Inside

- Learn about Janus Henderson’s Corporate Social Responsibility strategy
- Explore the impact we are making in the community
- See how we plan to track our 2019 environmental strategy
As Janus Henderson’s culture continues to take shape, one element we are proud to see demonstrated across all regions and areas of the business is a strong commitment to Corporate Social Responsibility (CSR). This is a deep-rooted aspect of ‘who we are’ and a central component of our practices, perspectives and priorities.

We believe that a comprehensive CSR strategy is critical to our long-term, sustainable success. Specifically, we know that the best way to deliver value to our clients is by looking beyond the numbers and evaluating how our decisions impact the world. At Janus Henderson, we accomplish this by focusing on five CSR pillars: our people, the community, our clients, responsible investing and the environment.

In 2018, we made substantial and growing impact in our global efforts in all five pillars:

- New policies, offerings and programmes have enabled us to deliver a more inclusive and flexible work environment; supportive of our team’s performance, wellbeing and professional development.
- We fostered a culture of giving among our employee base and continued to execute on the Janus Henderson Foundation’s philanthropic mission: to help youth achieve their full potential through access to better educational opportunities.
- We stepped back to evaluate and enhance our client experience from the inside out; generating a client-obsessed focus and ensuring every touch point is tailored to the end user.
- We continued to integrate environmental, social and governance (ESG) factors into our investment approach, as well as to measure and minimise our overall impact on the environment itself.

Full details on our 2018 progress, including the contributions of the Janus Henderson Foundation, are outlined in this report.

While we are proud of all that has been accomplished, the work is far from over. We remain dedicated to being a responsible corporate partner and an active force in the global community in which we operate. We look forward to sharing details on new initiatives in the months ahead and to partnering with our team to achieve our CSR goals.

Thank you,
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Diversity & Inclusion

At Janus Henderson, our differences make us unique. Our team’s varying backgrounds and perspectives provide us with an informed understanding of our clients and their needs, as well as a greater pool of solutions, ideas and approaches. However, to fully leverage the strength of our diversity, we must create an inclusive and supportive workplace that values the skills and contributions of every individual. By embedding this into our culture, we will attract a greater array of talent, foster a more enjoyable work environment and be better positioned for success.

As a result of our continued efforts and our long-term commitment to diversity and inclusion, we are pleased to share our 2018 accomplishments:

2018 Accomplishments

- Recognised through Bloomberg’s 2019 Gender-Equality Index. The index highlights firms that are trailblazers in their commitment to transparency in workplace gender reporting. More than 200 companies were included in the index globally, with 96 from the financial services sector, and scores were developed based on the firm’s diversity statistics, policies, community engagement efforts and products. Janus Henderson received a score of 78.11 out of 100, placing above the company-wide and financial services averages.
- Implemented D&I Regional Councils to identify and address the aspects of diversity and inclusion relevant in each region.
- Supported the growth of our Employee Resource Groups (ERGs) by establishing our first three ERGs in London and connecting them with existing groups in the US.
  - Gender Diversity Employee Resource Group: Focused on fostering gender equality
  - JH Pride: Focused on fostering LGBT+ equality
  - Ethnic and Cultural Diversity Network: Focused on building connections and developing an appreciation of the cultural and ethnic differences within our workplace
- Implemented a global Flexible/Agile Work Policy, providing employees with additional options to achieve work and family-life balance.
- Communicated the Gender Pay Gap Analysis and worked to implement strategies that improve our recruitment and retention of women.
- Introduced the Textio Augmented Writing Platform into the recruiting process to ensure we produce gender neutral job descriptions that are attractive to all.
- Offered 14 Diversity Talk sessions to employees, which were learning opportunities centered on topics related to diversity and inclusion.
- Continued to leverage our Internship and Trainee Programmes to recruit talent, expanded the Trainee Programme into the US and introduced new partners, including Girls Who Invest and E2W.
- Supported ERG-sponsored events; including Investment Week’s Women in Investment Awards (UK), the Colorado Women in Technology Conference (US) and many others, depicted in the timeline on page 3.

Our People

At Janus Henderson, we are dedicated to providing an exceptional employee experience equivalent to that delivered to our clients. That’s why we work to ensure our culture, work environment and offerings are in line with what’s most important to our people and reflective of our guiding principles. In addition to a total rewards package that includes competitive benefits, compensation, retirement savings arrangements and employee share ownership programmes, we aim to take our approach one step further by focusing on the holistic needs of our employees and their families. This sets us apart as an employer, enabling us to hire best-in-class talent and to create a unique, rewarding and high-performing culture.

While we are continuing to explore the ways we can achieve this goal, the following internal programmes currently support our commitment.
Although we have made some tremendous strides, we understand that there are still opportunities for us to improve our overall strategy. Going forward, we will continue to address the evolving needs of our employees and further diversify the demographics of our workforce.

