

Gender Pay Gap

At Janus Henderson, we are passionate about fostering fairness and equality for all employees. We believe a diverse workforce, drawn from a variety of backgrounds, cultures and experiences, brings a better understanding of our clients and better informed investment decisions.

What is the Gender Pay Report?

From April 2018, employers with more than 250 employees in the UK are required to publish details of the gap in pay between female and male employees every year.

Based on a snapshot at 5 April 2017, employers are required to report:

- The mean and median gender pay and bonus gap.
- The total number of men and women receiving bonus payments.

- The distribution of men and women across salary quartiles.

Definitions

- **Mean:** the average of a set of numbers. It is calculated by summing the set, then dividing this by the amount of numbers in the set.
- **Median:** the middle number in a range of data. It is calculated by arranging the numbers in value order. The number that lies in the middle is the median.

Gender Pay & Bonuses at Janus Henderson

Our analysis shows that there is no difference in the amount women and men are paid for performing the same jobs at Janus Henderson, with just one percentage point difference in the overall compensation between women and men holding similar roles.

There is, however, a significant gap between the amount that women are paid overall in our business compared to men - primarily because there are fewer women in senior management and investment roles, the higher paying areas of our firm and industry.

To put this into context for Janus Henderson, of our 88 fund manager roles in the UK (which are typically the higher paying roles at both our firm and other asset management firms) only 11 (12.5%) are undertaken by women. Similarly, across Janus Henderson globally, women are also under-represented in senior management, with currently 17% of Executive Committee roles or the next level down being filled by women.

Pay & Bonus Gap

	Mean	Median
Pay Gap	36.9%	32.7%
Bonus Gap	80.9%	64.0%

Our 'Pay Gap' data shows the overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2017).

The 'Bonus Gap' presents the mean and median differences between men and women for their bonuses in respect of the 2016 performance year. Unlike the Pay Gap, this is not based on hourly rates and therefore does not take into consideration part time workers, where females are the majority. This further increases the Bonus Gap statistic.

What is Janus Henderson doing?

Clearly, the gender imbalance needs to be addressed. Fostering diversity and equality to ensure an inclusive work environment are important priorities for our firm. We recognise that to be successful, leadership must champion these efforts and ensure they are ingrained in our company's culture and business model. Initial steps that Janus Henderson has taken include:

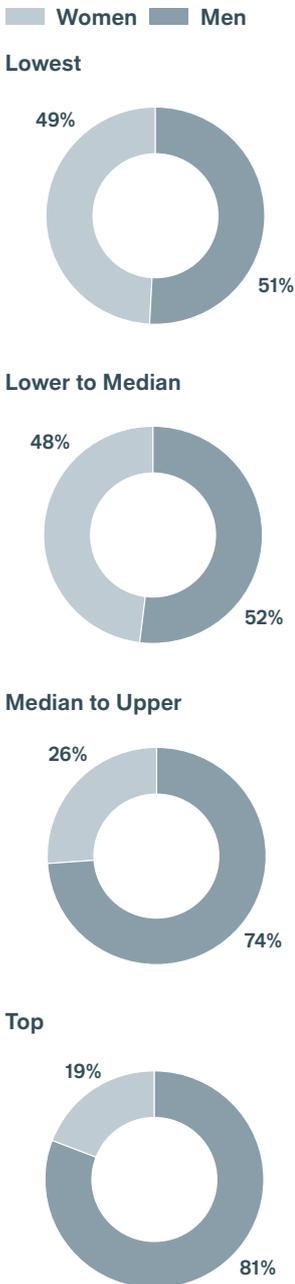
- Signing the UK Government's Women in Finance Charter in July 2017. We have committed to increasing the percentage of women in senior management roles in the UK at Janus Henderson to 25% by 2022.
- We are involved with the Diversity Project – an initiative by the UK investment and savings industry to accelerate an inclusive culture in the investment profession across a range of areas, through collaboration and the sharing of best practice.
- Our business was instrumental in founding Investment20/20, which aims to diversify the pool of talent entering the investment profession. As well as facilitating non-graduate entry into the sector, approximately 40% of the intake in 2017 were women.
- Recruitment is an area where we have been able to take immediate action. We make concrete and substantial efforts to include diversity in building the candidate pool when searching for the best talent. Here, we have pledged to improve the global mind-set and gender diversity at all levels across the firm. We have worked closely with recruitment agencies and our training providers to help us deliver results in these areas.

