Equal Opportunities

Diversity, Equity, and Inclusion

We all share a responsibility to contribute to a positive, inclusive, and professional work environment. Providing equal opportunities and creating a culture that values diversity, equity, and inclusion (DEI) is important to Janus Henderson. We know that having a diverse and inclusive workforce, comprised of team members from varied backgrounds and experiences, will support our mission, values, and purpose. Employing individuals with wider perspectives and from a broader skills base will lead to a more dynamic, innovative, responsive organisation in touch with changes and developments in our working and wider environment.

DEI has a positive impact on our ability to attract, retain and develop the best talent by creating a culture that values differences and embraces diversity of thought. We aim to foster an inclusive culture that develops and promotes employees based on their capabilities and does not tolerate any form of discrimination, bullying or harassment.

We are committed to creating a more diverse and inclusive environment that promotes cultural awareness and respect by implementing equitable policies, benefits, training, recruiting, and recognition practices that support our colleagues.

About this Policy

This policy sets out our approach to DEI. Our aim is to encourage and support DEI and actively promote a culture that values difference and eliminates discrimination in our workplace. It applies to all aspects of employment with us, including recruitment, pay, benefits and conditions, flexible working and leave, training, appraisals, promotion, conduct at work, disciplinary and grievance procedures, and termination of employment.

This policy applies to all employees, officers, consultants, contractors, volunteers, interns, casual workers and agency workers.

This policy does not form part of any contract of employment or other contract to provide services, and we may amend it at any time.

DEI Training and Actions

Janus Henderson embeds DEI into all aspects of training available.

You will be given appropriate training on recognising and avoiding discrimination, harassment, and victimisation, and promoting equality of opportunity and diversity in the workplace.

In addition to the training described above, we are committed to the following further action items to help promote DEI in our company:

- Increase diversity of thought among our workforce through strategic partnerships and equitable recruiting process.
- Ensure equitable rewards and recognition system and attract/retain all talent with flexible policies/ benefits.
- Cultivate a future pipeline with diverse perspectives by identifying and supporting high-potential talent.
- Embed transparency and fairness in managerial tools and practices.
- Ensure equal access to career development for all employees.
- Fully embody our value – Diversity Improves Results.

Equal opportunities

Janus Henderson
INVESTORS

Discrimination

You and any job applicants will receive equal treatment regardless of:

- Age;
- Disability;
- Gender reassignment;
- Marital or civil partnership status;
- Pregnancy or maternity;
- Race, colour, nationality, ethnic or national origin;
- Religion or belief;
- Sex or sexual orientation;

(the "**Protected Characteristics**").

You will also receive protection against unlawful discrimination on grounds of military or veteran status, political views, or socio-economic background.

You must not unlawfully discriminate against or harass other people, including current and former staff, job applicants, clients, customers, suppliers and visitors. This applies in the workplace, outside the workplace (when dealing with customers, suppliers or other work-related contacts, and on work-related trips or events including social events. Remember, discrimination can be direct or indirect, and includes harassment and victimization.

Breaches of this Policy

We take a strict approach to breaches of this policy, which will be dealt with in accordance with our Disciplinary Procedure. Serious breaches may result in dismissal.

If you believe you have been subject to discrimination or if you have observed any conduct which could reasonably be perceived as discrimination you should immediately report the situation to your line manager (if you feel able), HR or in writing via our grievance procedure. Complaints will be treated in confidence and investigated as appropriate.

There must be no victimisation or retaliation against staff who complain about or report discrimination. If you believe you have been victimised for making a complaint or report of discrimination, or have witnessed it happening to someone else in the workplace, you should inform. If the matter is not remedied you should raise it formally using our grievance procedure.

We encourage the reporting of all types of potential discrimination, as this assists us in ensuring that diversity, equity, and inclusion principles are adhered to in the workplace. However, making a false allegation in bad faith, or that you know to be untrue, will be treated as misconduct and dealt with under our disciplinary procedure.

Our non-discrimination policy and non-harassment policies apply not only to our fellow employees but also to our clients, customers, suppliers, partners, investors, and community members around the world.

In the event you would like to raise a concern, you can contact our hotline operated by our independent, outside service provider on an identified or anonymous basis via:

- web at https://janushenderson.ethicspoint.com
- telephone at 844.765.6701 (US), 0808.234.9715 (UK) or AT&T Direct Access Code + 844.765.6701 (other regions)

Equal Pay Policy

We strive to ensure our compensation and reward programmes are competitive and internally equitable to attract, motivate, and retain our employees. We challenge our managers to identify and mitigate their own biases. We provide high-quality data and information when pay decisions are made, such as at the time of hire, when career progression or promotions occur, and each year during the annual pay round. We ensure competitive offers are made to new joiners are based on their unique skills, experience, and specific qualifications. We benchmark positions annually to stay abreast of changing market information and carefully evaluate compensation as careers progress and when promotions occur to keep pay competitive over time. Pay is reviewed within an overall framework of meritocracy, which is central to our performance-driven firm. Demographic analytics are integral to this process; we review these in advance of the annual pay round and again during calibration to create awareness and discover any unintended results in real time.

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