### 2018 Diversity Statistics

- **1%** Increased our global representation of women by 1%
- **39%** of employees globally are female
- **42%** of 2018 new joiners were female
- **16%** of the US population self-identified as minorities; a 1% increase from 2017
- **18.5%** of US new joiners self-identified as minorities; a 1% increase from 2017

### 2018 ERG Efforts

#### January
- Partnered with Girls Who Invest to Increase the Number of Women in Portfolio Management and Executive Leadership in the Asset Management Industry
- Held the Working Parents Book Club

#### February
- Diversity Talk: Women and Negotiation
- Published the Gender Pay Gap Report
- Launched Generational Perspectives Training

#### April
- Established the D&I Regional Councils
- Diversity Talk: Developing Capable Kids – Webinar
- Launched the Gender Diversity Employee Resource Group

#### June
- Hosted Information Sessions about the Gender Pay Gap
- Diversity Talk: Successful Single Parenting
- Sponsored the Women in Technology Conference

#### July
- Diversity Talk: Roundtable – Flexible/Agile Work Practices
- Partnered with the Colorado Women’s Foundation to Host a Women and Wealth Session
- Diversity Talk: Leadership for Women

#### August
- Launched the Women’s Employee Resource Group at Intech
- Diversity Talk: Hear it Her Way
- Diversity Talk: Financial Footsteps: Getting it Right in Your 20s & 30s
- Participated in the Denver AIDS Walk

#### September
- Sponsored the Colorado Women’s Chamber State of Women Luncheon
- Diversity Talk: RetireWise
- Launched Unconscious Bias Training for all Employees and Managers
- Launched the Janus Henderson Pride Employee Resource Group in EMEA

#### October
- Diversity Talk: Conquering Anxiety
- Celebrated Global Coming Out Day

#### November
- Sponsored Investment Week’s Women in Investment Awards
- ERG Members Celebrated Diwali
- Implemented the Flexible/Agile Work Policy Across All Regions

*Activities listed were executed during the 2018 calendar year.*
Women in Finance Initiative

Janus Henderson is committed to improving diversity for the benefit of the company, our clients and our people. One specific area of focus is increasing female representation within the firm.

The Women in Finance Charter is a UK government initiative that seeks gender balance at all levels across financial services firms. As an official signatory, Janus Henderson has committed to reaching the target of 25% (with a 5% tolerance) senior management women representation in the UK by 2022.

In 2018, we increased our UK female senior management representation by 5% compared to 2017 and we believe we are on track to reach our goal.

Learning & Talent Development

Our culture prioritises and supports personal development for individuals, leaders and teams across the organisation. We believe that by providing our people with the training and knowledge they need to be effective and grow we will be better placed to deliver for our clients and cultivate talent for the future.

Here, our people are encouraged to own their own development and the company supports this with a broad training curriculum focused on the following key areas:

- Personal & Professional
- Industry, Product & Client
- Global Collaboration & Culture
- Leadership Academy
- Career Toolkit
- Mentoring
- Performance
- Well-being
- Team Development
- Qualifications
New for 2018

The Learning and Talent Development team launched two major initiatives in 2018: our Global Mentoring Programme and the Leadership Academy. The Global Mentoring Programme consists of four components:

- **INSIGHT Internal Mentoring:** This programme supports traditional mentoring where mentees are paired with someone from within the business who has greater work experience and, therefore, brings their insights and knowledge to the relationship. The programme provides participants with the guidance and resources they need to make the most of their mentoring experience.

- **Reverse Mentoring:** Reverse mentoring switches the traditional dynamic and provides a platform to create diversity of thought and creativity across organisations. Mentees are senior leaders and mentors are those early in their professional careers.

- **Community Mentoring:** Through partnerships with various organisations, employees are encouraged to develop mentoring relationships that benefit our communities.

- **Cross-Company Mentoring:** External schemes aimed at developing the diversity and inclusion of talent at participating organisations. An example of this is the UK’s involvement in the 30% Club for women, which aims to attract, develop and retain women into board-level roles.

### The Leadership Academy

From those aspiring to become leaders or just beginning to manage people to our most experienced and seasoned leaders, the Leadership Academy provides a variety of ways for individuals to develop their skills via the following programmes:

- **Aspiring to Lead**
  This programme is geared towards high performers who are looking to become leaders. Participants are selected through an application process and training introduces foundational skills and leadership theory.

- **Learning to Lead**
  Newly promoted managers or managers new to Janus Henderson are invited to attend a Manager Bootcamp. This one-day workshop focuses on how to build successful teams and how to navigate the transition to leadership.