We will provide regular updates of our progress on these initiatives and the annual Gender Pay report will provide a barometer of our progress.

Pay Quartiles

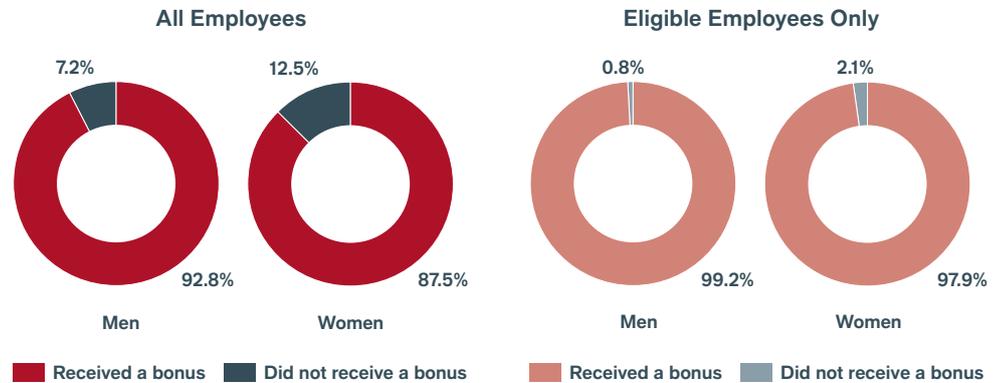
Gender distribution across Janus Henderson in four equally sized pay quartiles.

Once again this reflects the lack of women in senior management / highly remunerated roles.



Employees Awarded a Bonus

The All Employees chart shows the men and women who received a bonus for the 2016 performance year compared to those who did not. In accordance with the regulations, these are employees who were permanent or fixed-term contractors as at 5 April 2017. Under Janus Henderson's bonus policy only employees who were permanent or fixed term contractors (not including Trainees and Graduates) as at 31 October 2016 are regarded as bonus eligible, and therefore there are a number of individuals who must be included in the figures below, but were not eligible under our bonus policy. The Eligible Employees Only chart shows what the proportion of men and women who received bonuses versus those who did not based on our bonus internal eligibility policy.

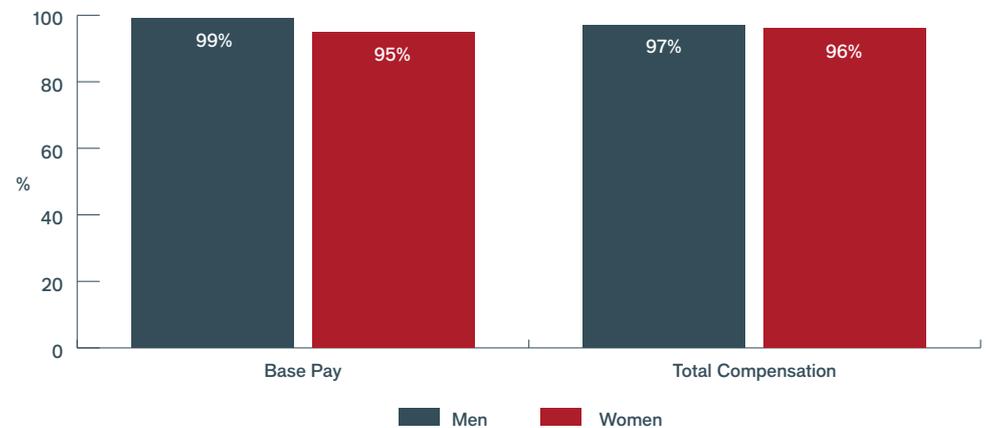


Equal Pay vs. Gender Pay

We are confident that we pay men and women on an equal basis for doing the same job across the business. Our own internal assessment of pay parity involves using the respective market positions of male and female employees based on the most recent data available from external remuneration data providers.

As shown in the graphs below, on average, female employees are within 4% of male employees in terms of their respective positions against Base Pay medians, and within 1% for Total Compensation medians. We do not view these relatively small variances as statistically material, but are not complacent, and will regularly review and manage compensation levels through a gender diversity lens to ensure that if any elements of bias are identified they are eliminated.

Average Market Median Ratio



It is also important to recognise that:

- Changing proportionate representation issues will take time;
- While this fact disproportionately distorts the mandatory Gender Pay statistics, it helps to explain why we are confident that we do not have an equal pay issue in the face of what looks like a material Gender Pay gap.

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Janus Henderson
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