. During 2021, we held workshops for employees and people managers worldwide to speak to a member of **Exceptional Individuals** as experts on neurodiversity in the workplace.



We have also worked with **Exceptional Individuals** to implement **Workplace Needs Assessments**, which help to recommend technology that might help our people in their day-to-day role, or training or coaching sessions. We are looking forward to year two of our partnership, learning more about the strengths that come with neurodiversity and how Man Group can best support our employees with all types of neurodiversity.

Disability

To celebrate **International Day of Persons with Disabilities** we participated in the #PurpleLightUp campaign, a global movement that celebrates and draws attention to the economic contribution of the 386 million disabled employees around the world. We were also pleased to hear from Nicolas Hamilton, a British racing driver who is the first disabled athlete to compete in the British Touring Car Championships, during a conversation hosted for employees.

During 2021, we were proud to be recognised as a **Disability Confident Committed employer** after joining the UK Government's Department for Work & Pensions scheme. This underlines our dedication to ensuring that those with disabilities have opportunities to fulfil their potential. We also continue as a member of **PurpleSpace** – a networking and professional development hub for disabled employees and allies – and are delighted to work with the organisation as we build disability confidence for both employees and employers, from the inside out.



Signatories and Memberships

We have been a signatory to the **Women in Finance Charter** since 2018. Signatories to the Charter pledge to promote gender diversity, including setting internal targets and reporting publicly on progress.

Upon signing the Charter, we set a target of 25% female representation in senior management roles by December 2020. We saw a positive trajectory in the proportion of women in senior management roles increase from 16% in 2016 to 20% at the end of 2019, and are pleased to report that we achieved our target of 25% as of September 2020. Attaining this target is well-aligned with our efforts and initiatives to support and develop women within the firm, and we will now target 27.5% female representation in senior management roles by the end of 2022, and 30% by the end of 2024.

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

In 2020, we signed the UK's **Race at Work Charter**. We are 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.

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

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 member of the **Alternative Investment Management Association (AIMA)** and Robyn Grew chairs the **DE&I Working Group**. In 2021, we worked with AIMA on the paper *How to be an Ally: Stories from the Hedge Fund Industry*. The paper includes a foreword by Robyn Grew and features several Man Group colleagues.

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.

In 2020 we began working with the **Advisory Board of the UK Government commissioned taskforce** with the aim of improving socio-economic diversity at senior levels in UK financial and professional services.

Addressing the Diversity Pipeline

We are committed to paving the way for potential future employees in the investment industry. There is evidence that certain groups self-select away from qualifications in subjects that may more naturally lead to a career in finance and/or technology. Our 'next generation' efforts focus on those in full time education, from school age to university.



NSPCC



The Young Women's Leadership Network



King's Maths School



10,000 Black Interns



Girls Are INvestors (GAIN)



Insight Days



Codman Academy



Speakers for Schools



North Carolina Agricultural and Technical University

Recruitment – Improving Diversity Today

Our recruitment efforts focus on reaching and attracting a diverse group of candidates. We have a diversity-focused recruitment policy in place to ensure that we have diverse interview panels and candidate lists across all roles. We run diversity-focused graduate recruitment events for under-represented groups in full time education, and work with targeted university networks to enable our success in this area. We know the benefits that a diverse workforce brings and the numerous highly qualified candidates that are overlooked by traditional recruitment channels. We have therefore taken a series of steps both to recruit from the broadest pool of talent possible, and then to make sure that we retain these employees.



City Gateway



SEO London



Bright Network



Women Returners



The Partnership



Insight Programme

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