- **Lead and Inspire**
  Experienced leaders looking to grow their skill set can leverage a suite of leadership courses tailored to their level and needs; including, core courses covering foundation skills, master classes to develop advanced skills, and short, sharp, bite-size sessions on key leadership topics.

- **Lead and Transform**
  Available to senior leaders, advanced leadership development options are made available throughout the year. These include regular guest speakers, executive coaching and executive education courses.

![Janus Henderson employees participate in a training session focused on developing global communication skills](image-url)
2018 Accomplishments

- Over 480 courses offered, with more than 4,000 attendees globally
- New courses in 2018 included:
  - Emotional Intelligence
  - Generational Perspectives
  - Introduction to Equities
  - Introduction to Fixed Income
- Supported the 2018 Leadership Summit in London
- Mental health training for managers was launched in the UK
- 26 team sessions conducted for over 300 employees
- Over $2 million invested in learning, off-sites and qualifications across the company, with $649,000 of this dedicated to the internal training curriculum

Early-in-Career Talent

Janus Henderson’s Trainee Programme is designed to broaden the talent pool at the grassroots level by creating more opportunities in the investment management industry for young people from different backgrounds. Rather than assessing academic qualifications, candidates are recruited based on their drive to succeed and desire to learn.

Since 2010, we have employed 254 Trainees over 20 intakes and 70% of Trainees have been offered permanent roles following their Traineeship. In 2018, we welcomed 34 Trainees into the company through the UK’s Investment 2020 Programme, via two intakes in January and September. The programme was also expanded into the US in 2018, with five Trainees identified during this initial launch. Additionally, in the US, we provided opportunities to 27 interns through the Summer Internship and Discovery Internship Programmes.

“Throughout my experience as a Trainee, I have had the chance to meet an array of talented people who have inspired me to delve deeper into the world of financial services and to be open to new knowledge with a learning mindset. I appreciate the opportunity to develop, not only as a member of the team, but also as a professional and leader.

Nicholas Martin, Global Marketing Trainee

The Janus Henderson Trainee Programme is the golden ticket to the asset management industry. I am very grateful to have been selected for this prestigious programme and the opportunity I have been given to achieve my ambitions. The programme offers the right degree of formal learning and on-the-job training, which significantly aids and deepens your overall understanding. I feel confident that by the end of this scheme I will have gained much professionally and made important connections with my colleagues.

Olivia Brennan, Investments Trainee
Health & Well-Being

We strive to promote the health and overall well-being of our employees and their families by focusing on six interconnected elements within a well-being framework:

- Mental
- Physical
- Social
- Financial
- Community
- Career

Our mission is to improve the well-being of our employees by raising awareness and providing various resources and programmes to enable employees to consider adopting a healthier lifestyle.

2018 Accomplishments

- Held Well-Being Week in London and a Well-Being Expo in Denver
- Launched a Well-Being Subsidy Scheme, which provides employees outside of the Denver and London locations with the opportunity to receive reimbursement of 50% of qualifying well-being expenses, up to a total of $300 per year (or local equivalent). Employees in London and Denver are provided with alternate fitness accommodations
- Purchased 200 annual subscriptions for Headspace, the mindfulness app, and piloted the offering to employees at a discounted rate
- Launched an on-site massage programme for the London office
- Launched ‘This is Me’ in the London office, a pioneering campaign which aims to reduce the stigma and dispel myths around mental health in the workplace. The campaign provides a platform for employees who have experienced mental health issues to share their stories with others through video storytelling. The videos, shared internally, have been watched by over 600 employees.
- Harmonised and completed benefit reviews for employees in Australia, Dubai, France, Hong Kong, Italy, Luxembourg, Singapore, Spain, Switzerland and Taiwan
- Biometric screenings/mini health checks/on-site health stations were offered in select locations
- Offered seasonal flu vaccinations in select locations
- Held the annual 14er Challenge, which provides employees with an incentive to add movement to their routine by training for a climb or participating in other events around the world, including London Sports Day. Employees raised over $22,000 for local charities as a result of their participation.
Our Community

Janus Henderson Foundation – Innovative Philanthropic Outreach

As our firm’s philanthropic arm, the Janus Henderson Foundation is committed to addressing social issues around education. Aligned with the UN Sustainability Development Goal of Education, the Janus Henderson Foundation is helping youth achieve their full potential through access to better educational opportunities.

In 2018, we supported various charitable educational organisations:

**Angkor Hospital for Children (AHC)**
Cambodia | USD $20,682
AHC has grown from a small hospital with just two beds in 1999 to a leading, well-established, paediatric teaching healthcare organisation, having provided over 1.5 million treatments to children from every one of Cambodia’s 25 provinces and building capacity in the healthcare workforce as one of only three paediatric training facilities in the country. Janus Henderson’s funding assisted in providing clinical and neonatal care training to nurses and staff, with the overall objective of reducing infant deaths in Cambodia.

In 2019, the Foundation will provide a $25,000 grant to support the activities of AHC’s TEP Truck. This mobile medical facility will bring access to basic eye and dental care to rural school children in the Siem Reap Province, while also providing training to local educators to help address medical issues.

**EdConnect – Denver Public Schools**
Denver | USD $143,850
The EdConnect Teacher Pathway grant serves as a “grow your own” method to recruit and retain a highly skilled and diverse teaching workforce in DPS. The pathway involved a combination of coursework and work-based learning. As a result of launching this programme, DPS has enrolled 436 students in four different schools. To date, more than 50 percent of the students have taken advantage of work-based learning experiences, which include internships and career industry events.

In the coming years, the programme strives to increase matriculation into teacher prep programmes and will identify additional wrap-around services that support an increase in education-related opportunities.

**Growth Through Connections – Denver Public Schools (DPS)**
Denver | USD $146,000
The Growth Through Connections grant, initially provided by Janus Henderson in 2017, began by funding teacher training in three Denver Public Schools with more than 600 diverse students. This programme was designed to help teachers develop a culturally responsive approach to instruction and classroom management in order to build stronger teacher-student relationships.

What started off as a small cohort of teachers has expanded into a training programme that has been integrated into the district’s professional learning curriculum. Since inception, the programme has impacted 31 schools and launched a multi-year strategy to build culturally responsive education practices across the district.

The district has had tremendous success with the platform; however, there are still challenges with scaling the programme. As DPS continues to incorporate the curriculum into their mainstream learning practices, they have modified their implementation approach to ensure they aren’t creating cultural risk by having too many teachers absent from one particular school at the same time. As a result, the district is modifying their implementation strategy to ensure there is minimal disruption to the students.

Janus Henderson continues to provide funding to the Growth Through Connections grant on an annual basis and is committed to supporting DPS in scaling this solution.
KickStart Money
UK | USD $27,000

KickStart Money is a ground-breaking collaborative project that aims to bring financial education to over 18,000 primary school children in the UK, catalysing a movement to build a national savings culture for the future. Since inception, 3,389 young people have been reached through 120 programmes offered across over 36 schools. Seventy percent of the follow-up sample are now working toward a savings goal, three months after training, and teachers say 87% of pupils now know financial decisions have consequences. This programme is creating the foundation of basic financial literacy.

The Lord Mayor’s Appeal – A Better City for All
London | USD $13,260

The Lord Mayor’s Appeal is designed around four key pillars geared to build a city (London) that is inclusive, healthy, skilled and fair. Through various partnerships, the appeal will work to address emotional and mental well-being as well as ensure youth are equipped with the skills they need to be career ready.

Since inception, the “Well-Being in the City” tool was launched with the samaritans to provide funding for 400 volunteer school counsellors and supported over 100 young people through the partnership with Place2Be. This programme has also resulted in the launch of the “She can Be” initiative, which inspires young women to explore career opportunities available in the city. The appeal continues to celebrate City Giving Day, a citywide initiative that encourages companies to support charities in and near the city of London.

Young Americans Center for Financial Education
Colorado | USD $25,000

Young Americans Center for Financial Education serves to bolster young entrepreneurs by providing financial education, sales opportunities, mentorship and business development experiences for youth in Colorado. Funding benefits associated programmes, including Young AmeriTowne, International Towne, YouthBiz, summer camps and more.

Matching Gift Programme

The Janus Henderson Matching Gift Programme makes it easy for employees to increase the impact of their financial charitable gifts and fundraising efforts. When a donation is made, the Janus Henderson Foundation gives in turn.

Disaster Relief

In 2018, the Janus Henderson Foundation supported the evolving needs of communities across the world, specifically providing assistance during times of need. We acted globally by partnering with organisations like the Disaster Emergency Committee, Save the Children and the American Red Cross to respond to appeals. Our contributions to relief efforts in 2018 exceeded $90,000.

While we are committed to continuing to support communities across the globe in 2019, we will be focusing our efforts in other, more specific areas tied to our Foundation’s mission.
A Virtual and Global Approach to Addressing Childhood Literacy

Innovations for Learning

We are proud to support Innovation for Learning’s TutorMate Programme, which enables volunteers to tutor at-risk first graders remotely in core reading skills on a weekly basis. Through this programme, volunteers leverage virtual sessions to tutor students by reading stories, reviewing comprehension questions and playing games to reinforce the key phonetics learned that day.

Janus Henderson was the first organisation to participate in this programme in Colorado in 2012. Today, this online tutoring system has been successfully implemented in close to 600 classrooms in over 25 major school districts across the US. And, with the catalytic support of the Janus Henderson Foundation, Innovations for Learning was able to launch TutorMate in the UK in 2018.

The Foundation’s initial investment allowed Innovations for Learning to complete the vital preparatory work for launch in the UK; including registering as a charity, recruiting a sufficient number of participating schools and identifying corporate partners to kick-start the programme at reasonable scale. Innovations for Learning UK now has 27 corporate partners and 400 volunteers who support 400 children in 21 schools in London (15) and Bradford (6). With the ongoing support of the Foundation, they will continue to research, evaluate and develop their plans for expansion.

Janus Henderson’s Volunteer Tutors:

In the UK, Janus Henderson Investors has 40 tutors supporting children in two schools – New North Academy and Pakeman Primary. Both schools are located in the London Borough of Islington, which has the third highest rate of child poverty of any borough in the UK. These schools serve disadvantaged communities, with high numbers of children in receipt of free school meals and/or with English as an additional language. In the US, 33 employees have enrolled as volunteers, tutoring students in Denver and Chicago.

A 2017 teacher survey in the US reinforced the impact of the programme, with 91% of teachers stating that they want TutorMate to continue in their classrooms. The London schools have provided initial positive feedback; reporting that children love the programme and eagerly await their ‘special’ calls. They specifically note that children involved in TutorMate are demonstrating improved confidence as readers.

Thank you to Janus Henderson’s volunteers for the time they’re giving to help our readers. Focused, 1:1 practice is so important for kids at this age and we’ve noticed how, without exception, your sessions are making a real difference.”

Nicola Percy, Head Teacher at New North Academy
During the 2014 to 2015 school year, a randomised study of TutorMate in the US compared two student groups of 170 individuals to understand the programme’s impact. This study determined that students receiving 16 or more tutoring sessions gained one reading level (an approximate 15% average gain in reading scores), compared to students who received few or no tutoring sessions.

**TutorMate Case Study:**

Orhan is a 5-year-old at New North Academy. His teacher selected him for TutorMate as he isn’t reading to the expected standard and makes lots of mistakes. He has a slight speech impediment, which affects his confidence. At home, his family speaks Turkish and his mother’s English is so poor that she struggles to support her son at all with schoolwork. Orhan finds it hard to concentrate in class.

Orhan’s teacher reports that, not only is he really enthusiastic about his TutorMate sessions, but they are already noticing improvements in his reading and concentration. He is ‘blending’ and spotting word patterns much better, and his mother has said that she loves chatting to him about his tutoring sessions! In the words of Orhan himself:

> I feel brave...when I read on the computer. I’m getting good at doing it by myself. I’d feel sad if I didn’t get the phone calls.”

Orhan, Student at New North Academy
The Janus Henderson Charity Challenge

Janus Henderson’s commitment to the community is powered by our people and reflected in our culture, work environment and business practices. One way we work to ensure our team is connected to the work of the Foundation is through the Janus Henderson Charity Challenge, a global competition that enables employees to seek funds from the Foundation for a charity of their choice.

Through the Charity Challenge, employees pitch non-profit organisations they are passionate about for an opportunity to be awarded funds for their cause. The 2018 event channeled more than $230,000 to employee-sponsored nonprofits, via the following:

The Application
Participants completed an online application outlining their cause and describing how grant funding would benefit their organisation’s “big idea.” A total of 74 applications were received and the first 50 submitted automatically received a $100 (USD) contribution.

The Review
The Janus Henderson Foundation Board of Directors reviewed all applications to ensure eligibility.

The Vote
Qualified entries were publicised on the company intranet and employees had the opportunity to vote on their favourites. Employees could vote for up to three charities, with their first-place vote receiving a $10 (USD) contribution. In total, 3,615 votes were cast and the Foundation contributed $12,950 (USD) to employees’ first-place picks. The top finalists with the most employee votes progressed to the next round.

Additionally, the causes with the most votes from each region received a $10,000 (USD) award. The 2018 Employee Vote Regional Winners were:

- EMEA: Dementia UK
- North America: Polite Tumor
- Asia Pacific: Batyr

The Presentation
Nine finalists identified in voting provided a formal pitch to a panel of judges on 15 May 2018. Each entry to make it to the presentation round received $5,000 (USD) for their charity.

Janus Henderson awards funds to the 1st runner-up of the 2018 Charity Challenge, Batyr

Charity Challenge at a Glance

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2018 Winners

Grand Prize – $75,000 USD
CRIS Cancer Foundation
Pilar Seoanez, EMEA

1st Runner Up – $40,000 USD
Batyr
Jonathan O’Keeffe, Asia Pacific

2nd Runner Up – $40,000 USD
SheLift
Bob Griffin & Jessica Ruiz, North America

2018 Finalists – $5,000 USD
Anxiety UK
Rob Coates, EMEA

Batyr
Jonathan O’Keeffe, Asia Pacific

Brixton Soup Kitchen
Catherine Rex, EMEA

CRIS Cancer Foundation
Pilar Seoanez, EMEA

Dementia UK
Richard Turner, EMEA

DOTS London
Claire Mediene, EMEA

Polite Tumor
Megan O’Connor & Carleen Duff, North America

Prostate Cancer UK
Adam Jones, EMEA

SheLift
Bob Griffin & Jessica Ruiz, North America

A complete list of charities supported through the competition:

**EMEA**
- AnxietyUK
- Back Up
- Beacon House Ministries
- Brixton Soup Kitchen
- City Year
- College Track
- CRIS CANCER FOUNDATION
- Crohn’s and Colitis UK
- Dame Kelly Holmes Trust
- Dementia UK
- DOTS London
- Healing Venezuela
- Help Refugees
- Jo’s Cervical Cancer Trust
- Kinderarmut in Deutschland e.V. (Child Poverty in Germany e.V.)
- Motor Neurone Disease Association
- Ourmala
- Phelan-McDermid Syndrome Foundation UK
- Prostate Cancer UK
- Re-Cycle Bikes to Africa
- Rosa
- Rotherfield St Martin
- Southmead Project
- Spirit Education Foundation
- Street League
- Surfrider
- Team UnLimbited
- The 999 Club and Lady Florence Trust
- The Skeletal Cancer Action Trust
- Thope Foundation

**North America**
- Anchor Center for Blind Children
- Bags of Fun
- Big Brothers Big Sisters of Colorado
- Big Heart Brigade
- Cal State Fullerton Philanthropic Foundation
- Camp One Step by Children’s Oncology Services
- Colorado Outward Bound School
- Corbin’s Legacy

**Asia Pacific**
- ActionAid Australia
- Australian Chinese Charity Foundation Inc.
- Batyr
- Cerebral Palsy Alliance Singapore (CPAS)
- Gidget Foundation Australia
- Hong Kong Guide Dogs Association
- Joanne Tubb Foundation
- Mirabel Foundation
- Mu-Kuang Rehabilitation Center for the Blind
- Novak Djokovic Foundation
- St Kilda Mum
Employee-Led Giving

Community involvement is deeply rooted in our company’s values. Through financial donations, service projects and paid volunteer hours, employees are able to positively engage in the areas where we work and live, strengthening our communities and cultivating meaningful partnerships.

In 2018, the following employee-led efforts contributed to this mission:

**Have a Heart Drives**

**Global**
- Donated over 30 pints of blood, saving up to 90 lives, through an on-site blood drive
- Collected over 495 pounds of food for the following charities:
  - The Foodbank of Lower Fairfield County
  - Metro Caring
  - Tesco Supermarket
  - Hackney Foodbank
  - Hunger Task Force
  - The Lord’s Place

**Back to School Drive**

**Denver**
- Donated over $2,400 worth of supplies to Denver Public Schools campuses

Employees support suicide prevention through the Denver Metro Out of the Darkness Walk
American Foundation for Suicide Prevention – Out of the Darkness Walk
Denver
- Employees, family members and friends joined in the walk to fight suicide, raise awareness and support those struggling with mental illness or impacted by a loss. With $5,778 in donations, Team Janus Henderson was the number three fundraising team and was included in the opening ceremony butterfly release.

Month of Service – June
Global
- In Denver, employees donated time to the following organisations:
  - Traylor Elementary
  - Project C.U.R.E.
  - Metro Caring
  - Johnson Boys & Girls Club
- In London, employees spent 140 volunteer hours refurbishing and painting the welcome and outdoor play areas of Asta Community Hub in East London and restoring Tower Hamlets Park. Additionally, 80 STEM & Arts learning kits were assembled and delivered for Baytree Centre.
- In Singapore, employees collected food and over SGD 950 in monetary donations for Food for the Heart.
- In West Palm Beach, employees partnered with Habitat for Humanity to paint the exterior of a residential home.

Season of Giving – November & December
Global
- In Denver
  - Donated over 80 toys to the Boys & Girls Clubs of Metro Denver
  - Contributed 149 volunteer hours to local organisations; including, Amp the Cause, Volunteers of America, Salvation Army and Children’s Hospital
  - Adopted two families through Family Tree’s Holiday of Hope programme
  - Raised over $40,000 for Volunteers of America
- In London
  - Raised £2,330 for Community Links through the annual Christmas Charity Raffle

Logged Hours of Employee Community Investment Time
$44,096 USD
Monetary Value of Volunteer Hours to the Charities
Employees in Florida volunteer with Habitat for Humanity during Janus Henderson’s Month of Service.

Employees in Japan participate in the Fit for Charity Challenge.

Employees volunteer at the Denver Metro Boys and Girls Club.
Our Clients

At Janus Henderson, the needs of our clients and their customers drive our strategy and focus. While we continue to ensure transparency and fair treatment for all of our clients, we are also going above and beyond to truly embed a client-centric attitude throughout our organisation. To that point, we have launched a Client Experience transformation to redesign key journeys and measure results using a specific set of client performance indicators.

Progress Is Measured By:
1. Client-centric outcome metrics
2. Level of global, cross-functional engagement on client initiatives
3. Employees trained in client-centric approach and design thinking strategies
4. Prioritisation and implementation of client experience enhancements

2018 Progress and 2019 Outlook

Client-Focused Change
In 2018, Janus Henderson established an overarching Client Experience strategy to drive the organisation toward a standardised and best-in-class, client-centric approach. Progress has been made within several specific areas:

- Identification of priority client experiences
- Deep dives into client journeys
- Formation of a dedicated Client Experience team
- Prioritisation of initiatives to positively drive client satisfaction

Focus in 2019
The organisation is poised to build upon the foundation laid in 2018. Specific focus areas include the following:

- Design improvements for key client journeys
- Enhanced client ‘listening’
- Further analysis of optimising servicing opportunities
- Driving a client-first mindset through targeted trainings and workshops
Our approach is underpinned by a belief that environmental, social and governance (ESG) factors are critical ingredients of long-term business success. We are focused on delivering long-term investment performance for our clients; and integration of ESG issues into our investment decision making, voting and ownership practices plays an important part in determining our success.

We believe that the best way to protect and enhance value through ESG integration is to empower our investment teams to develop their own distinct approach; best suited to their strategy, asset class and client base. We do not impose top-down house views on ESG issues. Janus Henderson supports ESG integration across the business through a supportive and challenging framework. This includes using a wide range of tools and shared resources to support ESG integration by our investment teams, alongside appropriate risk management and controls to highlight ESG risks and opportunities.

Stewardship and Company Engagement

Janus Henderson is committed to the principles of good stewardship. Stewardship is a natural part of our approach to investment management, and a key element of how we discharge our responsibility toward clients as we seek to protect and enhance value in the companies we invest in on their behalf.

The primary route for company engagement on stewardship-related issues is the regular meetings fund managers have with the companies in which they invest. Janus Henderson’s fund managers hold thousands of company meetings each year. Meetings incorporate a wide range of topics including strategy, capital allocation, company performance, risk, management succession, Board composition, and also environmental and social issues where relevant. In 2018, we recorded in excess of 400 ESG-related company engagements. Whilst corporate governance issues continue to be the most common engagement theme, engagement on issues such as climate change, plastics, human capital and culture are increasingly common.

ESG Integration

ESG issues represent a very wide range of investment factors including: environmental issues such as climate change and water scarcity; social issues such as human capital and supply chain labour standards; and governance issues such as Board composition and executive remuneration. The focus at the group level is on ensuring that ESG considerations are fully integrated into the support functions for our investment teams, including research, investment platforms and risk tools. We have a specialist in-house governance and responsible investment (GRI) team that works across all our investment teams providing a resource for training on ESG issues and promoting ESG integration.

Janus Henderson is a signatory to the United Nations Principles of Responsible Investment. We also actively support initiatives such as Carbon Disclosure Project (CDP) and the Access to Medicine Index that seek to encourage improved corporate transparency and performance, and we actively participate in organisations such as the Asian Corporate Governance Association (ACGA), the Investor Forum and the Institutional Investor Group on Climate Change that facilitate collaboration between institution investors and work to achieve higher standards of corporate governance and corporate responsibility across the market.
Voting

At Janus Henderson, our priority is to act in the interests of our clients. Strong ownership practices, such as proxy voting, can help protect and enhance long-term shareholder value. Janus Henderson has adopted certain proxy voting guidelines and procedures, which provide guidance on how portfolio securities may be voted on proposals dealing with particular issues. Janus Henderson also has a Proxy Voting Committee, which is responsible for developing Janus Henderson’s positions on major voting issues, creating guidelines and overseeing the voting process. The Committee is also responsible for monitoring and resolving possible conflicts of interest with respect to proxy voting.
Our Environment

Environmental sustainability is an ethical and a commercial imperative. We understand that managing our environmental footprint often goes hand in hand with our strategic priority to operate efficiently. The primary way we measure our environmental performance is by calculating carbon emissions across our office footprint and measuring emissions that result from business travel. Furthermore, we offset these emissions by investing in certified carbon saving projects.

2018 Performance

- Measured emissions (Scope 1, 2 & 3) for 100% of our global offices (2017 - 52% per full time employee or 38% of office space).
- Committed to offsetting our total emissions, equating to 13,153 tons of CO2, thereby achieving carbon neutral status for Janus Henderson.
- Participated in the Carbon Disclosure Project (CDP), achieving a score of B (top 15% of the 6,937 companies disclosing).

Progress is Measured By:

We track our GHG emissions by scope (tCO2e).

Scope 1 – Fuel (natural gas)
Scope 2 – Electricity
Scope 3 – Business travel (air, rail, road), hotels, business freight (air, road)

We will use this information to offset our unavoidable carbon emissions. This means that for every tonnes carbon dioxide equivalent (tCO2e) we produce, we will invest in a voluntary carbon reduction project saving the equivalent amount. Our goal is to be a Certified CarbonNeutral® business.

Recycling Initiatives at a Glance

54,000 Disposable paper cups saved
100,000 Plastic containers saved
26% Reduction of bottled water sales
Recycling

We continue to operate recycling programmes in all our offices. In 2018, we introduced new initiatives to reduce the amount of plastic and one-time use food and liquid containers being used in our Head Office (London):

- **May** - installed additional water stations and tea making facilities and distributed free, reusable water bottles to all staff resulting in a 26% reduction in sales of bottled water based on 2017 levels.
- **June** - replaced all single-use containers with Vegware products, which are 100% biodegradable and are recycled using our food waste stream; saving the use of over 100,000 plastic containers.
- **September** - replaced all disposal cups within our vending areas with reusable crockery, saving over 54,000 disposal paper cups.

Our aim is to eliminate the use of all single-use containers where possible and we will progress our initiatives in 2019 to achieve this.

Travel

As a growing, international business, air travel is an unavoidable part of our operations. In 2018, air business accounted for 58% of our total carbon use. However, we continue to invest in our video conference facilities in all our global offices and promote the use of these facilities over air travel.

We also continue to offer incentives to our staff to encourage use of more carbon efficient commuting with cycle to work programmes, complimentary bus passes and season ticket loans.

Energy

In our Head Office, we procure 100% renewable electricity. In addition to this, we purchase REC’s (Renewable Energy Certificates) for the electricity supply in our US offices and GO’s (Guarantees of Origin) for our European offices. Both these certificates will guarantee that the amount of energy purchased has been produced from renewable energy sources.

As there is no mature system in place for Asia Pacific, we continue to offset our carbon emissions for energy use in this region.

In our main US office (Denver), we are completing a full office renovation and a major consideration within the project is the potential energy savings in creating a more energy efficient building.
Get Involved

Giving back and being a responsible corporate partner are core elements of the Janus Henderson culture and we look forward to continuing to explore the ways in which we can better the communities where we live and work. Essential to our success is the involvement of our people; we are lucky to have such an invested, enthusiastic and generous group equally committed to achieving our philanthropic and corporate social responsibility objectives.

Learn more about the governing bodies that support these pillars across our organisation below.

Responsible Investing

Janus Henderson’s Responsible Investment Committee oversees our environmental, social and governance integration and strategy.

Our Clients

Our clients’ needs and experiences are owned by employees across the firm and each individual contributes to our ability to deliver effectively. At the front lines are our investment, marketing and distribution teams; each responsible for the various touch points that carry our brand. Additionally, colleagues within every department can push us forward by ensuring clients are at the center of all we do and every decision we make.

Our People

The factors that influence our company culture and work environment are extensive; however, at the core is each team member’s commitment to the guiding principles. By putting clients first, acting like an owner and succeeding as a team we ensure Janus Henderson’s collective success.

Furthermore, our Executive Committee, in partnership with Human Resources, is committed to providing a favourable work environment that benefits our employees and their families – and ultimately our clients as a result. Feedback on these efforts is welcomed on an ongoing basis as well as through participation in the annual All Employee Survey.

Employees volunteer with Volunteers of America
Our Community

Supporting our philanthropic efforts is the Janus Henderson Foundation Board, led by Foundation President Tiphani Krueger. The board is comprised of leaders from the business as well as a number of advisory members that ensure full representation.

Additionally, the Departmental Community Champions serve as another liaison between the business and the community relations team. Individuals from each department have been selected to serve in this role, ensuring the thoughts, feedback and interests of our team are reflected in our community activities.

Our Environment

As owners in our firm, we are each responsible for ensuring our business practices reflect consideration for our environment. In addition, Janus Henderson’s Facilities team also seeks areas for improvement in regards to our building’s efficiency and our corporate resources.

Learn more about the ways in which you can get involved by visiting JanusHenderson.com > In the Community or visit the People and Culture site on the company intranet.
Employees in Milwaukee volunteer for Royal Family Camp

Employees volunteer during the Month of Service campaign

Employees in London paint and refurbish a park and cemetery